



STEADY

at the Core.

STRONG

in Direction.

Annual Report
2025-26

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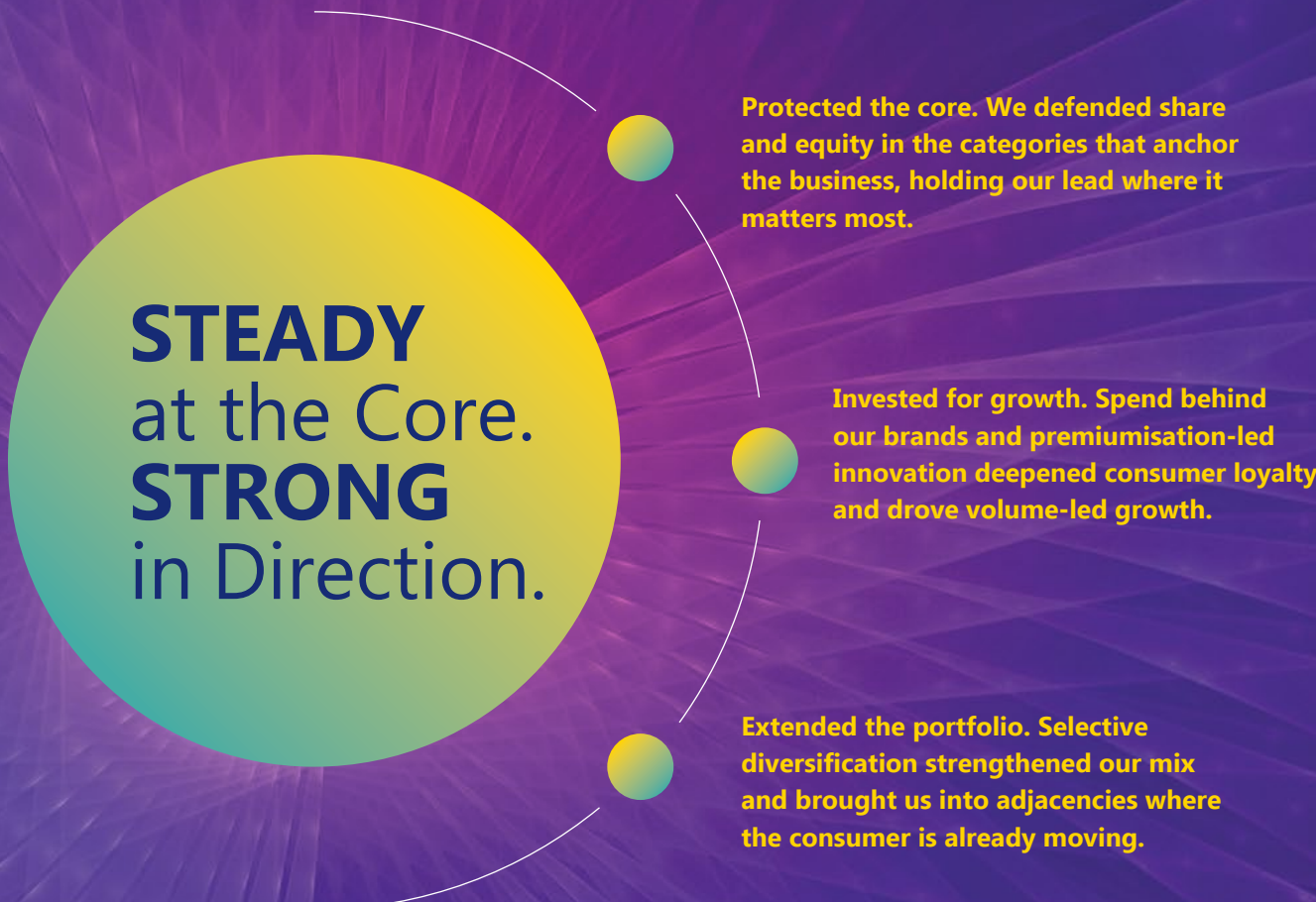
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The core is what holds when everything else moves. It is the brands, the capabilities and the convictions a company returns to when conditions turn – the source of stability now and of value over time.

For Jyothy Labs, FY26 was a year of strengthening that core. A volatile market rewarded discipline over reach, so we made deliberate choices about where to invest, what to build, and what to let go. We stayed close to the business, read our consumers carefully, and backed the few things that matter most.



STEADY
at the Core.
STRONG
in Direction.

Protected the core. We defended share and equity in the categories that anchor the business, holding our lead where it matters most.

Invested for growth. Spend behind our brands and premiumisation-led innovation deepened consumer loyalty and drove volume-led growth.

Extended the portfolio. Selective diversification strengthened our mix and brought us into adjacencies where the consumer is already moving.

These choices left Jyothy Labs with a stronger, more focussed core – and greater conviction in the path ahead.

A circular portrait of M. P. Ramachandran, Chairman Emeritus, smiling and wearing a white shirt and glasses. He has a mustache and a small red mark on his forehead. The background shows a window with blinds.

Message from Chairman Emeritus

M. P. RAMACHANDRAN [→](#)

Dear Shareholders,

Jyothy Labs' journey has always been guided by a simple belief – growth becomes meaningful when it is built on strong values and a sense of responsibility. Over the years, we have tried to build a company that remains close to its consumers, acts with integrity, and grows in a way that benefits everyone connected with it. As markets change and businesses evolve, some principles should remain constant. I am happy to see that these continue to remain at the core of our journey.

FY26 was a year that tested businesses in many ways. Demand remained uneven, costs stayed high, and competition became stronger across markets. Years like these often reveal more about the quality of a business than comfortable years do.

When I look at the performance of your company, I have always believed that numbers tell only one part of the story. I also look at the signs beneath them. During the year, our volumes grew, and that is encouraging because it reflects the trust consumers continue to place in our brands. Fabric Care continued to perform well, and the shift towards liquid detergents is a positive development because it reflects changing consumer preferences and the direction in which many households are moving. In Household Insecticides, we are beginning to see encouraging signs, with losses narrowing during the year. Personal Care too showed improvement in the overall mix of the business. These may appear to be small developments today, but progress built steadily often creates a stronger foundation for the future.

Profitability came under pressure during the year as rising costs created challenges. Yet we did not choose short-term actions that could weaken the long-term strength of the business. We continued to support our brands while maintaining financial discipline, and I am pleased that your company remains debt-free and financially strong.

At Jyothy Labs, our responsibility extends beyond business performance alone. We have always believed that businesses must create a positive impact on the communities around them.

During the year, we continued our efforts in areas such as health, education and community development, while also strengthening our commitment towards responsible and sustainable ways of working.

Our people remain the true strength of this organisation. Their dedication and commitment over the years have helped shape your company that we see today. I would also like to acknowledge the continued trust and support of our consumers, employees, partners, vendors and shareholders who have remained a part of this journey.

India continues to move forward with confidence and aspiration. I believe organisations that remain close to people, understand their changing needs, and continue earning their trust will always find opportunities for growth.

Your company is in capable hands and in good health. I look towards the future with confidence and believe that the years ahead will be stronger than the one behind us.

Warm regards,

M. P. Ramachandran

Chairman Emeritus



← M. R. JYOTHY

Message from Chairperson & Managing Director

Dear Shareholders,

FY26 was another important year in the journey of Jyothy Labs, as we strengthened our position as a trusted home-grown FMCG company driven by innovation, consumer-centricity and operational excellence. Amid a dynamic macroeconomic environment and evolving consumer aspirations, your Company remained focussed on sustainable growth while staying true to the values that have guided us for decades.

The FMCG sector operated in a volatile environment in FY26, marked by geopolitical tensions. Developments in West Asia towards the year-end kept input costs elevated and margins under pressure. Uneven urban demand through much of the year also weighed on the broader external environment. Despite these headwinds and muted overall demand, Jyothy Labs maintained steady volume growth, reflecting its inherent strengths and the continued trust of its expanding consumer base. Our performance during the year was supported by investments in branding, distribution reach, digital acceleration and new product development.

Against a backdrop of subdued demand through much of the year, your Company, maintained volume growth by focussing on core categories, innovation and premiumisation. Pricing and pack actions, together with a gradual demand recovery in the second half of FY26, further supported this growth. GST rate cuts and relative resilience in rural markets, aided by a good monsoon and government spending, helped improve demand.

Improving consumption trends, backed by our strong brand equity and a multi-channel presence, supported healthy business growth, particularly in second half. For FY 2025-26 this translated into 3.5% value growth in revenue, with volumes growing by 6%. Growth was led by Fabric Care, which saw 8.1% growth in value and 9.5% in volumes. The 2X growth in liquid detergents during the year powered our Fabric Care

performance. Despite 6% volume growth, the Dishwashing segment recorded a marginal value decline of 1.3%, reflecting category-wide price corrections.

Personal Care showed recovery during the year, with the Margo franchise growing by 5.2% in value and 1.6% in volumes. Our efforts to reduce losses and improve the mix yielded positive results in the Household Insecticide segment, with EBIT losses reducing from ₹ 25 Crore in FY25 to about ₹ 5 Crore in FY26. The segment is better placed for growth in the next fiscal. An improved mix, led by Liquid Vaporisers and new formats, also supported performance improvement in Household Insecticide, which is progressing towards profitability.

Despite solid volume growth, profitability came under pressure in FY26, with your Company reporting lower Gross Margins, EBITDA and PAT. This reflected sectoral pressures from raw material cost inflation, which could not be fully passed on to consumers. Geopolitical tensions added to the pressure. However, the stability of our core business and the strategic direction pursued through the year helped keep the impact contained. Our prudent fiscal approach further helped maintain a strong financial position, with zero debt and a substantial cash balance of ₹ 997 Crore as of March 31, 2026. The Board of Directors has recommended a final dividend of ₹ 3.5 per equity share of ₹ 1 each, in view of your Company's fiscal stability and clear roadmap for future growth.



We have implemented Zero Liquid Discharge facilities at 12 plants, while solar plants have been installed at four locations.

Distribution strength was one of our key drivers of our overall performance during the year. We made targeted investments to expand our direct reach and to build our presence in modern channels, enabling deeper market penetration across key product categories. The FMCG market in India has seen a sustained shift towards organised, high-growth channels in recent years. FY26 witnessed further traction in these channels, translating into 26% growth in your Company's Modern Trade, e-commerce and quick commerce channels. Growth in modern channels is also helping us reach new urban consumers and provides a strong platform for new product launches, which remain central to our future growth.

In line with this approach and evolving consumer aspirations, we launched a series of new products and product variants during the year. These offerings have been well received in the market and are expected to support volume-led sales growth, premiumisation and market share gains in our core categories. The newly launched Exo variants in dishwash bar and liquid formats, Dr. Wool liquid detergent, and the refreshed Margo pack are resonating well with consumer demand for specialised, quality products across categories.

While modern channel is gaining prominence, we recognise the importance of direct retail reach for market expansion. In FY26, we added around 1,00,000 outlets, taking our total direct touchpoints to over 1.4 million across India. As a consumer-focussed organisation, we remain committed to strengthening engagement by using data-driven analytics to understand evolving consumer needs and aspirations.

Despite a tough macroeconomic environment in FY26, we sustained our

strategic focus on brand-building in the competitive FMCG market. By integrating brand investment into our disciplined financial planning, we maintained our brand investment intensity through the year to ensure strong consumer recall.

Henkel AG & Co. KGaA communicated its decision not to renew the licence agreements relating to the Pril and Fa brands beyond May 31, 2026. Under these agreements, the Company held the rights for the manufacturing, distribution, marketing and sale of products under the brands, Pril and Fa. The Company is now building Exo into a broader dishwash franchise. Exo has for many years been a trusted name in dishwash, with deep strength in the bar segment and an established presence in dishwash liquid. Building on this foundation, Exo will now be developed as an owned brand platform across formats. Supported by a portfolio of established brands, a robust distribution network and strong execution capabilities, the Company remains well positioned to pursue its long-term strategic priorities and business objectives.

As a responsible and future-ready organisation, we continued to scale our ESG focus during the year, with targeted initiatives to promote environmental sustainability. We have implemented Zero Liquid Discharge facilities at 12 plants, while solar plants have been installed at four locations, promoting renewable energy in our operations. Enhanced use of recycled materials in our packaging is further supporting a circular economy at Jyothy Labs, which has maintained 100% of our EPR plastic collection target.

Prioritising our people as partners in our growth journey, we invested further in their growth, welfare, well-being and career progression. In FY26, Jyothy Labs was

recognised by Great Place to Work™ as one of India’s top 50 Best Workplaces in Manufacturing 2026. We were also certified as one of India’s Best Workplaces in FMCG 2025, underlining the strength of our positive, performance-driven and inclusive workplace culture.

Moving into FY27, we will stay on the course we have charted for long-term sustainable growth and value creation. The external environment remains challenging and uncertain. Crude-linked input costs and geopolitical uncertainty may keep inflation elevated and affect overall consumer spending. Rural demand may also remain sensitive to farm incomes and monsoon outcomes.

Our approach remains cautiously optimistic, and we stay committed to executing our strategy. This includes scaling up our recent new product launches with greater focus on premium products, and driving volume-led growth through innovation and distribution, supported by calibrated pricing. Sustained brand investments and innovation will continue to support our growth momentum in the period ahead.

Our strategic pathway is clearly-defined and focussed on continued strengthening of the core by listening to our consumers and responding with agility to their evolving needs. Fiscal discipline and execution excellence, backed by stakeholder trust and support, will steer us towards long-term growth. I would like to thank our employees, consumers, suppliers, business partners, board members and shareholders for partnering with us in our strategic endeavours. Our collective efforts will help us navigate challenges and emerge stronger.

Warm regards,

M. R. Jyothy

Chairperson & Managing Director

CATEGORY-WISE REVENUE

₹ 1,346 Crore



Fabric Care

₹ 959 Crore



Dishwashing

₹ 321 Crore



Personal Care

₹ 196 Crore



Household Insecticide

₹ 122 Crore



Others

Strong Core. Stronger Connect.

*A brand that shapes consumer aspirations.
A brand that meets market expectations.*

With its core value proposition centred around the ever-evolving needs of consumers, Jyothy Labs Limited is a visionary Indian Fast Moving Consumer Goods (FMCG) brand with a strong consumer connect. Fuelled by a steady core of strengths, it is a powerhouse of innovation - delivering exceptional products aligned not just to the present needs of the people but also their future aspirations. Its sharp focus and clarity of direction lend Jyothy Labs a strong distinctive edge, which continues to drive its mission of 'bettering lives' - today and always!



Under the leadership of Ms. M. R. Jyothy, Chairperson & Managing Director, Jyothy Labs continues to build on its strong core while charting a clear path forward. Her focus on consumer-led innovation, portfolio premiumisation, and disciplined growth guides the Company's evolution from a homegrown enterprise into a modern, multi-brand FMCG leader - staying close to the Indian consumer while expanding into new categories and channels.

OUR PURPOSE

We're built with one intent: bettering lives. And it always will be, because progress is real only when shared.

OUR VISION

To create with persistence and leave the world a better place while meeting the needs of our consumers.

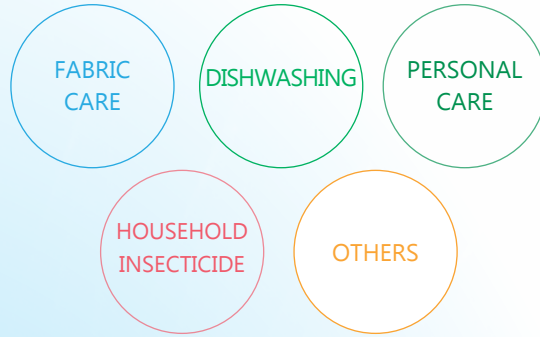
As a company that has evolved from a sole, single-product proprietorship into a multi-brand consumer giant in a span of just over four decades, Jyothy Labs symbolises excellence in quality. Powered by deep insights into the consumer needs and aspirations, it continues to grow its market share across segments in the fast-growing Home Care and Personal Care segments.

WHAT MAKES US DISTINCTIVE

Our strong brand portfolio is built around our deep understanding of the niche needs of Indian consumers. Excellence in quality, along with our ability to effectively scale growth and value, are the hallmarks of our distinctive edge. Our clear focus on charting a futuristic growth direction further strengthens our market-leading position across key categories.

WHAT WE OFFER

Our portfolio comprises a wide range of differentiated products across the key categories of:



PERFORMANCE HIGHLIGHTS FOR FY26

Strong Core. Stronger Connect.

₹ 2,944 Crore
Revenue

1.4 Mn
Outlets – direct reach

4 Mn
Outlets – products available

10,000+
Channel Partners

23
Plants

8,300+
Employees

OUR POWER BRANDS

UJALA



MAXO
GENIUS

Margo



KEY MARKET RANKINGS

#1

Ujala Supreme

In Fabric Whitener category since its launch 4 decades ago



#2

Exo Dishwash Bar

Dishwash category, in value terms



#2

Maxo Mosquito Repellent Coil

Mosquito repellent coil by volume



KEY HIGHLIGHTS FOR FY26

Holding firm through a tough year

FINANCIAL NUMBERS FOR FY 2025-26

₹ 2,944 Crore
Revenue

15.3%
Operating EBITDA

₹ 119 Crore
Operating Working Capital

₹ 450 Crore
Operating EBITDA

₹ 333 Crore
PAT

₹ 997 Crore
Cash and Bank Balance

NEW LAUNCHES



New Anti-bacterial Exo Liquid range



New Anti-bacterial Exo Round in 2 new variants



Dr. Wool Liquid Detergent



New Maya launches in premium, tradition inspired packaging

MAINTAINING a Steady Momentum



Staying Stable in Unstable Times

The challenging macro environment during FY26, which witnessed aggravated geopolitical tensions resulting from the US-Iran war in the last quarter, led to a margin contraction for the FMCG sector in India. Staying stable amid this volatility required a clear directional strength, which Jyothy Labs successfully built through its focussed investments and initiatives. With the year delivering a mixed bag of external indicators, we remained stable under sustained pressure to maintain an overall steady performance.

KEY MACRO INDICATORS

Though margins remained under pressure, the FMCG sector witnessed a general market positivity during the year, driven by:

- **Resilient rural demand**
- **Urban consumption recovery (especially in second half)**
- **Pick-up in volume growth**
- **Recovery in general trade & sustained growth in quick commerce**
- **Successful negotiation of the GST 2.0 transition**
- **Improved affordability at the back of Government's policy interventions**



Despite the uncertainty in raw material planning due to global supply chain issues and climate variability, income tax rationalisation and GST reforms continued to support mass consumption. Resilient rural demand and a pickup in urban demand during the second half steered sectoral growth, making it more disciplined, more regionalised, and more structurally-driven. Government-led direct benefit transfer programmes, including schemes such as Ladli Behan, have enhanced household purchasing power. The FMCG market was expected to deliver a 6–8% growth for the fiscal year at the back of volume-driven expansion and premiumisation.

PROJECTED DIRECTION FOR FY27

Gross margin is expected to remain under pressure over the next few quarters. This is on account of the prevailing geopolitical situation and the resultant unpredictability in forex and crude prices that continued into the start of FY 2027. The current year has begun on a challenging note with margins tightening, export markets turning volatile, and the geopolitical shock emanating from West Asia starting to filter through earnings. Increased competitive intensity and higher freight costs are adding to the margin pressure.

However, the core remains stable, and is expected to drive sustained resilience for business, with consumption demand likely to maintain a steady trajectory. With our strategy focussed on innovation, distribution expansion and protection of the core categories, backed by a sharp portfolio mix management, we, at Jyothy Labs, will continue to move steadily forward on our planned trajectory. Sustained investments in brand promotion and structured omnichannel approach, supported by disciplined cost management & calibrated pricing actions, will further help maintain a stable growth outlook.



GROWTH DRIVERS

Strengths Powering Business Stability

At Jyothy Labs, we have strategically directed our efforts towards strengthening our business core to ensure that the Company's operations remain stable even amid market volatility. We continue to invest in reinforcing the levers of our growth to remain on course with our value creation efforts. We are focussed on driving growth through a combination of price and volume expansion, premiumisation of our product portfolio, and expansion of our distribution network, particularly in rural areas. Our strategy is aimed at effectively negotiating the business challenges to enhance margins and increase the share of our products in the market.



PROTECTING OUR CORE BRANDS

With our core brands, including Ujala, Exo, Henko, Maxo, and Margo, at the heart of our growth strategy, it is our continuous endeavour to maintain market leadership for these offerings. Focussed advertising spend, along with expansion of product range and distribution robustness, are steering our efforts to protect and strengthen these brands. Use of LUPs helps maintain volume in rural and semi-urban markets, giving us a competitive edge against both local unorganised rivals and large competitors.



ACCELERATING GROWTH WITH NEW LAUNCHES

Our multi-pronged growth strategy is centred around launch of new products across our core categories while emphasising premiumisation. This approach is designed to strengthen category play and relevance for the Company across categories. In line with this strategy, we are driving growth through liquid detergents in Henko, Ujala, Morelight and Mr. White brands, along with specialised products like Dr. Wool. The introduction of Maxo Aerosol and Anti-Mosquito Racquet is aimed at turning the Household Insecticide segment around. In Personal Care, the launch of Jovia beauty soap is designed to enhance the portfolio value.



ENHANCING THE INNOVATION EDGE

Consumer-centric product innovation has emerged as a major engine of JLL's sustained relevance and growth. We are continually expanding our Research & Development capabilities to align our products with the evolving consumer preference for sustainable innovations. Our R&D focus is being increasingly oriented towards green chemistry, automation, and digital demand forecasting. It is driven by enhanced investments in blending high-performance product development with sustainable and digital-first operational strategies. With consumer preference pivoted towards premium, convenient offerings, we are targeting functionality and ease of use while opting for high-margin products.

Way forward – In the right direction



Going ahead, our focus will be on four priorities: strengthening our brand investments, sustaining our premiumisation-led innovation momentum, expanding distribution reach, and accelerating digital transformation. Together, these will continue to drive sustained, profitable growth. We will also stay agile in our operations, enabling us to navigate volatility and deliver on our commitments in a challenging macro environment.

PREMIUMISING FOR BETTER MIX MANAGEMENT

Going forward, we will focus on scaling premium offerings - such as Henko liquid detergent, Margo soap variants, and our premium dishwashing range - through targeted advertising. Growing the share of these high-margin products will continue to strengthen our overall portfolio mix. We will maintain a balanced approach: driving premium products in urban markets while sustaining rural demand through low unit packs.

RECALIBRATING PACKS & PRICING STRATEGIES

While General Trade will remain the backbone of our growth, we will deepen our presence across e-commerce and quick commerce channels to capitalise on their expanding reach. This hybrid approach will guide how we architect our packs - smaller, more affordable packs for rural markets and larger formats for modern trade - to match distinct consumer needs across channels. Our pricing will be similarly crafted to offer better value and sustain volume leadership in key segments.

SUSTAINED BRAND INVESTMENT DRIVING RECALL

In an increasingly competitive market, brand investment will remain central to building visibility and strengthening recall. Sustained investment, coupled with strategic category expansion, will continue to build long-term equity for Jyothy Labs. We will keep launching innovative, multi-channel campaigns led by high-profile brand ambassadors - including Vidya Balan, Kareena Kapoor, Keerthy Suresh, Nayanthara, Raashii Khanna and Manju Warrier - and will sustain a balanced omnichannel presence across TV, digital and OOH media.

IIRC CAPITALS

Capitalising on our Core Strengths

The Jyothy Labs value proposition is rooted in the strength of its six capitals. We continue to scale business growth through the International Integrated Reporting Council (IIRC) framework of these capitals. The capitals are continually guiding our efforts to achieve sustainable, long-term growth and value creation. This strategy has successfully powered the Company's transformation from a single-product entity to a diversified FMCG. It has enabled us to ensure sustained growth and expansion with enhanced brand equity.



- Helps JLL maintain a robust financial risk profile, operating as a net debt-free organisation with significant cash reserves.
- Contributes to product portfolio expansion in alignment with consumer needs and aspirations.
- Strengthens our capacity to invest in building key assets and reinforcing other capitals to drive continued growth.

31.93%
ROCE

₹ 997 Crore
Cash Reserves

(as of March 31, 2026)



- Sustained focus on expanding manufacturing capacities and capabilities to cater to the needs of our growing consumer universe.
- Embracing advanced technologies and strengthening efficiency through automation at our manufacturing units.
- Investing in financial and human capital to drive optimal utilisation and maintenance of the manufacturing facilities.

23
Manufacturing facilities

₹ 67 Crore
Capex during FY 2025-26



- Nurturing our people assets to build a future-ready organisation through enhanced operational efficiencies.
- Ensuring effective execution of our strategies, decisions and plans to ensure time-bound action on our goals.
- Training, learning, development, welfare & well-being initiatives to drive people progress.

12.5 Years

Average Tenure

41%

Employee Tenure more than 15 Years

(as of March 31, 2026)



- Fostering long-term relationships with all stakeholders, including consumers, vendors, channel partners, employees, investors, authorities, media persons, and the communities around which we operate.
- Continuous strengthening of the modes of engagement to drive collaborative and inclusive progress.



- Augmenting R&D capabilities to drive innovation and enhance consumer experience.
- Deep consumer insights steering new product development to cater effectively to consumers' evolving aspirations.



- Powering responsible growth through sustainability programmes aimed at minimising the carbon footprint of our operations.
- Ensuring safer and sustainable manufacturing and products through judicious use of natural and renewable resources.

15,60,056 kWh

Renewable Energy Utilised

~10%

Water Savings

(During FY26)

VALUE CREATION MODEL

Raising the Stability Bar

INPUTS



FINANCIAL CAPITAL

- Net worth – ₹ 1,589 Crore
- Net operating working capital – ₹ 119 Crore



MANUFACTURED CAPITAL

- Manufacturing/Processing Facilities – 23
- Capex on capacity expansion and upgradation – ₹ 67 Crore



INTELLECTUAL CAPITAL

- Sustained investments in R&D to build a robust, healthy, hygienic and environment-friendly portfolio
- 3 R&D labs (Mumbai, Silvassa, Puducherry)
- 32 depots and warehouses located pan India
- Strengthening e-commerce presence
- Innovation led by deep consumer insights
- Extensive use of digital media to reach out to target audience
- Focus on ensuring easy availability and accessibility of high-quality products
- Strengthening brand equity through innovative marketing campaigns, and attractive packaging
- Development of multiple SKUs targeting consumer needs across segments



HUMAN CAPITAL

- Nurturing diversity, equity, and inclusion in the organisation; increase in women employees
- Ensuring workplace safety for employees



SOCIAL & RELATIONSHIP CAPITAL

- Expanding distribution network; direct outlet reach crossed 1.4 Million
- Delivering on CSR commitment, ₹ 8.20 Crore spent



NATURAL CAPITAL

- Sustainable packaging, minimised use of plastic
- Transitioning to the use of natural and organic products
- Enhanced fund allocation for Green initiatives
- Increased use of green solar energy – current capacity of 1,226 kW
- Green belt – 47.25 acres
- Trees planted – 13.02K

Robust Value Creation Model



Driven by our laser-sharp focus on building a stronger core, we, at Jyothy Labs, continue to raise the bar of our performance stability even amid challenging external conditions. We have successfully maintained a strong, debt-free balance sheet, and a leading market share in key segments. We have structured our business model around sustained value creation for stakeholders by pursuing a clear strategic direction. Our growth trajectory is pillared around our strong brand value, quality product portfolio, robust fundamentals, resilient volumes, and steady growth track record.

OUTPUTS

₹ 2,944 Crore

Revenue From Operations

SALES OF KEY SEGMENTS

₹ 1,346 Crore
Fabric Care

₹ 959 Crore
Dishwashing

₹ 321 Crore
Personal Care

₹ 196 Crore
Household Insecticide

₹ 122 Crore
Others

OUTCOMES

FINANCIAL CAPITAL

- Market capitalisation – ₹ 7,200+ Crore (as on 30th March 2026)
- Revenue from Operations – ₹ 2,944 Crore
- Operating EBITDA – ₹ 450 Crore
- Profit after tax (PAT) – ₹ 333 Crore
- Net operating working capital – 15 days
- Return on equity – 22.4%
- Dividend payout (proposed) – 38.6% of PAT
- Current Ratio – 2.68
- Robust balance sheet with Enhanced Net Cash and Bank Balance, including investments of ₹ 997 Crore, driving long-term investments

MANUFACTURED CAPITAL

- Use of state-of-the-art technologies for demand & production planning
- Increased automation and better cost control to mitigate high input costs

INTELLECTUAL CAPITAL

- 5.3 Million products sold every day
- New celebrities onboarded for brand endorsement
- Expanded regional presence through local-language campaigns
- Boosted productivity through automation

HUMAN CAPITAL

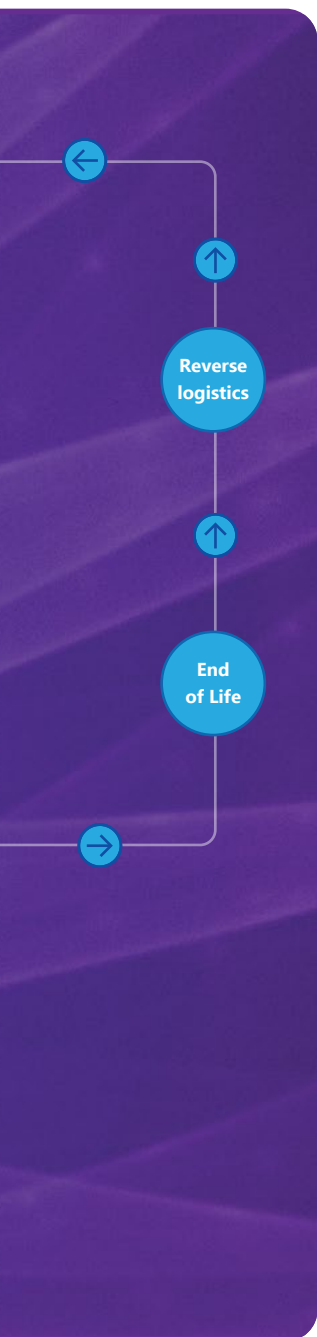
- Better employee engagement and satisfaction levels
- High performance culture
- 67% of employees with tenure of >5 years and 41% employees have been with the Company for 15 years or more

SOCIAL & RELATIONSHIP CAPITAL

- Ensured safety of consumers, people & communities through use of natural and organic products made of environment-friendly ingredients
- Strengthened consumer satisfaction levels
- Sustained value creation & delivery for all stakeholders

NATURAL CAPITAL

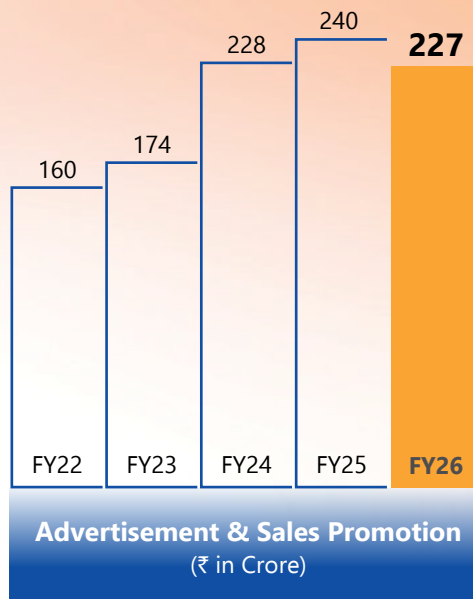
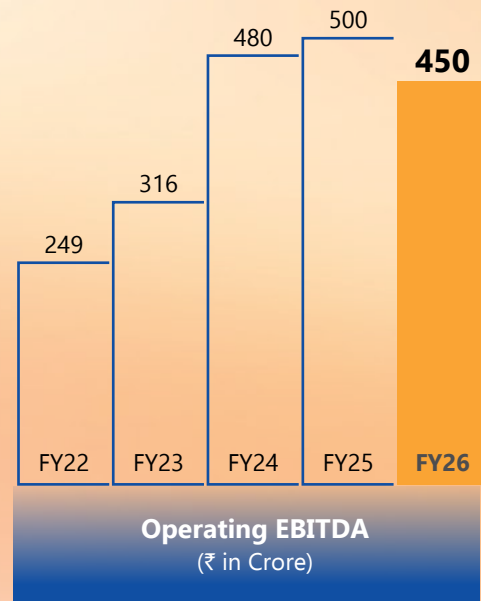
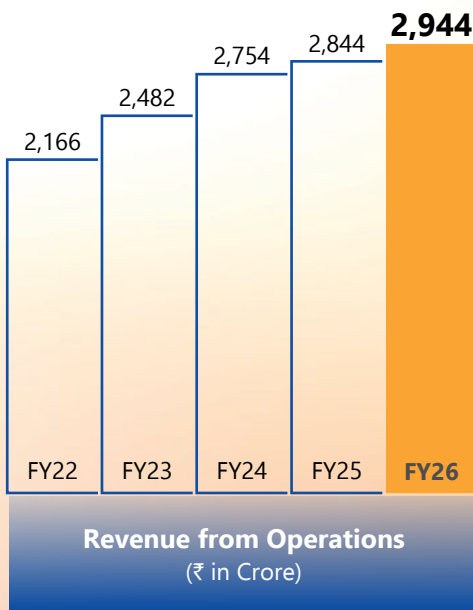
- Sustained progress in journey towards Net-Zero plastic consumption
- Solar plants at manufacturing facilities to reduce carbon footprint and electricity cost
- Total energy consumed from solar power – 15,60,056 kWh

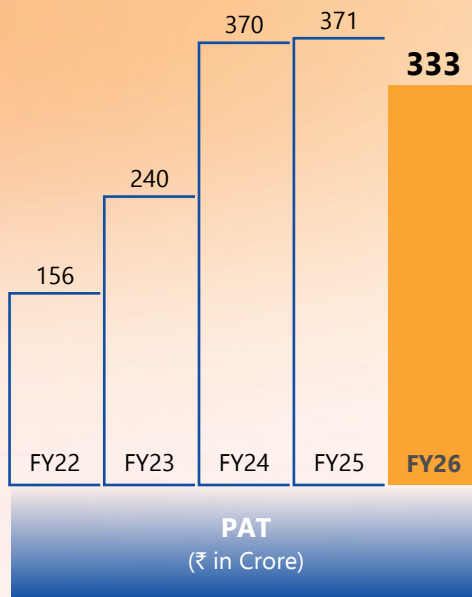
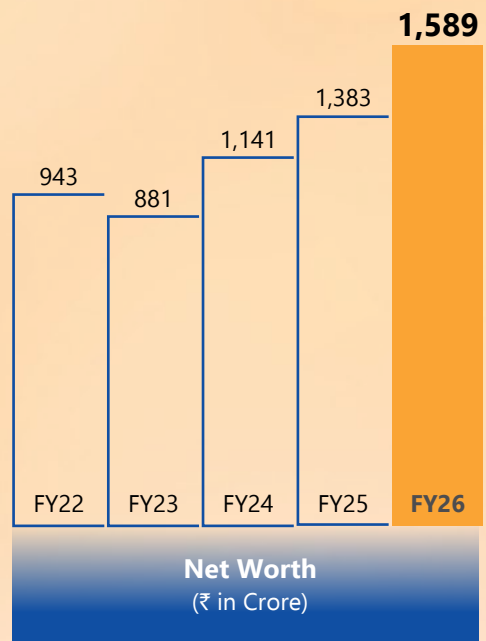
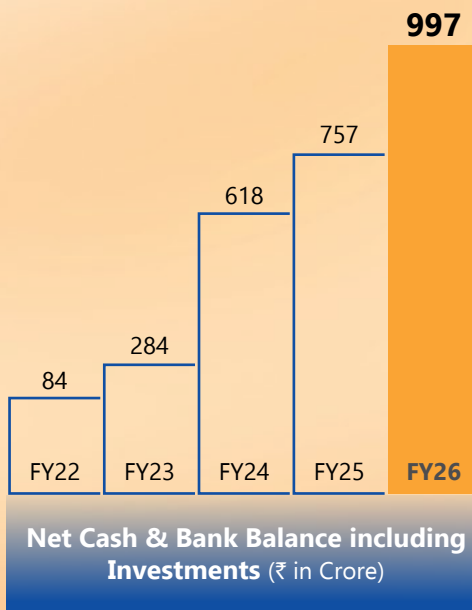


FINANCIAL OVERVIEW

Protecting the core through the cycle

5-YEAR GRAPHS OF FINANCIALS





CHARTING the Right Direction





BRAND PROMOTION

Brands Built to Last. Investments Made to Grow.

Jyothy Labs was built on a simple, powerful conviction: that a well-made, well-priced product, put into the hands of the ordinary Indian consumer, can make daily life measurably better. Four decades on, that conviction is what animates every brand in our portfolio. Our brands do not merely occupy shelf space - they occupy a place in the daily rhythms of millions of Indian households. Protecting that place, and earning a larger one, is the work this section describes.

In FY26, we chose to double down on that advantage. Amid a volatile input cost environment and intensifying competitive pressure, we maintained our brand investment intensity through the year, a deliberate, strategic choice. We believe that the brands which emerge stronger from periods of market turbulence are the ones that never went quiet. Ours did not.

Our brand-building approach rests on three pillars. First, portfolio premiumisation – systematically moving consumers up the value ladder, expanding per-capita revenue while deepening brand loyalty. Second, volume-led growth – ensuring our brands remain accessible, aspirational, and available across India's diverse consumer landscape. Third, omnichannel presence – blending the reach of mass media with the precision of digital and the intimacy of on-ground engagement to build brands that are seen, remembered, and chosen.

STRATEGIC FOCUS ENHANCING BRAND STRENGTH

Our branding strategy during FY26 focussed on volume-led growth, portfolio premiumisation, and sustained high-decibel marketing to increase market share. Targeted marketing campaigns endorsed by several celebrities including leading actresses, raised the pitch for our branding initiatives. Our hybrid branding strategy – blending mass-reaching traditional media (ATL) and precision digital approach (BTL/Digital), helped us make the right noise in the cluttered FMCG landscape. Packaging was an important pivot for translating our brand strategy into shelf impact. Working closely with Marketing and R&D, the Packaging Development team ensured that every pack delivered impactfully in terms of aesthetics, performance, quality, and sustainability.

CATEGORY APPROACH STEERING MARKET DOMINANCE

We have adopted a clear category approach to maintain market dominance for our key brands, with innovation and value the major levers of our growth strategy. Our brand campaigns through FY26 were designed to strengthen our category presence, making us more relevant to consumers seeking value-based premium offerings with their distinctive features. Targeted digital activations – across Quick commerce, e-commerce and modern trade channels – helped drive the Company's growth momentum.

Fabric Care

Lead innovation in post-wash while sustaining value in detergents.

Expand our detergent portfolio across price tiers to deliver superior performance and strengthen category presence.

Household Insecticide

Build on our innovation-led strength to expand into consumer-relevant formats, enhance category presence, and ensure sustainable, value-driven growth in Household Insecticide.

Dishwashing

Drive innovation and expand our dishwash portfolio to strengthen brand equity, deliver superior value, and grow market share across formats and price points.

FY 2025-26 CATEGORY APPROACH

Personal Care

Leverage Margo's 100+ year neem heritage to expand into new personal care formats.

Drive innovation and distribution expansion to build a strong presence in the category.



We adopted an integrated approach to strengthen brand relevance, drive awareness and trial, and deliver cohesive and compelling experiences to consumers across categories and markets. A range of touchpoints – from cultural moments and mass media to on-shelf presence and product design – was activated to bring every brand story to life.

Strengthening consumer connect with exciting campaigns

FABRIC CARE – POST WASH

UJALA: THE STANDARD EVERY COMPETITOR IS MEASURED AGAINST

Ujala's dominance in the post-wash fabric care category is not an inheritance - it is earned, year after year, through consistent brand investment and an unrelenting focus on the consumer promise. In FY26, we reinforced that promise with renewed vigour.



Ujala Supreme, the flagship, continued to own its leadership proposition of "Safedi Se No Samjhauta" - no compromise on whiteness. A sustained multimedia campaign featuring Vidya Balan kept the brand visible, relevant, and emotionally resonant across key markets. Special occasion campaigns tied to Independence Day, Teacher's Day, and Durga Puja deepened the brand's cultural connection with consumers.



Ujala Crisp & Shine extended the franchise into the starch and finish segment, anchored by a strong celebrity-led campaign featuring Nayanthara that drove meaningful category adoption across southern markets. The new Intense variant was introduced to serve the premium end of the segment.



Ujala Young & Fresh marked our entry into the fabric conditioner category – a deliberate, strategic expansion of the Ujala Masterbrand into an adjacency with significant headroom. Supported by actress Keerthy Suresh as brand ambassador and a 360-degree media plan spanning television, digital, and outdoor.

Together, the Ujala portfolio in FY26 did what strong brands must do: defend the core, expand the franchise, and enter new spaces from a position of strength.



FABRIC CARE – PREMIUM DETERGENT

HENKO: THE DETERGENT THAT CARES AS MUCH AS YOU DO

In the premium detergent segment, the consumer is not just buying cleaning performance - they are buying confidence that their clothes will last. Henko is built on exactly that insight. Its brand promise, "Not just wash but Care for your clothes," positions it above the functional fray, anchoring its equity in fabric protection rather than stain removal alone. The proposition of bio-stain powder combined with Care Enzymes that protect colour for up to 20 washes gives Henko a technically credible, emotionally resonant reason to be chosen over competitors.

In FY26, Henko strengthened consumer engagement through cross-category promotional packs designed to drive trial and expand its buyer base. The focus was on converting category users into Henko loyalists by demonstrating superior value at the point of purchase.

Henkomatic, our liquid and powder detergent for machine wash, continued to build its case as the smarter choice for the growing washing machine household segment in India. Multi-channel communication reinforced its superiority credentials, and targeted consumer engagement programmes drove meaningful trial generation at scale.



Dr. Wool entered the portfolio as a new product – a liquid detergent specifically formulated for woollens and delicates. Its launch was supported by targeted influencer programmes, establishing rapid awareness for a niche but high-value segment.

Across the premium detergent portfolio, FY26 was a year of building depth - strengthening the core Henko franchise while extending the portfolio into formats and fabric care needs that reflect how Indian households are evolving.

FABRIC CARE - MID AND MASS DETERGENT

UJALA DETERGENT AND MORELIGHT: COMPETING FOR EVERY WASH, IN EVERY HOME.

The mid and mass detergent segment is where volume is won and lost. It is intensely competitive, price-sensitive, and unforgiving of brands that lose relevance or distribution. In FY26, our strategy was clear: defend share in our strongholds, accelerate formats that are gaining momentum, and ensure our brands deliver unmistakable value at every price point.

Ujala Detergent, spanning powder and liquid formats, continued its ATL presence with Manju Warrier as brand ambassador, maintaining strong relevance in Kerala and key southern markets. The brand's equity as a trusted household name - built over decades through the Ujala Supreme franchise - gives the detergent range a credibility advantage in its core geographies that competitors find difficult to dislodge.

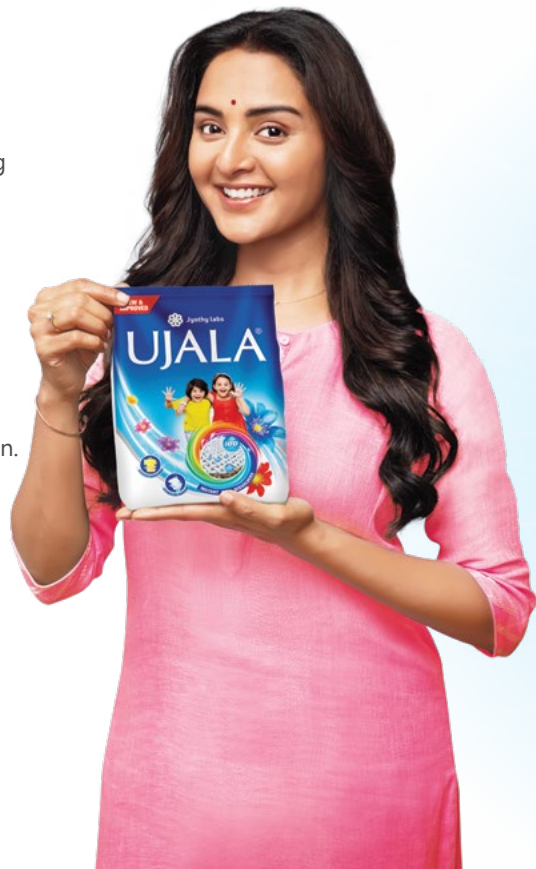


Mr. White strengthened its value credentials through promotional innovation in the powder segment while expanding its liquid detergent presence across channels. For the price-conscious consumer seeking reliable performance, Mr. White continued to deliver a compelling proposition.



Morelight was the standout story of the segment in FY26. Both the powder and liquid formats made meaningful strides - the powder through pan-India availability building and trade visibility programmes, and the liquid through pricing and pack architecture designed to accelerate adoption. Morelight represents one of the most significant volume growth opportunities in our portfolio, and FY26 demonstrated that the brand has the consumer acceptance and distribution momentum to realise that potential at scale.

The mid and mass segment demands consistency of presence and sharpness of execution. In FY26, we delivered both.



DISHWASHING

EXO: DEFENDING LEADERSHIP, BUILDING THE LIQUID FRONTIER

The dishwashing category in India is undergoing a structural shift. Bars remain the volume backbone, but liquids are where the category's future is being written - driven by premiumisation, urbanisation, and a growing consumer preference for convenience and superior efficacy. Jyothy Labs is positioned to win on both fronts.



Exo, our flagship dishwashing brand, held its strong position in FY26 through a sharply focussed strategy built around its Anti-Bacterial promise. Featuring Shilpa Shetty across ATL and digital platforms, the campaign kept the brand visible, contemporary, and unambiguously the consumer's first choice at the kitchen sink.

The defining move of FY26, coinciding with Exo's Silver Jubilee year, was the launch of Exo Liquid. Carrying a dual proposition of antibacterial protection and bio-enzyme grease cutting, Exo Liquid marks our deliberate entry into the fastest-growing format in the dishwashing category. The brand's established equity gives Exo Liquid a headstart that no new entrant can replicate. This is not merely a product launch - it is a strategic claim on the category's future.



HOUSEHOLD INSECTICIDE

MAXO: 25 YEARS OF PROTECTION. A BRAND BUILT FOR THE LONG GAME.

Trust, in the household insecticide category, is not built through advertising alone. It is built through years of consistent efficacy, reliable availability, and the quiet confidence of a mother who knows her family is protected. Maxo has earned that trust across millions of Indian households over 25 years - and in FY26, we celebrated that milestone while simultaneously preparing the brand for its next chapter.



The "25 Saal Ka Bharosa" platform gave Maxo a powerful occasion to reconnect with consumers emotionally, reminding them that this is not a brand that arrived recently - it is one that has stood guard in Indian homes for a generation. The campaign was executed with the cultural intelligence the brand has always brought to its communication.

Maxo Genius, our liquid vaporiser, remained the centrepiece of the portfolio's premiumisation ambition. Featuring Kareena Kapoor in key markets, the campaign highlighted the product's unique automatic operation and universal machine compatibility - functional superiorities that matter deeply to the urban household consumer. The brand's equity in the vaporiser segment positions it well as the category continues to grow at the expense of older, less convenient formats.



Beyond vaporisers, Maxo continued to expand its format presence - aerosols and anti-mosquito racquets represent the brand's recognition that protection needs vary by household, and that a portfolio approach to insect control is the right long-term strategy.

Maxo enters FY27 as a brand that has earned its trust, proven its relevance across formats, and has significant distribution headroom still to unlock.



PERSONAL CARE

MARGO: A CENTURY OF NEEM. REIMAGINED FOR TODAY.

There are very few brands in Indian FMCG that can claim a heritage stretching back to 1920. Margo is one of them. That heritage is not nostalgia - it is a competitive asset. In a market where consumers are actively seeking natural, trusted, and efficacious personal care, Margo's century-old neem credential is precisely what the moment demands. In FY26, we moved decisively to unlock that asset.

The relaunch of Margo Original with a modernised pack design was the year's most significant brand statement. Anchored on the "Since 1920" heritage and Vitamin E moisturiser credentials, the new visual identity was built to appeal to a younger consumer while honouring the loyalty of those who have trusted Margo for decades. This is the kind of restage that does not merely refresh a pack - it resets a brand's trajectory.

The national multimedia campaign featuring Raashii Khanna, built around the proposition of "Ek Acchi Aadat," gave Margo a contemporary voice without abandoning its essential character. The brand expanded its reach through modern trade and e-commerce, ensuring that its renewed relevance translated into availability wherever the consumer chooses to shop.



Margo Neem Naturals extended the franchise into a broader range of neem-based personal care, deepening the Masterbrand's authority in the naturals space. The Durga Puja activation in Kolkata - where a first-ever neem-flavoured sweet shaped like a Margo soap was introduced at pandals - was a masterclass in experiential brand building, engaging over thousands of consumers in the brand's most important market in a manner that was disruptive, memorable, and deeply rooted in cultural truth.

Margo in FY26 was a brand rediscovering its confidence. The work done this year has laid the foundation for a significantly larger role in the Jyothy Labs portfolio going forward.

JOVIA[®]

Beauty Soap

BUILDING PRESENCE, MARKET BY MARKET

Jovia is at an early stage of its brand-building journey. In FY26, the focus was on establishing retail presence, driving consumer trial, and building the ground-level visibility that a young brand must earn before it can compete for share of mind. The work done this year has laid a foundation to build from.

MAKING AN IMPACT ON THE GROUND

Extensive on-ground execution strengthened visibility, trial, and consumer engagement for our brands through the year.

1 RURAL & COMMUNITY ACTIVATIONS

- Conducted 4 HAAT activations, covering 50+ towns and villages to drive rural awareness and trial
- Executed 300+ activations during April–December 2025
- Targeted activations in hill-station markets, with focused dealer and outlet engagement.

2 IN-STORE & OUTDOOR VISIBILITY

- Over 1 lakh+ in-store visibility installations
- Wall paintings covering approximately 1 lakh sq. ft. across 100+ towns, with a strong rural focus
- Deployment of 1,500+ dealer boards across key markets

3 RETAIL STORM & MARKET-FOCUSED DRIVES

- Retail Storm activities covered all major metros with sharp outlet-level focus
- Laser-focussed execution ensured visibility, availability, and conversion at key retail touchpoints

OTHERS

MAYA: THE POWER OF CULTURAL RESONANCE

Maya occupies a distinctive space in the Jyothy Labs portfolio – a brand that competes not on functional superiority alone, but on its ability to connect with the Indian consumer's inner life. In a category defined by ritual, devotion, and sensory experience, cultural relevance is the most durable competitive advantage a brand can hold. Maya has built exactly that.

In FY26, Maya Ramayan Saga tapped into one of the deepest emotional currents in Indian culture, leveraging the timeless resonance of the Ramayan to create a product that felt less like a purchase and more like a participation in something meaningful. Maya Triveni Sambrani Cups extended the brand's sensory credentials with charcoal-free, perfume-inspired fragrances – a product innovation that speaks to the evolving Indian consumer who seeks the comfort of tradition without compromise on quality.

Maya is a small brand by revenue. It is not a small brand by meaning. In a portfolio that competes largely on functional grounds, Maya's ability to occupy emotional and cultural space is a strategic asset that deserves to be nurtured with the same seriousness as any of our larger franchises.

4

BTL & FESTIVE ACTIVATIONS

- Participated in 25+ Melas and 10 sponsorships, generating:
 - Footfall of approx. 3 lakh+ consumers
 - Improved off-take and sales uplift versus average business
 - 1 lakh+ direct consumer connects
- Regional and festive activations included:
 - Onam activities in Kerala (5 sponsorships)
 - Durga Puja, Ganesh Utsav, Powai Puja
 - Ganesh Mahotsav
 - Nauchandi Mela



5

CULTURAL ENGAGEMENT & EVENTS

- Supported India-centric cultural events, including Onam, Thrissur Pooram, Diwali, and Pongal, across GCC and South East Asia
- Participated in approximately 24 events across Dubai, Kuwait, Bahrain, Oman, Malaysia, and Singapore, strengthening community connect and brand salience

MANUFACTURING CAPABILITIES

Nurturing the Operational Core

At Jyothy Labs, we have prioritised manufacturing superiority as a key lever of our sustained, long-term growth. We remain committed to building on our manufacturing strength to drive operational excellence. Our focus, during FY26, was on strengthening the shopfloor systems, improving productivity, enhancing safety-readiness, and embedding structured improvement practices across our 23 manufacturing units.

ENSURING COMPLIANCE & OPERATIONAL DISCIPLINE

As a responsible corporate, we have anchored our manufacturing operations in strong governance processes and stringent regulatory compliances

In FY26:

- Our manufacturing units complied strictly with various statutory requirements, audit protocols, and documentation standards.
- Our Kandanaserry Unit was recognised by the Ministry of Statistics, Government of India for timely and accurate filing of the Annual Survey of Industries (ASI), reflecting operational discipline and data integrity.
- We conducted regular internal reviews and audits to enhance transparency, accountability, and compliance across the plants.

We introduced quarterly Factory Kaizen Awards, recognising impactful Kaizens across productivity, quality, safety, and efficiency, to promote a culture of improvement at all our manufacturing units. Learning and standardisation was strengthened through cross-plant benchmarking and sharing of best practices.

BOOSTING PRODUCTIVITY & EFFICIENCY

Our manufacturing strategy is aligned with our overarching business focus on promoting operational and cost efficiencies while strengthening productivity. We invest proactively in the adoption of advanced technologies and equipment to drive our efforts in this direction. Our initiatives during FY26 included:

- Machine improvement projects, cost-reduction initiatives, rejection control

actions, and damage prevention measures.

- Systematic application of Root Cause Analysis (RCA) and Corrective and Preventive Action (CAPA) frameworks to address quality deviations and reduce market complaints.

These interventions enabled enhanced line performance, reduced manual intervention, improved safety outcomes, and better asset utilisation.

5S FRAMEWORK DRIVING IMPROVEMENT

The implementation of a structured 5S framework is driving consistency and measurable improvement across our manufacturing facilities.

- We rolled out a standardised 5S Audit SOP with a defined 25-point checklist during the year.
- Objectivity was ensured through a dual evaluation mechanism combining audit scores and management assessment.
- To promote accountability and tangible improvement in our manufacturing operations, monthly audits, quarterly reviews, and annual rankings were undertaken.
- At the shopfloor, discipline and ownership was strengthened through before-and-after documentation and action closure.

PROMOTING SAFETY & EMERGENCY PREPAREDNESS

We undertook a series of initiatives to enhance the operational safety systems and emergency preparedness at our plants.

- Fire-fighting training programmes were conducted in collaboration with local Fire & Emergency Services - these covered extinguisher handling, hydrant operations, evacuation procedures, and emergency response protocols.
- PPE demonstrations and safety equipment awareness sessions were organised to ensure correct usage and compliance on the shopfloor.
- Walkie-talkies were deployed across units to enhance communication during emergencies, ensuring uninterrupted coordination during network or power disruptions.

FOSTERING CLEAN ENVIRONMENT

We believe a clean and safe environment is conducive to workplace productivity and have institutionalised fortnightly Clean & Green GEMBA Walks across units. Steps were taken during the year to capture observations related to housekeeping, safety, and operational gaps. These were backed by defined action plans, responsibilities, and closure timelines. Continuous monitoring ensured timely corrective actions and sustained improvements.



OUR DISTINCTIVE QUALITY EDGE

Quality compliance is for Jyothy Labs a non-negotiable facet of its consumer-centric business strategy. We have prioritised product quality as a critical metric and a key differentiator of our brand proposition. Our commitment to high quality is reflected in our continuous efforts to enhance both our products and processes. Our internal quality policies and norms are regularly reviewed and strengthened to ensure alignment with the most stringent regulations, as well as the highest industry and regulatory benchmarks.

Comprehensive quality framework

We have in place a comprehensive quality system:

- Comprising seamless product quality processes and controls.
- Allowing us to conduct extensive reliability qualification and monitoring of our products.

- Enabling us to provide global consumer quality and failure analysis support that we believe to be unmatched in the industry.

Our efforts are oriented towards achieving and maintaining a high level of quality, designed to enhance the Company's reputation with consumers.



We are continually working towards boosting consumer experience to ensure sustained business growth. Market insights help us improve product quality and drive consumer delight. We have prioritised quality as an overarching business enabler, and continue to take targeted actions to promote quality norms not only at our own sites but also at the premises of our supplier and manufacturing partners. This has lent us a strong competitive edge in the market while building consumer trust and loyalty.

Robust quality inspection

Our robust quality inspection process helps avoid and detect product quality issues at all our manufacturing units and warehousing locations.

- Our key raw material suppliers are externally certified to ensure quality adherence.
- Regular monitoring and inspection of the quality of the material received at all our manufacturing locations ensures that it meets our rigorous quality standards.
- We ensure that on-pack labelling details on products are compliant with the applicable regulatory and statutory norms as well as the Jyothy Labs labelling policies, providing clarity and transparency to our consumers.

Our efforts remain focussed on strengthening our product quality and process robustness. Our comprehensive quality systems, extensive reliability qualifications, and ongoing product monitoring ensure that we consistently meet, and often exceed, stringent quality standards across markets.

We are cognisant of the potential serious consequences of product labelling errors for both consumer safety and brand reputation. To check such risks, we ensure that the labels on our packs provide clear and accurate information about our products, empowering consumers to make informed decisions regarding their purchase.

Directing Resources towards Product Revolutionisation

The competitive FMCG landscape demands continuous product improvement and innovation, aligned with the fast-evolving consumer choices and aspirations. It requires a deep understanding of the consumer needs and an enhanced focus on strengthening consumer connect. Driven by our strong R&D capabilities and our ongoing digital transformation efforts, we, at Jyothy Labs, are continually scaling our product proposition. We are focussed on amplifying consumer reach by developing innovative new products and product variants that resonate with their changing preferences.

OUR INNOVATION FOCUS

Our consumer-centric innovation and R&D efforts emphasise on green chemistry, sustainable formulations, and functional product enhancements across our product categories. Premiumisation is a central proposition of our current innovation efforts, in line with the transforming consumer habits. Our focus remains on creating high-performance products crafted to cater effectively to the evolving consumer needs. Our R&D centres in Mumbai and Puducherry are equipped with internationally benchmarked systems and processes, and driven by a talented and skilled team.

Extensive deployment of digital channels and consumer surveys enables us to gather consumer insights, which we use to drive our innovation journey.

KEY PRODUCT INNOVATIONS OF FY26

Ujala Crisp & Shine Intense - a premium innovation enriched with exotic French perfume and advanced nano-active perfume bead technology, designed to deliver long-lasting fragrance while making clothes crisp, sharp and radiant - empowering consumers with enhanced confidence.



Ujala Young & Fresh - a next-generation fabric conditioner infused with SmartBurst French Perfume capsules, in fresh and contemporary packaging, delivering up to 12x longer-lasting freshness.

Dr. Wool Liquid Detergent - an expert product for Woollens & Delicates, in warm reassuring design reflecting gentle care, launched in selected zones in ₹ 10, 500g and 1kg SKUs.

Exo Liquid - India's anti-bacterial Dish washing liquid format with 2 in 1 Power of Bio-enzymes and Natural ingredients. Launched in 2 new variants – New Anti-bacterial Exo Liquid with Lemon & Ginger, and New Anti-bacterial Exo Liquid with Neem & Lime, offering the full SKU assortment in both.



Maxo Genius LV Lavender Royale - delivers mosquito protection combined with enchanting lavender fragrance.

New Maxo Genius Combi Pack - fastest fully automatic mosquito repellent machine where knockdown starts in just 5 minutes, delivering maximum protection against disease-causing mosquitoes.

Maya Triveni & Maya Ramayan Saga launched with premium festive packaging rooted in tradition.

PACKAGING REDESIGN

The year's most significant packaging work was the restage of Margo Original. We introduced a modernised pack design with a refreshed visual identity that foregrounds the brand's "Since 1920" neem heritage and Vitamin E credentials - built to draw in younger consumers while honouring the loyalty Margo has earned over a century. More than a cosmetic refresh, the redesign was crafted to signal the brand's renewed contemporary relevance on shelf.



We also refreshed the packaging across the Ujala Powder and Liquid Detergent portfolio:

- The redesign was developed to communicate freshness, care, and modernity - values that align with Ujala's brand promise.
- The new design incorporates modern floral elements and vibrant colour schemes, creating a contemporary look that resonates with modern consumers.
- The updated packs elevate shelf appeal and enhance brand visibility, ensuring stronger differentiation in a competitive marketplace.
- By combining aesthetic appeal with functional clarity, the packs strengthen consumer connection and reinforce Ujala's position as a trusted household brand




IT PROWESS

Reinforcing the Technological Core

As a future-focussed organisation driven by an overarching emphasis on operational efficiency and business agility, we aggressively harnessed the power of Information Technology (IT) during FY26. The focus was on building future-ready digital platforms, leveraging automation and analytics, and creating seamless, employee-centric systems that support scale and collaboration across the organisation. Our IT initiatives were aimed at guiding organisational decision-making and strengthening the business.





KEY IT INITIATIVES OF FY26

CORPORATE OFFICE

MODERNISATION - A future-ready, tech-enabled and employee-centric workplace, designed to support future scalability, and ensuring seamless collaboration across the teams.

AI-Based Process Automation:

At Jyothy Labs, AI is central to our operational efficiency. We have successfully automated key processes like forecasting, channel sales targeting, field staff incentives, etc. This focus on automation extends to our Accounts Payable, delivering speed, accuracy, and compliance at scale.

AI-based Suggested Order system rolled out for frontline sales, leveraging predictive analytics to improve order quality and compliance, thereby strengthening sales team compliance across functions.

Analysis & Collaboration: We have enhanced our sales analytics with 'Outlet Pulse', a new dimension that measures outlet performance efficiency. Furthermore, our enterprise-wide analysis and collaboration

platform has been expanded to streamline manpower budgeting, profitability analysis, and Capex budgeting.

Image Recognition technology implemented at retail, enabling automated and real-time monitoring of in-store execution, and ensuring that what is planned centrally is executed consistently on the ground.

EMPLOYEE-CENTRIC AUTOMATION

JCONNECT PLUS - Now provides Integrated workflow platform for performance management, including KRA management and reviews; also allows employees to meet room booking, and other service requests.

E Bot - ECLAIM AI ENABLEMENT

- Indigenous one-stop app for employees to claim their work-related expenses; has an easy-to-use interface to make expense submission and approvals quick and hassle-free; E Bot – an AI Bot - was introduced to quickly scan, validate and automate expense entry.

OMNICHANNEL DISTRIBUTION

Expanding Presence in All Directions

Our growing reach and presence across the length and breadth of the country is driven by our omni-channel distribution strategy. We deploy both the offline and online channels to reach out to the last-mile consumers, who constitute an expanding consumer base for our diversified products. We have progressively strengthened our distribution network through targeted initiatives over the years. We prioritise the welfare and growth of our distributors, who are continually partnering us in our journey of growth and expansion.



We continue to invest in various measures to support our distributors in their operation. We have deployed various software models to steer our efforts in this direction. The Distributor Management System (DMS) software, which has been functional since the COVID, helps in seamless management of the entire process of movement of goods – from sales to inventory, trade schemes and billing. The Continuous Replenishment System (CRS) has automated the stocking process, ensuring automatic replenishment of stocks falling below a certain level.

'MOPED' & VAN MODEL OF DISTRIBUTION

Our unique 'Moped' and van model of distribution enables easy navigation through the narrow lanes and streets that are common in the rural and semi-urban Indian markets. This last-mile delivery and sales solutions helps our salespeople reach out directly

to outlets serviced by wholesale channels in areas that cannot be accessed by large trucks.

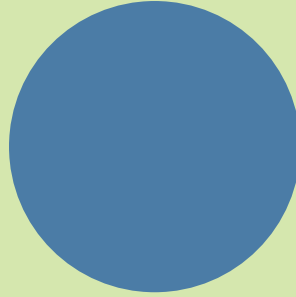
The mopeds are loaded with our full product range – in affordable smaller and sachet packs, which find a ready market particularly in the rural areas. The salespersons collect cash on the sale of products and complete the transaction in a simple and seamless manner. This model has emerged as a tool to attract new rural and semi-urban consumers and enables Jyothy Labs to keep pace with the rapid expansion in general trade distribution networks.



SURGING AHEAD

in Sustainable
Growth
Direction





ENVIRONMENT - SUSTAINABILITY

Reducing our footprint, advancing our future

Environmental stewardship has moved from a compliance obligation to a core operating principle at Jyothy Labs. Through the year, we sharpened our focus on cleaner energy, smarter water use and a circular approach to materials – embedding these priorities into the everyday rhythm of our manufacturing units and offices alike.

Guided by a robust environmental management framework and powered by our own innovation capabilities, our agenda lowers the impact of operations while keeping us fully aligned with regulatory expectations across the value chain – and positions the business for resilient, long-term growth.

THE YEAR AT A GLANCE

36%

of total energy drawn
from renewable sources

17%

lower GHG emission
intensity versus last year

12

plants operating at Zero
Liquid Discharge

100%

of our EPR plastic-
collection target achieved



→ Puducherry plant integrated rooftop solar installations.

ENERGY AND EMISSIONS

Energy efficiency was a defining theme of the year. Renewable sources met around 36% of our total energy demand, and a programme of efficiency interventions lowered our GHG emission intensity to 0.098 tCO₂e per ₹ Lakh of turnover – about 17% below the prior year. These gains are stepping stones toward our commitment to operational Net Zero by 2040.

- Solar generation and biomass retained in boiler fuel to reduce reliance on fossil sources.
- LED lighting, motion sensors and energy-efficient BLDC fans rolled out across facilities to cut everyday power draw.

- IE3 motors, VFDs and compressed-air optimisation lowering specific energy consumption on the shopfloor.
- A ‘Save Energy’ campaign and targeted conservation sessions equipping employees to act on savings in their own work areas.

WATER – MANAGED WITH PRECISION

Water remains one of our most closely managed resources. Twelve of our plants now operate on Zero Liquid Discharge, and treated water is reused for gardening, green-belt redevelopment and washroom use – with a clear goal to extend ZLD to every plant where feasible.

Sustainability is no longer a parallel programme – it is built into our systems, our shopfloor routines, and the choices our people make every day.



- Low-flow fixtures, sensors, auto-timers and leakage-arresting measures curbing wastage.
- Waterless urinals cutting consumption while improving hygiene.
- Digital, IoT-based real-time monitoring of water use across sites.
- Expanded rainwater-harvesting and recharge infrastructure, supported by water-awareness campaigns.

MATERIALS – DESIGNING OUT WASTE

A circular mindset guided our materials agenda, anchored by our targets of zero plastic waste and zero hazardous waste to landfill by 2027. We met 100% of our EPR plastic-collection obligation, and recycled content in our plastic packaging rose more than threefold to 2.11%.



- A strong Reduce, Reuse, Recycle culture promoted across the organisation.
- Industrial plastic reused in package moulding; post-consumer plastic processed through CPCB-registered recyclers and co-processors.
- Hazardous and e-waste routed to authorised recyclers, with landfill kept to a minimum.
- Employee-led plastic-collection drives, plus tree plantation and green-belt development supporting local biodiversity.

CLEANER MOBILITY

Our switch from diesel to electric forklifts paired environmental gains with operational efficiency – eliminating fuel use on this fleet, removing the associated waste oil

and filters from our footprint, and lowering air and noise pollution on the shopfloor. We are encouraging wider adoption of electric vehicles, and new owned vehicles will be electric wherever feasible, in line with our Scope 1 reduction goals.

GOVERNANCE AND ASSURANCE

- ISO 14001:2015 environmental management certified across 20 manufacturing units, with the remaining sites in the certification pipeline.
- Periodic assessments of ZLD systems and emission monitoring, reported to the CPCB/SPCB.
- Oversight by the Board’s ESG Committee, with accountability embedded at plant level.

- Essential environmental indicators independently assured (limited assurance) for FY 2025-26.

A CULTURE OF RESPONSIBILITY

- Organisation-wide BRSR training – a concise 30-minute module reaching every employee on sustainable practices, ethical labour standards and responsible conduct.
- An environmental-responsibility e-module by HR and EHS, extending into employees’ homes through family engagement and inter-location competitions.
- Recognition for employees and teams advancing safety, energy conservation and green initiatives.

OUR SUSTAINABILITY ROADMAP

Our environmental ambitions are anchored in time-bound, measurable commitments:

Focus area	Commitment	By	Progress in FY 2025-26
Climate	Operational Net Zero	2040	GHG emission intensity down ~17% YoY; ~36% energy from renewables
Hazardous waste	Zero hazardous waste to landfill	2027	Routed to authorised recyclers/co-processors; landfill minimised
Packaging	100% reusable / recyclable packaging materials	2030	Lightweighting and redesign underway across SKUs
Water	Zero Liquid Discharge across all plants	Ongoing	12 plants on ZLD; treated water reused on site
Certification	ISO 14001 across all plants	Ongoing	20 manufacturing units certified
Value chain	100% vendor ESG performance evaluation	2030	88.6% of partners assessed for environmental impact

Read more in Principle 6 of our Business Responsibility & Sustainability Report.



SOCIAL – EMPLOYEES

Building on our People Core



The Jyothy Labs' business strategy is driven by its strong people core, with a sharp focus on building a resilient, inclusive, and high-performing organisation. We are committed to empowering our people, fostering a culture of excellence, and delivering sustainable value for all stakeholders. We focus proactively on promoting the welfare and well-being, along with personal and professional development, of our employees. We are continually working towards nurturing diversity, equity and inclusion at the workplace, while protecting human rights and promoting sustainability as a way of life.

Great Place to Work

In a powerful testament to our people-first culture, Great Place to Work™ recognised Jyothy Labs as one of India's top 50 Best Workplaces in Manufacturing 2026. We have also been officially certified as one of India's Best Workplaces in FMCG 2025. These recognitions endorse the positivity of our workplace culture - built on trust, collaboration, and employee well-being. They are a validation of the collective efforts of our teams, and endorse our strong commitment to creating an inclusive, engaging, and rewarding work environment by fostering the values of trust, pride and camaraderie.



NURTURING CAPABILITIES, STRENGTHENING TRAINING

Alignment of our people capabilities to the transforming consumer ecosystem is an imperative for sustained, long-term business growth. We have initiated several training and skill development programmes aimed at building the capabilities and driving continuous learning for our employees.

Unnati: Unlocking potential through capability building

Unnati is our structured learning and development initiative focussed on nurturing a future-ready talent pool. It seeks to close competency gaps and build capabilities at individual, team, and enterprise levels. The programme provides learning opportunities for development, skill enhancement and capability development, with a mix of role-specific and common capability building trainings.

Over **1,43,157** training man hours

Invested across Manufacturing, Sales and Corporate functions in FY26

JEmark: Cultivating future leaders from campuses

This campus hiring initiative is aimed at identifying and onboarding high-potential talent from management institutes across India. It is focussed on strengthening our talent pipeline while infusing fresh perspectives, innovation, and energy into our teams. It involves rigorous induction, mentoring, and functional training of the new campus hires, ensuring their seamless integration and long-term success within the organisation. It also helps enhance female representation in sales roles, in line with our commitment to diversity and inclusion.

21

Management trainees hired from B-schools across functions in FY26



Saksham: Nurturing an all-encompassing growth culture

This is a specialised BBA graduate degree programme for Trainee Market Intelligent Assistants (TMIAAs). It blends academic rigour with field-level practicality to ensure that our employees grow with the organisation. It helps our Sales TMIAAs pursue formal education while continuing to contribute to business outcomes.

Samwad – HR Connect

This is a platform to bridge gaps and build trust for our Sales teams leaders, enabling them to raise workplace concerns, share field experiences, and discuss operational challenges with the HR Team. It ensures that feedback is not only heard but is swiftly acted upon, thereby fostering a positive and inclusive work environment. Real-time discussions and quick resolutions are integrated into the platform.



captured joiner feedback to continuously improve the onboarding experience.

STREAMLINING ONBOARDING & EARLY ENGAGEMENT

To create a consistent and engaging onboarding experience, we rolled out several initiatives during the year:

Genesis Animated Induction

Module - introduced in multiple languages for GT Sales new joiners, providing a clear understanding of the organisation, product portfolio, and GT sales processes through interactive learning.

Key Staff Introduction

Sessions - organised for new joiners to facilitate connections with stakeholders and enhance their understanding of the organisational structure.

Anubhav Employee Survey

- initiated and automated to gather feedback from employees on their onboarding and induction experience, supporting continuous improvement of the process.

ENSURING EMPLOYEE HEALTH AND WELL-BEING

Employee health, safety, and well-being is a core priority for Jyothy Labs, and we have in place several structured initiatives embedded with a culture of care.

- Comprehensive health care coverage through our Group Medclaim and Personal Accident Insurance policies, with the added option of a Voluntary Parental Medclaim Plan, ensuring extended support for employees' families.
- Annual health check-up camps and wellness sessions, focussed on physical and mental well-being, across locations.
- Flex Health Plans introduced to empower employees to personalise their insurance coverage based on individual and family needs - includes options for increasing sum assured, OPD coverage, maternity benefit enhancements, cervical cancer vaccinations, and a Voluntary Group Term Life (GTL) Policy.



CELEBRATING THE SPIRIT OF TOGETHERNESS

A series of employee engagement activities were conducted through the year in line with our commitment to fostering a positive, inclusive, and culturally rich work environment. These included celebration of birthdays and other special days, festivals, picnics etc. We launched PlaySports - an annual sports event for corporate office employees. "Ujala House Homecoming" was a special celebration event organisation for all corporate office employees to commemorate the shifting of Jyothy Labs into our newly renovated corporate office in Mumbai.



DRIVING SUSTAINABILITY THROUGH BRSR TRAINING

Aligned with our broader goals of environmental stewardship and social responsibility, and to promote a culture of ethical and responsible business practices, we conducted a companywide training under Business Responsibility and Sustainability Reporting (BRSR) in FY26. During the year, we were also recognized through the HSE & Sustainability Annual Rewards & Recognition program for our commitment to HSE and sustainability excellence.



(Read more on Page 107 of the BRSR report)

GOVERNANCE

Fortifying our Core Decision-Making

As a responsible corporate citizen, Jyothy Labs has directed its systems and processes towards upholding the highest principles of good governance. We are committed to ensuring ethical, transparent and accountable conduct in all our dealings. Our governance structure is crafted to maintain uncompromising compliance with all applicable laws and regulations. We continue to strengthen our decision-making framework to create sustained value creation for all the stakeholders while diligently protecting their interests.

ROLE OF THE BOARD

Our Board of Directors guides our strategic decision-making on all important governance issues, including risk management, compliance and financial integrity. It oversees the operations of the Company, ensuring optimal utilisation of resources. It promotes the highest standards of governance and drives sustainability in line with our commitment to Environmental, Social and Governance (ESG).

Board Committees

The Board's decisions are effectively implemented by the Board Committees, mostly headed by Independent Directors. These committees also maintain continuous oversight through regular policy reviews and on-ground implementation of governance procedures. Annual evaluation is undertaken of the Board and the senior management to monitor the progress on our broad organisational objectives.

Board Policies

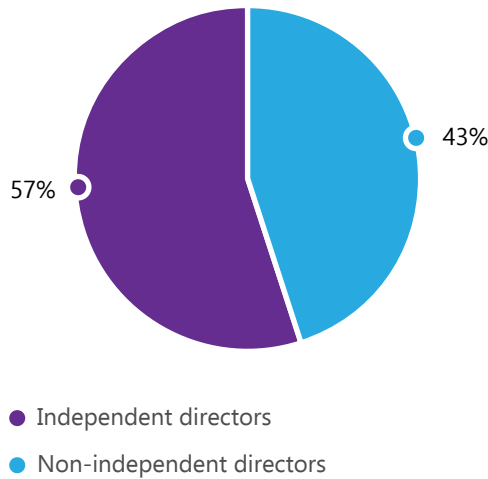
To ensure organisation-wide compliance with our governance principles and decisions, we have made our corporate policies easily available to the respective stakeholders. Employees are also provided easy access for interacting with the senior management and sharing their suggestions and opinions.

BOARD INDEPENDENCE AND PARTICIPATION

Our governance framework is designed to ensure the independence of the Board, as well as regular participation of its members in various meetings and decision-making.

- The Independent Directors have submitted their Declaration of Independence, reaffirming their ongoing commitment to the independence criteria laid down in Section 149 of the Companies Act, 2013, and Regulation 16 of the SEBI Listing Regulations.
- Board oversight of the Company's performance and strategic decision-making is maintained through evaluation of various operational aspects, including risk management, sustainability and stakeholder relationship.
- Board meetings are conducted regularly to assess and provide input, with the 100% attendance recorded in FY26 reflecting active participation by the members.

Board independence



ROBUST ESG GOVERNANCE

With sustainability a key pillar of our business model, we have put in place a robust ESG governance mechanism. We remain committed to the realisation of our ESG goals as part of our efforts to make a positive impact on the planet and the people. Our sustainability journey is navigated by the ESG Committee, constituted by our Board in March 2023. The committee is mandated with the task of overseeing the governance of ESG practices and ESG risks at the Board level. It is responsible for ensuring the necessary management attention and resources for driving the ESG agenda of the Company.

EFFECTIVE RISK MANAGEMENT

Our Risk Management Committee has been regularly monitoring and reviewing the Company’s risk management plans/policies since it was established in 2019. It also monitors the appointment of various functionaries, and decides their role and responsibilities. The committee is mandated to evaluate all risks facing the Company, including cyber risk. It is further tasked with assessing the control measures/security provided against risks. The Board of Directors may, from time to time, delegate other powers and tasks to the committee.

COMPLIANCE AUDITS

The Compliance Tool software mechanism ‘Legatrix’ implemented by Jyothy Labs tracks and ensures adherence to all the applicable laws across the organisation. The reports of the tracking and compliance are reviewed by the senior management on a monthly basis. The tool, designed by Legasis Services, is regularly reviewed by our Internal Auditors and no discrepancies were observed during FY26.



Read more on Page 107 of the BRSR report

Board of Directors



M. P. Ramachandran
Chairman Emeritus

Founder of Jyothy Labs Limited, M.P. Ramachandran started with humble beginnings in 1983. Driven by his futuristic vision and unyielding pursuit to improve human lives and contribute to nation-building, he built the Company, which today epitomises trust for millions across India.



M. R. Jyothy
Chairperson and
Managing Director

Associated with the Company since 2004, Ms. M. R. Jyothy has led Jyothy Labs to greater heights of success over the years. She provides strategic leadership to the Company, shaping its long-term vision while driving operational and financial performance. She has received several industry awards and recognitions, including the 'Woman Entrepreneur of the Year' award from Zee Business, and has been voted among the 50 most influential women in Indian media. In 2023, she was named to Forbes Asia's Power Businesswomen list. She is the guiding force behind the Company's product innovations. Ms. Jyothy is a postgraduate in Management with an additional diploma in Family Managed Business Administration, and has completed the Owner / President Management Programme at Harvard University, USA.



Ananth Rao T
Director - Operations &
Commercial

Mr. Ananth Rao T has overseen the Operations & Commercial function of the Company since 2007, playing a key role in streamlining and integrating its operations. His initiatives have improved JLL's procurement process, third-party manufacturing, and logistics and supply chain, delivering significant cost efficiencies. He has also strengthened the Company's inventory management process, enhancing efficiency and reducing working capital requirements. Under his leadership, the Company has implemented a management system that aligns the interrelated parts of its business to achieve its objectives for product quality, operational efficiency, environmental performance, and workplace health and safety. Several expansion plans have also been undertaken during his association. Mr. Ananth Rao T holds a Bachelor of Business Management degree and has completed the Owner / President Management Programme at Harvard Business School.



Bhumika Batra
Independent Director

Ms. Bhumika Batra has over 22 years of experience in the field of Corporate Laws and has spearheaded several transactions and advisory matters in corporate law. She is a member of Professional Associations, such as the Bar Council of Maharashtra and Goa and the Institute of Company Secretaries of India (ICSI). She is also a recipient of Executive Programme in Management from Cornell University, USA, and has assisted in several Publications of Journal Publications viz. India Business Law Journal – 2019, Company Law Ready Reckoner – 2014, Transfer and Transmission of Shares – A treatise – 2005 and Asia Business Law Journal – 2007. She is an Independent Director in several listed and unlisted companies and has been associated for with M/s. Crawford Bayley & Co. as Partner.



Ravi Razdan
Director - IT & HR

Mr. Ravi Razdan has led the Information Technology and Human Resource functions of the Company since 2010 and 2013 respectively. He played an important role in establishing an advanced and robust Information Technology function, and in streamlining and automating various HR processes and systems. Under his guidance, the Company completed a successful and seamless transition from an indigenous ERP to SAP, and was awarded the 'I.C.O.N.I.C. IDC Insights Award' and listed as a Global Case Study by SAP for this transformation. He has received various industry accolades, featuring in 'The CIO Power List' (2019, 2023, 2024 & 2025) by Core Media and among the Eminent CIOs of India by Varindia (2020, 2023 & 2025). He received a Citation for the '100 Most Talented Global HR Leaders' and the Most Influential HR Leaders in India from CHRO Asia. Under his guidance, the Company was awarded the 'Top Organisations with Innovative HR Practices' award by the Asia Pacific HRM Congress. He has contributed significantly to the growth of the Company over the years. Mr. Razdan holds a Bachelor of Engineering (B.E.) in Information Technology and a Master of Management Studies (M.M.S.) in Systems.



Aditya Sapru
Independent Director

Mr. Aditya Sapru is the Founder and Managing Director of Neumck Strategy & Advisory - a strategy advisory firm based out of Bengaluru and focussed on helping clients address their business expansion aspirations and preparing their organisations to achieve these objectives. Led by his sharp focus on execution, Mr. Sapru helps companies harness strategic opportunities and develop enabling frameworks to drive long-term value creation for all stakeholders. He also works with emerging companies with disruptive business models in the Food-tech and Climate-tech domains. Mr. Sapru is an MBA from Santa Clara University, with specialisation in Finance and Operations Research, and an MS from Cornell University. He is keenly involved in education as means of enablement and sits on the governing board of a university in Odisha. He started his professional career as an Associate at a Silicon Valley based private equity firm with focus on tech in Asia Pacific & the United States, followed by a stint with a consulting firm as a Global partner and Head of corporate strategy for a large diversified family group.



Suresh Balakrishna
Independent Director

An accomplished media and advertising veteran, Mr. Suresh Balakrishna has over three decades of experience in the industry. Currently, he is the Chief Revenue Officer of The Hindu Group. A key influencer in the Group's sustained growth trajectory, he had started his career in January 1987, and has been a part of the leadership team of many media and advertising organisations like Initiative Media (LMG), Hindustan Times, Zee Network, India Today Group, Bennett Coleman & Co. Mr. Balakrishna is a popular speaker at industry events and serves on juries regularly. Mr. Balakrishna has done B.Sc. (Chemistry) from Mumbai University and Diploma in Advertising and Marketing.



Narayanan Subramaniam
Independent Director

Mr. Narayanan Subramaniam is one of the pioneers of private equity in India since 1997. He is a Finance Leader, and has an excellent track record of 30+ years of being a business builder across technology and start-up companies. He has extensive experience in private equity, investment management, banking accounting & finance. He possesses expertise in asset management, risk management, system implementation, corporate governance and strategy. He is currently retired, and serves as Chairman of Asset Reconstruction Company of India Ltd (ARCIL) and Independent Non-Executive Director on listed companies across Banking, Sustainability, Technology, besides mentoring young entrepreneurs. Mr. Subramaniam is a postgraduate from IIM Ahmedabad, and also a Fellow member of the Institute of Chartered Accountants of India, the Institute of Company Secretaries of India and an Associate member of the Institute of Cost Accountants of India.

AWARDS & RECOGNITION

Validation of our Directional Strength



ET Edge Top 50 AI Power Players 2025: Recognised for cutting-edge leadership and innovation in artificial intelligence.

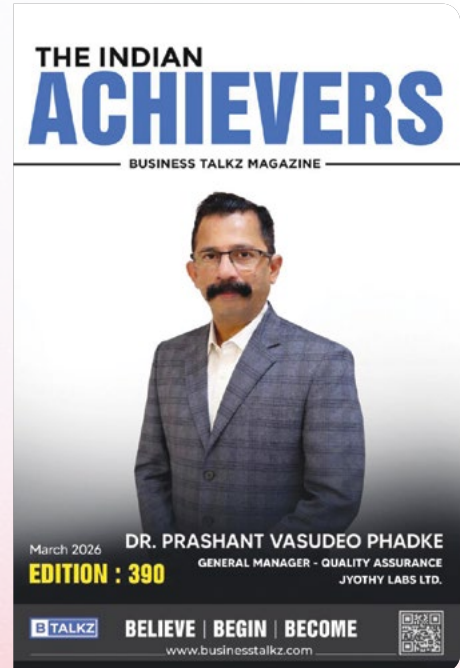


CIO Power List 2025: Honoured among the top influential technology minds and strategic leaders.



Dr. Prashant Phadke – GM Quality Assurance, Won the prestigious “Indian Achievers’ Award for Quality Excellence” Award at Indian Achievers’ Award Forum held on January 2026. This achievement recognising dedication to driving quality, innovation, & continuous improvement and reflects the collective efforts of teams and mentors who inspire excellence every day. It further strengthens the commitment to building a robust culture of quality and delivering sustained impact

Dr. Prashant Phadke – GM Quality Assurance was honoured to be featured on the cover page of Business talkz Magazine, March 2026 Edition 390, recognizing a journey driven by quality excellence and leadership. This milestone reflects dedication, perseverance, and the support of inspiring mentors and teams. It reinforces the commitment to continue contributing meaningfully to the field of Quality Assurance.



Your company has been honoured with **two FIPSA 2026 Awards for Responsible Packaging**. This prestigious recognition is awarded by the Foundation of Innovative Packaging and Sustainability, in association with the National Institute of Design, Madhya Pradesh, under the Ministry of Commerce and Industry, Government of India.

The award-winning products and their respective categories include:

Exo Dish Wash Liquid with Bio-Enzymes

Category: Commercial Design

Sub-Category: Plastic Rigid Material

Ujala Young & Fresh Fabric Conditioner with 12X long-lasting Fragrance

Category: Commercial Design

Sub-Category: Plastics Flexible Material



Appreciation Letter From Assam Pollution Control Board

Certificate of Appreciation received from APCB for conducting the Tree Plantation Programme under the guidance of Regional Office, Guwahati.

Management Discussion & Analysis

GLOBAL ECONOMY

In CY 2025, the global economy grew by 3.4%. The global economy demonstrated steady but modest growth, supported by easing inflation, resilient labour markets, and gradual recovery in global trade. However, the pace of expansion remained uncertain amid on-going geopolitical tensions, trade policy uncertainty, and uneven regional performance.



Advanced economies posted a 1.9% increase in CY 2025 and Emerging Markets and Developing Economies (EMDEs) continue to outperform at around 4.4% in CY 2025. In contrast, the Eurozone experienced subdued economic momentum due to weak manufacturing activity and policy uncertainty. The Indian economy continued to demonstrate strong and resilient growth during the year, supported by robust domestic demand, sustained public investment, and stable macroeconomic fundamentals. The Middle East conflict has affected key shipping routes and energy infrastructure, leading to increased price volatility and tighter financial conditions, especially in parts of Asia.

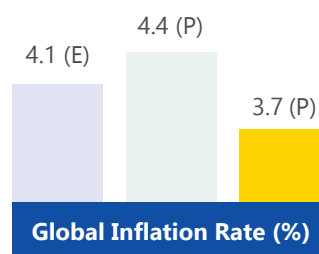
Region-Wise Output YoY(%)

Region	CY 2025 (E)	CY 2026 (P)	CY 2027 (P)
World	3.4	3.1	3.2
Advanced Economies	1.9	1.8	1.7
Emerging Markets and Developing Economies	4.4	3.9	4.2

E-Estimated; P-Projected

Source: [World Economic Outlook, April 2026, IMF](#)

Geopolitical tensions and trade fragmentation continue to disrupt supply chains, particularly for critical minerals and equipment. Regional conflicts, climate disruptions, and trade fragmentation remained persistent threats to global stability. Global inflation was marked at 4.1% in CY 2025, expected to rise to 4.4% in CY 2026.



E-Estimated; P-Projected

Source: [World Economic Outlook, April 2026, IMF](#)

■ CY 2025 ■ CY 2026 ■ CY 2027

Outlook

The geopolitical landscape continues to cast a long shadow over global stability. Rising tensions in West Asia pose mounting risks to international trade, energy supply chains, and the broader flow of goods across borders. Concerns over potential disruptions to the Strait of Hormuz – a vital chokepoint for global energy transit – pushed crude oil prices higher, tightened liquefied natural gas supplies, and fuelled volatility across financial markets. Adding to this pressure, the ongoing war between Russia and Ukraine are keeping energy markets on edge, driving up commodity prices and straining logistics networks. The combined effect is creating a persistent upward pressure on business costs and a deepening sense of uncertainty around the reliable sourcing of critical materials and services.

Advanced economies are projected to witness moderate but stable growth, with output expected to expand from 1.9% in 2025 to 1.8% in CY 2026 and 1.7% in CY 2027, reflecting a normalisation after the strong post-pandemic recovery. The US economy is forecast to grow by 2% in CY 2025 to 2.4% in CY 2026 and 2% in CY 2027, supported by strong productivity growth, particularly from technology and AI-related investment and easing inflation pressures as tariff effects fade and energy prices moderate.

However, moderating technology momentum, softer consumption, and lower immigration may limit growth. The Euro Area economy is projected to expand by 1.1% in 2026, supported primarily by consumer spending, although growth remains constrained by elevated energy costs, geopolitical uncertainty, and subdued industrial activity. The recent US tariffs and increasing geopolitical tensions pose significant challenges in the upcoming period.

Emerging Markets and Developing Economies (EMDEs), led by China and India, expected to grow by 4.4% in CY 2025 followed by 3.9% in 2026 and 4.2% in 2027, indicating continued resilience. Growth was further aided by a gradual recovery in global trade and increased public investment in infrastructure and development projects. However, the overall performance remained constrained by tight global financial conditions, elevated borrowing costs, high public debt levels, and ongoing geopolitical and trade-related uncertainties, which continued to weigh on investment and economic activity.

[World Economic Outlook \(IMF\), WEO \(IMF\)-April](#)

INDIAN ECONOMY

India sustained its position as one of the fastest-growing major economies in FY 2025-26, demonstrating resilience amid global uncertainties. Real GDP is estimated to grow by 7.7%, up from 7.1% in FY 2024-25, supported by robust domestic demand, sustained public investment, and stable macroeconomic fundamentals. Nominal GDP grew 8.9%, while Real and Nominal GVA expanded by 7.9% and 9.1% respectively. On the expenditure side, both Private Final Consumption Expenditure (PFCE) and Gross Fixed Capital Formation (GFCF) exhibited growth above 7.5%.

A favourable monsoon boosted agricultural output and rural demand, while manufacturing and construction continued gaining traction. The Primary sector grew 3.2%, driven mainly by agriculture and fishery, while the Secondary and Tertiary sectors grew 8.8% and 9.3% respectively at constant prices. Manufacturing, trade/hotels/transport/communication, and financial/real estate/professional services sectors all achieved double-digit growth at both constant and current prices.

Growth was broad-based: trade, hotels, transport, and communication led at 11%, followed by financial, real estate, and professional services at 10.4%. Manufacturing grew 10.7% and construction 7.4%, reflecting improving industrial momentum, while agriculture registered moderate growth of 3%.

The Union Budget 2026-27 is anchored around the Viksit Bharat vision, prioritising youth empowerment, structural reforms, and fiscal discipline. Growth is further supported by improved credit flow, higher capacity utilisation, a good monsoon, and reforms such as GST 2.0. The budget's investment strategy targets strategic sectors – semiconductors, electronics, biopharma, and rare earths – to reduce import dependence and strengthen domestic capability. Infrastructure remains a central theme, with high capital expenditure directed towards freight corridors, waterways, and high-speed rail. MSMEs and the services sector receive focussed support through funding access, IT reforms, skill development, and initiatives including medical tourism. Agriculture and energy security are addressed through productivity improvements, AI integration, and clean energy investments, all within a framework of fiscal prudence.

The RBI has held the repo rate steady at 5.25%, reflecting a balanced stance that supports economic momentum without compromising financial stability. This signals resilient domestic demand, supportive financial

conditions, and a stable external sector – pointing to a cautiously optimistic outlook for the Indian economy in the year ahead.

Source: <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2269286®=48&lang=2>

<https://www.pib.gov.in/PressReleasePage.aspx?PRID=2233518®=3&lang=2>

Rising Rural Focus

Comprising nearly 6.96 lakh villages and supported by around 2.55 lakh Gram Panchayats and 2.63 lakh rural local bodies, rural India represents a fundamental pillar of the nation's governance and development architecture. Under Pradhan Mantri Awaas Yojana-Gramin (PMAY-G), 3 crore houses have been completed since the launch of the scheme in CY 2016.

As of March 2026, 7,94,215 km of road length was completed under Pradhan Mantri Gram Sadak Yojana (PMGSY).

The National Rural Health Mission, which focusses on strengthening public health systems to deliver accessible, affordable, and high-quality healthcare services to rural communities, is showing strong progress and positive momentum. Under the Jal Jeevan Mission, a total of 12.6 crore households have been provided with tap water connections.

Nearly 12.11 crore toilets and 2.73 lakh community sanitary complexes were constructed under the Swachh Bharat Mission (Gramin).

The Union Budget 2026-27 outlines a comprehensive strategy for strengthening rural India through enhanced agricultural productivity, rural entrepreneurship, infrastructure expansion, and inclusive development. It highlights fiscal prudence, monetary stability, and public investment. The government has prioritised increasing farmers' incomes by promoting high-value agriculture such as horticulture, coconut, cashew, cocoa, fisheries, and animal husbandry, alongside integrated development of 500 reservoirs and Amrit Sarovars to strengthen irrigation and water security. Initiatives like Bharat-VISTAAR aim to integrate AgriStack portals with AI-based agricultural practices, improving efficiency and market access. Over 350 reforms have been rolled out, including GST simplification, notification of Labour Codes, and rationalisation of mandatory Quality Control Orders.

Rural employment and entrepreneurship are being supported through MSME growth funds, TReDS (Trade Receivables Discounting System) liquidity mechanisms, and SHE (Self-Help Entrepreneur) Marts, along with capital subsidies for allied infrastructure. Infrastructure investments and government funding for healthcare,

skills, and social welfare are further strengthening rural connectivity, job creation, and inclusive development in line with the vision of Viksit Bharat. The Budget adopts a three-pronged approach to grow MSMEs through a ₹ 10,000 crore SME Growth Fund and a ₹ 2,000 crore top-up to the Self-Reliant India Fund for equity support.



“Union Budget 2026-27 emphasises holistic rural development through agricultural modernisation and income enhancement. It promotes high-value crops, fisheries, and animal husbandry while strengthening irrigation infrastructure. Rural entrepreneurship is encouraged through MSME funding and improved credit access mechanisms. Large-scale infrastructure investments aim to boost connectivity and market integration. Combined with state grants, healthcare, and skill development programmes, the approach supports inclusive and sustainable rural growth.”

STEPS TAKEN BY THE GOVERNMENT TO SUPPORT ECONOMIC GROWTH

Structural Reforms & Manufacturing Push:

Implementation of over 350 reforms, promotion of domestic manufacturing through Production Linked Incentive (PLI) Schemes, Biopharma SHAKTI, electronics manufacturing schemes, revival of 200 industrial clusters, and targeted tax incentives.

MSME Development:

₹ 10,000 Crore SME Growth Fund, CGTMSE-backed credit guarantees, mandatory TReDS for CPSE procurement, GeM-TReDS integration, and compliance support via Corporate Mitras.

Infrastructure Expansion:

Significant rise in public capital expenditure, development of freight corridors, 20 national waterways, industrial corridors, high-speed rail connectors, and urban economic regions.

Agriculture & Rural Growth:

Integrated development of 500 reservoirs and Amrit Sarovars, fisheries and horticulture promotion, animal husbandry support, and AI-enabled AgriStack integration under Bharat-VISTAAR.

Services & Digital Economy Boost:

Establishment of medical value tourism hubs, AVGC labs, caregiver training programs, IT sector safe harbour reforms, and long-term tax incentives for data centres.

Energy Security & Sustainability:

₹ 20,000 Crore CCUS scheme, incentives for lithium-ion battery and critical mineral processing, nuclear power expansion, and biogas duty exemptions.

Financial Sector & Fiscal Stability:

Municipal bond incentives, restructuring of PFC and REC, corporate bond market reforms, improved ease of doing business measures, and a fiscal consolidation roadmap targeting a 50±1% debt-to-GDP ratio by 2030.

Strengthening Global Trade:

Free Trade Agreements (FTAs) have helped mitigate external risks by diversifying trade partnerships, expanding market access, and enhancing export opportunities for Indian businesses.

Outlook

India's macroeconomic outlook remains resilient despite external headwinds and global uncertainty. Underpinned by strong manufacturing, services, and investment activity India's economy reflects continued domestic momentum even as global demand softens.

The International Monetary Fund (IMF) projects robust growth for the country, with real GDP expected to expand by around 7.3% in FY 2025-26 then slightly downward at 6.4% in CY2026 and CY2027. Growth is supported by firm domestic demand and well-contained inflation. Macroeconomic stability is reinforced by disciplined fiscal management, manageable current account deficits, and resilient foreign exchange reserves, enhancing the economy's capacity to absorb shocks.

India's consumer inflation has risen to 3.21% in February 2026 as oil risk looms over it. Retail inflation has moderated and broadly remained within the RBI's tolerance band of 2-6%, which has allowed accommodative monetary conditions to support growth. RBI has maintained a neutral policy stance with repo rates reflecting this balance between inflation control and growth support. Overall, India continues to rank among the fastest-growing major economies globally, navigating global trade challenges, on-going geopolitical tensions and leveraging strong internal demand to sustain a growth trajectory.

Challenges Ahead

The FMCG sector navigates demand volatility driven by fluctuating rural incomes, inflationary pressures, and rising input costs that compress margins. Price-sensitive consumers continue shifting to smaller pack sizes during high-inflation periods. US tariff measures, a stronger dollar, and geopolitical uncertainties add to the complexity. Despite persistent inflationary pressures, signs of rural recovery and targeted price-pack innovations are expected to cushion the impact, supporting a gradual improvement in volumes and margins.

Urban volume growth edged up to 4.6% in 2025, outpacing rural growth which moderated to 3.6%. Competitive intensity has risen sharply with the expansion of regional brands, D2C players, private labels, and quick commerce platforms, disrupting traditional distribution models and demanding greater investment in digital and omni-channel capabilities.

Source: https://economictimes.indiatimes.com/industry/cons-products/fmcf/fmcf-urban-sales-growth-outpaces-rural-in-2025-overall-expansion-slows-to-4-1/articleshow/128523366.cms?utm_source=chatgpt.com&from=mdr

Regulatory changes, sustainability mandates, and supply chain disruptions add operational complexity. Nonetheless, strong brand equity, supply chain diversification, and health-focussed product innovation provide a solid foundation for long-term growth.

INDUSTRY OVERVIEW

The global FMCG market is projected to witness steady expansion, with its size expected to increase by approximately USD 480.6 billion between 2025 and 2030, growing at a CAGR of 3.2%. The growth is being supported by accelerated digital transformation, AI integration, and evolving consumer preferences, which are reshaping supply chains, distribution models, and product innovation across markets.

In FY 2025-26, the Indian FMCG sector has begun to show early signs of revival, supported by easing inflation, improving consumption trends, and a favourable policy environment. Consumer confidence strengthened progressively during the year and is expected to improve further in the coming quarters. Policy measures such as GST rate rationalisation, repo rate reductions by the Reserve Bank of India, and moderating inflation have collectively enhanced affordability. These benefits started becoming visible in Q3 FY26, with a broader recovery expected to unfold over the near term. Demand for daily essentials and home care products has shown visible improvement, indicating a gradual normalisation of consumption patterns.

The FMCG sector continues to be the fourth-largest sector in India, contributing approximately 3% to GDP and generating employment for nearly 3 million people, accounting for around 5% of total factory employment. The Indian FMCG market was valued at USD 287.91 billion in 2025 and is projected to reach USD 1,150.21 billion by 2034, expanding at a CAGR of 16.64%. This strong growth trajectory is driven by rising disposable incomes, rapid urbanisation, and evolving consumer lifestyles, with increasing preference for convenience-oriented and premium products.

Despite global economic uncertainties, the sector has demonstrated notable resilience, supported primarily by robust domestic consumption. Growth momentum is being sustained through expanding retail infrastructure, digital transformation, increasing brand consciousness, and continued government support. The Union Budget 2025-26 has provided a significant impetus to consumption, particularly benefiting the FMCG sector. Key initiatives such as rural electrification, Production Linked Incentive (PLI) schemes, and expanding e-commerce penetration are enhancing market accessibility across both urban and

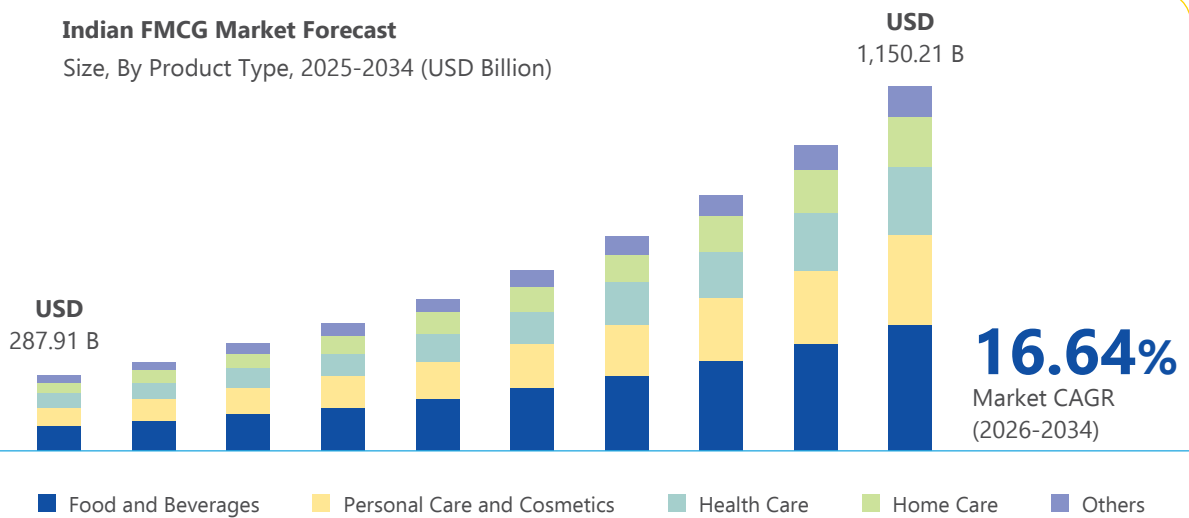
rural regions. Additionally, favourable demographics continue to drive demand for packaged foods, personal care, and convenience products.

Within the Indian FMCG market, urban demand has shown relative strength, with volume growth increasing to 4.6% in 2025, surpassing rural growth, which moderated to 3.6%. This marks a shift where urban markets have outpaced rural regions in sales growth for daily essentials. Overall FMCG volume growth in India slowed to 4.1% in 2025, compared to 4.7% in 2024, reflecting near-term demand moderation. However, rising rural consumption continues to present opportunities for distribution expansion in tier-2 and tier-3 markets. Furthermore, the quick commerce segment is expected to grow significantly, with the market projected to reach USD 25–55 billion by 2030, driven by increasing adoption among high-frequency users.

During the year, nearly 60% of the FMCG portfolio underwent GST rate revisions, necessitating coordinated pricing adjustments across the value chain, including manufacturers, distributors, and retailers. In the retail segment, Modern Trade (MT) demonstrated strong momentum, recording a sharp acceleration in Q3 FY26, supported by efficient pricing execution and stronger operational capabilities. In contrast, Traditional Trade (TT) experienced short-term disruptions due to pricing and supply recalibrations during the GST transition phase, which temporarily impacted performance. Nevertheless, the continued expansion of Modern Trade and improving consumption trends provide a positive outlook for the sector going forward. Personal care and cosmetics dominate the market with a share of 48% in 2025. General trade (GT) also recovered after weak quarters.

Indian FMCG Market Forecast

Size, By Product Type, 2025-2034 (USD Billion)



KEY TRENDS IN THE INDIAN FMCG INDUSTRY

Premiumisation and Aspiration-Driven Consumption in India

Premiumisation in India reflects a change in consumer preferences, with more people opting for products that offer better quality, performance, and enhanced experiences instead of only choosing low-cost options. India is undergoing a massive urban shift, with 93% of consumer growth decentralising. By 2035, India will have 499 "consumer cities", defined as cities in which 75% of the population is in the consumer class (spending USD 13 or more per day), more than twice the number of such cities today. By 2040, there will be 149 cities in India with half a million consumers, compared to just 53 in the US and 112 in Europe. Only China will surpass India with 190 such cities. The trend is being driven by rising incomes and the growth of the middle class across both urban and smaller cities. Consumers are increasingly willing to spend more if they see clear value in terms of quality, convenience, and effectiveness. This shift is visible in the move from basic products such as detergent powders to premium liquid detergents and body washes. Growing prosperity, especially in urban regions, is also increasing spending on premium skincare, wellness products, and lifestyle experiences like travel, dining, and entertainment. Overall, premiumisation in India is being influenced by aspiration-led consumption, value-conscious purchasing, and higher disposable incomes.

Growth of E-Commerce

In a dramatic shift set to redefine India's FMCG landscape, industry experts estimate that e-commerce could command as much as 40% of the nation's FMCG sales by the end of this decade. The online grocery boom is being fuelled by robust investments in logistics, relentless smartphone adoption (with over 1 billion devices expected by 2030). Quick commerce platforms like Blinkit, Zepto, and Swiggy Instamart have fundamentally changed urban shopping behaviour, driving more frequent and impulsive buying. Beyond just delivery speed, these platforms have evolved into strategic brand-building tools – helping companies gain visibility, experiment with packaging, and reach new consumers. Rapid Q-commerce growth has created tension with traditional retailers who cite concerns over pricing fairness, making channel management an important challenge for the sector. Data analytics is now central to understanding buying behaviour and guiding product innovation. Quick commerce, where delivery happens within 15-60 minutes, is evolving from an urban experiment to a core fulfilment model. Industry estimates suggest, India is likely to see its quick commerce (QC) total addressable market (TAM) reach USD 57 billion by 2030. E-commerce share of total FMCG sales is expected to increase by 11% by 2030. Looking beyond metros, smaller cities and towns are now emerging as the next significant growth opportunity for FMCG, backed by infrastructure development, greater internet access, and an increasingly aspirational consumer base.

The Convenience Revolution: Redefining FMCG in a Digital-First India

Consumers are increasingly gravitating toward convenience in both their product choices and shopping habits. It is estimated that 40% of all FMCG consumption in India will be made online by 2030. The growing prevalence of nuclear families and fast-paced urban lifestyles has accelerated demand for ready-to-use products such as liquid detergents and packaged mini-meals, reflecting a broader move away from time-intensive traditional practices. FMCG companies are responding by expanding their portfolios to include more convenience-focussed formats tailored to the needs of modern households.

Artificial Intelligence Integration

Artificial intelligence adoption is accelerating across FMCG operations, influencing product development, pricing strategies, and consumer engagement. Industry reports indicate AI technologies powered approximately half of new FMCG product launches in recent periods while influencing pricing decisions across majority of market segments. Leading manufacturers are deploying AI-powered analytics platforms for demand forecasting, personalised marketing, and supply chain optimisation, enhancing operational efficiency and consumer responsiveness.

Rising Middle-Class Consumer

The expanding middle class is increasing demand across essential categories, such as soaps, detergents, toothpaste, and dishwash products, for everyday consumer goods. Rising disposable incomes are enabling higher spending on branded and quality products. This segment is becoming a key growth driver for the FMCG sector. Despite high inflation in daily expenses, demand seems to be increasing.

Health and Wellness Focus

Consumers are shifting toward healthier food options, organic ingredients, and nutritionally enriched products. Personal care products with natural and safe formulations are gaining popularity. Health awareness, especially after the pandemic, is shaping purchasing decisions.

Sustainability and Eco-Friendly Products

Consumers are showing increasing preference for Bio-degradable and environmentally safe products. Brands are adopting sustainable sourcing and green manufacturing practices. Eco-friendly packaging is becoming an important buying factor.

Value for Money

Price-sensitive consumers still dominate many FMCG categories. Brands are offering discounts, combo packs, and affordable variants. Value-based pricing strategies help maintain market competitiveness.

Innovative Packaging

Packaging innovations are improving product convenience and shelf life. Sustainable and lightweight packaging is gaining importance. Brands are using packaging design to enhance product differentiation.

Outlook

India's FMCG market is projected to reach USD 1,150.21 billion by 2034, growing at a CAGR of 16.64% and the foundations supporting that trajectory are increasingly structural rather than cyclical.

The sector is experiencing a deliberate shift from price-driven expansion to volume-led growth. As food inflation moderated, urban markets led the initial recovery, with premium personal care and packaged foods regaining momentum across Tier-1 and emerging Tier-2 cities. Rural demand has since accelerated, driven by government transfer programmes that have materially strengthened household purchasing power and pushed rural growth ahead of urban markets. Balancing urban premiumisation with disciplined rural penetration ensuring distribution investments and marketing outlays deliver measurable returns defines the strategic agenda for 2026.

Policy tailwinds are reinforcing this momentum. GST rationalisation and tax reforms continue expanding access to essential products in price-sensitive segments. Margin recovery has been supported by softer edible oil, packaging, and commodity costs, though supply chain disruptions and climate variability keep raw material planning uncertain. Companies have responded through overhead controls, portfolio optimisation, and grammage-led price corrections preserving margins without compromising brand equity.

The competitive landscape is also shifting. Founder-led, digital-first brands have raised innovation benchmarks across personal care, nutrition, hygiene, and functional foods. Established players are responding through collaboration strategic alliances, minority investments, and acquisitions that expand capability while maintaining governance discipline. The result is a complementary model where entrepreneurial agility meets institutional scale. Collectively, these dynamics position the sector for sustained, structurally grounded growth.

COMPANY OVERVIEW

Founded in 1983, Jyothy Labs Limited was established by M. P. Ramachandran as a single-product venture based in Thrissur, Kerala. Over the years, your Company evolved significantly, and by 1992, it had transformed into a professionally managed, multi-product, multi-brand organisation with operations spanning across India. Today, your Company holds a strong position in the FMCG sector, particularly within the Home Care and Personal Care segments. With 23 state-of-the-art manufacturing facilities across the country, your Company has built a robust operational footprint.

Catering to consumers seeking effective cleaning and hygiene solutions, your Company has established strong brand equity across key categories, including fabric care, household insecticides, personal care, and dishwashing products. Its portfolio of power brands – Ujala, Maxo, Exo, Henko, and Margo – maintains leading positions in their respective categories. Ujala Supreme has remained the market leader in the fabric whitener segment for over four decades. Exo ranks as strong number two brand in dishwashing bar category, while Maxo mosquito repellent coils hold the second position by volume in the mosquito repellent category. Driven by a strong commitment to consumer satisfaction, your Company consistently introduces innovative products featuring unique ingredients and differentiated benefits, supported by a focussed investment in research and development.

Your Company also benefits from an extensive distribution network, ensuring a widespread presence across traditional retail outlets, supermarkets, canteen stores, department stores, modern trade channels, and e-commerce platforms throughout India. Brand equity is further strengthened through carefully planned celebrity endorsements, enabling faster consumer recall and enhanced brand visibility across markets. Your Company aspires to be recognised as a trusted, accessible, and affordable provider of superior-quality products. It also focusses on adapting to evolving channel dynamics, leveraging emerging opportunities through innovation, maintaining an optimal balance between competitive pricing and profitability, and reinforcing its brand portfolio alongside an expansive distribution network.

KEY STRENGTHS & STRATEGIES

Enhanced Market Leadership

Despite holding a strong and dominant market position, Jyothy Labs remains steadfast in its commitment to further strengthening brand equity within the fabric care segment, particularly in the main wash category, while simultaneously expanding the geographical

reach of its post-wash portfolio. Across other business segments, your Company continues to target robust growth through diversification across product categories, deeper market penetration, and enhanced consumer engagement. With the objective of remaining the preferred choice among consumers and increasing market share, your Company is focussed on fostering customer loyalty and reinforcing brand equity.

Your Company continues to expand its presence across multiple marketing channels, supported by strategic celebrity endorsements and dynamic advertising and promotional initiatives aligned with evolving consumer trends. Its brands maintain strong visibility across television, over-the-top (OTT) platforms, digital campaigns, out-of-home (OOH) media, and in-store activations. Your company continued its long standing association with leading celebrities during FY26, further strengthening brand recognition & consumer connect.

Your Company also has a strong presence across social media platforms with diverse engagements and promotional activities. Various activities aimed at building and promoting its brands during FY26 include:

Ujala Supreme

The Ujala franchise sustained strong growth through a mix of television, digital, and cinema campaigns, boosting visibility and brand recall in key markets. Ongoing digital promotions featuring Vidya Balan, along with festive-themed reels, further strengthened emotional connect and recall.

Ujala Crisp & Shine Intense

The introduction of Ujala Crisp & Shine Intense strengthened the premiumisation push, backed by ATL campaigns and strong in-store visibility. Continued ATL promotions featuring Nayanthara, along with ongoing sampling, helped drive category adoption across key markets.

Ujala Young & Fresh

Ujala Young & Fresh was launched through a focussed multimedia rollout across key markets, with strong presence across TV, digital, and OOH (out-of-home) channels. The brand expanded its reach through high-impact entertainment integrations and multiplex advertising, driving incremental visibility and audience engagement.

Ujala Detergent Powder & Dr. Wool

Ujala Detergent continued its ATL campaigns featuring Manju Warrier across both powder and liquid formats, with a sharper focus on increasing adoption of Ujala Liquid. Strong ATL support in key markets helped drive

market share gains, further backed by refreshed SKUs and expanded distribution.

Launched in Q2 FY26, Dr. Wool is an expert liquid detergent designed for woollens and delicate fabrics, marking Jyothy Labs' entry into a premium niche within fabric care. The product enhances the portfolio by strengthening its presence in specialised garment care, particularly across North and East markets.

Henko Matic Liquid Detergent

Henko Matic Liquid Detergent reinforced its superior value proposition through multi-channel communication, supported by continued sampling with a strong focus on e-commerce platforms

Morelight and Mr. White Liquid Detergent

Morelight and Mr. White liquids continued to build scale on value-led propositions, backed by stronger promotions and on-ground activations tapping into rising liquid detergent adoption.

Exo Dishwash Bar

The brand sharpened its focus on driving market share across geographies through the expansion of low unit packs (LUPs) and deeper retail penetration, particularly in Tier 2 and rural markets. Its anti-bacterial positioning was reinforced through strong ATL and digital campaigns featuring Shilpa Shetty, supported by targeted media investments in key regions. High-impact on-ground activations and social media promotions, including Exo campaigns, helped boost engagement and conversion. Additional brand-building efforts, such as Healthy Recipe print integrations, further strengthened visibility in core markets. Despite increased competitive intensity, the brand-maintained marketplace competitiveness through calibrated MRP adjustments to ensure price parity across key packs.

Pril Dishwash Liquid

Pril Tamarind Shine Specialist with Insta Clean is a breakthrough Innovation in the category. Maintained strong competitiveness on large refill packs through value offers, while sampling and trial-driving initiatives supported growth across channels. In Modern Trade and e-commerce, the 750ml pack and larger refill pouches (1.5L+) led growth, with sustained visibility reinforced through focus on key packs. GT expansion continued via trial pouch packs to deepen retail penetration.

Maxo Mosquito Repellent

The brand sustained a multimedia campaign featuring Kareena Kapoor across key markets, highlighting Maxo's automatic dispensing feature and universal machine compatibility. This was complemented by

targeted digital campaigns to enhance awareness and brand recall. To celebrate 25 years of Maxo, high-impact influencer and on-ground initiatives such as the "Ghar ka Asli Genius Kaun" campaign and the Maxo 'Chess Genius' activation were executed, reinforcing its legacy of smart protection. Strengthened Maxo Aerosols and Anti-Mosquito Racquet launch through focussed distribution expansion, building on Maxo's strong brand trust in new formats.

Margo Soap

Margo has over a century of neem heritage to draw from, and the brand is using it. The last few quarters saw a sustained national multimedia campaign featuring Raashii Khanna built around a single, clear message – "Ek Achhi Aadat" – the idea that picking up one good habit, using Margo with the goodness of 1000 neem leaves, gives you naturally healthy skin. Your Company launched a modernised pack design with a refreshed visual identity during the year. The campaign ran across TV, digital, and on-ground activations, with promotional packs to push trials. On the new product side, Margo Neem Naturals got its own push – a MOJ collaboration that reached over 8.4 million consumers, backed by in-store activations and a growing e-commerce presence through channel-exclusive packs. MRP revisions were



implemented across SKUs following the new GST rates. The focus is split between holding the line on Margo Original Neem and building the Neem Naturals franchise – widening the range without losing what the brand stands for.

Jovia

Jovia is enriched with natural ingredients such as Lemon, Aloe Vera, Sandal & Turmeric for soft and beautiful skin. Built awareness and trials for the newly launched Jovia soap through consumer activations and outdoor visibility.

Expanded Distribution Network

During the year, Jyothy Labs further strengthened its direct distribution footprint, expanding from approximately 13 lakh retail outlets in FY 2024-25 to nearly 14 lakh outlets in FY 2025-26 with a strong network of over 10,000 + channel partners. This addition of close to 1 lakh outlets represents a broad-based, pan-India expansion rather than a region-specific push.

The growth in direct reach has been balanced across urban and rural markets, reflecting your Company's strategy of driving uniform distribution expansion across geographies. By deepening its presence across regions and channels, your Company continues to enhance market access, improve product availability, and strengthen its engagement with retailers nationwide.

The revised GST structure covered several daily essential categories, including key products within your Company's personal care portfolio such as toilet soaps and toothpaste, which together account for approximately 11% of the business. The benefit of the lower GST rates was fully passed on to consumers through revised pricing, making the change cost-neutral for your Company.

The transition to the new rate structure resulted in short-term adjustments across trade channels, as distributors and retailers recalibrated inventory and pricing to align with the revised GST framework.

Extensive In-House R&D facilities

Jyothy Labs is supported by three advanced, state-of-the-art R&D centres, staffed by a team of experienced professionals dedicated to driving innovation and operational excellence. The R&D function plays a critical role in developing new products aligned with evolving consumer trends, enhancing manufacturing efficiencies, and continuously improving existing product formulations.

Your Company's strong research-driven foundation

provides a distinct competitive edge within the industry. In recent years, the R&D focus has increasingly shifted towards the development of sustainable and environmentally responsible solutions, reinforcing your Company's commitment to long-term, responsible growth.

Introduced New Products & Variants

Jyothy Labs adopts a deeply consumer-focussed philosophy in its product development process, ensuring that innovations are driven by changing consumer preferences and usage trends. This approach has enabled your Company to achieve strong acceptance of its new launches and variants, strengthening both consumer satisfaction and competitive positioning. The sustained growth of liquid detergents under the Henko, Ujala, Mr. White and Morelight brands, along with the expansion of the Margo portfolio through new variants and the launch of Jovia soap reflects the effectiveness of this strategy. These launches underscore your Company's continued focus on innovation, portfolio diversification, and participation in high-potential segments.

Adapted Sustainable Solutions

Sustainability remains a core strategic priority for Jyothy Labs, with a strong commitment towards achieving net-zero emissions over the long term. Your Company continues to explore and invest in relevant opportunities that support this objective, while actively transitioning towards a circular economy model. A key focus area in this journey is sustainable packaging, aimed at reducing environmental impact and improving resource efficiency across the value chain. To minimise its carbon footprint, the Company maintains a 47+ acre green belt and has made consistent investments in energy-efficient technologies, including renewable energy projects. Recognising the growing global importance of environmental stewardship, Jyothy Labs has proactively embedded sustainability into its operations by adopting environmentally friendly alternatives wherever feasible. Your Company also promotes the use of sustainable raw materials and strengthens its R&D efforts to develop organic and natural product formulations. These initiatives reinforce its commitment to responsible innovation and long-term environmental sustainability. Alongside its sustainability agenda, Jyothy Labs continues to prioritise volume-led growth and economies of scale, with a renewed emphasis on rural-driven expansion across categories. Strategic investments remain focussed on strengthening brand equity, expanding direct distribution reach, and enhancing manufacturing capabilities to support sustainable and scalable growth.

FINANCIAL PERFORMANCE

Accounting Policy

Your Company's financial statements are in compliance with the Indian Accounting Standards (Ind AS) as notified under the Companies (Indian Accounting Standards) Rules, 2015, with subsequent amendments. These statements adhere to a historical cost basis, except for specific financial assets, which have been assessed at fair value. The Management Discussion and Analysis predominantly focus on the consolidated accounts of your Company when delving into the discussion of financial performance.

Review of FY 2025-26

FY26 profitability reflected sector wide raw material inflation that could not be passed through. We chose to absorb part of this pressure rather than weaken brand support- a trade off to protect long term value.

(₹ in Crore)

Particulars	FY 2025-26	FY 2024-25
Revenue from Operations	2,944	2,844
Cost of Goods Sold	1,562	1,418
Employee Cost	341	325
Advertisement and Sales Promotions	227	240
Other Expenditure	364	361
Operating EBITDA	450	500
Depreciation and Amortisation	61	56
Finance Cost	5	6
Profit before Tax (before exceptional items)	451	493
Profit after Tax	333	371
Share Capital	37	37
Cash and Bank Balance including Investments	997	757

Details of Key Financial Ratio FY 2025-26

Ratios	FY 2025-26	FY 2024-25	Change (%)
Current ratio	2.68	2.76	-2.9%
Net profit ratio (%)	11.32	13.05	-13.29%
Return on Equity (%)	22.43	29.41	-23.7%
Trade receivable turnover ratio	11.09	12.10	-8.33%
Trade payables turnover ratio	7.15	7.29	-1.94%
Inventory turnover ratio	4.65	4.65	-0.03%
Return on Capital employed (%)	31.93	42.24	-24.39%

FINANCIALS

Revenue from Operations

Net Revenue from operations grew by 3.5% to ₹ 2,944 Crore in FY 2025-26 as against ₹ 2,844 Crore in FY 2024-25

Cost of Goods Sold (COGS)

The Cost of Goods Sold increased by 10.2% to ₹ 1,562 Crore in FY 2025-26 as against ₹ 1,418 Crore in FY 2024-25

Employee Cost

Employee costs grew by 4.9% to ₹ 341 Crore in FY 2025-26 as against ₹ 325 Crore in FY 2024-25

Advertisement and Promotion Cost

Advertisement and promotion costs decreased by 5.1% to ₹ 227 Crore in FY 2025-26 as against ₹ 240 Crore in FY 2024-25. Advertisement and promotion stood at 7.7% of Revenue from operations during the year 2025-26.

Other Expenses

Other expense increased by 0.7% to ₹ 364 Crore in FY 2025-26 as against ₹ 361 Crore in FY 2024-25.

Depreciation

Depreciation increased by 9.1% to ₹ 61 Crore in FY 2025-26 as against ₹ 56 Crore in FY 2024-25.

Finance Cost

Finance cost declined by 15.9% to ₹ 5 Crore in FY 2025-26 as against ₹ 6 Crore in FY 2024-25.

Profitability & Margin

Operating EBITDA stood at 15.3% (₹ 450 Crore) in FY 2025-26 as against 17.6% (₹ 500 Crore) of Revenue in FY 2024-25. Profit before Tax (before exceptional items) decreased to ₹ 451 Crore in FY 2025-26 as against ₹ 493 Crore in FY 2024-25. PAT decreased to ₹ 333 Crore in FY 2025-26 as against ₹ 371 Crore in FY 2024-25.

Share Capital

The paid-up share capital stood at ₹ 37 Crore as on March 31, 2026.

Net Worth

The net worth of the Company stood at ₹ 1,589 Crore as on March 31, 2026, from ₹ 1,383 Crore as on March 31, 2025. Return on Equity is 22.4% in FY 2025-26.

Net Block

Net Block for the Company stood at ₹ 504 Crore as on March 31, 2026 as against ₹ 460 Crore as on March 31, 2025.

Net Operating Working Capital

Net Operating Working Capital for the Company stood at ₹ 119 Crore as on March 31, 2026, as against ₹ 144 Crore as on March 31, 2025. This translates to 15 days of working capital in FY 2025-26 as against 19 days in FY 2024-25.

The Current Ratio stood at 2.68 on March 31, 2026, as against 2.76 on March 31, 2025.

Inventory

Inventory of the Company stood at ₹ 344 Crore as on March 31, 2026, compared to ₹ 328 Crore as on March 31, 2025. Inventory Turnover Ratio for the Company stood at 4.65 as of March 31, 2026.

Trade Receivables

Trade Receivables for the Company stood at ₹ 257 Crore as on March 31, 2026, compared to ₹ 274 Crore as on March 31, 2025. Trade receivable turnover ratio stood at 11.09 as of March 31, 2026, as against 12.10 as of March 31, 2025.

Cash and Bank Balances, including investments

Cash and bank balances for the Company stood at ₹ 997 Crore as on March 31, 2026, compared to ₹ 757 Crore as on March 31, 2025.

Provisions

Provisions for the Company stood at ₹ 129 Crore as on March 31, 2026, against ₹ 122 Crore as on March 31, 2025.

Other Liabilities

Other Liabilities for the Company stood at ₹ 126 Crore as on March 31, 2026.

Shareholder Value: Dividend

With a view to maximise shareholders' returns, the Board of Directors has recommended a dividend of ₹ 3.5 per equity share (350% dividend ratio) FY 2025-26.

SEGMENT-WISE PERFORMANCE

Fabric Care

The Fabric Care segment grew 8.1% in FY 2025-26, dominating the total revenue share at 45.7%. The growth was mainly volume-driven. The entire liquid detergents portfolio performed strongly with significant contributions from detergent powders and detergent bars.

Dishwashing

The Dishwashing segment declined by 1.3% in FY 2025-26, contributing 32.5% to the total revenue. Segment witnessed an overall volume growth as an outcome of price reductions, grammage increases and promotional offers.

Household Insecticides

The Household Insecticide segment declined by 1.3% in FY 2025-26 due to a decline in the coil category. Segment contributed 6.7% to the total revenue in FY 2025-26.

Personal Care

The Personal Care segment grew 5.2% in FY 2025-26, contributing 10.9% to the total revenue.

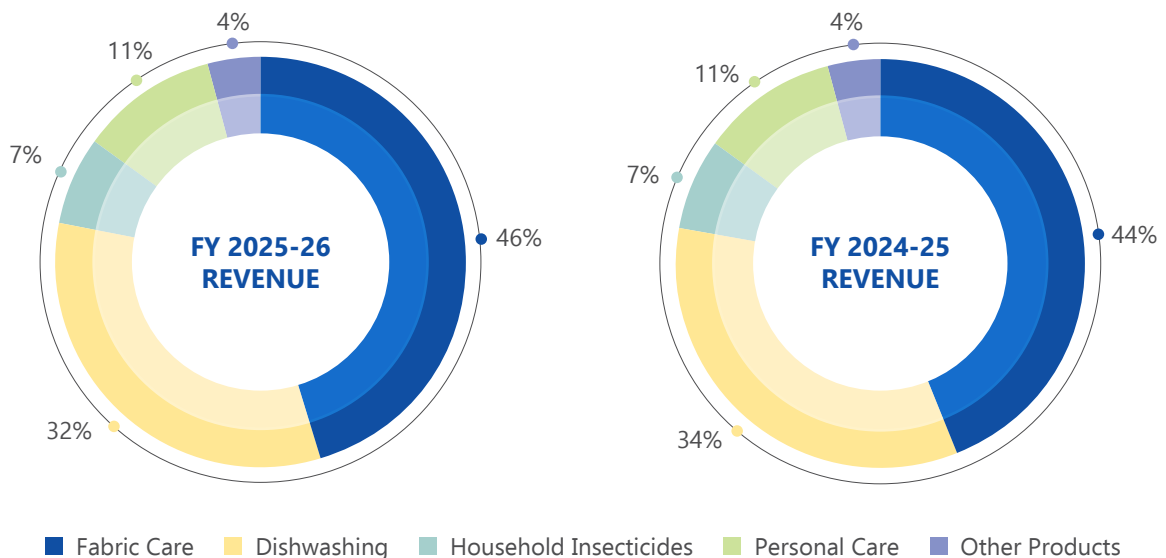
Others

The Other Products segment declined by 1% in FY 2025-26, contributing 4.2% to the total revenue.

Segment-Wise Revenue Growth

Segment	FY 2025-26	FY 2024-25
Fabric Care	8.1%	5.0%
Dishwashing	-1.3%	3.7%
Personal Care	5.2%	-0.9%
Household Insecticide	-1.3%	-6.5%
Other Products	-1.0%	10.8%

Category-Wise Business Share (%)



HUMAN RESOURCES

Shaping Capability, Culture and Confidence

People remain the most enduring competitive advantage at Jyothy Labs. This year, the HR function stayed firmly committed to nurturing talent, deepening capabilities, and building a workplace where individuals grow, contribute, and thrive. Initiatives spanned structured talent development, thoughtful onboarding, employee wellbeing, and a culture of active engagement.

Keeping employees connected, heard, and valued remained a strategic priority. Initiatives across the year encouraged active participation, strengthened cross-functional connections, and ensured recognition stayed a consistent and visible part of organisational life.

Unnati continued as the flagship competency-based training programme, delivering targeted interventions across Sales, Manufacturing, Corporate, and R&D functions covering customer engagement, Lean Operations, problem-solving, packaging testing, and communication. Wellness sessions, including dedicated programmes for women employees, were also conducted. Over **1,43,157 training man hours** were invested across functions in FY26.

JEmbark, the campus recruitment programme, onboarded young professionals from India's leading management institutions across functions, bringing fresh perspectives and energy aligned with the organisation's long-term growth ambitions. 21 management trainees were hired from business schools in FY26.

Saksham enabled Sales TMIA employees to pursue graduate degrees alongside their roles, steadily building a more qualified and future-ready frontline workforce.

Samwad strengthened the HR and Sales connect through structured monthly sessions, creating a trusted space for candid dialogue, issue resolution, and cross-functional alignment.

The **Genesis Animated Induction Module**, launched in multiple languages for GT Sales new joiners, provided an interactive introduction to the organisation, product portfolio, and sales processes. **Key Staff Introduction Sessions** helped new employees build early stakeholder relationships, while the **Anubhav Survey** captured joiner feedback to continuously improve the onboarding experience.

The **Mediclim Flex Plan** was introduced, offering flexible coverage spanning Group Medical Cover and parental mediclaim policies. **Annual Health Check-ups** were organised across locations, reinforcing a culture of preventive care and early intervention.

A rich calendar of employee engagement activities was conducted through the year, including festival celebrations, team events, **PlaySport**, an annual corporate sports event. The **Ujala House Homecoming** brought the entire corporate community together to celebrate the organisation's move into its newly renovated Mumbai headquarters.

The **Academic Excellence Recognition** initiative celebrated employees' children securing 90% and above in Class 10 and Class 12 board examinations, reflecting Jyothy Labs' commitment to its people beyond the boundaries of the workplace.

A company-wide training programme under **Business Responsibility and Sustainability Reporting (BRSR)** was conducted in FY26, embedding a culture of ethical, transparent, and sustainability-conscious practices across the enterprise.

Jyothy Labs was recognised among India's **Top 50 Best Workplaces in Manufacturing 2026** and certified as one of India's **Best Workplaces in FMCG 2025** by Great Place to Work, validating the trust, inclusivity, and collaborative culture built through collective effort and shared values. At Jyothy Labs, people are not just a function of strategy, they are the foundation of it. As the business scales and the consumer landscape evolves, the HR function remains committed to attracting the right talent, developing it with intent, and retaining it through a workplace that people are genuinely proud to be part of.



“Jyothy Labs follows a robust and forward-looking risk management framework that is closely aligned with its core values and long-term business objectives. Risk oversight is embedded within the Company's governance structure, enabling timely identification, assessment, and mitigation of potential business risks. This proactive and structured approach strengthens resilience, safeguards stakeholder interests, and supports sustainable growth.”

During the year, the Company reviewed the implications of the new labour law framework introduced by the Government of India and assessed its impact on employee-related obligations, compensation structures, social security benefits, and compliance processes. Based on the evaluation carried out using the information and regulatory guidance available as of the reporting date, the Company does not expect any material impact on its financial position, results of operations, or cash flows. The Company remains committed to ensuring full compliance with the evolving regulatory requirements and continues to monitor the issuance of additional rules, notifications, and clarifications by the relevant authorities.

INFORMATION TECHNOLOGY (IT)

Powering Smarter Operations Through Digital Excellence

Information Technology remains a cornerstone of growth at Jyothy Labs, driving business agility, operational efficiency, and data-informed decision-making. This year, the focus was on scaling digital infrastructure, deepening automation, and deploying employee-centric platforms that enable seamless collaboration across the enterprise.

Corporate Office Modernisation

The Ujala House workplace underwent a comprehensive digital and physical modernisation, creating a tech-enabled, future-ready environment designed to support evolving work models and cross-functional collaboration at scale.

Outlet Pulse

Outlet Pulse is an AI-powered analytics platform that delivers real-time visibility into outlet health and performance drivers, equipping teams to make faster, more targeted, data-driven decisions on the ground.

AI-Based Accounts Payable Automation

An AI-driven accounts payable platform was deployed to fully automate and standardise the payables process, resulting in faster processing, reduced manual intervention, and a more accurate, compliance-ready financial workflow.

Field Incentive Automation

A structured incentive management system was introduced for the Trade Marketing function. The platform manages the end-to-end incentive cycle, from Incentive Circular publication through a defined approval chain, to automatic computation and disbursement at cycle close.

Channel Target Automation

This solution automates the derivation and updating of performance targets for channel programme outlets using historical data mapped against Retailer class and category. All system-generated targets undergo structured review before deployment, ensuring accuracy and business alignment.

Jconnect Plus

JConnect Plus evolved into a fully integrated workforce platform, now supporting end-to-end Performance Management including KRA setting and reviews, alongside meeting room booking and a consolidated service request module.

Profitability Analysis

The Profitability Dashboard delivers brand-wise and geography-wise sales analysis across top-line and bottom-line metrics, enabling designated users to interrogate individual cost components for sharper financial scrutiny and more informed decision-making.

Campaign Manager

Campaign Manager gives brand, media, and trade marketing teams a centralised platform to track, monitor, and evaluate brand activations in real time, bringing greater visibility, accountability, and spend precision to campaign management.

Manpower Budgeting

The JLL Manpower Budgeting Module brings structure and transparency to headcount planning and cost budgeting, maintaining a live record of approved budgets versus actual positions to enable timely variance identification and course correction.

Collaborative Capex And Budgeting

The newly launched CapEx and Budget portal consolidates stakeholder participation into a single platform, streamlining approvals and maintaining a live Budget versus Actuals view to reduce bottlenecks and improve financial governance.

E Bot: Eclaim AI Enablement

EClaim, Jyothy Labs' proprietary expense management app, received a significant upgrade with the introduction of E Bot, an AI-powered assistant that automatically scans, validates, and processes expense entries. The result is a fully automated reimbursement workflow with faster approvals, fewer errors, and zero manual data entry.

RISK AND MITIGATION

Your Company has instituted a comprehensive, proactive, and responsive risk mitigation framework aligned with its core values and long-term business objectives. As an integral part of its corporate governance philosophy, this framework facilitates the systematic identification, assessment, prevention, and mitigation of business risks. The strategy is robust and effective, supporting the sustained well-being of both the organisation and its employees.

The framework enables regular and in-depth monitoring of internal and external factors that may impact business performance. The Board has established a structured risk management mechanism for evaluating and addressing risks, while also ensuring periodic review and necessary updates. Senior leadership drives seamless implementation across functions. The Risk Management Committee, entrusted with overseeing and reviewing the framework, convenes at regular intervals to ensure the continued strength and effectiveness of the risk mitigation strategy

Risk	» Nature of the Risk	» Mitigation Measures
Macro-Economic Risk	Business performance may be adversely affected by unfavourable macroeconomic conditions in domestic or global markets.	Your Company continuously monitors economic developments that may impact operations. It adopts flexible strategies, including prudent investments, focussed portfolio management, targeted sales initiatives in key markets, and disciplined cost control measures to safeguard profitability and growth.
Statutory Risk	Your Company's brand value may be impacted if it fails to comply with applicable government regulations, which can result in penalties or restrictions affecting business operations.	Your Company ensures strict adherence to all relevant laws and regulatory requirements. It proactively tracks regulatory changes and implements necessary adjustments to policies and processes to maintain compliance and avoid penalties.
Input Price Risk	Fluctuations in raw material prices may increase input costs, potentially affecting margins and profitability.	Your Company closely tracks commodity price trends and adopts cost management strategies. It focusses on volume-led growth, operational efficiencies, and disciplined pricing actions to minimise the impact of raw material volatility on margins.
Supply Chain Risk	Disruptions in global and local supply chains may lead to delays in procurement, increased costs, and potential impact on profitability.	Your Company prioritises uninterrupted supply of raw materials and seamless distribution. It strengthens supply chain resilience through alternate sourcing, inventory planning, and adoption of advanced digital technologies to improve visibility and efficiency.
Competition Risk	Intense competition in various product categories may restrict growth opportunities and exert pressure on margins.	Your Company invests in product innovation and new product development through R&D, strengthens brand equity through effective marketing, and enhances customer engagement initiatives to maintain competitiveness and drive sustainable growth.
Attrition Risk	Skilled manpower is critical for business growth. Loss of key talent may affect operational efficiency and long-term sustainability.	Your Company fosters a safe, inclusive, and performance-driven work environment. It promotes diversity, equal opportunities, employee engagement programs, and continuous learning initiatives to enhance retention and build a committed workforce. Diversity, equality and inclusion are at the heart of HR policies, reflected in the female workforce comprising ~ 39% of manufacturing facilities manpower.

INTERNAL CONTROL

INTERNAL CONTROLS

Your Company has established a comprehensive internal control system aligned with the scale of its operations and the nature of its business. This framework comprises well-defined policies and procedures designed to ensure compliance with corporate policies, safeguard assets, prevent and detect fraud or errors, and maintain accurate and complete accounting records. The internal control system supports the structured and efficient conduct of business activities while reinforcing the reliability of financial reporting. It also promotes strong governance standards, ethical conduct, and effective management practices across the organisation. The Board of Directors regularly reviews and evaluates the internal control framework to ensure its adequacy and effectiveness. Ongoing assessments are undertaken to confirm compliance with applicable regulatory requirements and to strengthen governance processes where necessary.

CAUTIONARY STATEMENT

This report contains statements that may be 'forward-looking', including, but without limitation, statements relating to the implementation of strategic initiatives and other statements relating to your Company's future business developments and economic performance. While these forward-looking statements indicate our assessment and future expectations concerning our business's development, several risks, uncertainties, and other unknown factors could cause actual developments and results to differ materially from our expectations. These factors include but are not limited to, general market, macroeconomic, governmental, and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with your Company, legislative developments and other key factors that could affect our business and financial performance. Your Company undertakes no obligation to publicly revise any forward-looking statements to reflect future/likely events or circumstances.

CORPORATE INFORMATION

Mr. M. P. Ramachandran

Chairman Emeritus
(DIN: 00553406)

DIRECTORS**Ms. M. R. Jyothy**

Chairperson and Managing Director
(DIN: 00571828)

Ms. Bhumika Batra

Audit Committee Chairperson & Independent Director
(DIN: 03502004)

Mr. Aditya Sapru

Independent Director
(DIN: 00501437)

Mr. Narayanan Subramaniam

Independent Director
(DIN: 00166621)

Mr. Suresh Balakrishna

Independent Director
(DIN: 05207871)

Mr. Ananth Rao T

Director- Operations & Commercial
(DIN: 02585410)

Mr. Ravi Razdan

Director- IT & HR
(DIN: 08936083)

COMPANY SECRETARY**Mr. Shreyas Trivedi**

(Membership No. A12739)

CHIEF FINANCIAL OFFICER**Mr. Pawan Kumar Agarwal****STATUTORY AUDITORS**

M/s. B S R & Co. LLP, Chartered Accountants
(Firm Registration No. 101248W/W-100022)

INTERNAL AUDITORS

M/s. Mahajan & Aibara LLP, Chartered Accountants
(Firm Registration No. 105742W)

SECRETARIAL AUDITORS

M/s. Rathi & Associates, Company Secretaries
(Firm Registration No. P1988MH011900)

COST AUDITORS

M/s. R. Nanabhoy & Co., Cost Accountants
(Firm Registration No. 000010)

REGISTERED OFFICE**Jyothy Labs Limited**

Ujala House, Ram Krishna Mandir Road,
Kondivita, Andheri (East), Mumbai – 400 059
Telephone: +91-22-66892800 Fax: +91-22-66892805
Email: info@jyothy.com
Website: www.jyothylabs.com

CORPORATE IDENTITY NUMBER (CIN)

L24240MH1992PLC128651

SECRETARIAL DEPARTMENT

Ujala House, Ram Krishna Mandir Road,
Kondivita, Andheri (East), Mumbai – 400 059
Telephone: +91-22-66892800
Email: secretarial@jyothy.com

REGISTRAR & SHARE TRANSFER AGENT**MUFG Intime India Private Limited**

U67190MH1999PTC118368
C 101, 247 Park, L B S Marg, Vikhroli (West),
Mumbai – 400083
Tel.: +91-22-49186000 Fax: +91-22-49186060
Email: investor.helpdesk@in.mpms.mufig.com

Directors' Report

Dear Members,

Your Company's Board of Directors is pleased to present to you the 35th Annual Report of your Company together with the Audited Financial Statements for the Financial Year ended March 31, 2026.

FINANCIAL PERFORMANCE

Your Company's financial performance for the Financial Year ended March 31, 2026 compared with previous Financial Year is summarised below:

(₹ in Lakhs)

Financial Results	Financial Year ended March 31, 2026	Financial Year ended March 31, 2025
Revenue from Operations	294,429	284,392
Earnings before Interest, Tax, Depreciation and Amortization	44,986	49,983
Finance Cost	499	593
Other Income	6,756	5,547
Depreciation on Tangible Assets	3,348	2,979
Amortization of Intangible Assets	124	116
Depreciation of right-of-use assets	2,652	2,517
Profit before exceptional item and tax	45,119	49,325
Exceptional items	-	(370)
Profit before tax	45,119	48,955
Provision for tax		
- Current tax	6,818	7,865
- Tax relating to earlier period	1,064	671
- Deferred Tax Charge/ (Credit)	3,918	3,302
Profit after tax	33,319	37,117
Earnings Per Share (Basic) (In ₹)	9.07	10.11
Earnings Per Share (Diluted) (In ₹)	9.07	10.11
Dividend Per Share of face value of ₹ 1/- (In ₹)	3.50	3.50

The foregoing financial performance highlights are an abstract of the Financial Statements of your Company for the financial year 2025-26. The detailed Financial Statements of your Company form part of this Annual Report and have also been made available on your Company's website i.e. www.jyothylabs.com.

PERFORMANCE HIGHLIGHTS

The Revenue from operations of your Company for the financial year 2025-26 was up by 3.5% and stood at ₹ 294,429 Lakhs compared to ₹ 284,392 Lakhs in the previous financial year. The net profit for the financial year 2025-26 amounted to ₹ 33,319 Lakhs.

DIVIDEND

Your Board is pleased to recommend for your consideration, a dividend of ₹ 3.50 (Rupees Three and Fifty Paise only) per equity share of ₹ 1/- each for the financial year 2025-26. The aforesaid dividend will involve a total payout of ₹ 12,853 Lakhs and is subject to the approval of shareholders at the ensuing Annual General Meeting of your Company. The proposed dividend payout is in accordance with your Company's Dividend Distribution Policy.

In accordance with the provisions of the Income-Tax Act, 2025, which has come into force with effect from April 1,

2026, read with the notified Income Tax Rules, 2026 and the Finance Act, 2025, dividend declared and paid by a Company is taxable in the hands of the shareholders. Your Company shall, therefore, be required to deduct tax at source (TDS) at the time of payment of dividend in accordance with the provisions of section 393 of the Income Tax Act, 2025 read with the applicable Rules and at the rates prescribed thereunder. The TDS rate may vary depending upon the residential status of the shareholder, the threshold limits prescribed under the Act, and the documents/declarations submitted by the shareholder to your Company.

Your Company will also be sending communication to the shareholders informing them to submit the necessary documents to enable your Company to calculate the amount of tax required to be deducted from the proposed dividend in respect of each eligible shareholders. Your Company is in process of emailing the aforesaid communication to those shareholders whose names appear in the Register of Member as on May 22, 2026 and to those shareholders who have registered their email id with your Company.

During the previous financial year, your Company had paid a final dividend of ₹ 3.50 (Rupees Three and Fifty Paise only) per equity share of ₹ 1/- each for the Financial Year 2024-25. The aforesaid dividend involved a total payout of ₹ 12,852 Lakhs.

DIVIDEND DISTRIBUTION POLICY

The Board of Directors of your Company had approved and adopted a policy on Dividend Distribution formulated in accordance with Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the Listing Regulations) and the dividend is recommended in accordance with the said policy.

The sub-regulation (1) of Regulation 43A of the Listing Regulations has allowed the companies to provide web-link of the Dividend Distribution Policy instead of attaching it along with the Annual Report. However, for easy accessibility by the shareholders, your Company has annexed to this report its Dividend Distribution Policy as "Annexure – A" and has also uploaded the same on your Company's website at the link:

<https://www.jyothylabs.com/investor/management-policies-notices/#Management-Policies>

ISSUE OF SHARES

a) Issue of Equity Shares with differential rights

During the year under review and to date, your Company has not issued any shares with differential

rights, hence no information prescribed under the provisions of Section 43(a)(ii) of the Companies Act, 2013 (the Act) read with Rule 4(4) of the Companies (Share Capital and Debentures) Rules, 2014, has been furnished.

b) Issue of Sweat Equity Shares

During the year under review and to date, your Company has not issued any sweat equity shares. Hence no information as per the provisions of Section 54(1)(d) of the Act read with Rule 8(13) of the Companies (Share Capital and Debentures) Rules, 2014, has been furnished.

c) Issue of Employee Stock Option

During the year under review and to date, 91,767 Restricted Stock Units (RSU) were granted under the Jyothy Labs Limited - Restricted Stock Units Plan 2023.

SHARE CAPITAL

The Authorised Share Capital of your Company is ₹ 3,08,85,00,000/- consisting of: (a) 3,01,95,00,000 Equity Shares of the Face Value of ₹ 1/- each; (b) 30,000 11% Cumulative Redeemable Preference Shares of the Face Value of ₹ 100/- each; and (c) 66,00,000 Preference Shares of ₹ 10/- each.

The paid-up Equity Share Capital of your Company as on March 31, 2026 stood at ₹ 36,72,14,511/- consisting of 36,72,14,511 Equity Shares of the Face Value of ₹ 1/- each, fully paid-up. As on March 31, 2026, none of the Directors of your Company holds instruments convertible into equity shares of your Company.

DEBENTURES

During the Financial Year under review, your Company did not issue any Debentures in terms of Section 42 and Section 71 of the Act read with Rule 14 of the Companies (Prospectus and Allotment of Securities) Rules, 2014 and Rule 18 of the Companies (Share Capital and Debentures) Rules, 2014. Hence, no debentures were redeemed during the Financial Year 2025-26.

CORPORATE UPDATE

During the year under review, your Company concluded its Dry Cleaning and Laundry Service operations at its unit situated at Coaching Depot – Kankaria, Ahmedabad, Gujarat (operating on Build-Own-Operate-Transfer model with Western Railway – Ahmedabad Division) w.e.f. May 31, 2025.

Further, the Exemption Order received from SEBI under the SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011, dated October 16, 2025,

granted exemption from the open offer requirement regarding inter-se off market transfer by way of gift of 64,11,011 Equity Shares of Re. 1/- each held by Mr. M. P. Ramachandran, Promoter of the Company and of 14,36,39,870 Equity Shares of Re. 1/- each held by Ms. M. G. Shanthakumari, member of the Promoter Group of the Company to M. P. Ramachandran Family Trust I and M. P. Ramachandran Family Trust II respectively. The same was in order to streamline succession planning and provide for the welfare of family members of the Promoter and Promoter Group. The promoter group and the public shareholding remains unaffected.

During the previous financial year, the Board of Directors of your Company, at its meeting held on March 25, 2025, approved the sale of the Company's entire equity stake in Jyothy Kallol Bangladesh Limited ("JKBL"), a subsidiary of your Company, to Kallol Enterprise Limited. Pursuant thereto, your Company executed a Share Purchase Agreement with Kallol Enterprise Limited and divested its entire 75% equity stake in JKBL to Kallol Enterprise Ltd for a consideration of BDT 3,01,92,134 which was received by your Company on September 10, 2025.

Subsequent to the close of the financial year ended March 31, 2026, a fire incident occurred on April 29, 2026, at C&FA-operated warehouse of your Company located in Punjab. The incident was promptly brought under control on the same day and there was no loss of human life or injury. Your Company initiated necessary insurance claim formalities and, based on the preliminary assessment carried out by the management, the said incident is not expected to have any material impact on the operations or financial position of your Company.

ANNUAL RETURN

Pursuant to Section 134(3)(a) of the Act, the annual return for Financial Year 2025-26 prepared in accordance with Section 92(3) of the Act is made available on the website of your Company i.e. <https://www.jyothylabs.com/disclosure-under-regulation-46-of-the-lodr/annual-report-2/#annual-report>

NUMBER OF MEETINGS OF THE BOARD

Your Company's Board of Directors met 5 (five) times during the financial year ended March 31, 2026, in accordance with the provisions of the Act and the Rules made thereunder. During the financial year 2025-26, all meetings of the Board and its Committees were held physically. The facility to participate through video conferencing or other audio-visual means, in compliance with Section 173 of the Companies Act,

2013 read with Rule 3 of the Companies (Meetings of Board and its Powers) Rules, 2014, was also made available to the Directors.

The meetings were held on May 12, 2025, August 12, 2025, November 12, 2025, February 9, 2026 and March 10, 2026, respectively.

AUDIT COMMITTEE

The Audit Committee of your Company consists of all Independent Directors. The detailed composition of the Audit Committee is provided in the Corporate Governance Report. All the recommendations made by the Audit Committee were accepted by the Board.

DIRECTORS' RESPONSIBILITY STATEMENT

In terms of Section 134(5) of the Act, in relation to the Audited Financial Statements of your Company for the financial year ended March 31, 2026, the Board of Directors of your Company hereby confirms that:

- a. in the preparation of the annual accounts for the financial year ended March 31, 2026, the applicable accounting standards read with the requirements set out under Schedule III to the Act have been followed and there were no material departures from the same;
- b. your Directors have selected such accounting policies and applied them consistently and made judgments and estimates that were reasonable and prudent so as to give a true and fair view of the state of affairs of your Company as at March 31, 2026 and of the profit of your Company for the year ended on that date;
- c. your Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of your Company and for preventing and detecting fraud and other irregularities;
- d. your Directors have prepared annual accounts of your Company on a going concern basis;
- e. your Directors have laid down internal financial controls to be followed by your Company and that such internal financial controls are adequate and are operating effectively; and
- f. your Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

PERFORMANCE EVALUATION

In accordance with the Act and Regulation 4(2)(f) of the Listing Regulations, your Company has framed a Policy for Evaluation of Performance of Independent Directors, Board, its Committees and other individual Directors which includes criteria for performance evaluation of Non-Executive Directors and Executive Directors. A questionnaire is formulated for evaluation of performance of the Board, its Committees and individual Directors, after taking into consideration several aspects such as board composition, strategic orientation, board functioning and team dynamics.

An annual performance evaluation for the financial year 2025-26 was carried out by the Board of Directors and the Nomination, Remuneration and Compensation Committee at their respective meetings held on May 4, 2026. The questionnaire was circulated to each of the Directors and members of the Nomination, Remuneration and Compensation Committee at the time of performance evaluation conducted at their respective meetings. The Directors and the Committee members then filled-up the questionnaire and rated the Board, its Committees and individual Directors and duly filled in questionnaire were handed over to the Company Secretary.

Performance evaluation of Independent Directors was conducted by the Board of Directors, excluding the Director being evaluated. The criteria for performance evaluation of Independent Directors laid down by the Nomination, Remuneration and Compensation Committee include ethics and values, knowledge and proficiency, diligence, behavioral traits, efforts for personal development and independence in decision making.

Similarly, performance evaluation of the Non-Independent Directors and the Board of Directors was carried out by the Independent Directors of your Company at its separate meeting held on May 4, 2026. Your Directors expressed their satisfaction with the evaluation process.

TRAINING OF INDEPENDENT DIRECTORS

All Independent Directors are familiarized with your Company, their role, rights and responsibilities in your Company, nature of the industry in which your Company operates, business model, strategy, operations and functions of your Company through its Executive Director(s) and Senior Management Personnel. The details of programs for familiarization of Independent Directors with your Company are available on the website of your Company at the link:

<https://www.jyothy.com/investor/management-policies-notice/#Management-Policies>

DIRECTORS AND KEY MANAGERIAL PERSONNEL

The term of Mr. Aditya Sapru (DIN: 00501437), Independent Director will expire on March 27, 2027. Based on the recommendation of the Nomination, Remuneration and Compensation Committee at its meeting held on May 4, 2026, the Board of Directors of your Company approved the re-appointment of Mr. Aditya Sapru (DIN: 00501437) as Independent Director of your Company for a further consecutive period of 5 years commencing from March 28, 2027 upto March 27, 2032 (both days inclusive). In the opinion of the Board, Mr. Sapru is a person of integrity and has the required expertise and experience (including proficiency) for re-appointment as an Independent Director.

Further as per the requirements of Section 149 of the Act and Regulation 17(1C) of the Listing Regulations, a special resolution for the re-appointment of Mr. Aditya Sapru as Independent Director of your Company forms an integral part of the Notice of the ensuing 35th Annual General Meeting (AGM).

Further, on the basis of the resolution passed by the shareholders at the AGM held on July 25, 2024, Ms. M. R. Jyothy (DIN: 00571828) assumed her office as the Chairperson and Managing Director and Key Managerial Personnel of your Company, effective from April 1, 2025.

Your Company's Board is of the opinion that the Independent Directors of your Company have fulfilled the conditions as specified in the Listing Regulations, are independent of management, possess requisite qualifications, experience, proficiency and expertise in the field of Business Strategy, Finance and Accounting, Regulatory Framework, Corporate Governance, Risk Management, Marketing and they hold highest standards of integrity.

During the year under review, the Non-Executive Directors of your Company had no pecuniary relationship or transactions with your Company, other than sitting fees, commission and reimbursement of expenses. In accordance with the provisions of Section 152 of the Act, Mr. Ravi Razdan (DIN: 08936083), Director - IT & HR, retires by rotation at the ensuing Annual General Meeting and being eligible, has offered himself for re-appointment.

Apart from the aforesaid, there was no change in Directors and Key Managerial Personnel of your Company.

DECLARATION OF INDEPENDENT DIRECTORS

Pursuant to Section 134(3)(d) of the Act, your Company has received necessary declarations from all the Independent Directors under Section 149(7) of the Act and Regulation 25(8) of the Listing Regulations declaring that they meet the criteria of independence laid down under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations. All the Independent Directors of your Company have complied with the provisions of sub-rule (1) and (2) of Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, by registering themselves under the data bank of Independent Directors for lifetime. Your Company has also formulated a Code of Conduct for Directors and Senior Management Personnel and has obtained declarations from all the Directors to the effect that they are in compliance with the Code of Conduct.

MEETING OF INDEPENDENT DIRECTORS

Your Company's Independent Directors meet at least once every financial year without the presence of the Executive Director(s) or Management Personnel of your Company, and the meeting is conducted informally. During the year under review, one meeting of the Independent Directors was held i.e. on May 12, 2025.

REMUNERATION POLICY

Your Company follows the policy on Nomination, Remuneration and Compensation of Directors, Key Managerial Personnel and other employees as approved by the Nomination, Remuneration and Compensation Committee and the Board of Directors of your Company and the same has been uploaded on your Company's website at <https://www.jyothy.com/disclosure-under-regulation-46-of-the-lodr/management-policies-notice/#Management-Policies>. Salient features of the said policy are annexed to this report as "Annexure – B".

INSTANCES OF FRAUD, IF ANY, REPORTED BY THE AUDITORS

There have been no instances of any fraud reported by the Statutory Auditors under Section 143(12) of the Act.

AUDITORS & AUDIT REPORTS

Statutory Auditors and their Report

The Members at the 31st AGM held on July 25, 2022, approved the appointment of M/s. B S R & Co. LLP, Chartered Accountants (Firm Registration No.101248W/W-100022) as the Statutory Auditors of your Company for a second term of 5 years commencing from conclusion of the 31st AGM till the conclusion of the 36th AGM. Also, as per the Companies (Amendment) Act, 2017, provisions of Section 139 of the Act have been amended, wherein, the requirement of ratification

of appointment of Statutory Auditors at every AGM has been done away with. Accordingly, appointment of M/s. B S R & Co. LLP, Chartered Accountants (Firm Registration No.101248W/W-100022) as Statutory Auditors of your Company, will not be placed for ratification by the members in the ensuing AGM.

The Notes on financial statements referred to in the Auditors' Report are self-explanatory and do not call for any further comments. The Auditors' Report does not contain any qualification(s), reservation(s) or adverse remark(s).

Secretarial Auditors and their Report(s)

The Board appointed M/s. Rathi & Associates, Practising Company Secretaries (Firm Registration No. P1988MH011900), to conduct the secretarial audit. The report is annexed as **Annexure – C**. Further, your Company undertakes secretarial audit every year under Section 204 of the Companies Act, 2013. The audit for the financial year 2025-26 was conducted by M/s. Rathi & Associates. The report did not contain any qualification, reservation or adverse remark or disclaimer. The secretarial audit report of your Company forms a part of the Annual Report as per requirements of the Listing Regulations.

Cost Auditors and their Report

As per Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, as amended, the Company is required to maintain cost records as specified by the Central Government under Section 148(1) of the Companies Act, 2013. Accordingly, your Company has made and maintained such accounts and records for the financial year ended March 31, 2026.

Further, the Board of Directors of your Company on recommendation of the Audit Committee, have re-appointed M/s. R. Nanabhoy & Co., Cost Accountants, Mumbai (Firm Registration No. 000010) as the Cost Auditors to carry out the cost audit of its products covered under the Ministry of Corporate Affairs Order dated June 30, 2014 (as amended on December 31, 2014) for the financial year 2026-27. The remuneration of Cost Auditors has been approved by the Board of Directors on the recommendation of the Audit Committee and the requisite resolution for ratification of remuneration of Cost Auditors by the members has been set out in the Notice convening the 35th AGM of your Company.

The re-appointment of M/s. R. Nanabhoy & Co., Cost Accountants, Mumbai as the Cost Auditors of your Company is within the prescribed limits of the Act and free from any disqualifications specified thereunder.

Your Company has received the certificate from the Cost Auditors confirming their independence and relationship on an arm's length basis.

The Cost Audit Report for the financial year ended March 31, 2025, issued by M/s. R. Nanabhoy & Co., Cost Auditors, in respect of the various products prescribed under Cost Audit Rules does not contain any qualification(s), reservation(s) or adverse remark(s) and the same was filed with the Ministry of Corporate Affairs on September 3, 2025. The Cost Audit Report for the financial year ended March 31, 2026, will be filed with the Ministry of Corporate Affairs within the prescribed statutory time limit.

PARTICULARS OF LOANS, GUARANTEES AND INVESTMENTS

The details of Loans, Guarantees and Investments as prescribed under Section 186 of the Act are annexed as "Annexure – D" and forms integral part of this Report.

RELATED PARTY TRANSACTIONS

Pursuant to Section 134 of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014, the particulars of contracts or arrangements with related parties referred to in Section 188(1) of the Act in the prescribed Form AOC-2 is annexed as "Annexure – E" to this Report. During the year under review, your Company had entered into contract(s)/arrangement(s)/transaction(s) with related parties which were in ordinary course of business and on arm's length basis and none of which could be considered as material in accordance with the policy of your Company on materiality of related party transactions. Further, none of the contract(s)/arrangement(s)/transaction(s) with related parties required approval of Members as the same were within the limits prescribed under Section 188(1) of the Act and the Rules framed thereunder read with the provisions of Regulation 23(4) of the Listing Regulations.

In line with the requirements of the Act and amendments to the Listing Regulations, all Related Party Transactions have been approved by the Audit Committee and reviewed by it on a periodical basis.

The Policy on materiality of related party transactions and dealing with related party transactions as approved by the Board is available on the website of your Company at the link:

<https://www.jyothylabs.com/investor/management-policies-notices/#Management-Policies>

Attention of Members is also drawn to Note 31 to the financial statements for the year ended March 31, 2026, which sets out the disclosures pertaining to related

party relationships and transactions as per the Indian Accounting Standard (Ind AS) 24.

STATE OF THE COMPANY'S AFFAIRS (MANAGEMENT DISCUSSION AND ANALYSIS)

In terms of the provisions of Regulation 34(2) of the Listing Regulations, the Management Discussion and Analysis Report of your Company's affairs for the year under review is attached and forms an integral part of this Annual Report.

TRANSFER TO RESERVES

Your Company did not transfer any sum to the General Reserve or to the Debenture Redemption Reserve for the Financial Year under review.

MATERIAL CHANGES AND COMMITMENTS

Except as disclosed elsewhere in this report, no material changes and commitments which could affect your Company's financial position have occurred between the end of the financial year 2025-26 and to the date of this Report.

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

The particulars relating to Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo, as required to be disclosed under Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014 are annexed herewith as "Annexure - F" to this Report.

RISK MANAGEMENT

In terms of Regulation 21 of the Listing Regulations, the Board of Directors of your Company constituted the Risk Management Committee.

Accordingly, the Risk Management Committee comprises of the following Directors/Executives of your Company as Members of the Committee as on March 31, 2026:

1. Mr. Aditya Sapru, Independent Director- Chairman;
2. Ms. M. R. Jyothy, Chairperson and Managing Director- Member;
3. Mr. Ananth Rao T, Director – Operations & Commercial - Member; and
4. Mr. Ravi Razdan, Director – IT & HR- Member.

The Risk Management Committee has been entrusted with the powers such as monitoring and reviewing of the risk management plans/policies; appointing various functionaries; deciding the role and responsibilities of various functionaries; evaluating risk including cyber

risk to your Company as a whole and also control measures/security; such other powers as may be delegated by the Board of Directors from time to time. The Risk Management Committee of your Company met thrice during the Financial Year 2025-26 i.e. on June 27, 2025, January 21, 2026 and February 23, 2026. Mr. Aditya Sapru chaired the said meetings of the Risk Management Committee.

The Board of Directors of your Company has designed a Risk Management Policy in a structured manner taking into consideration the following factors and the same is being monitored on a periodic basis by your Company:

1. The Management Approach;
2. Vision & Mission;
3. Key Business Goals;
4. Risk Library; and
5. Risk Management Focus.

Also, the Management has adopted the following 5 step approach keeping in view your Company's Vision and Mission:

1. Identifying 'Key' Business goals;
2. Identifying the Risk Management focus;
3. Identifying Business risks;
4. Prioritizing the identified Business Risks; and
5. Rating the current Risk Management capability for identified risks.

Further, your Company has identified Key Business Goals on which the management would focus for a five-year horizon and a library of risk events which could be a bottleneck in achieving the same.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

Your Company has been a firm believer that each and every individual including an artificial person owe something to the society at large. Mr. M. P. Ramachandran, Chairman Emeritus of your Company even before the inception of Corporate Social Responsibility provisions under the Act, has been involved in charitable and social activities in his individual capacity.

Your Company for the financial year 2025-26 was required to spend an amount of ₹ 817.48 Lakhs (2% of the average net profits of last three financial years) towards Corporate Social Responsibility (CSR) activities. However, your Company for the financial year 2025-26

has spent an aggregate amount of ₹ 820.03 Lakhs towards the CSR activities mentioned in the Annual Action Plan of the Company for the financial year 2025-26, as approved by the Board of Directors.

The Annual Report on CSR activities that includes details about brief outline on CSR Policy developed and implemented by your Company, composition of CSR Committee and CSR initiatives taken during the financial year 2025-26 in accordance with Section 135 of the Act and other details required to be disclosed as per the latest format prescribed under the Companies (Corporate Social Responsibility Policy) Rules, 2014 as amended from time to time is annexed herewith as "**Annexure – G**" to this Report.

Details about the CSR Policy adopted and formulated by your Company can be accessed from your Company's website at the link:

<https://www.jyothy.com/investor/management-policies-notice/#Management-Policies>

The Annual action plan for the financial year 2026-27 as recommended by the Corporate Social Responsibility Committee and approved by the Board of Directors of your Company at their respective Meetings held on May 4, 2026 has also been uploaded on your Company's website at the link:

<https://www.jyothy.com/wp-content/uploads/2026/05/CSR-Annual-Action-Plan-for-2026-27.pdf>

CHANGE IN NATURE OF BUSINESS

During the year under review, there was no change in the nature of business of your Company.

PERFORMANCE OF SUBSIDIARIES, ASSOCIATE COMPANIES/JOINT VENTURES

As on March 31, 2026, your Company has no subsidiaries, associate companies / joint ventures.

FIXED DEPOSITS

Your Company did not accept/renew any fixed deposits from public and no fixed deposits were outstanding or remained unclaimed as on March 31, 2026.

SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS

There are no significant and material orders passed by any Regulator/Court that would impact the going concern status of your Company and its future operations.

INTERNAL FINANCIAL CONTROLS

The Internal Financial Controls adopted and followed by your Company are adequate and are operating effectively. Your Company has adopted a dynamic Internal Financial Controls framework based on the best practices followed in the industry. Under the said framework, Risk and Control Matrix are defined for the following process(es):-

1. Fixed Assets;
2. Financial Statement Closing Process;
3. Information Technology;
4. Inventory Management;
5. Marketing and Advertising;
6. Payroll;
7. Production Process;
8. Taxation; and
9. Treasury.

MGB Advisors LLP, Chartered Accountants have been entrusted with the responsibility of testing the controls identified and implemented by your Company for all the aforesaid processes.

During the year under review, no material or serious observations have been received from the Internal Auditors of your Company regarding inefficiency or inadequacy of such controls.

CORPORATE GOVERNANCE

The report on Corporate Governance as stipulated under Regulation 34(3) read with Schedule V of the Listing Regulations together with the Certificate received from M/s. Rathi & Associates, Practising Company Secretaries, confirming compliance of Corporate Governance requirements is attached and forms an integral part of this Annual Report.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (BRSR)

Your Company has been conducting business in a sustainable manner and to create maximum value for all its stakeholders. Business Responsibility and Sustainability Report for FY 2025-26 in accordance with Regulation 34(2)(f) of the Listing Regulations, forms an integral part of this Annual Report.

COMPLIANCE WITH SECRETARIAL STANDARDS

During the year under review, your Company has complied with the Secretarial Standards issued by the Institute of Company Secretaries of India on Board Meetings and General Meetings.

REMUNERATION/COMMISSION FROM ANY OF ITS SUBSIDIARIES

During the year under review, your Company does not have any subsidiaries. Accordingly, neither the Chairperson and Managing Director nor the Wholetime Directors of the Company received any remuneration or commission from subsidiary companies.

EMPLOYEE STOCK OPTION SCHEME (ESOS)

During the year under review and to date, the Nomination, Remuneration and Compensation Committee of the Board granted, vested and allotted RSUs as per below table:

Scheme	Grant	Vested	Allotted
Jyothy Labs Limited- Restricted Stock Units Plan 2023 (RSU Plan 2023)	2,44,687 [#]	15,592 [§]	5,867 [*]

[#]The granted RSUs, are exercisable into the same number of equity shares of Re.1/- each of your Company.

[§]RSUs are vested to eligible employees, subject to the provisions of the scheme, statutory provisions as may be applicable from time to time and the rules and procedures set out by your Company in this regard.

^{*}5,867 RSUs were allotted in the Financial Year 2024-25

The disclosures as required under Regulation 14 of SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SEBI SBEBSE Regulations") have been placed on the website of your Company at www.jyothy.com.

A certificate from M/s. Rathi & Associates, Practising Company Secretaries, Secretarial Auditors of the Company certifying that the RSU Plan 2023 has been implemented in accordance with SEBI SBEBSE Regulations pursuant to the resolution passed by the shareholders, will be available for electronic inspection at the ensuing AGM.

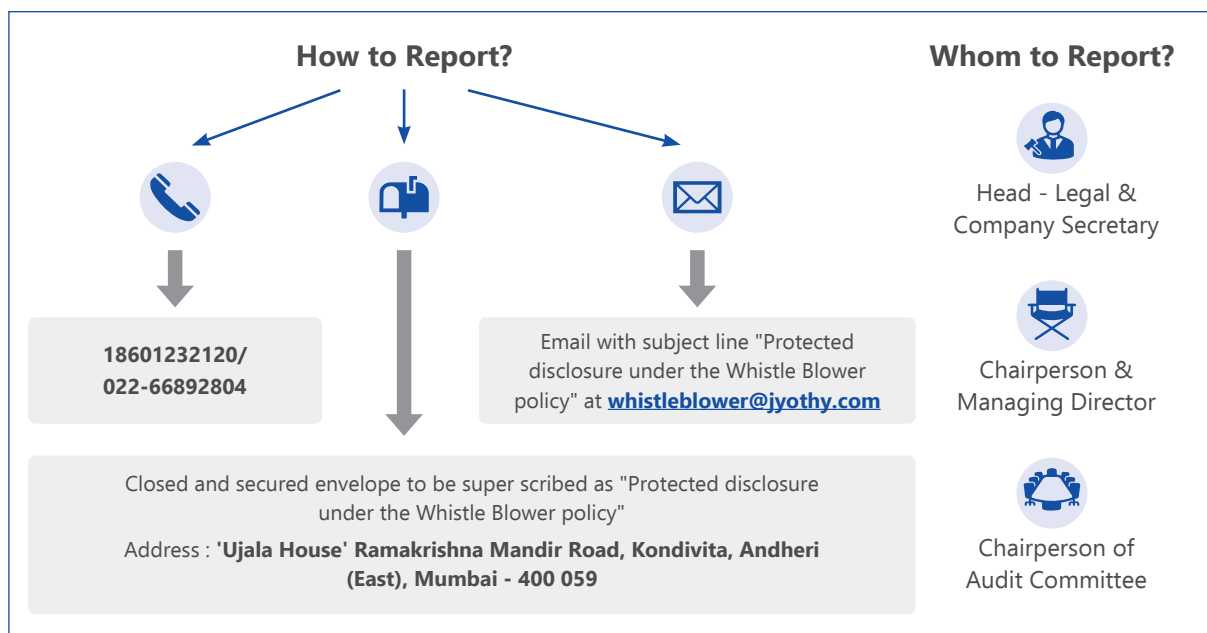
VIGIL MECHANISM/WHISTLE BLOWER POLICY

Your Company has a Vigil Mechanism in place which includes a Whistle Blower Policy in terms of the Listing Regulations for Directors and employees of your Company to provide a mechanism which ensures adequate safeguards to Employees and Directors from any victimization on raising of concerns of any violations of legal or regulatory requirements, incorrect or misrepresentation of any financial statements and reports etc.

The Vigil Mechanism/Whistle Blower Policy of your Company can be accessed from your Company’s website at the link:

<https://www.jyothy.com/investor/management-policies-notice/#Management-Policies>

Your Company has put in place a mechanism in consonance with the requirements of Section 177 of the Act and Regulation 18(3) of the Listing Regulations for the Directors, employees and other stakeholders to report genuine concerns about unethical behavior, actual or suspected fraud or violation of the Code of Conduct or policy framed by your Company.



During the year under review, no protected disclosure from any Whistle Blower was received by the designated officer under the Vigil Mechanism.

INTERNAL CONTROL SYSTEMS

Your Company has adequate internal control systems and procedures in place for effective and smooth conduct of business and to meet exigencies of operation and growth. Your Company has set up Standard Operating Process (SOP), procedures and controls apart from regular Internal Audits. Roles and responsibilities have been laid down for each process owner. A Management Information System has been established which ensures that adequate and accurate information is available for reporting and decision making.

Internal Audit is conducted by an independent firm viz. M/s. Mahajan & Aibara LLP, Chartered Accountants. Internal Auditors regularly check the adequacy of the system, their observations are reviewed by the management and remedial measures, as necessary, are taken. Internal Auditors report directly to the Chairperson of the Audit Committee to maintain its objectivity and independence.

Your Company has also implemented a Compliance Tool software mechanism viz. “Legatrix” designed by Legasis Services Private Limited which ensures compliance with the provisions of all applicable laws to your Company adequately and effectively.

TRANSFERS TO INVESTOR EDUCATION AND PROTECTION FUND

Transfer of Equity Shares:

Pursuant to the provisions of Section 124(6) of the Act and the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, all the equity shares of the Company in respect of which dividend amounts have not been paid or claimed by the Shareholders for seven consecutive years or more are required to be transferred to demat account of the Investor Education and Protection Fund Authority (IEPF Authority).

Accordingly, 4,43,457 shares belonging to 9,992 Shareholders of your Company were transferred to Demat Account of IEPF Authority on October 6, 2025. Your Company had sent individual notice to all the aforesaid members and had also published the notice in the leading English and Marathi newspapers. The details of the aforesaid members are available on website of your Company i.e. www.jyothy.com.

Transfer of Unpaid/Unclaimed Dividend:

Pursuant to the provisions of Section 124(5) of the Act, the dividend which remained unclaimed/ unpaid for a period of seven consecutive years from the date of transfer to unpaid dividend account is required to be transferred to the IEPF Authority established by the Central Government.

As a result, the unclaimed/unpaid dividend pertaining to the financial year 2017-18 which remained unpaid and unclaimed for a period of seven consecutive years has been transferred by your Company to the IEPF Authority.

Your Company has uploaded the details of unclaimed/ unpaid dividend for the financial year 2017-18 onwards on its website i.e. www.jyothy.com and on website of the Ministry of Corporate Affairs i.e. www.mca.gov.in and the same gets revised/updated from time to time pursuant to the provisions of IEPF (Uploading of Information Regarding Unpaid and Unclaimed Amount Lying with Companies) Rules, 2012.

Further, the unpaid final dividend amount pertaining to the financial year 2018-19 will be transferred to IEPF during the Financial Year 2026-27.

EMPLOYEE RELATIONS

Your Company has always provided a congenial atmosphere for work to all its employees that is free from discrimination and harassment. Employee relations remained cordial during the year under review.

MANUFACTURING FACILITIES

Your Company has state-of-the-art facilities at all of its 23 Plants spread across India. Furthermore, five manufacturing plants of your Company situated at Roorkee, Wayanad, Jammu, Pithampur and Puducherry are ISO 9001:2015 certified, Puducherry manufacturing plant is also ISO 45001:2018 certified and all of the manufacturing plants are ISO 14001:2015 (Environment Management System) certified.

PREVENTION OF SEXUAL HARASSMENT

Your Company has constituted an Internal Complaints Committee (ICC) in compliance with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules framed thereunder. During the financial year 2025-26:

- (a) Number of complaints received: Nil;
- (b) Number of complaints disposed of: Nil;
- (c) Number of cases pending for more than ninety days: Nil.

Your Company has complied with the provisions relating to the constitution of the Internal Complaints Committee under the POSH Act, 2013.

MATERNITY BENEFIT

Your Company has a Maternity Support Programme which is in compliance with the provisions of the Maternity Benefit Act, 1961.

PARTICULARS OF EMPLOYEES

The information in terms of Section 197(12) of the Act read with Rule 5(1) (2) and (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and a statement containing particulars of employees is annexed as “**Annexure – H**” and forms part of the Directors’ Report for the year ended March 31, 2026. In terms of Section 136(1) of the Companies Act, 2013, the annual report and the financial statements are being sent to the Members excluding the aforesaid Annexure. The Annexure is available for inspection and any Member interested in obtaining a copy of the Annexure may write to the Company Secretary of the Company.

DETAILS OF APPLICATION MADE OR ANY PROCEEDING PENDING UNDER THE INSOLVENCY AND BANKRUPTCY CODE, 2016

Your Company filed an application before the Hon’ble National Company Law Tribunal, Chennai Bench (NCLT) as a financial creditor to initiate corporate insolvency

resolution process under Section 7 read with Chapter II of Part II/ Under Chapter IV of Part II of the Insolvency and Bankruptcy Code, 2016 (Code) against Abhiraami Chemicals Limited (ACL) and the Hon'ble NCLT admitted the application vide order dated October 04, 2021.

In view of the fact that ACL did not have any business operations since the Financial Year 2015-16, the Committee of Creditors (CoC) at its meeting held on November 26, 2021, recommended and approved the liquidation of ACL. Subsequently, the Resolution Professional filed an application for initiation of liquidation before the Hon'ble NCLT and the Hon'ble NCLT vide its order dated September 19, 2022, had allowed for liquidation of ACL and appointed the Resolution Professional as the Liquidator in this matter.

Further, the Stakeholders Consultation Committee (SCC) of ACL at its meeting held on September 14, 2023, took note of the activities undertaken by the Liquidator in this matter including the recovery process and noted the asset memorandum submitted by the Liquidator along with the order received from the Hon'ble NCLT. The SCC was further satisfied with the recovery process and agreed on complete liquidation of the assets of ACL and subsequent distribution of proceeds to the stakeholders. The Company being a financial creditor received an amount as per its entitlement on September 14, 2023 as per provisions of Section 53 of the Code. The ACL liquidation was taken up for final hearing by the Hon'ble NCLT on May 2, 2024 and after hearing the case, the matter was reserved for orders. Further, the Hon'ble NCLT vide its Order dated May 9, 2024 passed Order for dissolution of ACL.

Also, based on the application filed by your Company under Section 9 of the Act read with Rule 6 of the Code before the Hon'ble National Company Law Tribunal, Chennai Bench (NCLT) as the Financial Creditor to initiate corporate insolvency resolution process against Khadyota Kishan Foundation (KRDC), the Hon'ble NCLT admitted the Application of your Company vide its order dated November 9, 2022. Thereafter, the Committee of

Creditors (CoC) vide its meeting held on February 10, 2023 approved and resolved liquidation of KRDC and filed an application to commence liquidation process which is pending hearing before the Hon'ble NCLT.

DETAILS OF DIFFERENCE BETWEEN THE AMOUNT OF VALUATION:

In absence of Company having any 'one-time settlement' either from bank or financial institution during the year under review; the requirement stated in sub-rule (5) (xii) of rule 8 of the Companies (Accounts) Rules, 2014 pertaining to furnishing details of differential valuation etc. is not applicable.

CAUTIONARY NOTE

Certain statements in the "Management Discussion and Analysis" section may be 'forward-looking'. Such 'forward looking' statements are subject to risks and uncertainties and therefore actual results could be different from what your Directors envisage in terms of future performance and outlook.

ACKNOWLEDGEMENT

Your Directors express their sincere appreciation for the contribution and commitment of the employees of your Company at all levels and for the excellent support provided by the members, customers, distributors, suppliers, bankers, media and other stakeholders, during the financial year under review. Your Company looks forward to continued and unstinted support in its endeavor to make lives of consumers better by providing world class products at affordable price.

For and on behalf of the Board of Directors
For **Jyothy Labs Limited**

M. R. Jyothy

Place: Mumbai Chairperson and Managing Director
Date: May 4, 2026 (DIN: 00571828)

DIVIDEND DISTRIBUTION POLICY**1. Background, Scope and Purpose:**

The Securities and Exchange Board of India (SEBI) on July 8, 2016 had notified the SEBI (Listing Obligations and Disclosure Requirements) (Second Amendment) Regulations, 2016 (Regulations). Vide these Regulations, SEBI inserted Regulation 43A after Regulation 43 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 which requires the top 500 listed companies (by market capitalisation) to formulate and disclose a Dividend Distribution Policy in the annual report and on the website of the Company.

Jyothy Labs Limited (formerly known as Jyothy Laboratories Limited) [the "Company"] being one of the top 500 listed companies as per the criteria mentioned above, the Board of Directors ("Board") of the Company at its meeting held on January 20, 2017 adopted this Dividend Distribution Policy to comply with these requirements. The Company currently has only one class of shares, viz. equity, for which this policy is applicable. The policy is subject to review if and when the Company issues different classes of shares.

The intent of the Policy is to broadly specify the external and internal factors including financial parameters that shall be considered while declaring dividend and the circumstances under which the shareholders of the Company may or may not expect dividend and how the retained earnings shall be utilized, etc.

The Policy is not an alternative to the decision of the Board to recommend dividend, which is made every year after taking into consideration all the relevant circumstances enumerated hereunder or other factors as may be decided as relevant by the Board.

The Policy reflects the intent of the Company to reward its shareholders by sharing a portion of its profits after retaining sufficient funds for growth of the Company. The Company shall pursue this Policy, to pay, subject to the circumstances and

factors enlisted herein, progressive dividend, which shall be consistent with the performance of the Company over the years.

2. Definitions:

- 2.1 "Board" shall mean Board of Directors of the Company.
- 2.2 "Companies Act" shall mean the Companies Act, 2013 and Rules thereunder, notified by the Ministry of Corporate Affairs, Government of India, as amended from time to time.
- 2.3 "Dividend" represents the profit of the Company, which is distributed to shareholders in proportion to the amount paid-up on shares they hold. Dividend includes Interim Dividend.
- 2.4 "Listed Entity / Company" shall mean Jyothy Labs Limited.
- 2.5 "Policy" means Dividend Distribution Policy.
- 2.6 "Regulations" shall mean the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as notified by the Securities and Exchange Board of India, as amended, from time to time.
- 2.7 "Stock Exchange" shall mean a recognised Stock Exchange as defined under clause (f) of Section 2 of the Securities Contracts (Regulation) Act, 1956.

3. Dividend distribution philosophy:

The Company is deeply committed to driving superior value creation for all its stakeholders. The focus will continue to be on sustainable returns, through an appropriate capital strategy for both, medium term and longer term value creation. Accordingly, the Board would continue to adopt a progressive and dynamic dividend policy, ensuring

the immediate as well as long term needs of the business.

4. Financial parameters and other internal and external factors that would be considered for declaration of Dividend:

A. Financial parameters and Internal Factors-

- Distributable surplus available as per the Act and Regulations
- Working Capital requirement
- Earnings Per Share (EPS)
- The Company's liquidity position and future cash flow needs
- Track record of Dividends distributed by the Company
- Prevailing Taxation Policy or any amendments expected thereof, with respect to Dividend distribution
- Capital expenditure requirements considering the expansion and acquisition opportunities
- Additional investment in subsidiaries and associates of the Company
- Upgradation of technology and physical infrastructure
- Acquisition of brands and business
- Past dividend payout ratio/ trends

B. External Factors-

- Cost and availability of alternative sources of financing
- Economic Environment
- Capital Markets
- Dividend Payout ratio of competitors
- Macroeconomic and business conditions in general

Any other relevant factors that the Board may deem fit to consider before declaring dividend.

5. Manner of Dividend Payout:

A. In case of final dividend:

- i. Recommendation, if any, shall be done by the Board, usually in the Board meeting that considers and approves the annual financial

statements, subject to approval of the shareholders of the Company.

- ii. The dividend as recommended by the Board shall be approved/declared at the Annual General Meeting of the Company.
- iii. The payment of dividends shall be made within the statutorily prescribed period from the date of declaration to those shareholders who are entitled to receive the dividend on the record date/book closure period, as per the applicable law.

B. In case of interim dividend:

- i. Interim dividend, if any, shall be declared by the Board.
- ii. Before declaring interim dividend, the Board shall consider the financial position of the Company that allows the payment of such dividend.
- iii. The payment of dividends shall be made within the statutorily prescribed period from the date of declaration to the shareholders entitled to receive the dividend on the record date, as per the applicable laws.
- iv. In case no final dividend is declared, interim dividend paid during the year, if any, will be regarded as final dividend in the Annual General Meeting.

6. Utilisation of retained earnings:

Subject to applicable regulations, the Company's retained earnings shall be applied for:

- Funding inorganic and organic growth requirements including working capital, capital expenditure, repayment of debt, etc.
- Buyback of shares subject to applicable limits
- Payment of Dividend in future years
- Issue of Bonus shares
- Replacement of Capital Assets where the cost of debt is high
- Any other permissible purpose

7. Circumstances under which shareholders may not expect Dividend:

The decision regarding dividend pay-out is a crucial decision as it determines the amount of profit to be distributed among shareholders of the Company and the amount of profit to be retained in business. The decision seeks to balance the dual objectives of appropriately rewarding shareholders through dividends and retaining profits in order to maintain a healthy capital adequacy ratio to support future growth. The shareholders of the Company may not expect dividend in the following circumstances, subject to discretion of the Board of Directors:

- Proposed expansion plans requiring higher capital allocation
- Decision to undertake any acquisitions, amalgamation, merger, joint ventures, new product launches etc. which requires significant capital outflow
- Requirement of higher working capital for the purpose of business of the Company
- Proposal for buy-back of securities
- In the event of loss or inadequacy of profit

- Any other unforeseen circumstances having a bearing on the profits of the Company

8. Parameters to be adopted with regards to various classes of shares:

Since the Company has issued only one class of equity shares with equal voting rights, all the members of the Company are entitled to receive the same amount of dividend per share. The Policy shall be suitably revised at the time of issue of any new class of shares depending upon the nature and guidelines thereof.

9. Modification of the Policy:

The Board is authorised to review/ change/amend this policy from time to time at its sole discretion and/or in pursuance of any amendments made in the Companies Act, 2013, the Regulations, etc.

10. Disclaimer:

This document does not solicit investments in the Company's securities nor is it an assurance of guaranteed returns (in any form), for investments in the Company's equity shares.

ANNEXURE - B

SALIENT FEATURES OF NOMINATION AND REMUNERATION/ COMPENSATION POLICY

The Board of Directors of the Company in accordance with the provisions of sub-section (3) of Section 178 of the Companies Act, 2013, formulated the policy setting out the criteria for determining qualifications, positive attributes, independence of a Director and remuneration for Directors, Key Managerial Personnel and other employees.

Major criteria defined in the Policy framed for appointment of the Directors including criteria for determining qualifications, positive attributes, Independence etc. are as under:

(I) Selection

In case of Executive Directors and Key Managerial Personnel, the selection can be made either by recruitment from outside or from within the Company hierarchy or upon recommendation by the Chairman or other Directors. The appointment may be made either to fill up a vacancy caused by retirement, resignation, death or removal of an existing Executive Director or it may be a fresh appointment.

In case of Non-Executive Directors, the selection can be made either by way of selection from the data bank of Independent Directors maintained by the Government of India or upon recommendation by Chairman or other Directors. The appointment may be made either to fill up a vacancy caused by resignation, death or removal of an existing Non-Executive Director or it may be an appointment as an additional director or an alternate director.

(II) Qualifications, Experience and Positive Attributes

- a) While appointing a Director, it has to be ensured that the candidate possesses appropriate skills, experience and knowledge in one or more fields of finance, law, management, sales, marketing, administration, research, corporate governance, technical operations or other disciplines related to the Company's business.
- b) In case of appointment as an Executive Director, the candidate must have the relevant technical or professional qualifications and experience as are considered necessary based on the job description of the position. In case no specific qualification or experience is prescribed or

thought necessary for the position then, while recommending the appointment, the Human Resource Department shall provide the job description to the Committee and justify that the qualifications, experience and expertise of the recommended candidate are satisfactory for the relevant appointment. In such circumstances, the Committee may call for an expert opinion on the appropriateness of the qualifications and experience of the candidate for the position of the Executive Director.

- c) In case of appointment as a Non-Executive Director, the candidate must have a post graduate degree, diploma or a professional qualification in the field of his practice/ profession/ service and shall have not less than five years of working experience in such field as a professional in practice, advisor, consultant or as an employee. Provided that the Board may waive the requirements of qualification and/ or experience under this paragraph for a deserving candidate.
- d) The Board, while making the appointment of a Director, shall also try to assess from the information available and from the interaction with the candidate that he is a fair achiever in his chosen field and that he is a person with integrity, diligence and open mind.

(III) Board Diversity and Independence

While making appointment of directors, following principles shall be observed by the Board, as far as practicable:

- a) There shall be a proper mix of Executive and Non-Executive Directors and Independent and Non-Independent Directors on the Board. The Company must always be in compliance of the provisions of Section 149 of the Companies Act, 2013 and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations), as amended from time to time, in this regard.
- b) There shall be a workable mix of directors drawn from various disciplines, like technical, finance, commercial, legal etc. The Board

shall not at any time be entirely comprised of persons drawn from one discipline or field.

- c) While appointing a director to fill in a casual vacancy caused by death, resignation etc. of a director, an effort shall be made, as far as possible, to appoint such a person in his place who has the relevant experience in the fields or disciplines in which the outgoing director had the experience or the person with relevant experience in the fields or disciplines which are not represented in the Board as requisite to business of the Company.
- d) No preference on the basis of gender, religion or caste shall be given while considering the appointment of directors.
- e) Generally, an effort shall be made to maintain the Board diversity by appointment of persons from diverse disciplines (relevant to the Company's business), of different age groups and of both the genders (male as well as female) as Directors.
- f) While appointing Independent Directors, the criteria for the independent directors, as laid down in Section 149 (6) of the Companies Act, 2013 and Listing Regulations are followed.

(IV) Remuneration of Directors, Key Managerial Personnel and other Employees

- a) While determining the remuneration of Executive Directors and Key Managerial Personnel, the Board shall consider following factors:
 - i) Criteria/ norms for determining the remuneration of such employees prescribed in the HR Policy.
 - ii) Existing remuneration drawn.
 - iii) Industry standards, if the data in this regard is available.
 - iv) The job description.
 - v) Qualifications and experience levels of the candidate.
 - vi) Remuneration drawn by the outgoing employee, in case the appointment is to fill a vacancy on the death, resignation, removal etc. of an existing employee.
 - vii) The remuneration drawn by other employees in the grade with matching qualifications and seniority, if applicable.

b) The determination of remuneration for other employees shall be governed by the HR Policy.

c) The proposal for the appointment of an Executive Director/ Key Managerial Personnel shall provide necessary information in this regard which the Board will consider in arriving at the conclusion as to whether or not the remuneration offered to the candidate is appropriate, reasonable and balanced as to the fixed and variable portions (including the commission).

d) The remuneration payable to the Executive Directors, including the Commission and value of the perquisites, shall not exceed the permissible limits as are mentioned within the provisions of the Companies Act, 2013.

e) The Executive Directors shall not be eligible to receive sitting fees for attending the meetings of the Board or committees thereof of the Company and its subsidiary Companies.

f) The Non-Executive Directors shall not be eligible to receive any remuneration/ salary from the Company. However, the Non-Executive Directors shall be paid sitting fees for attending the meetings of the Board or committees thereof and commission, as may be decided by the Board/ Shareholders from time to time.

g) The Non-Executive Directors shall also be eligible for reimbursement of reasonable out-of-pocket expenses incurred by them for attending meetings of Board, Committees or Shareholders, including the travelling and lodging & boarding expenses on an actual basis.

The amount of sitting fees and commission payable to Non-Executive Directors shall not exceed the limits prescribed under the provisions of the Companies Act, 2013.

Explanation : For the purpose of this Policy, Remuneration shall mean the cost to the Company and shall include the salary, allowances, perquisites, performance incentive and any other facility provided or payment made to or on behalf of the employee.

h) Independent Directors shall not be eligible to participate in the ESOP Scheme, if any.

ANNEXURE - C

SECRETARIAL AUDIT REPORT

[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]

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

To
The Members
JYOTHY LABS LIMITED
Ujala House, Ram Krishna Mandir Road,
Kondivita, Andheri (East),
Mumbai, Maharashtra – 400 059

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

Based on our verification of the Company's Books, Papers, Minutes Books, Forms and Returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the Financial Year ended 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, however subject to verification of the audited financial statements for the Financial year ended March 31, 2026 and documents related thereto.

1. We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company as given in **Annexure I**, for the financial year ended on March 31, 2026, according to the provisions of:
 - (i) The Companies Act, 2013 (the '**Act**') and the rules made there under to the extent applicable;
 - (ii) The Securities Contracts (Regulation) Act, 1956 ('**SCRA**') and the rules made there under;
 - (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;
 - (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Foreign Direct Investment;
 - (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('**SEBI Act**'):
 - a. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - b. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;
 - c. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 and
 - d. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021.
2. Provisions of the following Regulations and Guidelines prescribed under the SEBI Act were **not applicable** to the Company under the financial year under report: -
 - a. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
 - b. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;
 - c. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;
 - d. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025, regarding dealing with client; and
 - e. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018.
3. We further report that, having regard to the compliance system prevailing in the Company and on examination of the relevant documents and records in pursuance thereof, on test-check

basis, the Company has complied with other Acts, Laws and Regulations applicable specifically to the Company as mentioned hereunder:

1. Legal Metrology Act, 2009
2. Legal Metrology (Packaged Commodities) Rules, 2011
3. Environment (Protection) Act, 1986
4. Hazardous Wastes (Management and Handling) Rules, 1989
5. Insecticides Act, 1968
6. Drugs and Cosmetics Act, 1940

We have also examined compliance with the applicable clauses of the Secretarial Standards issued by the Institute of Company Secretaries of India under the provisions of Companies Act, 2013.

During the financial year under report, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. as applicable to the Company.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors including one-woman director in compliance with the provisions of the Companies Act, 2013. There were no changes in the composition of the Board of Directors that took place during the period under review.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance other than those held at shorter notice, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings, the decisions of the Board were taken unanimously.

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

For **RATHI & ASSOCIATES**
COMPANY SECRETARIES

HIMANSHU S. KAMDAR
PARTNER

M. No. FCS 5171

COP No.: 3030

Place: Mumbai

UDIN: F00517H000269151

Date: May 4, 2026

P.R. Certificate No.: 6391/2025

Note: This report should be read with our letter of even date which is annexed as **Annexure II** and forms an integral part of this report.

ANNEXURE – I**List of documents verified**

1. Memorandum and Articles of Association of the Company.
2. Annual Report for the financial year ended March 31, 2025.
3. Minutes of the meetings of the Board of Directors, Audit Committee, Nomination and Remuneration Committee, Stakeholders' Relationship Committee, Corporate Social Responsibility Committee and Environment, Social and Governance Committee held during the financial year under report.
4. Minutes of Annual General Meeting held during the financial year under report;
5. Proof of circulation & Delivery of notice for Board meetings and Committee Meetings.
6. Proof of circulation of draft Board and Committee meetings minutes as per Secretarial Standards.
7. Various Policies made under the Companies Act, 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.
8. Statutory Registers maintained under the Companies Act, 2013;
9. Copies of Notice, Agenda and Notes to Agenda submitted to all the directors / members for the Board Meetings and Committee Meetings as well as resolutions passed by circulation;
10. Declarations received from the Directors of the Company pursuant to the provisions of Section 184(1), Section 164(2) and Section 149(7) of the Companies Act, 2013.
11. Intimations received from Directors under the Code of Prohibition of Insider Trading.
12. E-Forms filed by the Company, from time to time, under applicable provisions of the Companies Act, 2013 and attachments thereof during the financial year under report.
13. Intimations/documents/reports/returns filed with the Stock Exchanges pursuant to the provisions of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 during the financial year under report;
14. Confirmation related to payments of dividend made to its shareholders during the financial year under report;
15. Internal Code of Conduct for prevention of Insider Trading by Employees / Directors / Designated Persons of the Company;
16. Statement of Related Party Transactions entered into by the Company during the financial year under report;
17. Compliance Certificate placed before the Board of Directors from time to time; and
18. Details of Sitting Fees paid to all Non - Executive Directors for attending the Board Meetings and Committees.

ANNEXURE - II

To

The Members

JYOTHY LABS LIMITED

Ujala House, Ram Krishna Mandir Road,
Kondivita, Andheri (East), Mumbai,
Maharashtra-400 059.

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

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of 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

For **RATHI & ASSOCIATES**
COMPANY SECRETARIES

HIMANSHU S. KAMDAR

PARTNER

M. No. FCS 5171

COP No.: 3030

UDIN: F005171H000269151

P.R. Certificate No.: 6391/2025

Place: Mumbai

Date: May 4, 2026

ANNEXURE - D

PARTICULARS OF LOANS, GUARANTEES AND INVESTMENTS
(Pursuant to Section 186 of the Companies Act, 2013)

Amount Outstanding as at March 31, 2026

Particulars	(₹ in Lakhs)
Loans given	NIL
Guarantee Given (Financial exposure)	NIL
Investment (Current and Non-Current)	50,628
Security provided	NIL

For and on behalf of the Board of Directors
For **Jyothy Labs Limited**

sd/-

M. R. Jyothy

Chairperson and Managing Director

(DIN: 00571828)

Place: Mumbai

Date: May 4, 2026

ANNEXURE - E

PARTICULARS OF CONTRACTS/ ARRANGEMENTS MADE WITH RELATED PARTIES
FORM NO. AOC-2

[Pursuant to clause (h) of sub-section (3) of Section 134 of the Companies Act, 2013
and Rule 8(2) of the Companies (Accounts) Rules, 2014]

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

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

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

(a) Name(s) of the related party and nature of relationship	
(b) Nature of contracts/arrangements/transactions	
(c) Duration of the contracts / arrangements/transactions	
(d) Salient terms of the contracts or arrangements or transactions including the value, if any	NIL
(e) Date(s) of approval by the Board	
(f) Amount paid as advances, if any	

For and on behalf of the Board of Directors
For **Jyothy Labs Limited**

sd/-

M. R. Jyothy

Chairperson and Managing Director

(DIN: 00571828)

Place: Mumbai

Date: May 4, 2026

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

(A) CONSERVATION OF ENERGY-

The Company took following initiatives for conservation of energy at its various manufacturing locations:

- Installed motion sensors at multiple locations to eliminate unnecessary illumination and reduce lighting hours.
- Deployed solar-powered streetlights, thereby reducing electricity consumption during night hours.
- Installed air blowers at maximum points across the working area for cleaning purposes, which has reduced reliance on air compressors and lowered overall energy consumption.
- Implemented automatic cut-off timers for lighting in open areas (switch-on at 6:00 PM and switch-off at 6:00 AM), resulting in optimised energy usage.
- Automated the operation of recycle conveyors through sensor-based controls, ensuring they run only when required and remain stationary otherwise.

(B) TECHNOLOGY ABSORPTION-

The Company took the following initiatives for technology absorption at its various manufacturing locations:

- Installed Variable Frequency Drives (VFDs) in air compressors, which has eliminated

unnecessary running time, reduced the starting load, and resulted in significant savings in power consumption.

- Replaced older motors with IE3 high-efficiency motors in process lines that operate for extended durations, leading to improved efficiency and reduced power consumption.
- Implemented automatic pick-and-place systems on pouch filling machines, which has increased production output, reduced machine idle time, and consequently lowered energy usage.
- Installed rotary cutting machines on the soap line, reducing the number of motors required as compared to the earlier setup and thereby saving energy.
- The expenditure incurred on Research and Development for the Financial Year 2025-26 amounted to Rs. 2,340.54 Lakhs

(C) FOREIGN EXCHANGE EARNINGS AND OUTGO

The details of foreign exchange earnings and outgo are as below:

	(in Lakhs)	
Particulars	2025-26	2024-25
Foreign exchange earnings	6,255	4,994
Foreign exchange outgo	3,387	3,238

ANNEXURE - G

FORMAT FOR THE ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES

1. A brief outline on CSR Policy of the Company

The CSR Policy of the Company, framed in accordance with the provisions of the Companies Act, 2013 and the rules made thereunder, provides for the manner of implementation of its CSR initiatives. The Company subscribes to the philosophy of compassionate care. It believes and acts on an ethos of generosity and compassion, characterized by a willingness to build a society that works for everyone. This is the cornerstone of the Company's CSR Policy. A copy of the said CSR Policy of the Company is available on its website at www.jyothylabs.com

The Company has undertaken projects in promoting education including employment enhancing vocational skills, eradication of hunger, ensuring environmental sustainability and ecological balance and promoting health care including preventive health care as a part of its CSR initiatives for the financial year 2025-26. The CSR activities and funding is regularly monitored by the CSR Committee of the Company.

Through its CSR initiatives, targeted toward education and eradication of hunger, the Company aims to make an impact in the social arena and act as a catalyst in bringing about a change in the lives of people. Through its healthcare activities the Company's objective is to improve the health conditions of people. Through its environment sustainability and ecological balance the Company's objective is to preserve resources for future generations.

The Company has identified the following fields of operation for spending of expenditure towards CSR:

1. Promoting health care including preventive health care;
2. Disaster management including relief, rehabilitation and reconstruction activities;
3. Promoting education and enhancing vocation skills;
4. Ensuring environmental sustainability, ecological balance;
5. Rural development projects;
6. Promoting gender equality, empowering women, setting up homes and hostels for women and orphans;
7. Eradicating hunger, poverty and malnutrition.

2. Composition of CSR Committee:

Sr. No	Name of Director	Designation/ Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1.	Ms. Bhumika Batra	Independent Director as Chairperson	One (1) i.e. on May 12, 2025	1
2.	Ms. M. R. Jyothy	Chairperson and Managing Director as Member		1
3.	Mr. Suresh Balakrishna	Independent Director as Member		1

3. The web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the Company

Composition of CSR Committee:	https://www.jyothylabs.com/wp-content/uploads/2024/11/Committees-of-the-Board.pdf
CSR Policy:	https://www.jyothylabs.com/wp-content/uploads/2021/06/JLL_CSR-Policy_18.5.2021.pdf
CSR Projects approved:	https://www.jyothylabs.com/wp-content/uploads/2026/05/CSR-Annual-Action-Plan-for-2026-27.pdf

4. The details 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: **Not Applicable**

- 5.**
- Average net profit of the Company as per sub-section (5) of section 135: ₹ **40,874 Lakhs**
 - Two percent of average net profit of the company as per sub-section (5) of section 135: ₹ **817 Lakhs**
 - Surplus arising out of the CSR Projects or programmes or activities of the previous financial years: **NIL**
 - Amount required to be set-off for the financial year, if any: **NIL**
 - Total CSR obligation for the financial year [(b)+(c)-(d)]: ₹ **817 Lakhs**
- 6.**
- Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹ **820 Lakhs**
 - Amount spent in Administrative Overheads: **NIL**
 - Amount spent on Impact Assessment, if applicable: **Not Applicable**
 - Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹ **820 Lakhs**
 - CSR amount spent or unspent for the Financial Year: ₹ **820 Lakhs**

Total Amount Spent for the Financial Year	Amount Unspent (Rupee ₹ in Lakhs)				
	Total Amount transferred to Unspent CSR Account as per subsection (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub section (5) of section 135		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
820	NA	NA	NA	NA	NA

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

Sr. No.	Particular	Amount (in ₹)
(1)	(2)	(3)
1.	Two percent of average net profit of the company as per sub-section (5) of section 135	Nil
2.	Total amount spent for the Financial Year	Nil
3.	Excess amount spent for the Financial Year [(ii)-(i)]	Nil
4.	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
5.	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

1	2	3	4	5	6	7	8	
Sr. No.	Preceding Financial Years	Amount transferred to Unspent CSR Account under subsection (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under subsection (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to subsection (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of transfer		
1.	2024-25	NA						
2.	2023-24	NA						
3.	2022-23	NA						

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

If Yes, enter the number of Capital assets created/ acquired: Not Applicable

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sr. 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		
					(1)	(2)	(3)
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered address
Not Applicable							

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per section 135(5): Not Applicable

For and on behalf of the Board of Directors
For Jyothy Labs Limited

Date: May 4, 2026
Place: Mumbai

sd/-
Bhumika Batra
Independent Director
and Chairperson- CSR Committee
(DIN- 03502004)

sd/-
M. R. Jyothy
Chairperson and Managing Director
(DIN- 00571828)

DETAILS PERTAINING TO REMUNERATION AS REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

- (i) The percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary during the financial year 2025-26, ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2025-26 are as under:

Sr. No.	Name of Director/ Chief Financial Officer/ Company Secretary	Designation	% increase/ decrease in Remuneration in the financial year 2025-26	Ratio of remuneration of each Director/ CFO/ CS/ to median remuneration of employees
1.	M. R. Jyothy	Chairperson & Managing Director	59.37%	130:1
2.	Ananth Rao T	Director- Operations & Commercial	11.00%	72:1
3.	Ravi Razdan	Director- IT & HR	10.64%	46:1
4.	Bhumika Batra	Independent Director	-3.70%	4:1
5.	Aditya Sapru	Independent Director	-1.19%	4:1
6.	Narayanan Subramaniam	Independent Director	112.29%	4:1
7.	Suresh Balakrishna	Independent Director	386.67%	3:1
8.	Pawan Kumar Agarwal	Chief Financial Officer	8.44%	30:1
9.	Shreyas Trivedi	Head- Legal & Company Secretary	181.04%	42:1

- (ii) In the financial year, there was an increase of 9.37% in the median remuneration of employees;
- (iii) There were 2970 permanent employees and workers on the rolls of Company as on March 31, 2026;
- (iv) Average percentile increase made in the salaries of employees other than the managerial personnel in the last financial year i.e. 2025-26 was 8.97% whereas the managerial remuneration for the same financial year decreased by 12.57%.
- (v) The key parameters for the variable component of remuneration availed by the directors are as per the Remuneration Policy of the Company.
- (vi) It is hereby affirmed that the remuneration paid is as per Remuneration Policy for Directors, Key Managerial Personnel and other Employees.

Business Responsibility & Sustainability Report

SECTION A: GENERAL DISCLOSURES

Details of the listed entity

1. Corporate Identity Number (CIN)	L24240MH1992PLC128651
2. Name of the Listed Entity	Jyothy Labs Limited
3. Year of incorporation	1992
4. Registered office address	'Ujala House', Ram Krishna Mandir Road, Kondivita, Andheri (East), Mumbai – 400 059
5. Corporate address	
6. E-mail	secretarial@jyothy.com
7. Telephone	022-66892800
8. Website	www.jyothylabs.com
9. The financial year for which reporting is being done	2025-26
10. Name of the Stock Exchange(s) where shares are listed	<ul style="list-style-type: none"> BSE Limited National Stock Exchange of India Limited
11. Paid-up Capital	₹ 36,72,14,511
12. Name and contact details of the person who may be contacted in case of any queries on the Business Responsibility & Sustainability Report (BRSR)	Mr. Shreyas Trivedi, Head – Legal & Company Secretary Tel: 022-66892800 Email: secretarial@jyothy.com
13. Reporting boundary – Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	The reporting is done on a standalone basis for FY 2025-26, as there are no subsidiaries of the Company as on March 31, 2026
14. Name of assessment or assurance provider	M/s Rathi & Associates, Practising Company Secretaries
15. Type of assessment or assurance obtained	Limited assurance

Products/Services

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

S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1	Manufacturing and trading of FMCG products and laundry and drycleaning services	Manufacturing and trading of Home Care and Personal Care products and laundry and drycleaning services	100%

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

S. No.	Product/Service	NIC Code	% of total turnover contributed
1	Home Care	20231, 20233, 20211	87%
2	Personal Care	20237	11%
3	Laundry and drycleaning Services	96010	2%

Operations
18. The number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	23	5	28
International	0	0	0

19. Markets served by the entity:
a. Number of locations

Locations	Number
National (No. of States)	Pan-India
International (No. of Countries)	19

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

(₹ in Lakhs)

	FY 2025-26	FY 2024-25
Export Revenue	10,300	8,949
Percentage of the total turnover	3.50%	3.15%

c. A brief on types of customers

Jyothy Labs is an Indian consumer goods company that manufactures and markets a variety of products such as Fabric Care, Household Insecticides, Personal Care, and Dishwashing products catering to diverse range of consumer needs and preferences. Through its "Fabric Spa" brand, the Company also provides laundry and dry cleaning services. The Company has a strong presence in India and recognized for quality and consumer trust. The Company's products are available through a network of retail outlets and supermarkets. The Company also has a significant digital presence, with items sold online on E-commerce platforms.

Employees
20. Details as at the end of the Financial Year:
a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
EMPLOYEES*						
1.	Permanent (D)	2431	2259	92.92%	172	7.08%
2.	Other than Permanent (E)	2709	2142	79.07%	567	20.93%
3.	Total employees (D + E)	5140	4401	85.62%	739	14.38%
WORKERS*						
4.	Permanent (F)	537	213	39.66%	324	60.34%
5.	Other than Permanent (G)	2670	1614	60.45%	1056	39.55%
6.	Total workers (F + G)	3207	1827	56.97%	1380	43.03%

* Refer Reporting Boundary in Section A of the Report.

b. Differently abled Employees and workers:

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
DIFFERENTLY ABLED EMPLOYEES*						
1.	Permanent (D)	1	1	100.00%	0	0.00%
2.	Other than Permanent (E)	0	0	0.00%	0	0.00%
3.	Total differently abled employees (D + E)	1	1	100.00%	0	0.00%
DIFFERENTLY ABLED WORKERS*						
4.	Permanent (F)	3	0	0.00%	3	100.00%
5.	Other than permanent (G)	1	1	100.00%	0	0.00%
6.	Total differently abled workers (F + G)	4	1	25.00%	3	75.00%

* Refer Reporting Boundary in Section A of the Report.

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	7	2	28.57%
Key Management Personnel	3*	1	33.33%

* Ms. M. R. Jyothy, Chairperson and Managing Director of the Company is also categorised as a Key Managerial Personnel.

22. The turnover rate for permanent employees and workers*

Our Company is recognised as one of the "Great Place To Work®- Certified FEB 2025- FEB 2026 India" based on certification received from Great Place To Work institute.

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	13.60%	7.83%	13.20%	13.86%	8.55%	13.53%	12.09%	7.89%	11.83%
Permanent Workers	10.64%	2.44%	5.86%	5.66%	2.38%	3.83%	2.53%	1.75%	2.10%

* Refer Reporting Boundary in Section A of the Report.

Holding, Subsidiary and Associate Companies (including joint ventures)**23. (a) Names of holding/ subsidiary / associate companies / joint ventures**

S. No.	Name of the holding/ subsidiary (A)	Type	% of shares held by the listed entity	Does the entity indicated in (A) participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
Not Applicable				

Note: As on March 31, 2026, the Company does not have any holding/ subsidiary / associate companies / joint ventures.

CSR Details

24. Whether CSR is applicable as per section 135 of Companies Act, 2013	:	Yes
Turnover (₹ in Lakhs)	:	2,94,429
Net worth (₹ in Lakhs)	:	1,58,861
CSR Spend (₹ in Lakhs)	:	820

Transparency and Disclosures Compliances
25. Complaints/Grievances on any of the Principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct (NGRBC):

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2025-26			FY 2024-25		
		No. of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks
Communities	Yes. The communities can connect with the Company at the following link: https://www.jyothy.com/contact/#consumer-feedback	0	0	N.A.	0	0	N.A.
Investors (other than shareholders)	Yes. We have a dedicated email id secretarial@jyothy.com where the investors can raise their grievances or queries.	0	0	N.A.	0	0	N.A.
Shareholders	Yes. Our Shareholders can reach us on secretarial@jyothy.com and / or info@jyothy.com where they can directly register their grievances or queries.	17	0	The complaints were duly resolved during the financial year to the satisfaction of shareholders.	26	0	The complaints were duly resolved during the financial year to the satisfaction of shareholders.
Employees and workers	Yes. Our employees can reach us on employeeegrievances@jyothy.com or hr@jyothy.com where they can share their grievances or queries or directly write to respective HR managers. The Company also has a Whistle Blower Policy which allows and encourages employees to bring to the Management's notice concerns about suspected unethical behaviour, malpractice, wrongful conduct, fraud and violation of the Company's policies.	0	0	N.A.	0	0	N.A.

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2025-26			FY 2024-25		
		No. of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks
	The Whistle Blower Policy can be accessed at https://www.jyothylabs.com/wp-content/uploads/2020/07/Vigil-Mechanism-Final-Approved.pdf						
Customers	Yes. The Company's customers can reach out to the Company on a dedicated toll-free number 1800-103-2992 or write on customercare@jyothy.com to share their grievances against the products and/or services. They can also speak to our executives to raise any query / grievance about our products.	356	20	Pending complaints of March 2026 will be resolved in end of Apr 2026	114	0	No Complaint was pending during the year. The Complaints received in March, 2025 were resolved in April, 2025
Value Chain Partners	Yes. Our Value Chain Partners, and Business Associates can reach us at info@jyothy.com where they can share their grievances or queries.	0	0	N.A.	0	0	N.A.

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

S. No.	Material issue identified	Indicate whether risk or opportunity	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	Energy management	Opportunity	Energy consumption is a significant operational component across the Company's manufacturing facilities, particularly in processes involving heating, drying, and packaging. By adopting Energy management practices, the Company can not only help reduce operational costs, but also enhance resource productivity, and lower its carbon footprint. Robust processes and meticulously designed systems are in place to optimize energy efficiency, and an unwavering commitment to continuously improve them to enhance our energy-saving initiatives.	The Company takes constant measures to conserve energy and increase use of energy through renewable sources such as solar. The Company has also adopted an Energy and Carbon Policy to drive its energy management initiatives.	Positive - By increasing reliance and dedicated investments in efficient technologies, renewable energy, energy-efficiency and embracing green energy can positively impact the Company's financial performance and reduce operating costs over the long term.

S. No.	Material issue identified	Indicate whether risk or opportunity	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	Managing packaging materials and waste	Risk	<p>Plastic waste is the most formidable environmental challenge today due to the growing regulatory stringency under Extended Producer Responsibility (EPR) and Plastic Waste Management Rules in India and abroad.</p> <p>The Company being in the business of consumer products and since majority of its final goods are packed in plastic bottles/ wrappers, the Company considers plastic as risk to the environment and its business.</p> <p>The management of plastic packaging materials, especially at the end-of-life stage, is an issue of significant societal importance and potential business risk.</p>	<p>Dematerialization in packaging. Use of recycled as well as recyclable plastic materials in packaging.</p> <p>100% compliance to EPR framework to ensure collection and environmentally safe disposal of plastic waste.</p>	<p>Negative – Non-compliance with regulatory norms on waste management can lead to fines/ penalties and can adversely affect the operating costs of the Company.</p>
3	Climate change	Risk	<p>The potential consequences of climate change can significantly harm the Company's business, and a failure to adopt a suitable strategy or implement it correctly can severely disrupt the Company's business continuity.</p> <p>Being a manufacturing Company, our business is energy intensive and regulators are also very prompt to take corrective action in case of failure from Company side to comply with various laws protecting environment and which may lead to heavy fines and penalties.</p>	<p>Reduction in direct and indirect Green House Gas (GHG) emissions through:</p> <ol style="list-style-type: none"> investment in state-of-the-art equipment and automation initiatives at the Company's plant to ensure optimal energy consumption; Investment in low-carbon technologies; Increase in share of renewable and clean energy; Replacement of traditional lights with LEDs across majority of our plants; Installing variable frequency drive (VFD) on major conveyor belt system at some of the Company's plants, reducing its motor power consumption; 	<p>Positive -</p> <p>The adoption of eco-friendly technology and emission reduction techniques may lead to a short term rise in costs, but, it would benefit the Company in a long run for business sustainability.</p> <p>Being a socially responsible organization, apart from statutory compliances, Company also takes voluntary measure to mitigate the impact on environment.</p>

S. No.	Material issue identified	Indicate whether risk or opportunity	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)
				<p>f. Centralising air compressor, water chiller with single chiller (for winters) and vacuum pump systems and</p> <p>g. Educate employees and workers about negative impacts of climate change and corrective measures required in day to day life to reduce the impact.</p>	
4	Water consumption	Risk	As water is a limited resource, it presents a potential threat to the Company's business operations. Also, poor management of waste water can lead to non-compliance with legal requirements leading to penalties, fines, etc. besides demeaning image of the Company.	<p>The Company has initiated pilot programs to decrease the consumption of raw water during the manufacturing process, and all its facilities have efficient water recycling and wastewater treatment systems.</p> <p>The Company also aims to implement zero liquid discharge (ZLD) facilities at all its plants in near future.</p> <p>The Company has also adopted Water Stewardship Policy to promote water conservation.</p>	<p>Positive -</p> <p>The cost of operations is directly related to water consumption. Therefore, effective water management has a positive financial impact not only in the short term, but also in the long term.</p> <p>Measures undertaken for efficient water management across facilities and implementation of ZLD will have positive financial implications in long run.</p>
5	Product Life Cycle Assessment (LCA)	Opportunity	Product LCA will help the Company to gain a comprehensive understanding of the environmental footprint of its products and develop effective plans for mitigating any adverse environmental impacts resulting from its products.	N.A.	<p>Positive -</p> <p>Any cost we incur to conduct the LCA will yield positive results for the Company in the long run.</p>

S. No.	Material issue identified	Indicate whether risk or opportunity	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	Raw material sourcing and sustainability	Risk	<p>The type of products the Company produces heavily relies on the quality of its raw materials. The potential environmental hazards resulting from climate change could jeopardize the availability and reliability of raw materials for the Company. Additionally, failure to source raw materials sustainably may lead to compliance risks, negatively impacting the Company's ESG performance and rating.</p>	<p>By leveraging our R&D capabilities, the Company can explore potential substitutes for specific raw materials in cases where they become unavailable.</p> <p>Additionally, the Company will collaborate with its vendors to identify sustainable methods for the sourcing, storage, and transportation of raw materials.</p> <p>The Company has also adopted a Environmental Sustainability Policy.</p>	<p>Positive -</p> <p>The Company can strengthen its environmental dedication by procuring raw materials from local suppliers. This practice will not only reduce emissions resulting from transportation but also improve product quality and support the regional/national community. Additionally, the Company can benefit from lower raw material costs by sourcing locally.</p> <p>Negative –</p> <p>Inability to procure raw material can impact the production. It can also reduce the margin or create disruption in operations.</p> <p>The Company is working towards having a sustainable supply chain where it can decrease its dependencies to external factors and make it more resilient.</p>
7	Employee Health and Safety (EHS)	Risk	<p>Failure to prioritize employee health and safety can result in reduced productivity and an increased risk of injuries and harm to our employees.</p> <p>High injury rates, insufficient wellbeing measures, or high workforce attrition can disrupt operations and lead to increased expenses related to recruitment, training, and insurance, while also adversely affecting the Company's reputation.</p> <p>Non-compliance with appropriate safety standards can attract high frequency of health and safety incidents and ultimately decrease productivity.</p>	<p>Numerous endeavours and undertakings have been put in place to guarantee the well-being and safety of employees.</p> <p>Additionally, the Company has in place an EHS management system for all its facilities. The Company also conducts regular training for its employees and workers to tackle workplace hazards.</p> <p>The Company is also driving various employee engagement and wellbeing programs for better mental health and stress-free life.</p>	<p>Positive –</p> <p>Allocating financial resources towards employee health and safety can yield positive long-term results by reducing downtime and costs associated with any injury or illness.</p>

S. No.	Material issue identified	Indicate whether risk or opportunity	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)
8	Human Rights	Risk	The ever-evolving regulations surrounding human rights present a challenge for the Company's business. Additionally, addressing modern slavery is a key business risk to remain relevant for future generations.	<p>The Company dedicates significant efforts to ensure that its business practices do not infringe upon human rights and it adheres to all applicable relevant Labour Laws and Regulations.</p> <p>The Company also has a grievance redressal system and also adopted Human Rights Policy to promptly address human rights issues.</p>	Negative - Any human rights violations or non-compliance of statutory norms can lead to substantial financial and reputational risks for a company, which can ultimately have a negative impact on the Company's business.
9	Responsible marketing	Risk	In order to establish trust and foster engagement with the Company's stakeholders, it is essential that the Company engage in responsible marketing practices and are transparent about the environmental and societal impacts of its products. It is also important to note that failure to comply with relevant marketing standards, laws, and regulations poses a risk to the Company's business.	<p>The Company recognises the importance of leading and directing its employees and partners in ethical marketing practices. The Company's commitment to adhering to applicable local, national, and international marketing standards, laws, and regulations, as well as industry self-regulatory guidelines, is a fundamental aspect of its approach.</p> <p>The Company has also adopted Social Media Policy encouraging ethical marketing practices.</p>	Positive - Responsible marketing can help a business build a positive reputation and brand image. This can lead to increased consumer confidence, higher sales, and better financial performance.
10	Stakeholder engagement	Opportunity	The connection between decision-making and accountability is essential, and effective engagement between stakeholders and the Company's Board is crucial for informed and meaningful decision-making. Engaging with stakeholders involves providing opportunities for both parties to listen to each other and gain insights into different perspectives. Therefore, the Company places a great importance on engaging with all of its stakeholders in the decision-making process for its business.	N/A	Positive- Investors are increasingly looking for companies that take a holistic approach to business, which includes engaging with stakeholders, and are more likely to invest in companies that demonstrate a commitment to social responsibility.

S. No.	Material issue identified	Indicate whether risk or opportunity	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)
11	Diversity and inclusion	Opportunity	An increasing recognition exists that establishing an inclusive workplace where all individuals, regardless of gender, ethnicity, background, preferences, and beliefs, feel valued and included. This has a profound impact on stakeholders' perspectives. Cultivating a diverse and inclusive environment allows the Company to become a desirable employer.	N/A	Positive – Diversity, Equity and Inclusion (DEI) initiatives foster positive relationships among employees and promote a more diverse and inclusive workplace, leading to long-term financial benefits for the Company.
12	Consumer Welfare	Risk	Failing to address consumer complaints and consider their input for product innovation can result in a decline in sales and market share besides losing consumer's confidence and Company's image.	The Company has developed robust relationships with its consumers and established enduring brands that offer value. The Company employs stringent quality control measures to monitor product quality concerns and handle consumer complaints efficiently.	Negative - Failure to address consumers complaints and issues will potentially lead to loss in the consumer base of the Company as well as lose goodwill in the long run.
13	Care for consumer hygiene	Opportunity	Post COVID-19, hygiene and health has become a matter of concern across the globe. The Company being manufacturer/ distributor of hygiene focused products like Exo, Pril, Margo etc. strives to meet the consumer requirements pertaining to hygiene and health safety.	N/A	Positive - Approximately 43% of the Company's sales are from its products that primarily focuses on health and hygiene of the consumers.
14	Counterfeit Product	Risk	Since the products are sold on trust/ brand image, any duplication/ infringement of a product misleads the consumers about the quality/ effectiveness of Company's original product. Risk arising due to Counterfeit products: a. damages brand image; b. loss of sales; c. loss of brand value; and d. health and safety danger to consumers.	The Company has taken following steps to mitigate the risk associated with counterfeit products: a. appointed agencies at various local market to track duplication of the Company's Products. b. improvise/ change packaging so the Consumers can differentiate between branded and duplicate Product.	Negative - a) Loss of sales; b) Reputation risk; c) Market share decrease; d) Low quality products to consumers and related hazards; and e) Media spend go wasted.

S. No.	Material issue identified	Indicate whether risk or opportunity	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)
				c. create awareness about the Company's brands through various mode like TV commercial & print media release, etc. d. conducting raids and taking legal action.	
15	Compliance and Governance	Risk	<p>The Manufacturing and service facility of the Company is spread across the Country with 23 units.</p> <p>Number of units also increases the corresponding number of compliance risk associated to its functioning and complying of various laws applicable at local/ State level.</p> <p>The regulations/ laws in the consumer goods industry continues to evolve with newer Health, Environment & Safety norms. Non-compliance of the same may lead to environmental, social and reputational risk.</p>	<p>In order to ensure and track compliance of all the laws and regulations applicable to the Company, along with having a strong leadership and resilient execution teams, it has also implemented a Compliance Tool software mechanism viz. "Legatrix" designed by Legasis Services Private Limited.</p>	<p>Negative –</p> <p>An organization's failure to comply with applicable laws and regulations can affect its revenue and profits which can lead to loss of reputation, business opportunities and valuation. It may also lead to incur legal cost and in many cases Civil/ Criminal consequences.</p>

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core elements.

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
b. Has the policy been approved by the Board? (Yes/No) [Refer Note]	Y	Y	Y	Y	Y	Y	Y	Y	Y
c. Web Link of the Policies, if available	a) Sustainable Procurement Policy: https://www.jyothylabs.com/wp-content/uploads/2023/03/Sustainable-Procurement-Policy-JLL.pdf b) Equal Opportunity Policy for Persons with Disabilities: https://www.jyothylabs.com/wp-content/uploads/2023/02/Equal-Opportunity-Policy.pdf c) Occupational Health and Safety Policy: https://www.jyothylabs.com/wp-content/uploads/2026/05/OHS-Policy-JLL.pdf								

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
d) Anti-bribery and Anti-corruption Policy: https://www.jyothylabs.com/wp-content/uploads/2021/05/Anti-bribery-policy.pdf									
e) Business Ethics Policy: https://www.jyothylabs.com/wp-content/uploads/2021/05/BUSINESS-ETHICS-POLICY_18.5.2021_JLL.pdf									
f) Corporate Governance Code: https://www.jyothylabs.com/wp-content/uploads/2024/02/Corporate-Governance-Code.pdf									
g) Conflict of Interest Policy: https://www.jyothylabs.com/wp-content/uploads/2021/05/Conflict-of-Interest-Policy-18.5.2021_JLL.pdf									
h) Code of Conduct: https://www.jyothylabs.com/wp-content/uploads/2020/09/Code_of_Conduct.pdf https://www.jyothylabs.com/wp-content/uploads/2025/08/JLL_COC_Insider_Trading.pdf									
i) Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information: https://www.jyothylabs.com/wp-content/uploads/2020/07/JLL_COC-OF-FAIR-DISCLOSURE-NEW.pdf									
j) Anti-sexual harassment Policy: https://www.jyothylabs.com/wp-content/uploads/2019/12/Anti-Sexual-Harassment-Policy.pdf									
k) Dividend Distribution Policy: https://www.jyothylabs.com/wp-content/uploads/2020/07/DIVIDEND-DISTRIBUTION-POLICY_JLL_FINAL.pdf									
l) Vigil Mechanism / Whistle Blower Policy: https://www.jyothylabs.com/wp-content/uploads/2020/07/Vigil-Mechanism-Final-Approved.pdf									
m) Corporate Social Responsibility Policy: https://www.jyothylabs.com/wp-content/uploads/2021/06/JLL_CSR-Policy_18.5.2021.pdf									
n) Environmental Sustainability Policy: https://www.jyothylabs.com/wp-content/uploads/2026/05/Environmental-Sustainability-Policy-JLL.pdf									
o) Human Rights Policy: https://www.jyothylabs.com/wp-content/uploads/2024/05/Human-Rights-Policy.pdf									
p) Anti-harassment and Non-discrimination Policy: https://www.jyothylabs.com/wp-content/uploads/2024/05/Anti-harassment-and-Non-discrimination-Policy.pdf									

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	<p>The Company is actively working on achieving its targets before the targeted year(s):</p> <ul style="list-style-type: none"> Zero plastic waste by 2027: Efforts to reuse plastics by regrinding. Recycling of plastics is done and end user certificate is received from authorised CPCB/ SPCB vendors; The Company achieved ZLD in 12 (twelve) of its units. Monitoring and tracker are developed in manufacturing units and reviewed on monthly basis; Zero major fatality was ensured by undertaking necessary measures; During the reporting period, we completed the transition of our Exo Bar ₹ 5 pack to a redesigned lightweight laminate, achieving an 11.3% reduction in plastic weight per unit versus the previous structure. The newly launched Exo Bar with Bio Enzymes range (3 variants) at the ₹ 5 price point was introduced directly in this reduced-structure laminate, ensuring new SKUs enter the market on a lower plastic baseline. This initiative supports our sustainable packaging roadmap and EPR commitments. 								

Governance, leadership and oversight

7. Statement by the director responsible for the business responsibility report, highlighting ESG-related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	As per Chairperson and Managing Director (CMD) Statement
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Ms. M. R. Jyothy, CMD
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes. The Board has formed an Environment, Social and Governance (ESG) Committee responsible for decision-making on sustainability-related issues. Details of the composition of ESG Committee have been provided as part of the Corporate Governance Report.

Note: As per the Company's practice, all the mandatory policies under Indian laws and regulations have been approved by the Board. Other policies are approved by the concerned Functional Head or Top Management of the Company depending upon the nature of the policy.

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether the review was undertaken by the Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)									
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	
	Performance against above policies and follow up action	Yes																	
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances																			Yes, the compliance with statutory requirements is checked on a regular basis and the policies are updated as and when required.

11. Has the entity carried out an independent assessment/ evaluation of the working of its policies by an external agency? If yes, provide name of the agency.

Yes, in addition to the existing policies of the Company which were reviewed in the previous year, the Company has carried out assessment of the ESG related policies through M/s. Maroon Oak Technologies Private Limited, an external agency, expert in reviewing, guiding and reporting sustainability issues.

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

Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
The entity does not consider the Principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified Principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									Not Applicable
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE



PRINCIPLE 1

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


Essential Indicators

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

Segment	Total number of training and awareness programs held	Topics/principles covered under the training and its impact	% of persons in respective category covered by the awareness programmes
Board of Directors (BoD)	7	During the Financial Year 2025-26, the Company had conducted the following trainings for the Board of Directors on the Principles of NGRBC: <ol style="list-style-type: none"> 1. Training on prevention of Sexual Harassment of women at workplace; 2. Diversity training 3. Human Rights training; 4. Anti-corruption & Anti Bribery training; 5. Training on Conflict of Interest; 6. Business Ethics training; and 7. Training on Structured Digital Database under SEBI (Prohibition of Insider Trading) Regulations, 2015 (SEBI PIT Regulations). 	100%

Segment	Total number of training and awareness programs held	Topics/principles covered under the training and its impact	% of persons in respective category covered by the awareness programmes
Key Managerial Personnel (KMP)	10	During the Financial Year 2025-26, the Company had conducted the following trainings for the Employees including Key Managerial Personnels on the Principles of NGRBC:	100%
Employees other than BoD and KMPs	10	<ol style="list-style-type: none"> 1. Training on prevention of Sexual Harassment of women at workplace; 2. Training on mental wellness; 3. Advanced Excel training; (except for workers) 4. Training on Customer Service (for laundry business) 5. Training on data privacy, cyber security and how to safeguard from cyber crime; 6. Human Rights training; 7. Anti-corruption & Anti Bribery training; 8. Training on Conflict of Interest; 9. Business Ethics training; and 10. Training of Structured Digital Database [only Designated Persons] under SEBI (PIT) Regulations. 	100%
Workers	1,479*	<p>In addition to above 10 trainings on NGRBC, workers were also provided the following skill upgradation training and awareness programme in their respective areas of work relating to:</p> <ol style="list-style-type: none"> 1. Customer value creation and check on environmental impact through enhanced product manufacturing practices; 2. Employee wellbeing and inclusive growth through seminar and other initiatives at each units; 3. Training on ethics & transparency, Regulatory Policy and Human rights. 4. Sustainability training programmes. 	100%

**From FY 2025-26 onwards, the Company has made it mandatory for all workers to attend designated training programs. Attendance and completion of such trainings are recorded electronically through a centralized system to ensure accurate tracking and monitoring.*



100%

Board of Directors, KMPs, Employees and Workers covered by ESG awareness programme

2. **Details of fines/ penalties/ punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by Directors / KMPs) with Regulators/ Law Enforcement agencies/ Judicial Institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and as disclosed on the entity's website):**

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	Has an Appeal been preferred? (Yes/ No)
Penalty/ fine	Principle 6	Central Ground Water Board (CGWB)	2,00,000	On July 2, 2025, the CGWB directed the Company to pay a penalty of ₹ 2,00,000 due to (historical) online data unavailability from the faulty meter, citing it as a compliance lapse at the Guwahati Maxo Coil unit. Subsequently, the meter was replaced.	-
Settlement				NOC Granted	
Compounding fee				NIL	
Non-Monetary					
Imprisonment				NIL	
Punishment				NIL	

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

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
N.A.	N.A.

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

Yes, the Company has an Anti-bribery and Anti-corruption Policy which has been adopted and approved by the Board of Directors of the Company. The Company believes in conducting its business with integrity and ethical practices. The Company believes that its reputation is a vital business asset that not only depends upon the commitment and conduct of all the Company's Directors, Officers and Employees but also on the conduct of those with whom it does business i.e. all its stakeholders. The Company's goal is to ensure that all its business partners reflect the same high ethical standards as that of the Company and demonstrate a commitment to compliance with all laws governing their activities, including laws prohibiting bribery or corruption.

During the financial year, the Company has also conducted a virtual training and awareness session for its employees on Anti-bribery and Anti-corruption.

The Company has also made Anti-corruption and Anti-bribery clause as a part of all its business agreements, wherein any breach or failure of the said clause will lead to termination of business relationship.

A copy of the said Policy is available on the Company's website at:

<https://www.jyothylabs.com/wp-content/uploads/2021/05/Anti-bribery-policy.pdf>

5. Number of Directors/ KMPs/ employees/ workers against whom disciplinary action was taken by any Law Enforcement agency for the charges of bribery/ corruption:

	FY 2025-26	FY 2024-25
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

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

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

7. Provide details of any corrective action taken or underway on issues related to fines/penalties/action taken by Regulators/ Law Enforcement agencies/ Judicial Institutions, on cases of corruption and conflicts of interest:

Not applicable as no such penalties were levied in financial year 2025-26.

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

	FY 2025-26	FY 2024-25
Number of days of accounts payable	74 days	75 days


9. Open-ness of business:

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

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of purchases	a. Purchases from trading houses as % of total purchases	4.1%	3.7%
	b. Number of trading houses where purchases are made from	63	53
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	75.6%	89.3%
Concentration of Sales	a. Sales to dealers/ distributors as % of total sales	66.91%	68.36%
	b. Number of dealers / distributors to whom sales are made	2,716	2,452
	c. Sales to top 10 dealers/ distributors as % of total sales to dealers / distributors	7.74%	5.82%
Share of Related Party Transactions (RPTs)	a. Purchases (Purchases with related parties / Total Purchases)	0%	0%
	b. Sales (Sales to related parties / Total Sales)	0%	0.03%
	c. Loans & advances (Loans & advances given to related parties/ Total loans & advances)	0%	0%
	d. Investments (Investments in related parties / Total Investments made)	0%	0%

LEADERSHIP INDICATORS

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



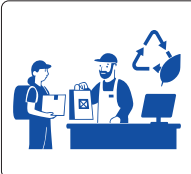
691

Vendors / Distributors trained through digital medium

Sr. No.	Total number of awareness programmes held	Topics/Principles covered under the training	% of value chain partners covered (by value of business done with such partners) under the awareness programmes
1	One programme (total of 691) vendors / distributors were trained through digital medium)	<ul style="list-style-type: none"> • Legal Compliance • Whistle Blower mechanism • Human Rights • Anti Corruption • Business Ethics • Environment awareness and sustainability • Health & Safety 	88.6%

LI-2. Does the entity have processes in place to avoid / manage conflict of interest involving members of the Board? (Yes/No) If yes, provide details of the same.

Yes, we have implemented and adopted a Code of Conduct for our Board of Directors that outlines clear expectations for identifying, avoiding, and disclosing any actual or potential conflicts of interest with the Company. Every year, our Board of Directors and Senior Management submit a declaration confirming their compliance with the Code, along with any updates or changes as they arise. The Policy is available on the website and can be viewed at <https://www.jyothy.com/disclosure-under-regulation-46-of-the-lodr/management-policies-notices/#management-policies>.



PRINCIPLE 2

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

Essential Indicators

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

Our Company's R&D function is invested in programs which continually focus on arriving at most optimal formulation spaces within our product categories. An area of considerable and continual focus is to re-examine current surfactant load in powders, bars, gels, and liquids and understand ways of optimising these without compromising on product performance or quality. Such efforts shall lead towards ensuring a reduced surfactant environmental load downstream thereby helping our environment footprint.

Our Company is also exploring the use of greener surfactants in powders, detergent liquids and dishwash liquids as part of our commitment towards embracing United Nations Sustainable Development Goals (UNSDG) and discharging BRSR responsibilities. We have made progress in developing an understanding of a greener surfactant. Additionally, have progressed towards developing detergent powder and liquid fabric cleaning solutions. Greener surfactants are completely biodegradable and offer promising alternative to fossil-based surfactants which are widely used across the globe. We remain committed to developing such green

surfactant-based cleaning solutions not only to be aligned to UNSDG principles alone but also reinforce our commitment to both our environment and our consumers. Natural surfactant-based cleaning solutions with cleaning efficacies on par with those of fossil fuel-based surfactants will form an area of intense development.

Optimization of process cycle times in oral care category assists in improving efficiencies while ensuring high productivity. We have demonstrated the proof-of-concept and demonstrated this in our toothpaste category in our factory. Similarly, within our Household Insecticide category our Company has successfully demonstrated the use of an agricultural waste as a useful value add input raw material in coil manufacture. Some of the technologies employing agricultural wastes have effectively replaced conventional palm or wood-based fillers which are typically used in coils and are expensive in nature. These have been commercially deployed in coil manufacture with considerable bottom line savings. Within personal wash soap bars, we have successfully demonstrated the use of an alternative route to simplify manufacturing process. This intervention marks a radical shift in soap manufacturing technology adopted hitherto and while leading to considerable simplification has also led to a positive impact on our bottom line.

Our focus on reducing environmental impact through product innovations and collaborations is a positive step towards ensuring a sustainable future for our consumers and the society at large. We continue to explore new ways to provide customer delight while minimizing the environmental impact our product usage could lead to.

Our Company's R&D endeavours whether it be in the domain of New Product Development (NPD) or Value Engineering has always been to provide differentiated value-added products to our consumers whilst ensuring customer delight and efficacy. Therefore, almost 100% of our efforts are directed in ascertaining that R&D expenditures are focused towards improving our product offerings keeping both consumer and environmental benefit uppermost in our minds. Our Company remains steadfastly committed to align with UNSDGs, as relevant, while being sensitive to environmental concerns resulting from product manufacture and usage.

	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R&D	₹ 2132.13 Lakhs	₹ 1910.22 Lakhs	As mentioned above
Capex	₹ 208.41 Lakhs	₹ 206.23 Lakhs	

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

Yes, we have formed a Sustainable Procurement Policy which outlines the sustainable sourcing strategy of the Company.

The policy can be accessed at the following link:

<https://www.jyothylabs.com/wp-content/uploads/2023/03/Sustainable-Procurement-Policy-JLL.pdf>

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

Approximately 73.95% of the inputs was sourced sustainably. While selecting vendors/ channel partners, the Company always analyse & evaluate the sustainability of the vendors/ channel partners. The Company's continuous initiative to source it's raw material/ packaging material from sustainable vendors/ channel partners will lead towards achieving 100% sustainable sourcing.

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

For Plastics, E-waste and Hazardous waste, we have a best-in-class waste management practice in place. We engage with certified partners for the co-processing/ recycling of waste of waste.

(a) Plastic:

Reuse - industrial plastic waste is collected at the Company's factories and used in plastic package moulding of the Company's products. This reduces wastage of plastic at the factory level itself.

Recycle / End-of-life disposal –

The Company has engaged Central Pollution Control Board (CPCB) registered plastic waste processors to collect plastic waste from municipal waste sites, public areas, bulk generators like hotels and restaurants. Once the plastic waste is collected, these plastic waste processors weigh the waste, segregate and compress it, and thereafter send it for recycling/end of life disposal. The processed plastic waste is generally sent to either a recycler who converts it to plastic granules which are then added to virgin plastic for reuse, or to a co-processor for generation of energy, or to road construction agencies for road construction.

During the reporting period, the Company completed the transition of Exo Bar ₹ 5 pack to a redesigned lightweight laminate, achieving an 11.3% reduction in plastic weight per unit versus the previous structure. The newly launched Exo Bar with Bio Enzymes range (3 variants) at the ₹ 5 price point was introduced directly in this reduced-structure laminate, ensuring new SKUs enter the market on a lower plastic baseline. This initiative supports our sustainable packaging roadmap and EPR commitments.

(b) E-waste:

The Company has engaged a CPCB registered vendor for E-waste collection, disposal & recycling process. For recycling and disposal of E-waste, as and when the plants identify any e-waste, the same is informed to the Central IT team of the Company, which in-turn requests, the E-waste collecting vendor to collect the e-waste from the specific location and dispose the e-waste in accordance with regulatory norms.

The process adopted by the Company's e-waste vendor is as follows:

The first crusher adopts double-shaft shredding, the second crusher adopts hammer crusher, and the third crusher adopts high-speed turbine crusher. The material is pulverized into powder through three-stage pulverization, and then sorted by air separation equipment and electrostatic separation equipment. This production line has a novel and unique structure, large production capacity and low power consumption, one-time feeding, and multiple machines cooperate to complete; controlled by PLC, the machine improves the quality of recovered copper and prevents secondary pollution. The recovery rate of copper in waste circuit boards is over 98% through separation and sorting equipment.

(c) Hazardous waste:

For recycling and disposal of hazardous waste:- All hazardous products of the Company are segregated at the depot level and sent to the respective State Pollution Control Board (SPCB) authorised waste management processor for disposal in accordance with regulatory norms.

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

Yes, the Extended Producer Responsibility is applicable to the Company's activities. At Jyothy Labs, we believe that it's our responsibility to promote sustainable practices and reduce our environmental impact. The Company is compliant with the action plan approved by CPCB for the Financial Year 2025-26 by collecting 100% of its target. Our waste collection plan aligns with the EPR guidelines and the plan submitted to the CPCB. W.e.f. financial year 2023-24, we have been registered on the CPCB online portal dedicated to EPR Credit Exchange and ensure timely submissions of our plastic footprint and corresponding EPR credits purchased.

By implementing this plan, we are ensuring that our operations are in line with the best environmental practices and are contributing to a cleaner and greener future. The Company remains committed to its sustainability goals and continuously striving to improve its environment performance.

LEADERSHIP INDICATORS
LI-1. Has the entity conducted Life Cycle Perspective / Assessment (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

The Company is in the process of undertaking a formal Life Cycle Assessment (LCA) of its products. In the interim, we have embedded a life cycle perspective in our operations by focusing on sustainable raw material sourcing, energy-efficient manufacturing, recyclable packaging, and responsible end-of-life disposal practices.

We continuously evaluate environmental impacts across different stages of our value chain and have initiated internal assessments to identify hotspots for improvement.

LI-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 Perspectives/Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

While the Company has not yet undertaken a formal Life Cycle Assessment (LCA), we have identified key social and environmental concerns through internal reviews, operational monitoring, and stakeholder feedback. These concerns primarily relate to packaging waste, water consumption, energy usage, and construction related impacts. The Company has proactively implemented mitigation measures to address these risks and continues to strengthen its sustainability practices.

Concerns and Mitigation Actions:

Concern / Risk	Source	Mitigation Action
Plastic packaging waste	Disposal of consumer products	Plastic packaging needs to be recycled in environmentally friendly ways to build a circular economy. Therefore, we aim to ramp up the use of recycled plastic and only use reusable, recyclable or compostable plastic packaging. We are committed to fulfilling our EPR obligation as per Government regulations. Further we have also made investment in installation of multilane wrapping machine at Guwahati Margo Unit to enhance recyclability.
Water consumption	Manufacturing processes	Water efficiency programs, recycling and reuse initiatives, monitoring of water footprint across facilities.
Energy usage	Production facilities	Adoption of energy efficient machinery, digital first infrastructure at Ujala House to reduce paper and energy use.
Construction related footprint	Infrastructure projects (Ujala House)	Landscaping with native plants, efficient interiors, AV & network infrastructure reducing resource consumption, renovation aligned with employee wellbeing.

Partner with Tuticorin Alkali Chemicals and Fertilizers Limited and Carbon Clean Solutions Limited who have cutting-edge technologies to capture the CO₂ from the use of energy in their production processes and turn it into a type of soda ash which is significantly low in its GHG impact compared to normally produced soda ash / sodium carbonate. Soda ash is a key ingredient in our detergent products like Henko, Ujala Detergent, Exo, Mr. White and Pril.

LI-3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26	FY 2024-25
Plastic packaging	2.11%	0.58%

Note: % of recycled plastic as post-consumer recycled plastic procured on a base of total plastic footprint in the finished goods sold during the financial year.

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

Product	FY 2025-26			FY 2024-25		
	Re-used	Recycled	Safely disposed	Re-used	Recycled	Safely disposed
Plastics (including packaging) MT	0	5,458	5,563	0	3,890	5,707
E-waste	0	0	0	0	0	0
Hazardous Waste	0	0	0	0	0	0
Other waste- expired and damaged products (MT)	0	0	0	0	0	0

LI-5. Reclaimed products and their packaging materials (as a 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
1	Expired and damaged products (Depot and Market Return)	0
2	Plastic waste	0



PRINCIPLE 3

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

Essential Indicators

1. a. Details of measures for the well-being of employees:

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		No. (B)	% (B / A)	No. (C)	% (C / A)	No. (D)	% (D / A)	No. (E)	% (E / A)	No. (F)	% (F / A)
Permanent employees											
Male	2259	2259	100.00%	2259	100.00%	NA	0.00%	0	0%	1142	50.55%
Female	172	172	100.00%	172	100.00%	172	100.00%	NA	0%	160	93.02%
Total	2431	2431	100.00%	2431	100.00%	172	7.08%	0	0%	1302	53.56%
Other than Permanent employees											
Male	2142	1835	85.67%	1835	85.67%	NA	0.00%	0	0%	315	14.71%
Female	567	354	62.43%	354	62.43%	567	100.00%	NA	0%	133	23.46%
Total	2709	2189	80.80%	2189	80.80%	567	20.93%	0	0%	448	16.54%

Note: Other than permanent employees of the Company are mostly from field staff and their job profile requires extensive travelling to discharge their duties. Hence, it becomes difficult to provide them day care facility.

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

Category	Total (A)	% of permanent workers covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		No. (B)	% (B / A)	No. (C)	% (C / A)	No. (D)	% (D / A)	No. (E)	% (E / A)	No. (F)	% (F / A)
Permanent workers											
Male	213	213	100.00%	213	100.0%	NA	0.00%	0	0%	208	97.65%
Female	324	324	100.00%	324	100.0%	324	100.00%	NA	0%	324	100.00%
Total	537	537	100.00%	537	100.0%	324	60.34%	0	0%	532	99.07%
Other than Permanent workers											
Male	1614	1581	97.96%	1581	97.96%	NA	0.00%	0	0%	1614	100.00%
Female	1056	1010	95.64%	1010	95.64%	1056	100.00%	NA	0%	1056	100.00%
Total	2670	2591	97.04%	2591	97.04%	1056	39.55%	0	0%	2670	100.00%

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	0.34%	0.28%

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

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	Y	100%	100%	Y
ESI	2.59%	56.42%	Y	4.87%	56.54%	Y

3. Accessibility of workplaces

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

Yes, the Company is accessible for its differently abled employees.

The Company is committed to create an inclusive and barrier free environment to enable effective participation of persons with disabilities. Majority of our manufacturing facilities have preferred parking space, easy access to the main entrance, uniformity in floor levels and ramps with handrails.

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

The Company is proud to be an equal opportunity employer, and this principle is not only reflected on our website but also ingrained in our ways of working as governed by our Code of Conduct. All our employees are evaluated solely on their performance, regardless of their race, religion, caste, gender, sexual orientation, age or disability. This approach ensures that there is no discrimination in recruitment, remuneration and promotion process.

The Company has implemented a policy on equal opportunity in accordance with the Rights of Persons with Disabilities Act, 2016. The policy was approved by the Board on March 28, 2022, and is also available at the website of the Company at <https://www.jyothylabs.com/wp-content/uploads/2023/02/Equal-Opportunity-Policy.pdf>. Additionally, the Company's Business Ethics Policy includes provisions for equal employment and business opportunity, which can also be accessed on the Company's website.

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	NA	NA	NA	NA
Female	0.0%	50%	0%	67%
Total	0.0%	50%	0%	67%

* Parental leave has been construed to include maternity leave.

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

	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent Workers	In case of permanent workers, for any grievance they can approach their shift supervisor/factory manager.
Other than Permanent Workers	In case of contractual workers, for any grievance they can approach their shift supervisor who will then consult factory manager if required.
Permanent employees	Yes, in case of any grievance employees can send mail to employeegrievances@jyothy.com / hr@jyothy.com or they can also send mail to respective function BHR /AGM - HR /GM - HR /Director - HR, the same is reviewed by respective BHR /GM - HR and any such grievance if required is then also discussed with Director - HR. In case required further discussion is done with CMD for closure of the same. The Company also has a Whistle-blower policy in place to provide guidance for raising complaints in case of any concerns.
Other than permanent employees	In the case of contractual employees, they can send mail to employeegrievances@jyothy.com / hr@jyothy.com or can approach their reporting managers for grievance redressal.

7. Membership of employees and workers 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	2431	0	0%	2446	0	0%
- Male	2259	0	0%	2286	0	0%
- Female	172	0	0%	160	0	0%
Total Permanent Workers	537	156	29.05%	589	164	27.84%
- Male	213	100	46.95%	257	106	41.25%
- Female	324	56	17.28%	332	58	17.47%

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 (A)	On health and safety measures		On skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (B)	% (B / A)	No. (C)	% (C / A)
Employees										
Male	4401	4399	99.95%	1408	31.99%	4395	4395	100.00%	1271	28.92%
Female	739	738	99.86%	136	18.40%	664	664	100.00%	137	20.63%
Total	5140	5137	99.94%	1544	30.04%	5059	5059	100.00%	1408	27.83%
Workers										
Male	1827	1827	100.00%	718	39.30%	2056	2056	100.00%	1523	74.08%
Female	1380	1380	100.00%	761	55.14%	1363	1363	100.00%	980	71.90%
Total	3207	3207	100.00%	1479	46.12%	3419	3419	100.00%	2503	73.21%

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

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B / A)	Total (A)	No. (B)	% (B / A)
Employees						
Male	2259	1890	83.67%	2286	1865	81.58%
Female	172	136	79.07%	160	121	75.63%
Total	2431	2026	83.34%*	2446	1986	81.19%*
Workers						
Male	213	213	100.00%	257	257	100.00%
Female	324	324	100.00%	332	332	100.00%
Total	537	537	100.00%	589	589	100.00%

Note: 100% of the employees eligible for appraisal were considered for performance and career development reviews.

*In the aforesaid table, 83.34% and 81.19% is the percentage of employees who were reviewed by the Company and the balance 16.66% and 18.81% of the employees were new joiners, who were not eligible for appraisal.

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage of such a system?

Jyothy Labs Limited has implemented a management system that manages the interrelated parts of its business to achieve its objectives for product quality, operational efficiency, environmental performance, and health and safety in the workplace. ISO Management System Standards (MSS) have helped us improve our performance by specifying repeatable steps to achieve our goals and objectives, and to create an organizational culture that reflexively engages in a continuous cycle of self-evaluation, correction and improvement of operations and processes through heightened employee awareness and management leadership and commitment. The Company subscribes to the said MSS in all its production units. As on date, all our manufacturing factories are holding ISO 14001:2015 Environment Certifications. These certifications are a testament to our commitment to providing a safe and healthy workplace with care for the environment. Further, a dedicated team monitors, guides and assists the units in the implementation of Safety, Health and Environment related systems.

The Company has a Policy which ensures maximum safety of all the employees and workers. The Company has adopted the following practices/ methods:

- Conducting Periodic Mock drills on all types of emergencies like fire, natural calamities like flood, earthquake etc. with preparedness by site Emergency Response Team. Also fire-fighting training

programmes were conducted in collaboration with local Fire & Emergency Services, covering extinguisher handling, hydrant operations, evacuation procedures, and emergency response protocols.

- Implemented Mitigating Emergency Preparedness Response Plan (EPRP) for all factories.
- Safety induction training program topics covering Basic First Aid & CPR (Cardiopulmonary Resuscitation) as per the requirements of OSHA 29 CFR 1910.266 (First Aid), Fire Safety Training as per requirements of OSHA 29 CFR 1926.150 (Fire Safety) regulations, Behavior base safety, Electrical safety by Lock Out Tag Out (LOTO) method, material handling, Rescue & Evacuation training, Chemical storage safety, Hot work cold work activities conducted by safety work permit system, frequently conducting road safety campaign.
- Monitoring of EHS data by Management Information system (MIS) monthly and daily HSE inspection checklist. Safety advise letter is issued if any deviation observed in safety management system.
- Focus on more leading parameters like Unsafe Act (UA) & Unsafe Condition (UC) on regular basis & taking required Corrective Action Preventive Action (CAPA).
- Health Task measurement by conducting Medical Health checkup camps, and medical fitness enhancement program conducted by Site Safety Committee
- Any incident is reported immediately by CAPA with horizontal deployment, sharing of EHS practices circulation as continual improvement in all factories to maintain the safe work environment.
- Access the lagging parameters such as first aid cases, minor and major cases, if any, by 4 block diagram safety method covering, incident description, immediate action, CAPA, and safety recommendation.
- Enforcing Jyothy Labs Safety Health & Environment policy and objectives by displaying in Regional local languages.
- Circulation of HSE safety guidelines through audio clip in English as well as in local languages like Hindi, Tamil, Malayalam, Telugu, Kannada, Assamese. The idea is to give more rigorous focus on the safety discipline across all regional manufacturing units with continuous improvement.
- Encouraging the team by giving safety award as a token of appreciation to Company employees and contract workers.
- PPE demonstrations and safety equipment awareness sessions reinforced correct usage and compliance on the shopfloor.
- Enhanced compliance monitoring for machine safety, chemical handling, and electrical safety.
- Strengthened digital governance through VCM-based safety audit reporting and tracking.
- Conducted road safety awareness (Defensive Driving) programmes for employees, drivers, and logistics partners. Also collaborated with schools to promote road safety awareness.
- Installed reverse cameras and safe-distance indicators for safer forklift operations.
- Enhanced machine guarding and interlock systems across units.
- Implemented the Hand-in-Machine Safety Campaign to reduce hand and finger injury risks.
- Installed fall-protection lifeline systems at truck loading and unloading zones.
- Delivered material-handling and ergonomics safety programmes across depots.

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

At the factory level, robust systems such as Hazardous Identification and Risk Assessment standard, Work Permit systems, training, toolbox talks etc. ensure that all routine and non-routine activities are assessed at defined frequency to reduce the risks involved in the jobs. All incidents are investigated to derive meaningful insights and identified corrective and preventive actions are implemented within the stipulated time frame, across all our units to prevent a similar mishap in future. Internal and external

audits are conducted throughout the year which further brings about units' improvement and eliminates or minimizes the hazards.

The Company follows the following process to identify and assess work-related hazards and risks:

- Reporting and closing the leading parameters such as Unsafe act and Unsafe condition on regular basis and the same is also captured in the monthly safety MIS.
- Implementing job safety analysis, hazard identification and risk assessment and environment aspect and impact management process.
- Process safety communication by safety toolbox talk and Safety Gemba walk.
- Display Material Safety Data Sheet (MSDS) at material storage work areas.
- Communicate with the employees as to what can be categorized as a hazard by giving them health and safety training.
- Issue work permit and also continuously monitoring HSE guidelines across at the Company.

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

Yes. Workers and contract labours at Jyothy Labs facilities are provided with safety training, with a focus on expanding coverage across all locations. While efforts are ongoing to strengthen pre-job training for both routine and non-routine tasks, multiple channels—including safety app— are available for workers to report hazards. Workers are encouraged to raise safety concerns directly with their respective factory managers.

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

Yes, every Jyothy Labs unit has a tie-up with a hospital / doctor. Further, all employees must undergo a pre-employment medical health check-up. Regular medical check-up camps are organized by factories at defined frequencies. All employees are covered through appropriate medical insurance provided by the Company and can avail medical services from a chain of hospitals across the Country through the insurance coverage extended by the Company. Also, all contract workers are provided insurance through their contractors. Workers also have access to medical facilities like ESIC.

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	0.16	0.12
	Workers	0.20	0.19
Total recordable work-related injuries	Employees	2	1
	Workers	3	3
No. of fatalities	Employees	No	No
	Workers	No	No
High consequence work-related injury or ill-health (excluding fatalities)	Employees	No	No
	Workers	No	No

* Including in the contract workforce

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

At Jyothy Labs, we make efforts to integrate safety into all business process. We conduct periodic training and regular mock drills at each units. Safety training is mandatory for all new employees and workers, including contract workers. We are committed to maintaining a safe and healthy workplace for all our employees. We have implemented multiple programs to promote workplace safety and physical as well as mental well-being. Our Employee Assistance Program provides mental health and well-being support to our employees. We also partner with senior doctors to provide free consultation and also provide free health check-ups. We have made a significant effort towards ensuring the health and safety of our employees by conducting comprehensive awareness and training session across all our units and corporate offices.

The Company has further taken following measures to ensure a safe and healthy workplace:

- The Company has more focus towards Environment sustainability and it strives hard to preserve the environment by striking a balance between economic growth and ecology. The Company’s plants have state-of-the-art facilities and four of its plants are ISO 9001:2015 certified. The Company has already introduced Occupational Health and Safety Policy and Environmental Sustainability Policy which ensures safety and health through a line management responsibility and by involving all levels of employees and contract workers through consultation, training and by adopting latest risk assessment and control methods.
- The Company has established systems such as entry regulations at all factory locations, and safety communication protocols to promote a safe and healthy workplace. While these systems are in place, efforts are ongoing to strengthen implementation and ensure wider adherence by both workers and visitors through regular awareness and training initiatives.
- The Company’s 20 manufacturing units have acquired 17 ISO 14001:2015 certificates.
- The Company also celebrated World Environment Day, National Safety Day/Week and World Health Day and various Environment Health and Safety initiatives are undertaken on these occasions.
- Every year the Company circulates the communication addressed by Top Management to all employees of the Company for ensuring safety and health of both the employees and workers.
- Emissions are within permissible limit. The Company regularly submits reports on emission levels to CPCB/SPCB.
- Identifying solutions for strengthening the safety culture aligned with the commitment of ‘Zero Accidents’.

Apart from the above, the Company has also undertaken various initiatives for safeguarding health and safety as below:

Sr. No.	Initiative undertaken	Details of the initiative	Outcome of the initiative
1	Heat Exposure Risk Mitigation	Engineering modifications such as repositioning of heater guards and insulation improvements to reduce operator exposure to high temperatures.	Improved working conditions and reduction in heat-related discomfort and health risks.
2	Fall Protection Systems	Installation of fall arrestor systems and overhead lifelines for work-at-height activities, including vehicle loading operations.	Reduction in fall-related risks and alignment with statutory safety requirements for work-at-height.
3	Machine Safety Interlocks and Sensors	Installation of safety light curtains and interlock-based sensor systems to automatically stop machines.	Significant reduction in risk and improved machine safety compliance.
4	Ergonomic Workstation Design	Development of ergonomic stands, electric stackers and redesign of workstations to improve posture and reduce strain.	Reduction in ergonomic risks, improved operator comfort, and potential decrease in fatigue-related inefficiencies.

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

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working conditions	0	0	N.A.	0	0	N.A.
Health and Safety	0	0	N.A.	0	0	N.A.


14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
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 & safety practices and working conditions:

The Company has ensured the work safety, employee safety as well as contract worker safety by providing a safe work environment. The Company has not reported any significant risk or concern. Also, the Company has circulated the best Environmental Health and Safety (EHS) practices across teams as a continuous improvement on the EHS front. Further, Jyothy Labs has a robust system of carrying out internal as well as external audits of its units. All incidents in Jyothy Labs are investigated thoroughly with an intent to deploy corrective and preventive measures to avoid similar occurrence of incidents. We have regional HSE representatives that ensures a safe work place. Periodic mock drills are conducted across manufacturing units. Work permits are issued as per the defined safety guidelines of the Company.

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

The Company does provide coverages which are elaborated below:

1. Voluntary GTL coverage option for employees which is at discounted rate compared to market standards which can be availed by employees and pay premium directly.
2. Employees also contribute voluntarily for ex-gratia which is provided to deceased employee's dependents over an above gratuity (if applicable).

LI-2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

We ensure that statutory dues pertaining to indirect taxes (GST) have been deducted and deposited for all our value chain partners involved in sourcing and the same is being checked through a process of internal controls and periodic audits. Accordingly, value chain partners are required to comply with all applicable laws and regulations of the country where we undertake operations.

LI-3. Provide the number of employee/workers having suffered high consequences work-related injury / ill-health/ fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment.

Category	Total no. of affected employees / workers		No. of employees/workers that are rehabilitated in suitable employment or whose family members have been placed in sustainable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employee	Nil	Nil	Nil	Nil
Workers	Nil	Nil	Nil	Nil

LI-4. Does the entity provide transition assistance programmes to facilitate continued employment and the management of career endings resulting from retirement or termination of employment (Yes/No)

Transition support at Jyothy Labs is tailored to individual circumstances, considering each member’s skills, experience, and the relevance of their role within the organization. In certain cases, individuals may be engaged as consultants, allowing them to continue contributing in a specialized capacity. Where feasible, business or manufacturing units may be restructured to facilitate the redeployment of members into roles or teams that better align with their capabilities and the evolving needs of the organization. Furthermore, we are in the process of engaging a specialised agency that will conduct pre-retirement counselling sessions covering financial planning, health and wellness, and post-retirement lifestyle, conduct exit interviews / career-ending interviews with retiring employees, skill re-orientation workshops and a retiree engagement plan, including possible empanelment for advisory or project-based roles.

LI-5. Details on assessment of value chain partners.

We are committed to working with our suppliers on this journey of continuous improvement. As on March 31, 2026, 88.6% of the vendors / suppliers have been assessed.

LI-6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessment of health and safety practices and working conditions of value chain partners.

During the reporting year, no significant risks / concerns were identified in the assessment of our value chain partners. Nonetheless, Jyothy Labs is committed to ensuring and improving the health and safety of our value chain partners by promptly addressing any health and safety incidents.



PRINCIPLE 4

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

Essential Indicators

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

Any individual or group of individuals or institutions that adds value to the business chain of the Company is identified as a core stakeholder. Jyothy Labs has recognized both, internal stakeholders which include employees and leadership, and external stakeholders which includes business associates, external channels such as shareholders, investors, customers, suppliers, bankers, regulators and community at large.

At Jyothy Labs, we believe in maintaining an open and clear communication with our stakeholders. Jyothy Labs conducted a full-fledged materiality assessment which involves a process of stakeholder engagement. The Company reached out to various groups of identified stakeholders through questionnaire dissemination and gauged their view.

The Company subscribes to retail audit data from AC Nielsen for the key categories to understand respective category of the Company’s performance as compared to other key players. The Company also periodically participates in market trends sessions organized by suppliers to understand the growing needs of the consumers and the consumption habits. The Company’s communication agencies provide requisite market intelligence to understand and tap into the mindset of the target consumer.

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 (Y/N)	Channel of Communication (Email/SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of Engagement (Annually/ Half yearly/ Quarterly/ Other please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement.
Shareholders 	No	Stock Exchange intimations, Company's Website, Official Press releases, Conference call transcripts, Annual Report, Emails, Newspapers, SMS, Calls, Notice Board, One to one	Quarterly / Annually/ as and when required	Quarterly, half-yearly and annual financial results, General Meeting Notices, Television Commercials, Material information/ changes in the Company, Analyst Meet, Annual General Meetings, Dividend updates, Intimation about transfer of shares/ dividend
Banks, NBFCs and Financial Institutions 	No	Emails, Calls, Letters, One to one, SMS, Net banking	Regularly/ as and when required	Term loan/ working capital facilities, sanction letters/ facility letters
Regulatory / Government authorities 	No	Emails, Filings, Official letters, One to one	Regularly / as and when required	Filing of various returns/ disclosures/ Forms, Replies to notices/ queries, etc.
Vendors/ Suppliers 	No	Calls, Emails, SMS, One to one	Regularly / as and when required	Enquiry about the quality of source products, Sustainability status, Raw material delivery status, routine activities
Employees 	No	Emails, SMS, Letters, - One to one	Monthly / as and when required	Important notifications, Annual appraisals, Medical health programmes, Trainings
Consumers 	No	Press release, Advertisements, Newspapers, Pamphlets, Website, Social media	Regularly	Promotion of Company's brands, Feedback of product quality, Survey before new launch
Community 	Yes	NGOs, CSR implementing agencies	Regularly/ as and when required	Understanding need of the community, Challenges in the society

LEADERSHIP INDICATORS***LI-1. Provide the process 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.***

Jyothy Labs has established a strong governance framework to facilitate meaningful consultation between its stakeholders and the Board on economic, environmental, governance and social matters. The Board, through dedicated bodies such as the ESG Committee, the Stakeholders' Relationship Committee and the CSR Committee, directly / indirectly engages with stakeholders to address their concerns and align their interests with the Company's CSR and sustainability agenda. Feedback from various stakeholder groups is regularly shared with the ESG Committee of the Board for review and strategic consideration.

In parallel, the CSR Committee monitors and guides the Company's CSR practices and social initiatives, ensuring they remain responsive to stakeholder expectations. Together, the ESG and CSR Committees play a pivotal role in aligning stakeholder insights with Jyothy Labs' strategic priorities. This structured governance approach reinforces the Company's commitment to sustainability and responsible business conduct.

The Company also conducts an annual shareholder survey to seek feedback on key aspects of investor communication and services, including website usability, statutory intimations, annual reports, AGMs, dividend processes, Registrar & Transfer Agent (RTA) services, and grievance redressal mechanisms. Insights from this survey are reviewed by the Investor Relations team and reported to Senior Management, enabling continuous improvement in shareholder engagement and transparency.

LI-2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Stakeholder consultation is integral to the Company's strategy for identifying and addressing key environmental and social challenges. Several steps are taken to engage with the stakeholders through several mediums, including direct engagement which are provided in the Stakeholder Engagement and Materiality sections of our Annual Report and relevant BRSR disclosures. We have also conducted a sustainable materiality assessment to identify and prioritise sustainability issues across our value chain so that we can focus on the key issues affecting our stakeholders. The feedback and insights obtained through this structured stakeholder engagement assessments are systematically integrated into the company's policies and operations.

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

The Company has established various stakeholder communication and grievance redressal mechanisms through which stakeholders may raise concerns, if any. During the reporting period, no material concerns were specifically reported by vulnerable or marginalised stakeholder groups requiring separate action. The Company remains committed to fostering an inclusive and equitable workplace and business environment.



PRINCIPLE 5

Businesses should respect and promote human rights

Essential Indicators

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

Category	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Total (A)	No. of employees/ workers covered (B)	% (B / A)	Total (C)	No. employees/ workers covered (D)	% (D / C)
Employees						
Permanent	2431	2428	100.00%	2446	2446	100.00%
Other than permanent	2709	2709	100.00%	2613	2613	100.00%
Total Employees	5140	5137	99.94%	4918	4918	100.00%
Workers						
Permanent	537	537	100.00%	589	589	100.00%
Other than permanent	2670	2670	100.00%	2830	2830	100.00%
Total Workers	3207	3207	100.00%	3419	3419	100.00%

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

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	2431	4	0.16%	2427	99.84%	2446	2	0.08%	2444	99.92%
Male	2259	4	0.18%	2255	99.82%	2286	1	0.04%	2285	99.96%
Female	172	0	0.00%	172	100.00%	160	1	0.62%	159	99.38%
Other than Permanent	2709	1745	64.41%	964	35.59%	2613	780	29.85%	1833	70.15%
Male	2142	1300	60.69%	842	39.31%	2109	597	28.31%	1512	71.69%
Female	567	445	78.48%	122	21.52%	504	183	36.31%	321	63.69%
Workers										
Permanent	537	1	0.19%	536	99.81%	589	1	0.17%	588	98.83%
Male	213	0	0.00%	213	100.00%	257	0	0.00%	257	100.00%
Female	324	1	0.31%	323	99.70%	332	10	0.30%	331	99.70%
Other than Permanent	2670	1596	59.78%	1074	40.22%	2830	1898	67.07%	932	32.93%
Male	1614	1154	71.50%	460	28.50%	1799	1337	74.32%	462	25.68%
Female	1056	442	41.86%	614	58.14%	1031	561	54.41%	470	45.59%

3. Details of remuneration/salary/wages:

a. Median remuneration/ wages:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	5	20,75,000	2	3,59,74,998
Key Managerial Personnel (KMP)	2	2,01,32,494	0	-
Employees other than BoD and KMP*	2255	6,08,508	171	5,91,624
Workers	213	2,51,760	324	2,37,684

Note: Ms. M. R. Jyothy, Chairperson and Managing Director of the Company being a Key Managerial Personnel is categorised in the Board of Directors, in reference to the above table.

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

	FY 2025-26	FY 2024-25
Gross wages paid to females as a % of total wages	12.74%	11.52%

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

The Company's HR team is responsible for handling any human rights impacts or issues resulting from or attributed to the business. In the event of any such human rights issues, employees and workers can reach out to the HR team directly via email at employeegrievances@jyothy.com.

In addition to the above, we have a dedicated toll-free hotline number (022-66892804) for anonymous reporting of issues / concerns around the Code of Ethics & Conduct.

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

Jyothy Labs human rights policy emphasizes the importance we place on providing effective remedies wherever human rights impact occur, through company-based grievance mechanism. Under the said grievance mechanism we have provided contacts and email ids for receiving and managing complaints. Our Code of Conduct and Whistle Blower Policy provide a platform for our employees to report any violations. We encourage them to voice any concern they may have without fear of reprisal.

If there are any human rights issues, the same can be reported to employeegrievances@jyothy.com or to any other HR member's email id, the same is reviewed with GM - HR and required investigation is done. All points related to investigation is sent to Director - HR for further discussion and action and if required the issue is also reviewed with the Chairperson and Managing Director.

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

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	Nil	Nil	-	Nil	Nil	-
Discrimination at workplace	Nil	Nil	-	Nil	Nil	-
Child Labour	Nil	Nil	-	Nil	Nil	-
Forced Labour/ Involuntary Labour	Nil	Nil	-	Nil	Nil	-
Wages	Nil	Nil	-	Nil	Nil	-
Other human rights related issues	Nil	Nil	-	Nil	Nil	-

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

	FY 2025-26	FY 2024-25
Total complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	Nil	Nil
Complaints on POSH as a % of female employees / workers	Nil	Nil
Complaints on POSH upheld	Nil	Nil

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

We prioritise equal opportunity and positive action by implementing policies such as Whistle Blower Policy, Anti- Sexual Harassment Policy, Anti-bribery Policy, Equal Opportunity Policy and Business Ethics Policy. Under our Whistle Blower Policy, employee can come forward and help the Company eliminate any malpractices in the system. This policy has vested the rights to the Company Secretary and Compliance Officer of the Company to investigate the complaints and recommend corrective actions. It states that the disclosures of wrongful conduct are submitted on a confidential basis or anonymously.

Under our Prevention of Sexual Harassment Policy, the Company has instituted an Internal Complaints Committee (ICC) for redressal of sexual harassment complaint made by the victim and for ensuring time bound treatment of such complaints. This policy outlines the clause on protection to victim / complainant, wherein the Company calls out its commitment to ensuring that no employee who brings forward a harassment concern is subject to any form of reprisal. Any reprisal will be subject to disciplinary action. The Company also ensures that the victim or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment. We also regularly conduct awareness sessions / trainings on POSH, to further educate employees.

For any complaints related to discrimination, employees can send mail to icc@jyothy.com, or to any other HR member's email id, the same is reviewed by GM - HR and required investigation is done. All points related to such discrimination cases will be sent to Director - HR for further discussion and action and if required the issue is also reviewed with Chairperson and Managing Director. For any sexual harassment cases the same can be reported to ICC formed in respective zones / factory units as per guidelines of POSH Act, details of committee members and policy are available on notice board to be viewed by respective employees.

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

Yes, all the Company's agreement has a dedicated clause on compliance with the requirements of human rights provisions and any breach of human rights provision can also lead to termination of business relationship.

10. Assessments for the year:

	% of your plants and offices that were assessed (by the 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

Assessments across plants and offices did not reveal any significant risks or concerns requiring corrective action. The Company maintains a zero-tolerance approach towards violations of human rights, supported by its Human Rights Policy, Code of Conduct, ICC (under the POSH Act, 2013), and Whistle-blower Mechanism. Responses received from all plants and offices are tracked centrally, and periodic follow-ups are undertaken

to ensure continued compliance and timely identification of any emerging concerns. Awareness sessions on POSH, the Code of Conduct, and human rights are conducted at regular intervals.

LEADERSHIP INDICATORS

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

Jyothy Labs has always on a going concern basis focused on strengthening its business process through which we assess and improve our ability to respond to any human rights related issues. Therefore, we have not encountered any concern requiring a change in our business process because of addressing human rights grievances or complaints.

LI-2. Details of the scope and coverage of any human rights’ due diligence conducted.

To ensure protection of human rights, we have in place a robust system of due diligence, continuous monitoring and grievance redressal across our operations and supply chain. The scope and coverage include:

- to identify and assess any actual or potential non-compliance related to human rights and take necessary action as applicable.
- Whistle-blower and Protection Policy, POSH Policy and Supplier Code of Conduct. We actively encourage stakeholders to raise any concerns or complaints related to human rights issues, and we address the grievances promptly and appropriately.
- Our grievance redressal committee in manufacturing units addresses all issues as appropriate.
- Our service agreements executed with vendor partners and extended third party workforce in order to ensure that they adhere to the human rights principles.

By implementing these measures, we strive to maintain the highest ethical standards and uphold human rights across our entire value chain.

LI-3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Right of persons with Disability Act, 2016?

We recognise the importance of meeting the requirements of the Right of Persons with Disability Act, 2016 and are taking proactive steps to support the needs of individuals with disabilities. Our Company has implemented various measures to provide disabled-accessible infrastructure.

LI-4. Details on assessment of value chain partners

Category	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	88.6%
Discrimination at workplace	88.6%
Child Labour	88.6%
Forced Labour/Involuntary Labour	88.6%
Wages	88.6%
Others – please specify	-

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

During the reporting period, no significant risks / concerns were identified in the assessment of our value chain partners.

We believe that by promoting and respecting human rights, we can build a more sustainable and equitable future for all stakeholders. We will continue to prioritize working with our partners to create a positive change.



PRINCIPLE 6

Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

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

Parameter	FY (2025-26) In MJ	FY (2024-25) In MJ
From renewable sources		
Total electricity consumption (A)	56,16,200	60,35,599
Total fuel consumption (B)	6,65,60,803	12,03,23,845
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C)	7,21,77,003	12,63,59,444
From non-renewable sources		
Total electricity consumption (D)	8,75,07,396	8,86,62,777
Total fuel consumption (E)	3,85,46,643	3,19,73,162
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F)	12,60,54,038	12,06,35,939
Total energy consumed (A+B+C+D+E+F)	19,82,31,041	24,69,95,383
Energy intensity per rupee of turnover (Total energy consumption/ Revenue from operations) [MJ/₹]	0.007	0.008
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed/ Revenue from operations adjusted for PPP)	0.1369	0.1774
Energy intensity in terms of physical output [#]	550.93	722.79

[#] The intensity in terms of physical output excludes the laundry business as the same is service oriented and there is no physical output. Energy conversion and emission factors are used as per the UN's Intergovernmental Panel on Climate Change (IPCC) and the UK Department for Environment, Food & Rural Affairs (DEFRA).

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

Yes, limited assurance has been conducted by M/s Rathi & Associates, Practising Company Secretaries.

Notes:

To move towards sustainable and environmentally friendly production methods and techniques, the Company has successfully implemented solar power plants in select facilities. This initiative has had a significant impact in reducing the Company's reliance on non-renewable energy sources and has contributed to its efforts in achieving low carbon production. In this connection, the Company also conducted targeted energy conservation sessions for employees.

The Company has renovated its office space and introduced sensor-based lighting systems. These technologies automatically adjust lighting based on occupancy, thereby reducing electricity consumption and improving energy efficiency. This initiative contributes to lowering carbon footprint and aligns with commitment to sustainable resource use. The Company has also installed motion sensors, LED lighting, and BLDC fans across facilities, and the Company has taken steps for optimization of natural lighting in manufacturing units.

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

Although the entity does not have any sites/ facilities identified as designated consumers (DCs) under the Performance, Achieve, and Trade (PAT) Scheme of the Government of India, the Company is committed to promoting a healthy and sustainable lifestyle based on traditional values of conservation and moderation. As part of the Company's voluntary efforts, the Company is actively undertaking initiatives to adopt a climate-friendly and cleaner approach. The Company's aim is to lead by example and contribute to a more sustainable future for its planet.

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	9,016	9,436
(ii) Groundwater	2,02,261	2,19,686
(iii) Third party water	43,990	54,758
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	2,55,267	2,83,880
Total volume of water consumption (in kilolitres)	2,42,428	2,28,584
Water intensity per rupee of turnover (Total water consumed / Revenue from operations) (L/₹)	0.00823	0.00803
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/ Revenue from operations adjusted for PPP)	0.000167	0.000164
Water intensity in terms of physical output#	0.674	0.669

The intensity in terms of physical output excludes the laundry business as the same is service oriented and there is no physical output.

* Ahmedabad fabric spa is not operational w.e.f. May, 2025.

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

Yes, limited assurance has been conducted by M/s Rathi & Associates, Practising Company Secretaries.

Note: As part of the Company's ongoing commitment to managing water resources responsibly, it is actively working towards reducing water footprint. The Company have installed water meters in its plants to accurately measure the water withdrawal from surface water sources. However, the Company is now measuring and monitoring its water usage from surface sources moving forward. This allows the Company to better understand its impact on water resources and make informed decisions to promote sustainable water management practices.

The Company has adopted water-efficient infrastructure through low-flow fixtures, automated sensors, timers, and leakage-prevention systems, thereby reducing water consumption, optimizing energy use, and ensuring responsible resource management in line with sustainability commitments. The Company also adopted digital and IoT-based real-time water consumption monitoring systems and strengthened rainwater harvesting infrastructure and conducted water management awareness campaigns.

4. Provide the following details relating 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	2,749	44,319
	Primary ETP treatment and sent to railways	Primary ETP treatment and sent to railways
(v) Others		
- No treatment	-	-
- With treatment – please specify level of treatment	10,090	10,977
	Tertiary treatment	Tertiary treatment
Total water discharged (in kilolitres)	12,839	55,296

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

Yes, limited assurance has been conducted by M/s Rathi & Associates, Practising Company Secretaries.

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

At all of Jyothy Labs units, we place a strong focus on reducing water intake and optimize water consumption across our units. Our units operates in compliance with the Consent to Operate (CTO) conditions and the Pollution Control Board (PCB) norms, reaffirming our commitment to sustainability and environmental protections.

Currently, the Company has also implemented the Zero Liquid Discharge (ZLD) mechanism in 12 of its plants. However, the Company's goal is to implement ZLD in all its plants wherever feasible. Furthermore, the Company is proud to state that it has already started reusing treated water for various purposes, such as gardening, green area redevelopment, and washroom usage. This demonstrates the Company's commitment to sustainable practices and maximizing the efficient use of water resources throughout its operations.

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

Parameter	Unit	FY (2025-26)	FY (2024-25)
Nox	µg/m ³	19.95	20.55
Sox	µg/m ³	11.94	12.08
Particulate matter (PM)	µg/m ³	35.52	35.63
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	-	-	-
Hazardous air pollutants (HAP)	-	-	-
Others (CO ₂)	-	-	-

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

Yes, limited assurance has been conducted by M/s Rathi & Associates, Practising Company Secretaries.

Notes:

1. The above emissions have been calculated after taking the average of all plants emission test reports which has been submitted to respective State Pollution Control Board (SPCB).
2. The Company prioritizes environmentally friendly operations and take measures to minimize air emissions during its manufacturing processes. The main sources of air emissions are closely monitored at regular intervals by a recognized laboratory or agency, as required by the Central and/or respective SPCBs.
3. The Company diligently report the details of its air emissions to the PCB on an annual basis through Form-5 (Annual Environment Statement). This transparent disclosure helps us ensure compliance with regulatory requirements and fosters responsible environmental stewardship in its operations.

7. Provide details of Green House 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	TCo ₂ e	10,908	16,289
Total Scope 2 emissions	TCo ₂ e	17,501	17,486
Total Scope 1 and Scope 2 emissions intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	TCo ₂ e/Lakhs ₹	0.098	0.118
Total Scope 1 and Scope 2 emissions intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	TCo ₂ e/Lakhs ₹	1.993	2.426
Total Scope 1 and Scope 2 emission intensity in terms of physical output [#]	TCo ₂ e/ Tonnes	0.079	0.099

[#]The intensity in terms of physical output excludes the laundry business as the same is service oriented and there is no physical output. Energy conversion and emission factors are used as per the UN’s Intergovernmental Panel on Climate Change (IPCC) and the UK Department for Environment, Food & Rural Affairs (DEFRA).

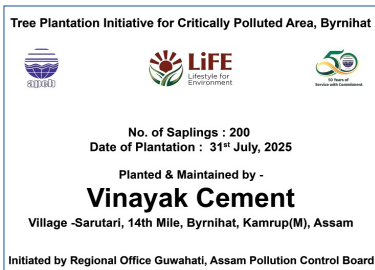
Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of external agency.

Yes, limited assurance has been conducted by M/s Rathi & Associates, Practising Company Secretaries.

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

As a responsible and environmentally conscious Company, Jyothy Labs has always been striving to reduce emissions and conserve energy in operations. Our mission is to increase the consumption of renewable fuels, enhance energy efficiency and improve resource efficiency to reduce our environmental footprint.

In this connection, our tree plantation drive received formal appreciation from the Assam Pollution Control Board, reinforcing our commitment to ecological restoration and regulatory collaboration.



We recognise that mitigating the impact of climate change and promoting efficient energy management are critical components of our sustainability strategy. Therefore, we have implemented a comprehensive approach that cover scope 1 and scope 2 emissions and all forms of energy consumption within the reporting boundary. By monitoring the electricity, water and fuel data of non-manufacturing locations such as offices and depots we have been able to identify key opportunities across our operations and improve our sustainability performance.

Furthermore, we are committed to using green energy sources to limit the environmental impact of our scope-1 and scope-2 emissions. We have installed solar panels in our units to reduce our dependency on fuels and increase the use of biomass in boilers as fuel.

1. Renewable Energy:

The Company has taken steps to embrace renewable energy by installing solar plants at specific locations and conducting a comprehensive feasibility study. The primary objective of this initiative is to lower the Company's Scope 2 emissions while enhancing its resilience by leveraging clean energy sources.

2. Energy Management:

The Company has undertaken an extensive electrical energy audit across all of its plants, with the purpose of conserving electricity. Each facility was thoroughly assessed, and energy saving recommendations, including the installation of LED lights and AC energy savers, are being implemented based on their feasibility and viability.

3. Emission Reduction:

The Company will take steps wherever feasible that any new purchase of its owned vehicle will be in electric variant. Additionally, the Company has plans to expand this initiative to cover all leased and rented vehicles, while also encouraging its employees to utilize electric vehicles for business travel. This strategic move is part of the Company's commitment to reducing its Scope 1, in line with its sustainability goals.

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)	881	759
E-waste (B)	5	5
Bio-medical waste (C)	0.19	0.17
Construction and demolition waste (D)	0	0
Battery waste (E)	0.60	0.05
Radioactive waste (F)	0	0
Other hazardous waste - Empty Drums (G)	322	263
Other non-hazardous waste (H)	1,587	981
Total (A+B + C + D + E + F + G + H)	2,796	2008
Waste intensity per rupee of turnover (total waste generated/ revenue from operations) Metric tonnes/ Lakhs ₹	0.00949	0.00705
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (total waste generated/ revenue from operations adjusted for PPP) Metric tonnes/ Lakhs ₹ (adjusted to PPP)	0.193	0.144
Waste intensity in terms of physical output [#] Metric tonnes/ tonnes	0.008	0.006

Parameter	FY (2025-26)	FY (2024-25)
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	2,074	799
(ii) Re-used	241	0
(iii) Other recovery operations	408	997
Total	2,723	1,796
For each category of waste generated, total waste disposed off by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	36	43
(ii) Landfilling	5	11
(iii) Other disposal operations	95	215
Total	136	269

* The intensity in terms of physical output excludes the laundry business as the same is service oriented and there is no physical output.

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

Yes, limited assurance has been conducted by M/s Rathi & Associates, Practising Company Secretaries.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce the usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

At Jyothy Labs, we believe that waste management is a crucial part of our commitment to sustainability. Therefore, we have initiated several measures across all our units to ensure waste mitigation, segregation of waste at the source and recycling. To support this commitment, we follow all compliances as per Hazardous Waste Management Rules, 2016, for storage and disposal processes at all our manufacturing locations. All the hazardous waste generated is collected and disposed off by authorized agencies under the PCB.

The Company has a robust Environment Management System in place, which is certified as per ISO 14001:2015. The Company's waste management procedures ensure the safe disposal of hazardous waste, e-waste, and other waste.

The Company handles, segregates, stores, transports and disposes off hazardous waste in compliance with applicable regulatory requirements and industry best practices. The hazardous waste is disposed of in an environmentally responsible manner through authorized vendors for recycling, as stipulated by regulations. In this connection, the Company conducted training on safe and compliant waste disposal practices across the value chain partners and concerned departments.

Furthermore, the Company is actively engaged in preventing the use of single-use plastics in its operations, as per the Extended Producer Responsibility (EPR) norms.

11. If the entity has operations/offices in/around ecologically sensitive areas where environmental approvals/clearances are required, please specify details

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval/ clearance being complied with? (Y/N)
Not Applicable			

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
EIA was not applicable during the reporting period.					

All units of the Company except Hyderabad and Bangalore are ISO 14001:2015 (Environmental Management System) certified. The Company conducted environmental impact assessments of all the units for the ISO 14001:2015 certification and no negative observations were found during the said assessment.

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

Yes

S. No.	Specify the law/ regulation/ guidelines which were 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
Not Applicable				

LEADERSHIP INDICATORS

LI-1. Water withdrawal, consumption, and discharge in areas of water stress (in kilolitres):

(i) **Name of the area:** Jammu, Kalingamalai, Karaikal, Mehboob Nagar, Pithampur, Pondicherry, Silvassa EDS and Silvassa Unit 2, Uttarakhand Unit 1 & 2, Bangalore Fabric Spa, Ahmedabad Fabric Spa, Hyderabad Fabric Spa.

(ii) **Nature of operations:**

Manufacturing

(iii) **Water withdrawal, consumption, and discharge in the following format:**

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)		
i. Surface water	7,766	8,261
ii. Groundwater (in kilolitres)	1,65,458	2,01,911
iii. Third party water	39,215	50,923
iv. Seawater / desalinated water	0	0
v. Others	0	0
Total volume of water withdrawal (in kilolitres)	2,12,439	2,61,095
Total volume of water consumption (in kilolitres)	2,09,690	2,16,143
Water intensity per rupee of turnover (Water consumed, KL / turnover in rupees Lakhs)	0	0
Water intensity (optional) – the relevant metric may be selected by the entity	0	0
Water discharge by destination and level of treatment (in kilolitres)	0	0
i. To Surface water	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0

Parameter	FY 2025-26	FY 2024-25
ii. To Ground water	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
iii. To Seawater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
iv. Sent to Third parties	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	2,749	44,319
v. Others	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	632
Total water discharged (in kilolitres)	2,749	44,951

Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency (yes / no) If yes, name of the external agency.

Yes, limited assurance has been conducted by M/s Rathi & Associates, Practising Company Secretaries.

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

Parameter	Unit	Period
Total Scope 3 emissions in scope of Net Zero ambition		
Total Scope 3 emissions inclusive of indirect consumer use		Not Quantified
Total Scope 3 emissions per rupee of turnover		

Note : The Company recognises the importance of measuring Scope 3 emissions as part of its broader climate action commitment. The assessment is currently under progress, and we are in the process of mapping relevant value chain categories, building internal capabilities, and developing a structured framework for data collection and verification. The Company intends to disclose Scope 3 emissions and their intensity in the subsequent reporting cycles.

Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency (yes / no) If yes, name of the external agency.

No.

LI-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.

Jyothy Labs Limited has no operations/offices in/around ecologically sensitive areas where environmental approvals/clearances are required.

LI-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 the initiatives, as per the following format:

Sr. No	Initiatives Undertaken	Details of the initiatives	Outcome of the initiatives
1	Energy efficiency improvements through technology and process optimization	The Company has implemented multiple energy efficiency initiatives across manufacturing units, including replacement of conventional electrical equipment with energy-efficient alternatives such as BLDC fans, optimized lighting systems, and high-volume low-speed (HVLS) fans. Additionally, interventions such as installation of energy-efficient motors (e.g., IE3 motors), optimization of conveyor operations, compressed air system improvements, pressure optimization in compressors, and VFD installations have been undertaken. These initiatives focus on reducing idle running, improving system design, and enhancing overall operational efficiency.	These measures have resulted in reduction in specific energy consumption and overall energy usage, with several projects. The initiatives have also contributed to improved operational efficiency and optimized energy performance across manufacturing operations.
2	Process optimization and Digitalization	Upgradation of systems such as ETP/STP to automated operations and process-level modifications (e.g., conveyor automation, pick-and-place optimization) to improve operational efficiency.	Automation and process optimization have resulted in reduced manual intervention and improved consistency. Additional benefits include reduced risk of operational inefficiencies and improved compliance with environmental norms.
3	Fuel Switching and Electrification (Low-Carbon Transition)	Introduction of electric forklifts in place of diesel-operated equipment to reduce fossil fuel dependency and improve workplace air quality.	This transition has led to reduction in diesel consumption and associated emissions, contributing to lower carbon footprint and improved occupational health conditions within facilities.
4	Green infrastructure and daylight utilization	Installation of polycarbonate sheets and daylight-enhancing infrastructure to maximize natural lighting within facilities and reduce dependence on artificial lighting.	This has contributed to reduced electricity consumption during daytime operations and improved workplace conditions.
5	Continuous improvement and site-level innovation	The Company encourages site-level teams (engineering, maintenance, and HSE) to identify and implement localized sustainability initiatives based on operational needs and efficiency opportunities.	This decentralized approach has enabled continuous identification of improvement opportunities, fostering a culture of sustainability and operational excellence across units.

Sr. No	Initiatives Undertaken	Details of the initiatives	Outcome of the initiatives
6	Reverse Osmosis (RO) reject water reuse	Recovery and reuse of RO reject water for applications such as cleaning, gardening, and process usage.	Significant reduction in water wastage and groundwater extraction. In select locations, measurable savings in kilolitres per day have been observed.
7	Automated water control systems	Installation of float valves, level sensors, and auto cut-off systems in borewells and storage tanks to prevent overflow and optimize water usage.	Elimination of manual intervention and reduction in water wastage due to overflow. Supports compliance with water extraction norms.
8	Rainwater harvesting and groundwater recharge	Installation of rainwater harvesting systems, including recharge pits and injection wells, to capture rainwater and replenish groundwater levels.	Contributes to groundwater recharge, reduction in surface runoff, and improved long-term water sustainability.

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

The Company has established an integrated Business Continuity and Disaster Management system to safeguard its operations against unforeseen disruptions. This system focuses on ensuring operational stability through structured risk identification, mitigation planning, and rapid response mechanisms. It encompasses key functions including manufacturing, supply chain, information technology, and workforce safety. Periodic risk assessments, scenario testing, and emergency response drills are undertaken to enhance preparedness. The framework also includes robust data protection and recovery protocols. Oversight is provided by the Risk Management Committee, which regularly reviews and updates the approach to address emerging risks and maintain business resilience.

LI-6. Disclose any significant adverse impact on the environment arising from the value chain of the entity. What mitigation or adaptation measures have been taken by entity in this regard?

Jyothy Labs recognizes the potential environmental risks associated with its value chain and to proactively tackle it, we have set specific sustainability targets, serving as our strategy to deliver consistent competitive performance and create long term value for our stakeholders. Our plan to progress towards eradicating negative impact on the environment has always been on priority. There was no adverse impact reported in the FY 2025-26 from any value chain partners during the assessment conducted.

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

As on March 31, 2026, 88.6% of the value chain partners (by value of business done), including suppliers, vendors and distributors, were covered under environmental risk assessment through a structured questionnaire-based survey conducted by the Company.

LI-8. How many Green Credits have been generated?

- Green Credits generated or procured by the entity: At present, Jyothy Labs has not formalized a procedure for generating Green Credits within its operational framework. The Company is actively reviewing the methodology and regulatory guidance issued by the Ministry of Environment, Forest and Climate Change, including the recently notified Green Credit Rules, 2023. While no Green Credits have been generated or procured to date, Jyothy Labs reaffirms its commitment to environmental stewardship and considers the Green Credit mechanism a valuable opportunity to deepen the integration of sustainability into its operational strategy.
- Green Credits generated or procured by top ten value chain partners (in terms of value of purchases and sales respectively): Not available



PRINCIPLE 7

Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. Number of affiliations with trade and industry chambers/ associations:

We are affiliated with 5 (five) trade and industry chambers/associations

b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Federation of Indian Chambers of Commerce and Industry (FICCI)	National
2	Confederation of Indian Industry (CII)	National
3	Basic Chemicals, Cosmetics & Dyes Export Promotion Council (CHEMEXCIL)	National
4	The Advertising Standards Council of India (ASCI)	National
5	Home Insect Control Association (HICA)	National

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

Name of authority	Brief of the case	Corrective action taken
Nil	Nil	Nil

LEADERSHIP INDICATORS

S. No	Public policy advocated	Method resort for such advocacy	Whether the information is available in public domain? (Yes / No)	Frequency of review by board (Annually / Half yearly / Quarterly / Others -please specify)	Web Link, if available
1	We participate in multi-stakeholder engagements and public consultations, whenever relevant. Engagement with Government departments and regulatory bodies is undertaken exclusively by authorised representatives, primarily through trade and industry associations, to proactively address regulatory changes, provide suggestions, and discuss matters relevant to the FMCG sector.	Through industry bodies	No	Event based	NA



PRINCIPLE 8

Businesses should promote inclusive growth and equitable development

Essential Indicators

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.**

Name and brief details of project	SIA Notification No.	Date of Notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain. (Yes / No)	Relevant web link
Not applicable. No assessments were undertaken or necessitated during the reporting period.					

2. **Provide information on the 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 INR)
The Company does not have any on-going projects on R&R.						

3. **Describe the mechanisms to receive and redress grievances of the community.**

In case of any complaints, emails can be sent to employeegrievances@jyothy.com or hr@jyothy.com or secretarial@jyothy.com or info@jyothy.com or whistleblower@jyothy.com email ids. Thereafter the issue is reviewed by the concerned department and any investigation, if required, is completed. Based upon the investigation, the concerned department in consultation with the head of the department provides a satisfactory resolution to the complaint. In addition to this, communities can contact us through the toll-free number +18001032992 and through customercare@jyothy.com / secretarial@jyothy.com.

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

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/ small producers	26.45%	29.21%
Directly from within India	99.19%	99.00%

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:**

	FY 2025-26	FY 2024-25
Rural	19.19%	12.40%
Semi-Urban	0.21%	0.61%
Urban	36.96%	41.10%
Metropolitan	43.64%	45.92%

LEADERSHIP INDICATORS

LI-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):

Not applicable. No assessments were undertaken or necessitated during the reporting period.

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

S. No	State	Aspirational District	Amount spent (INR)
Not Applicable			

LI-3.a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised / vulnerable groups (yes/no)?

No.

LI-3.b. From which marginalised / vulnerable groups do you procure?

Not applicable

LI-3.c. What percentage of total procurement (by value) does it constitute?

Not applicable

LI-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:

Not applicable

LI-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.

Not applicable

LI-6. Details of beneficiaries of CSR Projects

S. No	CSR project	No. of persons benefitted from CSR projects	% of beneficiaries from vulnerable and marginalised groups
Not Applicable			



PRINCIPLE 9

Businesses should engage with and provide value to their consumers in a responsible manner

Nil

Data breaches

Nil

Product recalls with respect to safety issues

Nil

Consumer complaints on data privacy, cyber security, restrictive trade practices, unfair trade practices

100%

Products labelling on environmental and social parameters

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback

The Company has a dedicated tollfree customer care number i.e. +18001032992 and email id i.e. customercare@jyothy.com where the consumer can reach the Company with his/her concerns. The details of customer care number and email id is cited on all the products of the Company as well as on the Company's website under 'Contact' section.

Post receipt of the complaint, if any, the customer care officer raises the issue with the relevant department within the Company. However, while the discussion is on, the quality team requests for the samples in question from the complainant be handed over to the Company representative for ascertaining the cause. Once the product is received, a thorough examination is conducted by the relevant teams. If found genuine, the Company replaces the product.

2. Turnover of products and/or services as a percentage of turnover from all products/service that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

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

	FY 2025-26			Remarks	FY 2024-25			Remarks
	Received during the year	Pending resolution at end of year			Received during the year	Pending resolution at end of year		
Data privacy	Nil	Nil	-	-	Nil	Nil	-	-
Advertising	Nil	Nil	-	-	Nil	Nil	-	-
Cyber-security	Nil	Nil	-	-	Nil	Nil	-	-
Delivery of essential services	Nil	Nil	-	-	Nil	Nil	-	-
Restrictive Trade Practices	Nil	Nil	-	-	Nil	Nil	-	-
Unfair Trade Practices	Nil	Nil	-	-	Nil	Nil	-	-
Other	Nil	Nil	-	-	Nil	Nil	-	-

4. Details of instances of a product recall on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	Nil	N/A
Forced recalls	Nil	N/A

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, the Company has in place an Information Security Policy and Risk Management Policy which is being administered by the Information Technology department of the Company. Also, regular trainings are conducted for all the employees/ workers on cyber security and data privacy.

The Information Security Policy can be accessed at the following link:

<https://www.jyothylabs.com/wp-content/uploads/2023/06/Information-Security-Policy-1.pdf>

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on the safety of products / services:

Not applicable as no such incidents were reported.

7. Provide the following information relating to data breaches:

a. Number of instances of data breaches:

NIL

b. Percentage of data breaches involving personally identifiable information of customers:

NIL

c. Impact, if any, of the data breaches:

NIL

LEADERSHIP INDICATORS

LI-1. Channels / Platforms where information on products and services of the entity can be accessed (provide weblink, if available)

Information regarding all products and services is available in the 'Brand' section of our website:
<https://www.jyothy.com/products/>

Consumers can also reach out to us via one of the following modes:

- Toll free number : +18001032992
- Email id- customercare@jyothy.com / secretarial@jyothy.com
- Address : Ujala House, Ram Krishna Mandir Road, Kondivita, Andheri (East), Mumbai – 400 059.

LI-2. Steps taken to inform and educate consumers about safe and responsible usage of products and / or services.

Jyothy Labs Limited recognizes the importance of educating and thereby empowering consumers to make informed and responsible choices. The following initiatives have been undertaken to promote safe and responsible usage of our products and services:

- Clear product labelling: Our product packaging includes detailed usage instructions, safety precautions on the products and disposal guidance, where relevant. Further, where relevant, information is provided in multiple languages to ensure accessibility across consumer segments.
- Awareness on Disposal: We have incorporated recycling guidance symbol and 'Do not litter' symbol on all our product packaging which we believe, will serve purpose to remind all our consumers to dispose the package responsibly after usage.
- Grievance redressal and feedback channels: A dedicated toll-free helpline, email support, and with few products having QR-code-enabled information available on product packaging, making the consumers aware of the product material and facilitating customer feedback.

LI-3. Mechanisms in place to inform consumers of any risk of disruption / discontinuation of essential services.

We do not deal with any essential services and hence it doesn't apply to Jyothy Labs.

LI-4. Does the entity display product information on the product over and above what is mandated as per local laws (yes / no / not applicable)? If yes, provide details in brief.

Jyothy Labs Limited, provides product information that goes beyond statutory requirements to ensure consumers are well informed and empowered to make responsible choices. Accordingly, every product packaging will contain a QR code/microsite for the consumers to access and know more about the product. Examples include:

- Usage instructions and / tips (as relevant): Clear guidance on optimal use of fabric detergents, dishwash liquids, and household insecticide products to maximize effectiveness and safety.
- Sustainability messaging: Voluntary inclusion of ecofriendly disposal instructions (e.g., disposal guidance symbol, water conservation symbol).
- Consumer care details: Dedicated tollfree helpline numbers and dedicated email id for easy access to grievance redressal and product support.
- Awareness icons and messages: Voluntary display of 'do not litter' symbol, judicious use of water symbol, access to Dedicated Brand Sustainability pages.

INDEPENDENT PRACTITIONERS' LIMITED ASSURANCE REPORT

To
The Board of Directors
Jyothy Labs Limited ("JLL")

Jyothy Labs Limited (hereinafter referred to as "JLL") engaged M/s Rathi & Associates, Practicing Company Secretaries, Mumbai (hereinafter referred to as "R&A") to conduct independent external assurance of non-financial information (Essential Indicators) disclosed in JLL's Business Responsibility and Sustainability Report (hereinafter referred to as "the BRSR") for the period April 01, 2025 to March 31, 2026.

The BRSR is based on the National Guidelines on Responsible Business Conduct (NGRBC), Regulation 34(2)(f) of the SEBI (Listing Obligations and Disclosure Requirements), SEBI Circular No. SEBI/HO/CFD/CMD-2/P/CIR/2021/562 dated May 10, 2021 read with Guidance note for BRSR format issued by SEBI pertaining to Business Responsibility and Sustainability Reporting by listed entities. This assurance statement applies to the related information included within the scope of work described below.

The selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information for the BRSR is the sole responsibility of the management of JLL. R&A was not involved in the drafting or preparation of the backup data of JLL for the BRSR. Our sole responsibility was to provide independent assurance on its content.

Management's Responsibility

JLL developed the BRSR's content. JLL management is responsible for identifying Essential Indicators, carrying out the collection, analysis and disclosure of the information presented in the BRSR (web-based and print), including website maintenance, integrity, and for ensuring its quality and accuracy in accordance with the applied criteria stated in the BRSR framework, such that it is free of intended or unintended material misstatements. JLL will be responsible for archiving and reproducing the disclosed data to the stakeholders upon request.

Scope and Boundary

The scope of work includes the assurance of following non-financial performance/ Essential Indicators disclosed in the BRSR.

In particular, the assurance engagement included the review of:

- i. General Disclosure –
 - (a) details of the listed entity, products/services,
 - (b) operations,
 - (c) employees,
 - (d) holding, subsidiary and associate companies including joint ventures,
 - (e) CSR details,
 - (f) transparency and disclosures compliance;
- ii. Management & Process Disclosures;
- iii. Disclosures against all 9 BRSR Principles;
- iv. Review of the quality of information;
- v. Review of evidence (on a sample basis) for identified non-financial indicators.

We have verified the below Essential Indicators disclosed in the BRSR as per details furnished in the Annexure attached with this letter.

JLL operates plants and/or operations/office at 28 locations in India plus one international location.

The assurance activities were carried out together with a desk review during the period from 27th April, 2026 to 29th April, 2026, verification activities were performed at JLL's Registered Office at Ujala House, Ram Krishna Mandir Road, Kondivita, Andheri (East), Mumbai – 400 059.

Limitations

R&A did not perform any assurance procedures on the prospective information disclosed in the Report, including targets, expectations, and ambitions. Consequently, R&A draws no conclusion on the prospective information. During the assurance process, R&A did not come across any limitation to the agreed scope of the assurance engagement. R&A did not verify any ESG goals and claims through this assignment. R&A verified data on a sample basis; the responsibility for the authenticity of data entirely lies with JLL. R&A does not accept or assume responsibility for any other person or organization. Any dependence by any person or third party on the BRSR Report may be placed entirely at their own risk by such person or third party.

Our Responsibility

R&A's responsibility in relation to this engagement is to perform a limited level of BRSR assurance and to express a conclusion based on the work performed. Our engagement did not include an assessment of the adequacy or the effectiveness of JLL's strategy, management of ESG-related issues or the sufficiency of the Report against BRSR reporting principles, other than those mentioned in the scope of the assurance. R&A's responsibility regarding this verification is in reference to the agreed scope of work, which includes non-financial quantitative and qualitative information (KPIs) disclosed by JLL. Reporting Organization is responsible for archiving the related data for a reasonable time period. The intended users of this assurance statement are the management of JLL. The data is verified on a sample basis, the responsibility for the authenticity of data lies with the reporting organization. Reporting Organization is responsible for archiving the related data for a reasonable time period. R&A expressly disclaims any liability or co-responsibility;

- 1) for any decision a person or entity would make based on this assurance statement, and
- 2) for any damages in case of erroneous data being reported. This assurance engagement is based on the assumption that the data and information provided to R&A by JLL are complete and true.

Verification Methodology

During the assurance engagement, R&A adopted a risk-based approach, focusing on verification efforts with respect to disclosures. R&A has verified the disclosures and assessed the robustness of the underlying data management system, information flows, and controls. In doing so:

- i. R&A examined and reviewed the documents, data and other information made available by JLL for non-financial Essential Indicators (non-financial disclosures);
- ii. R&A conducted interview with key representatives of JLL;
- iii. R&A through inquiries, obtained an understanding of the Company's control environment, processes and information systems relevant to the preparation of the information covered by limited assurance, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- iv. R&A evaluated the overall presentation of the information covered by limited assurance to determine whether it is consistent with the criteria and in line with our overall knowledge of, and experience with, the Company's occupational health and safety
- v. R&A reviewed the adherence to reporting requirements of "BRSR Framework";

Limited Assurance Conclusion

Based on the procedures we have performed; nothing has come to our attention that causes us to believe that the information subject to the limited assurance engagement was not prepared in all material respects. R&A found the information to be reliable in all principles, with regards to the reporting criteria of the BRSR.

Report complies with the below requirements:

- A. Governance, leadership and oversight: The messages of top management, business model to promote inclusive growth and equitable development, action and strategies, focus on products, risk management, protection and restoration of environment, and priorities are disclosed appropriately.
- B. Connectivity of information: JLL discloses various principles and their inter-relatedness and dependencies with factors that affect the organization's ability to create value over time.
- C. Stakeholder responsiveness: The Report covers mechanism for communication with key stakeholders to identify major concerns to derive and prioritize the short, medium and long-term strategies. The Report provides insights into the organization's relationships (nature and quality) with its key stakeholders. In addition, the Report provides a fair representation of the extent to which the organization understands, takes into account and responds to the legitimate needs and interests of key stakeholders.
- D. Materiality: JLL has appropriately identified issues that affect its value creation, have high importance to its stakeholders, linked to strategy and governance considering aspects that are internal and external to JLL's range of business. The Report fairly brings out the aspects and topics and its respective boundaries of operations. The Report discloses information on material topics that substantively affect JLL's ability to create value over the short, medium and long term.
- E. Conciseness: The Report reproduces the requisite information and communicates clear information in as few words as possible. The disclosures are expressed briefly and to the point sentences, graphs, pictorial, tabular representation are applied. At the same time, due care is taken to maintain continuity of information flow in the BRSR.
- F. Reliability and completeness: JLL has established internal data aggregation and evaluation systems to derive the performance. The reported data is duly verified and authenticated by JLL. The majority of the data and information was verified by R&A's assurance team (on sample basis) during the assessment of the BRSR and found to be fairly accurate. All data, is reported transparently, in a neutral tone and without material error.
- G. Consistency and comparability: The information in the Report is presented on an annual basis in a reliable and complete manner. Thus, the principle of consistency and comparability is established.

For **RATHI & ASSOCIATES**
COMPANY SECRETARIES

Sd/-

HIMANSHU S. KAMDAR

PARTNER

M. NO.: F5171

COP NO. 3030

UDIN: F005171H000269457

P. R. Certificate No: 6391/2025

Date: May 04, 2026

Place: Mumbai

ANNEXURE-I
Identified Sustainability Indicators

Sl. No.	BRSR Indicator Reference	Description of Indicator
1.	Section A - 20a	Employees and workers (including differently abled)
2.	Section A - 20b	Differently abled Employees and workers
3.	Section A - 21	Participation/Inclusion/Representation of women
4.	Section A - 22	Turnover rate for permanent employees and workers
5.	Section A - 25	Overview of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct
6.	Section C - Principle 1 - E1	Percentage coverage by training and awareness programmes on any of the Principles during the Financial Year
7.	Section C - Principle 1 - E6	Details of complaints with regard to conflict of interest
8.	Section C - Principle 2 - E2(b)	What percentage of inputs were sourced sustainably?
9.	Section C - Principle 3 - E1	Details of measures for the well-being of employees and workers
10.	Section C - Principle 3 - E2	Details of retirement benefits for Current Financial Year (excluding amounts deducted and deposited with the authority)
11.	Section C - Principle 3 - E5	Return to work and Retention rates of permanent employees and workers that took parental leave
12.	Section C - Principle 3 - E7	Membership of employees and worker in association(s) or Unions recognised by the listed entity
13.	Section C - Principle 3 - E8	Details of training given to employees and workers
14.	Section C - Principle 3 - E9	Details of performance and career development reviews of employees and workers
15.	Section C - Principle 3 - E11	Details of safety related incidents
16.	Section C - Principle 3 - E13	Number of Complaints on working conditions & Health safety made by employees and workers
17.	Section C - Principle 3 - E14	Assessments for the year (Health and safety practices, Working Conditions)
18.	Section C - Principle 5 - E1	Number of Employees and workers who have been provided training on human rights issues and policies of the entity
19.	Section C - Principle 5 - E2	Details of minimum wages paid to employees and workers
20.	Section C - Principle 5 - E3	Details of remuneration/salary/wages
21.	Section C - Principle 5 - E6	Number of Complaints on (Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages and Other human rights related issues) made by employees and workers
22.	Section C - Principle 5 - E10	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties) on Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages and Other human rights related issues.
23.	Section C - Principle 6 - E1	Details of total energy consumption (in Joules or multiples) and energy intensity
24.	Section C - Principle 6 - E3	Details of disclosures related to water withdrawal by source (in Kilo litres)
25.	Section C - Principle 6 - E5	Details of implementation of mechanism for Zero Liquid discharge
26.	Section C - Principle 6 - E6	Details of air emissions (other than GHG emissions)
27.	Section C - Principle 6 - E8	Details of project/s related to reducing Green House Gas emissions
28.	Section C - Principle 8 - E2	Information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by entity
29.	Section C - Principle 9 - E3	Number of consumer complaints in respect of Data Privacy, Advertising, Cyber-Security, Delivery of essential services, Restrictive Trade Practices, Unfair Trade Practices, Others

Report on Corporate Governance

COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

Jyothy Labs Limited (your Company) is committed to the adoption of best governance practices and their adherence in true spirit. Your Company's philosophy on Corporate Governance enshrines the goal of achieving the highest level of transparency, accountability, sustainability, ethical behavior and safety in all spheres of its operations. Your Company subscribes to equitable treatment of all its stakeholders, which has helped in maintaining their trust and appreciation. This has helped in fostering financial stability and business integrity, resulting in inclusiveness and sustainable growth.

Your Company recognizes that the enhancement of corporate governance is one of the most important aspects in terms of achieving your Company's goal of enhancing corporate value by deepening societal trust. Efficient corporate governance requires a clear understanding of the respective roles of the Board of Directors and of Senior Management Employees and their relationships with others in the corporate structure. Your Company believes that corporate governance is not just the compliance of statutory requirements or framework/ set of rules but rather much more than that. Your Company also believes that effective and efficient corporate governance should be a part of its culture, habit and the manner of conducting its business.

Your Company is in compliance with all the provisions/ regulations stipulated by the Companies Act, 2013 (the Act) and Rules framed thereunder and provisions under Chapter IV of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as 'the SEBI Listing Regulations'), including

amendment(s) or modification(s) thereof. The following Report together with the information contained in the Management Discussion and Analysis Report and other parts of the Annual Report constitutes your Company's compliance with the corporate governance requirements.

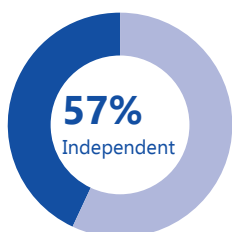
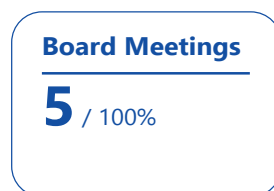
To ensure that your Company at all times remains in compliance with the sections applicable under the Act and the Rules framed thereunder and with the regulations prescribed under the SEBI Listing Regulations, your Company has adopted 'Corporate Governance Code' which has been approved by the Board of Directors of your Company at its Meeting held on May 18, 2021. A copy of the Corporate Governance Code is available on the website of your Company i.e., www.jyothylabs.com for easy access of the Stakeholders.

BOARD OF DIRECTORS

Composition:

The Board of Directors of your Company (hereinafter referred to as 'the Board') represents an optimum combination of the Executive and Non-Executive Directors with more than 50% of the Board comprising of Non-Executive Directors. The Board's actions and decisions are aligned with your Company's best interests. Your Company keeps the governance practices under continuous review. The Board plays a crucial role in overseeing how the management serves the short and long-term interests of all stakeholders.

The Board, as on March 31, 2026, comprised of 7 (seven) Directors out of which 3 (three) are Executive Directors and 4 (four) are Non-Executive Independent Directors and accordingly more than 50% of the Board consists of Non-Executive Independent Directors.



Composition

■ Non-Executive Independent	4
■ Executive	3

More than half the board is independent, in conformity with Regulation 17 of the SEBI Listing Regulations.

Among the Independent Directors, the term of Mr. Aditya Sapru (DIN – 00501437), Independent Director is scheduled to expire on March 27, 2027. Based on the recommendation of the Nomination, Remuneration and Compensation Committee at its meeting held on May 4, 2026, the Board of your Company approved the re-appointment of Mr. Aditya Sapru (DIN – 00501437) as Independent Director of your Company for a further consecutive period of 5 years commencing from March 28, 2027 up to March 27, 2032 (both days inclusive). In the opinion of the Board, Mr. Sapru is a person of a very high level of integrity and has the required expertise and experience for re-appointment as an Independent Director. As per the requirements of Section 149(10) read with Schedule IV of the Act and Regulation 17(1C) and 25(2A) of the SEBI Listing Regulations, a special resolution for the re-appointment of Mr. Aditya Sapru as an Independent Director of your Company has been incorporated in the Notice of the ensuing 35th Annual General Meeting (AGM).

In accordance with the resolution passed by the Shareholders at the 33rd AGM held on July 25, 2024, Ms. M. R. Jyothy (DIN – 00571828) assumed her office

as the Chairperson and Managing Director and Key Managerial Personnel of your Company, effective from April 1, 2025.

The composition of the Board of your Company is in conformity with the provisions of the Act and Regulation 17 of the SEBI Listing Regulations.

In accordance with the provisions of Regulation 26 of the SEBI Listing Regulations, none of the Directors on the Board are members of more than ten committees and Chairperson of more than five committees across all companies in which they are Directors.

During the financial year ended on March 31, 2026, the Board of your Company met five (5) times and the gap between the meetings did not exceed 120 days. All the Board and the Committee meetings during the financial year 2025-26, were held physically and the facility to attend the meeting through video conferencing in compliance with the provisions of Section 173 of the Act read with Rule 3 of the Companies (Meetings of Board and its Powers) Rules, 2014, as amended, was also provided. There was 100% attendance of all the Directors in all the Board and the Committee meetings held during the financial year 2025-26.

Attendance - FY 2025-26

Director	12 May	12 Aug	12 Nov	09 Feb	10 Mar	AGM
M. R. Jyothy	✓	✓	✓	✓	✓	✓
Ananth Rao T	✓	✓	✓	✓	✓	✓
Ravi Razdan	✓	✓	✓	✓	✓	✓
Bhumika Batra	✓	✓	✓	✓	✓	✓
Aditya Sapru	✓	✓	✓	✓	✓	✓
N. Subramaniam	✓	✓	✓	✓	✓	✓
Suresh Balakrishna	✓	✓	✓	✓	✓	✓

The last AGM of your Company was held through Video Conferencing (VC)/ Other Audio Visual Means (OAVM) on Thursday, September 11, 2025 in compliance with the provisions of General Circular no. 09/2024 dated September 19, 2024 read with the General Circular No. 14/2020 dated April 8, 2020 and General Circular No. 17/2020 dated April 13, 2020 and Circular No. SEBI/HO/CFD/CFD-PoD-2/P/ CIR/2024/133 dated October 3, 2024 read with its Circular No. SEBI/ HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020 issued by the Securities and Exchange Board of India (SEBI).

Details of Directors on the Board of your Company as on March 31, 2026 are given below:

Name of the Director	Category/ Designation	No. of shares held	No. of Outside Directorships*	No. of outside Committee positions@	
				Member	Chairperson
Ms. M. R. Jyothy#	Promoter Group and Chairperson & Managing Director	1,03,61,770	1	-	-
Mr. Ananth Rao T	Director- Operations & Commercial	-	-	-	-
Mr. Ravi Razdan	Director- IT & HR	32	-	-	-
Ms. Bhumika Batra	Independent Non-executive Director	-	8	6	2
Mr. Aditya Sapru	Independent Non-executive Director	-	4	4	-
Mr. Narayanan Subramaniam	Independent Non-executive Director	-	5	3	2
Mr. Suresh Balakrishna	Independent Non-executive Director	-	1	1	-

*Excludes directorship in your Company, Indian Private Limited Companies, Foreign Companies, Companies under section 8 of the Companies Act, 2013.

@ Only membership/chairmanship of Audit Committee and Stakeholders' Relationship Committee of Listed and Public Limited companies have been considered, excluding that in your Company. Committee Membership(s) and Chairmanship(s) are counted separately.

Ms. M. R. Jyothy has been re-appointed as the Chairperson and Managing Director of your Company w.e.f. April 1, 2025.

As per the requirement of clause 2(c) of Para C of Schedule V of the SEBI Listing Regulations, the names of other listed companies and corresponding category of directorship held by the above Directors as on March 31, 2026 are furnished hereunder:

Name of the Director	Name of the Listed companies	Category of Directorship
Ms. Bhumika Batra	a) Hinduja Global Solutions Limited	Non-Executive -
	b) Sudharshan Chemical Industries Limited	Independent Director
	c) Deepak Nitrite Limited	
Mr. Aditya Sapru	a) GOCL Corporation Limited	Non-Executive -
	b) Finolex Industries Limited	Independent Director
Mr. Narayanan Subramaniam	a) Ganesha Ecosphere Limited	Non-Executive -
	b) Expleo Solutions Limited	Independent Director
Mr. Suresh Balakrishna	-	-

Apart from Jyothy Labs Limited, Ms. M. R. Jyothy, Mr. Ananth Rao T and Mr. Ravi Razdan did not hold Directorship in any other listed company as on March 31, 2026.

As on March 31, 2026, none of the Directors were related to each other except Ms. M. R. Jyothy and Mr. Ananth Rao T, who are spouses.

None of the Non-Executive Independent Directors holds any shares and/or convertible instruments issued by your Company for the time being.

FAMILIARIZATION PROGRAMMES

The details of familiarization programmes imparted to Independent Directors are uploaded on the website of your Company and can be accessed through weblink:

https://www.jyothy.com/wp-content/uploads/2026/05/Familiarisation-Programme_2025-26.pdf

CHART OR A MATRIX SETTING OUT SKILLS/EXPERTISE/COMPETENCE OF THE BOARD OF DIRECTORS

Your Company operates in Fast Moving Consumer Goods (FMCG) industry and offers variety of products in the categories of fabric care, dish wash, household insecticides, personal care, etc. Your Company while appointing a Director always ensures that the candidate possesses appropriate skills, experience and knowledge in one or more fields of finance, law, business management, sales, marketing, research, corporate governance, technical operations or other disciplines related to your Company’s business. Your Company believes that each person appointed on the Board of your Company shall have expertise in one or more of the aforesaid fields. Your Directors collectively possess all the required core skills/expertise/competencies that are required to operate business smoothly in the FMCG industry.

The list of core skills/expertise/competencies identified by the Board as required in the context of its business(es) and sector(s) for it to function effectively and those actually available with the Directors are as follows:

Skill / Competency	Ms. M R Jyothy	Ananth Rao T	Ravi Razdan	Bhumika Batra	Aditya Sapru	Narayanan Subramaniam	Suresh Balakrishna
Leadership experience in running or serving large entities	○						
Business Strategy / Business Management	○	○			○	○	
Sales and Marketing	○						○
Finance and Accounting					○	○	
Legal, regulatory framework, corporate governance				○		○	
Cyber Security, Information Technology and Data Governance			○				







The Board hereby confirms that the Independent Directors of your Company have fulfilled all the conditions specified in the SEBI Listing Regulations and that they are independent of the Management. During the year under review, no Independent Director has resigned from his/her position of Director before expiry of his/her tenure.

COMMITTEES OF THE BOARD


The Board Committees play a crucial role in the Governance structure of the Company and have been constituted to deal with specific areas / activities as mandated by the SEBI Listing Regulations and the Act. The Board Committees play a vital role in improving the Board effectiveness in areas where more focuses and extensive discussions are required. The Chairman / Chairperson of the respective Committee informs the Board about the summary of the discussions held in the Committee Meeting. The minutes of the meetings of all Committees are placed before the Board for review.

During the year, all the recommendations of the Committees of the Board have been accepted by the Board.

CONSTITUTION OF THE COMMITTEES

 <p>Audit Committee</p> <p>Chairperson Bhumika Batra</p> <p>Members Aditya Sapru Narayanan Subramaniam</p>	 <p>Stakeholder's Relationship Committee</p> <p>Chairperson Narayanan Subramaniam</p> <p>Members Aditya Sapru M. R. Jyothy</p>	 <p>Nomination, Remuneration and Compensation Committee</p> <p>Chairperson Bhumika Batra</p> <p>Members Aditya Sapru Suresh Balakrishna</p>
 <p>Corporate Social Responsibility Committee</p> <p>Chairperson Bhumika Batra</p> <p>Members Suresh Balakrishna M. R. Jyothy</p>	 <p>Risk Management Committee</p> <p>Chairperson Aditya Sapru</p> <p>Members M. R. Jyothy Ananth Rao T Ravi Razdan</p>	 <p>Environment, Social and Governance Committee</p> <p>Chairperson M. R. Jyothy</p> <p>Members Bhumika Batra Ananth Rao T Ravi Razdan Pawan Kumar Agarwal Shreyas Trivedi</p>

AUDIT COMMITTEE

	<p>3 Members</p> <hr/> <p>4 Meeting</p>	<p>3 Independent</p> <hr/> <p>100% Attendance</p>
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The Board of your Company has constituted a well-qualified, financially literate and independent Audit Committee with all its members as Independent Directors. All Members of the Audit Committee possess expert knowledge of Accounts, Audit and Finance.

Composition, Meetings and Attendance

During the financial year under review i.e. April 1, 2025 to March 31, 2026, 4 (four) meetings of the Audit Committee were held on May 12, 2025, August 12, 2025, November 12, 2025 and February 9, 2026 respectively. The composition of the Committee and attendance of each Committee Member during FY 2025-26 is as under:

Sr. No.	Name of the Members	Position	No. of meetings attended
1	Ms. Bhumika Batra	Chairperson	4
2	Mr. Aditya Sapru	Member	4
3	Mr. Narayanan Subramaniam	Member	4

Ms. M. R. Jyothy, Chairperson and Managing Director and Mr. Pawan Kumar Agarwal, Chief Financial Officer of your Company, are permanent invitees to all the Audit Committee meetings. Mr. Shreyas Trivedi, Head – Legal & Company Secretary acts as the Secretary of the Committee. Further, representatives of the Internal Auditors and the Statutory Auditors were invitees to the Audit Committee Meetings.

Terms of Reference of the Audit Committee

The terms of reference of the Audit Committee of your Company are in accordance with Section 177 and other applicable provisions of the Act and the Rules framed thereunder and Regulation 18 read with Part C of Schedule II of the SEBI Listing Regulations, which inter-alia include the following:

1. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
2. Recommendation for appointment, remuneration and terms of appointment of Auditors of the Company;
3. Approval of payment to the Statutory Auditors for any other services rendered by the Statutory Auditors;
4. Reviewing with the management, the Annual Financial Statements and Auditors' Report thereon before submission to the Board for approval, with particular reference to:
 - a. Matters required to be included in the Directors' Responsibility Statement to be included in the Directors' Report in terms of clause (c) of sub-section 3 of Section 134 of the Act;
 - b. Changes, if any, in accounting policies and practices and reasons for the same;
 - c. Major accounting entries involving estimates based on the exercise of judgment by management;
 - d. Significant adjustments made in the financial statements arising out of audit findings;
 - e. Compliance with the SEBI Listing Regulations and other legal requirements relating to financial statements;
 - f. Disclosure of any related party transactions;
 - g. Modified opinion(s) in the draft Audit Report;
5. Reviewing, with the management, and examine the quarterly and annual financial results and limited review /auditors' report thereon before submission to the Board for approval;
6. 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 utilized for purposes other than those stated in the offer document/prospectus/ notice and the report submitted by the monitoring agency regarding the utilisation of proceeds of a public or rights issue and making appropriate recommendations to the Board to take up steps in this matter;
7. Review and monitor the Auditor's independence and performance and effectiveness of audit process;
8. Approval or any subsequent modification of transactions of the Company with related parties;
9. Scrutiny of inter-corporate loans and investments;
10. Valuation of undertakings or assets of the Company, wherever it is necessary;

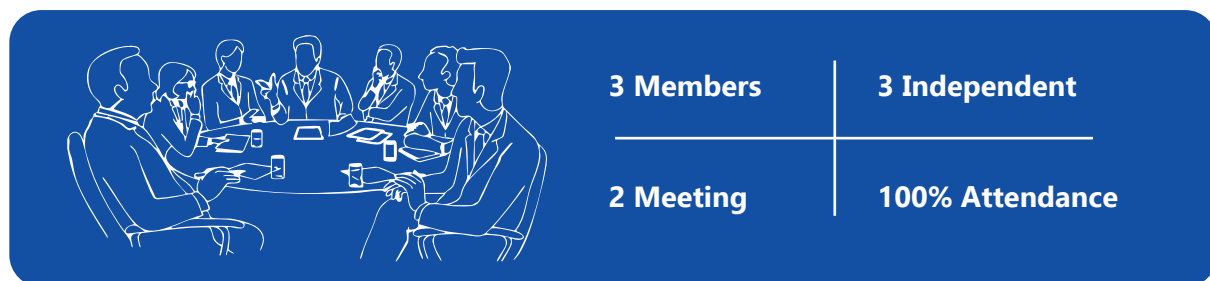
11. Evaluation of internal financial controls and risk management systems;
12. Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
13. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure, coverage and frequency of internal audit;
14. Discussion with Internal Auditors of any significant findings and follow up there on;
15. 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;
16. Discussion with the 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;
17. To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
18. To review the functioning of the Whistle Blower mechanism or Vigil mechanism;
19. Reviewing the utilization of loans and/or advances from/investment by the company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans/advances/investments;
20. 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;
21. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders;
22. Review mandatory matters as specified under Para B of Part C of Schedule II of the SEBI Listing Regulations;
23. Recommending the appointment and remuneration to be paid to the Cost Auditor;
24. Verifying that the systems for internal controls for compliance with SEBI (Prohibition of Insider Trading) Regulations, 2015 are adequate and are operating effectively; and
25. Carrying out any other function as the Audit Committee may deem fit.

Key items reviewed	Frequency of review
Review of the financial results and limited review report.	Q
Review of the financial statements, the auditor's report thereon, Director's Responsibility Statement and Management Discussion and Analysis report.	A
Recommendation of the appointment, remuneration and terms of appointment of auditors of the Company and approval of payments for any other services.	A
Review of performance of statutory and internal auditors, and adequacy of the internal control systems	A
Review of internal audit findings, the action taken status and other matters relating to the internal audit functioning of the Company and Internal audit plan for the year.	A
Review of findings of any internal investigations by the internal auditors in matters where there is suspected fraud or irregularity or failure of internal control systems of material nature and reporting the matter to the Board.	E
Review of related party transactions	Q
Evaluation of internal financial controls and risk management systems of the Company.	A
Review functioning of the whistle-blower mechanism.	Q
Review material updates in litigations, and show-cause/demand/prosecution and penalty notices	Q

Key items reviewed	Frequency of review
Review compliance with SEBI (Prohibition of Insider Trading) Regulations, 2015 and systems for internal controls with them	A
Recommendation of the appointment of the Chief Financial Officer of the Company and the remuneration payable	E

Frequency: A- Annually, Q- Quarterly, E- Event based

NOMINATION, REMUNERATION AND COMPENSATION COMMITTEE



Composition, Meetings and Attendance

The Nomination, Remuneration and Compensation Committee of your Company is constituted in accordance with Section 178 and other provisions of the Act and Regulation 19 of the SEBI Listing Regulations.

During the year under review i.e. April 1, 2025 to March 31, 2026, 2 (two) meetings of the Nomination, Remuneration and Compensation Committee were held on May 12, 2025, and September 4, 2025 respectively. The attendance of the members at the said meetings was as under:

Sr. No.	Name of Members	Position	No. of Meetings attended
1	Ms. Bhumika Batra	Chairperson	2
2	Mr. Aditya Sapru	Member	2
3	Mr. Suresh Balakrishna	Member	2

Ms. M. R. Jyothy, Chairperson and Managing Director of your Company, is a permanent invitee to all the Nomination, Remuneration and Compensation Committee meetings. Mr. Shreyas Trivedi, Head – Legal & Company Secretary acts as the Secretary of the Committee.

Terms of Reference of Nomination, Remuneration and Compensation Committee

The role and terms of reference of the Committee are in line with the provisions of Section 178 of the Act and Regulation 19 read with Part D of Schedule II of the SEBI Listing Regulations. The Committee is empowered to do the following:

- To formulate criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board, a policy relating to appointment and remuneration of Directors, Key Managerial Personnel and other Senior Employees;
- In case of appointment of an Independent Director, evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an Independent Director. The person recommended to the Board for appointment as an Independent Director shall have the capabilities identified in such description;

3. To formulate criteria for evaluation of the members of the Board of Directors including Independent Directors, the Board of Directors and the Committees thereof;
4. To devise policy on Board Diversity;
5. To identify persons, 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 where necessary, their removal;
6. To formulate policy ensuring the following:
 - a. The level and composition of remuneration is 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
 - c. 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.
7. To design Company's policy on specific remuneration packages for Executive/Whole Time Directors and Key Managerial Personnel including pension rights and any other compensation payment;
8. To determine, peruse and finalize terms and conditions including remuneration payable to Executive/Whole Time Directors and Key Managerial Personnel of the Company from time to time;
9. To review, amend or ratify the existing terms and conditions including remuneration payable to Executive/Whole Time Directors and Key Managerial Personnel of the Company;
10. To consider and approve Employee Stock Option Plan/ Scheme (ESOP) Scheme and to perform all such acts, deeds and functions including, but not limited to, the matters specified in Regulation 5 of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 as amended from time to time and matters incidental/supplemental thereto;
11. To recommend to the Board, all remuneration in whatever form, payable to Senior Management;
12. To recommend to the Board of Directors, their decisions and further actions as they may deem fit.

Key items reviewed	Frequency of review
Determine / recommend the criteria for appointments of Directors, Members of Management Committee and Key Managerial Personnel	E
Identify candidates who are qualified to become Directors or Key Managerial Personnel	E
Evaluate the balance skills, knowledge and experience on the Board and prepare a description of the role and capabilities required for Independent Director(s)	E
Review and determine all elements of remuneration package of all the Executive Directors	E
Ensure succession planning to the Board and the leadership development plans to enhance such succession planning	P
Recommend to the Board all remunerations, in whatever form, payable to Key Managerial Personnel and Senior Management	A
Recommendation of the appointment of the Chief Financial Officer and the remuneration payable	E

Frequency: A- Annually, E- Event based, P- Periodically

Performance evaluation criteria for Independent Directors:

As per the Nomination, Remuneration and Compensation Policy of your Company, the Independent Directors are evaluated on 6 (six) criteria as mentioned below:

- 1) Ethics and Values;
- 2) Knowledge and Proficiency;
- 3) Diligence;
- 4) Behavioural Traits;
- 5) Efforts for Personal Development; and
- 6) Independence in decision making.

The above 6 (six) criteria are further divided into sub-criteria, not exceeding 5 (five) for each criteria. These sub-criteria bring out whether or not a Director has necessary positive attributes required for discharging his/her duties, functions and responsibilities as the Director of your Company.

A rating scale of 5 (five) is used to give scores for each sub-criteria:

- 1) Outstanding- 5
- 2) Very Good- 4
- 3) Good- 3
- 4) Unsatisfactory- 2
- 5) Poor- 1

Each evaluating Director provides score for other Independent Directors. The evaluating Director gives score for each sub-criteria comprising each criteria mentioned above. The score is based on the rating scale as mentioned above.

The evaluator has to provide reasons for rating score of 1 or 2 and suggestions, if any, for improvement. The final score for each Independent Director is arrived at in the manner given below:

- i) The score for each criteria is arrived at by aggregating the scores for sub-criteria and dividing them by the number of sub-criteria.
- ii) The total score from each evaluator is arrived at by adding up the scores of all criteria and dividing the total by 5 (five).
- iii) The total score for an independent director will be arrived at by adding the scores from all evaluators and dividing such total score by the number of evaluators.

The Chairperson then conveys the result of the evaluation to the concerned Independent Director. In case the total score of an Independent Director is less than or equal to 2 (two), the Chairperson shall convey to such Independent Director the reasons for the score mentioned by the evaluator(s), and suggestions for improvements, if any. If an Independent Director gets score of less than or equal to 2 (two) for his / her whole tenure (as provided under the provisions of the Act, he / she shall not be eligible for re-appointment for a further term as Director of your Company.

The Performance Evaluation of Executive Directors and Key Managerial Personnel is carried out by the Independent Directors in the manner mentioned above taking into consideration the performance against the corporate goals and objectives on the basis of performance parameter set for each Executive Director and Key Managerial Personnel.

Remuneration Policy

Your Company follows a policy on remuneration of Directors and Senior Management Employees.

- a) While determining the remuneration of Executive Directors and Key Managerial Personnel, the Board considers following factors:
 - i) Criteria/norms for determining the remuneration of such employees prescribed in the HR Policy.
 - ii) Existing remuneration drawn.
 - iii) Industry standards, if the data in this regard is available.
 - iv) The job description.
 - v) Qualifications and experience levels of the candidate.
 - vi) Remuneration drawn by the outgoing employee, in case the appointment is to fill a vacancy on the death, resignation, removal etc. of an existing employee.
 - vii) The remuneration drawn by other employees in the grade with matching qualifications and seniority, if applicable.
- b) The determination of remuneration for other employees shall be governed by the HR Policy.
- c) The proposal for the appointment of an Executive Director/Key Managerial Personnel shall provide necessary information in this regard which the Board will consider in arriving at the conclusion as

- to whether or not the remuneration offered to the candidate is appropriate, reasonable and balanced as to the fixed and variable portions (including the commission).
- d) The remuneration payable to the Executive Directors, including the Commission and value of perquisites, as per the provisions of the Act and SEBI Listing Regulations, as amended.
- e) The Executive Directors shall not be eligible to receive sitting fees for attending the meetings of the Board or committees thereof of the Company and its Subsidiary Companies.
- f) The Independent Directors and/or Non-executive Directors shall not be eligible to receive any remuneration/salary from the Company. However, they shall be paid sitting fees for attending the meeting of the Board or Committees thereof and commission, as may be decided by the Board/ Shareholders from time to time.
- g) The Independent Directors and/or Non-executive Directors shall also be eligible for reimbursement of reasonable out-of-pocket expenses incurred by them for attending meetings of Board, Committees or Shareholders, including the travelling and lodging & boarding expenses on an actual basis.
- The amount of sitting fee and commission payable to Independent Directors and/or Non-executive Directors shall not exceed the limits prescribed under the provisions of the Act.
- Explanation: For the purposes of this Policy, Remuneration shall mean the Cost to the Company and shall include the salary, allowances, perquisites, performance incentive and any other facility provided or payment made to or on behalf of the employee.
- h) Independent Directors shall not be eligible to participate in the ESOP Scheme, if any.

Details of Remuneration paid to Directors for the financial year ended March 31, 2026:

Executive Directors

(Amount in ₹)

Sr. No.	Name	Salary including Benefits & Perquisites	Provident Fund	Super-annuation	Commission payable	Stock Options	Gratuity	Leave encashment	Total
1	Ms. M. R. Jyothy	6,96,96,396	3,03,600	-	-	-	-	-	6,99,99,996
2	Mr. Ananth Rao T	3,86,35,200	2,14,800	-	-	-	-	-	3,88,50,000
3	Mr. Ravi Razdan	2,44,22,720	3,94,252	-	-	-	-	-	2,48,16,972

For further details, please refer to Note No. 32 of the Notes to Financial Statements which form part of the Annual Report.

Notice period and severance fees for all Executive Directors is six months' notice or six months' salary in lieu thereof or as may be mutually decided between the Director and your Company.

Non-Executive Directors' Compensation and Shareholding:

As per the resolution dated July 30, 2021 passed by your Company, the Members had approved payment of commission to the Non-Executive Independent Directors of your Company for an aggregate amount not exceeding 1% of the net profits of your Company calculated in accordance with the provisions of Section 197 and 198 of the Act and Regulation 17(6) of the SEBI Listing Regulations in such manner as may be determined by the Board from time to time within the said limits. The approval accorded by the Members for payment of remuneration by way of commission was for a period of five years, commencing from April 1, 2022 up to March 31, 2027.

Details of sitting fees and commission paid to the Independent Directors during the financial year 2025-26 along with their shareholding as on date of this Report are as under:

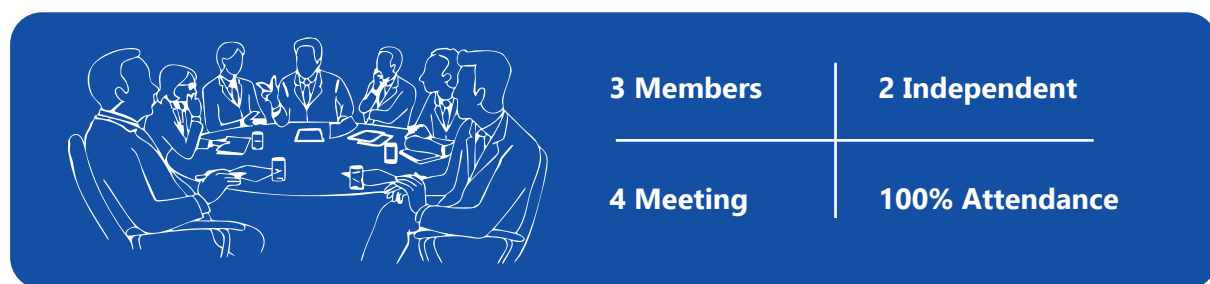
Sr. No.	Name of the Directors	Sitting Fees (₹)	Commission (₹)	No. of Shares held
1	Ms. Bhumika Batra	4,50,000	15,00,000	-
2	Mr. Aditya Sapru	5,75,000	15,00,000	-
3	Mr. Narayanan Subramaniam	4,50,000	15,00,000	-
4	Mr. Suresh Balakrishna	3,25,000	15,00,000	-

There are no pecuniary relationships or transactions of Non-Executive Directors vis-à-vis your Company which has potential conflict of interest with the interests of your Company at large.

Directors and Officers Insurance

In line with the requirements of Regulation 25(10) of the SEBI Listing Regulations, the Company has in place a Directors and Officers Insurance Policy (D&O) for all its Independent Directors for such quantum and for such risk as may be determined.

STAKEHOLDERS' RELATIONSHIP COMMITTEE



Composition, Meetings and Attendance

The Stakeholders' Relationship Committee inter-alia monitors and reviews investors' grievances and is responsible for the satisfactory redressal of investors' complaints and recommends measures for overall improvement in the quality of services.

During the financial year ended March 31, 2026, the Committee had 4 (four) meetings which were held on May 12, 2025, August 12, 2025, November 12, 2025 and February 9, 2026 respectively and attended by the members as under:

Sr. No.	Name of the Members	Position	No. of Meetings Attended
1	Mr. Narayanan Subramaniam	Chairman	4
2	Mr. Aditya Sapru	Member	4
3	Ms. M. R. Jyothy	Member	4

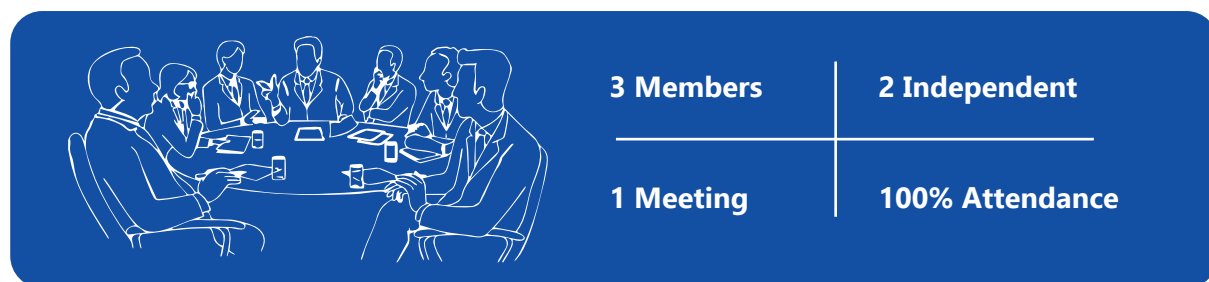
Mr. Shreyas Trivedi, Head - Legal & Company Secretary is designated as the Compliance Officer of your Company who oversees the redressal of investor grievances.

During the financial year, your Company received 17 complaints from shareholders and all of them were disposed off to the satisfaction of the shareholders. As on March 31, 2026, there was no complaint which remained unresolved.

Key items reviewed	Frequency of review
Monitor complaints received by the Company from shareholders, debenture holders, other security holders, SEBI, Stock Exchanges, Registrar of Companies etc. and action taken for redressing the same	Q
Monitor and expedite the status and process of dematerialisation and rematerialisation of shares, debentures and other securities of the Company	Q
Measures taken to reduce the quantum of unclaimed dividend / interest and ensuring timely receipt of dividend warrants / annual reports / statutory notices by the shareholders of the Company	A/E
Adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent	A

Frequency: A- Annually, Q- Quarterly, E- Event Based

CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE



Composition, Meetings and Attendance

The Corporate Social Responsibility (CSR) Committee is constituted pursuant to Section 135 of the Act read with the Companies (Corporate Social Responsibility Policy) Rules, 2014. The CSR Committee met once during the financial year ended March 31, 2026, i.e. on May 12, 2025. The composition of the Committee and attendance of the members of the Committee at the meetings held is as below.

Sr. No.	Name of the Members	Position	No. of Meetings Attended
1	Ms. Bhumika Batra	Chairperson	1
2	Mr. Suresh Balakrishna	Member	1
3	Ms. M. R. Jyothy	Member	1

The terms of reference of the Corporate Social Responsibility Committee broadly includes the following:

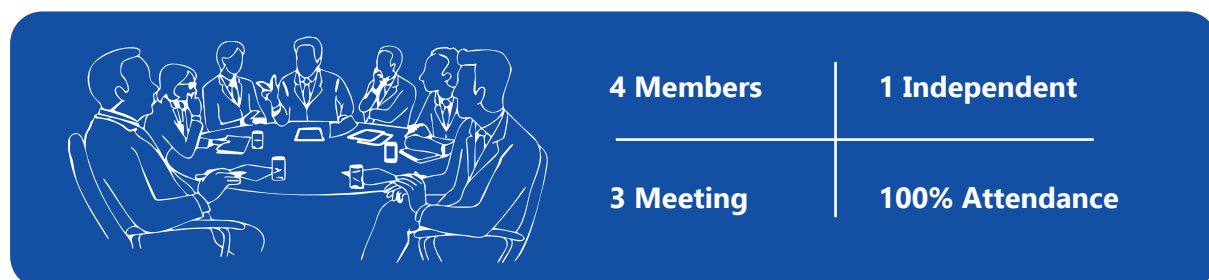
- To formulate and recommend to the Board, a CSR Policy which shall indicate the activities to be undertaken by the Company as specified in Schedule VII of the Act and the review thereof at periodic intervals;
- To recommend the amount of expenditure to be incurred on the activities referred above;
- To formulate and recommend to the Board of Directors, annual action plan in pursuance of the CSR Policy;
- To monitor the expenditure incurred on the specified activities; and

- (e) To monitor the implementation of CSR Policy of the Company from time to time.

Key items reviewed	Frequency of review
Formulate and recommend to the Board the CSR Policy and activities to be undertaken	P/A
Recommend the amount of expenditure to be incurred on CSR activities	A
Formulate and review the Annual Action Plan in pursuance of the CSR Policy	Q/A
Oversee the manner of execution of projects or programmes	A

Frequency: A- Annually, Q- Quarterly, P- Periodically

RISK MANAGEMENT COMMITTEE



Composition, Meetings and Attendance

The Risk Management Committee (RMC) of your Company is constituted pursuant to Regulation 21 of the SEBI Listing Regulations.

The RMC met 3 (three) times during the financial year ended March 31, 2026 i.e. on June 27, 2025, January 21, 2026 and February 23, 2026 respectively. The composition of the Committee and attendance of the members of the Committee at the meetings held is as below.

Sr. No.	Name of the Members	Position	No. of Meetings Attended
1.	Mr. Aditya Sapru	Chairman	3
2.	Ms. M. R. Jyothy	Member	3
3.	Mr. Ananth Rao T	Member	3
4.	Mr. Ravi Razdan	Member	3

Mr. Shreyas Trivedi, Head- Legal & Company Secretary of your Company acts as the Secretary of the Committee and Mr. Pawan Kumar Agarwal, Chief Financial Officer is the permanent invitee to all the meetings of the RMC.

The Committee's prime responsibility is to implement and monitor the risk management plan and policy of your Company. As on March 31, 2026, the Committee's composition is in compliance with the provisions of Regulation 21 of the SEBI Listing Regulations.

Your Company has formulated a risk management policy and has in place a mechanism to inform the Board Members about risk assessment and minimization procedures and periodical review to ensure that executive management controls risk by means of a properly designed framework.


Terms of reference of the Risk Management Committee inter-alia include the following:

- a) Formulate a detailed risk management policy which shall include 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, measures for risk mitigation including systems and processes for internal control of identified risks, Business continuity plan;
- b) Ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
- c) Monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;
- d) Periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;
- e) Keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken;
- f) Review appointment, removal and terms of remuneration of the Chief Risk Officer, if any
- g) Recommend changes in policies and procedure;
- h) Decide budget for control measures;
- i) Identifying high/medium/low risk that the Company is exposed to; and
- j) Such other powers as may be delegated by the Board of Directors from time to time.

Key items reviewed	Frequency of review
To identify the internal and external risks, inter-alia, financial, operational, sectoral, sustainability / ESG, information, cyber security, legal and regulatory risk	P
Oversee the implementation of the Risk Management Policy and the adequacy of Risk Management systems	P
Ensure appropriate methodology, processes and systems are in place to monitor and evaluate risks	P

Frequency: P- Periodically

ENVIRONMENT, SOCIAL AND GOVERNANCE (ESG) COMMITTEE



6 Members	1 Independent
1 Meeting	100% Attendance

Composition, Meetings and Attendance

The Board of the Company has constituted Environment, Social and Governance (ESG) Committee. The ESG Committee shall be responsible for overseeing the vision and focus of the Company's strategy relating to ESG and sustainability matters. The Committee shall also monitor the progress and review the practices, initiatives and goals of your Company relating to ESG and ensure that they remain effective.

The ESG Committee met once during the financial year ended March 31, 2026 i.e. on June 27, 2025. The composition of the Committee and attendance of the members of the Committee at the meetings held is as below.

Sr. No.	Name of the Members	Position	No. of Meetings Attended
1.	Ms. M. R. Jyothy	Chairperson	1
2.	Ms. Bhumika Batra	Member	1
3.	Mr. Ananth Rao T	Member	1
4.	Mr. Ravi Razdan	Member	1
5.	Mr. Pawan Kumar Agarwal	Member	1
6.	Mr. Shreyas Trivedi	Member	1

Terms of reference of the Environment, Social and Governance Committee inter-alia include the following:

- Approve the ESG strategy and provide oversight to the execution of the Company's ESG initiatives including the short-term and long-term commitments or targets;
- Periodically review implementation, execution and progress of the Company's ESG initiatives;
- Review the ESG reporting, policies and disclosures in accordance with the applicable laws, regulations and other national/ international standards;
- Identify and recommend to the Board / Risk Management Committee on matters relating to ESG risk and associated mitigation plans, emerging trends in ESG, effectiveness of Company's ESG plans etc.; and
- Do such other acts, deeds and things as deemed necessary for achievement of ESG goals, targets and strategy of the Company.

Key items reviewed	Frequency of review
Review the ESG policies that are formulated along with the oversight on their implementation	P
Providing advice and directions on implementation of the ESG strategy	P
Review the ESG matters to be presented in the Company's Annual Report	A
Monitor Company's ESG rating and statutory requirements for sustainability reporting and disclosures	A

Frequency: A- Annually, P- Periodically

Senior Management

Senior Management with respect to the Company means all employees one level below the Chairperson and Managing Director and all the Function Heads of the Company. Further, during the Financial Year ended March 31, 2026, there has been no change in the Senior Management of the Company.

GENERAL BODY MEETING**Annual General Meetings**

Last three Annual General Meetings (AGM) of your Company were held at the venue and time as detailed herein below:

Year	Date of Annual General Meeting	Time of Meeting	Particulars of Special Resolutions passed
2025 – 34 th AGM	September 11, 2025	11.00 a.m.	None
2024- 33 rd AGM	July 25, 2024	11:30 a.m.	1. Re-appointment of Ms. M. R. Jyothy (DIN-00571828), as Chairperson and Managing Director of the Company, not liable to retire by rotation for a period of 5 (five) years with effect from April 1, 2025 to March 31, 2030.
2023-32 nd AGM	July 25, 2023	11:30 a.m.	1. Re-appointment of Ms. Bhumika Batra (DIN- 03502004), as an Independent Director of the Company for a second consecutive of 5 (five) years commencing from March 14, 2024 to March 13, 2029. 2. Approval of Jyothy Labs Limited- Restricted Stock Unit Plan 2023

All the AGMs were convened through Video Conferencing (VC)/ Other Audio Visual Means (OAVM).

All resolutions at the 32nd, 33rd and 34th AGMs were passed electronically through remote e-voting and e-voting at the time of the AGM.

Postal Ballot

During the financial year ended March 31, 2026, no Special Resolution was passed by the Company through Postal Ballot. No Special Resolution is proposed to be conducted through Postal Ballot as on the date of this Annual Report.

MEANS OF COMMUNICATION

Effective communication of information is an essential component of Corporate Governance. It is a process of sharing information, ideas, thoughts, opinions and plans to all stakeholders which promotes management-shareholder relations. The Company regularly interacts with Shareholders through multiple channels of communications such as:

Results Announcements	Media Release	Audio Recording / Transcripts	Company's Website
The quarterly, half yearly and annual results of the Company's performance are published in leading newspapers such as Business Standard or Financial Express and Marathi Newspaper such as Sakal, Loksatta or Navshakti.	All our presentations made at investor conferences and to analysts are posted on the Company's website and intimated to the Stock Exchanges.	The Audio recording and transcripts of quarterly Investor / Analyst Meet are also made available on the website of the Company and also filed with the Stock Exchanges.	The Company's website contains a dedicated section for Investors where Annual Reports, quarterly and annual results, stock exchange filings, press releases, quarterly reports, all statutory policies, unclaimed unpaid dividend are available, apart from the details about the Company and Board of Directors. The website of the Company also displays vital information relating to the Company and its performance, official press releases and presentation to analysts.

Quarterly Shareholder Communication	Annual Report and AGM	Stock Exchanges	SEBI and Stock Exchanges' Investor Grievance Redressal System
The Company voluntarily communicates with its shareholders on a quarterly basis by sending its financial results, press release, investor presentation and link of any new television commercial featuring its products to those shareholders whose e-mail ids are registered with the Company or with the depositories.	Annual Report containing audited standalone and consolidated financial statements together with Report of Board of Directors, Management Discussion and Analysis Report, Business Responsibility and Sustainability Report, Corporate Governance Report, Auditor's Report and other important information are circulated to the Members. In the AGM, the Shareholders also interact with the Board and the Management.	All price sensitive information and matters that are material to Shareholders are disclosed to the respective Stock Exchanges where the securities of the Company are listed. The quarterly results, shareholding pattern and all other mandated corporate communications are filed with Stock Exchanges through NSE Electronic Application Processing System (NEAPS) and BSE Listing Centre, for dissemination on their respective websites. The stock exchange filings are also made available on the website of the Company at https://www.jyothylabs.com/disclosure-under-regulation-46-of-the-lodr	SCORES platform of SEBI, 'Investor Complaints' sections of BSE and NSE websites facilitates investors to file complaints online and get end- to-end status updates of their grievances. The Company endeavours to redress the grievances of the investors as soon as it receives the same from the respective forums.

GENERAL SHAREHOLDER INFORMATION

- a) **Annual General Meeting (AGM):** In accordance with the Ministry of Corporate Affairs (MCA) General Circular no. 3/2025 dated September 22, 2025, the 35th AGM of your Company will be held through Video Conferencing (VC) or any other mode of audio-visual means (OAVM) on Tuesday, July 14, 2026 at 11:30 a.m.
- b) **The Financial year covered by this Annual Report:** April 1, 2025 to March 31, 2026.
- c) **Record Date:** Monday, June 29, 2026
- d) **Dividend Payment Date:** On or after July 14, 2026, subject to the approval of Shareholders at the ensuing AGM.
- e) **Listing on Stock Exchanges and Stock Codes:**

The equity shares of your Company are listed on BSE Limited (BSE) and the National Stock Exchange of India Limited (NSE). The annual listing fees for the financial year 2025-26 have been paid to both the stock exchanges. The following table indicates your Company's stock exchange codes.

Name and Address of Stock Exchange	Stock Code
BSE Limited (BSE), Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001	532926
National Stock Exchange of India Limited (NSE) Exchange Plaza, Plot No. C/1, G Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051	JYOTHYLAB
ISIN Number	INE668F01031

f) Registrar & Share Transfer Agent:

MUFG Intime India Private Limited
C-101, 247 Park, LBS Marg,
Vikhroli West, Mumbai- 400083,
Phone: 022-49186000, Fax: 022-49186060
E-mail: investor.helpdesk@in.mpms.mufg.com

g) Share Transfer System:

As per the amended Regulation 40 of the SEBI Listing Regulations w.e.f. April 1, 2019, transfer of the securities would be carried out in dematerialized form only. Further, pursuant to SEBI circular HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026 dated January 30, 2026, on Ease of doing Investment, a Special Window for Transfer and Dematerialization of Physical Securities is open for a period of one year from **February 05, 2026 to February 04, 2027**. The special window shall also be available for such transfer requests which were submitted earlier and were rejected/returned/not attended to due to deficiency in the documents/process/or otherwise. The securities transferred pursuant to such requests shall be mandatorily credited to the shareholders only in dematerialized (demat) form and shall remain under lock-in for a period of one year from the date of registration of transfer. During this lock-in period, such securities shall not be eligible for transfer, lien marking, or pledge. Moreover, SEBI from time to time through various circulars/notifications provided that, listed entities are required to issue securities in dematerialized form only while processing service requests viz. issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate; endorsement; sub-division/splitting of securities certificate; consolidation of securities certificates/ folios; transmission and transposition. Accordingly, Shareholders are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the Company's website i.e. www.jyothylabs.com. It may be noted that any service request can be processed only after the folio is KYC Compliant. Accordingly, Shareholders holding shares in physical mode are advised to demat their physical share holdings at the earliest.

h) Shareholder Satisfaction Survey:

A Shareholder Satisfaction Survey was conducted by the Company during the year with a view to assess and further improve the performance standards of the Company. Out of the total Shareholders who participated in the survey, more than 90% are satisfied with the services provided by the Company, with around 88% rating the services as very good. The feedback / suggestions provided by the Shareholders are being evaluated for appropriate actions.

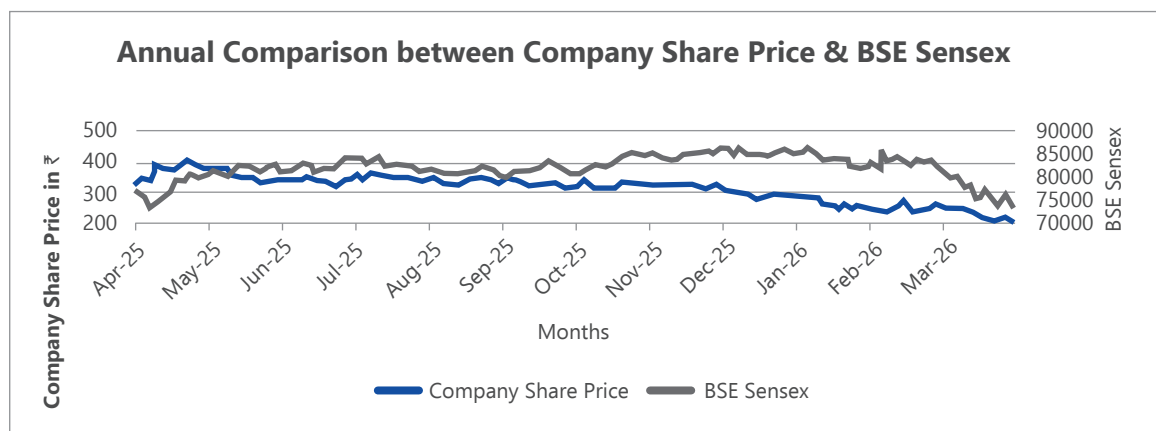
i) Stock Market Price for the year:

The monthly high/low stock price of your Company's equity shares listed on the BSE and the NSE from April 1, 2025 to March 31, 2026 are given below:

Month	BSE Market Price (₹)		NSE Market Price (₹)	
	High	Low	High	Low
April – 2025	399.95	268.05	399.90	300.10
May – 2025	382.10	332.00	383.00	332.15
June – 2025	350.20	315.05	350.60	317.15
July – 2025	364.75	321.20	364.80	325.00
August – 2025	352.15	320.50	352.70	320.95
September – 2025	347.15	305.85	347.00	305.90
October – 2025	323.95	267.90	325.00	306.00

Month	BSE Market Price (₹)		NSE Market Price (₹)	
	High	Low	High	Low
November – 2025	319.05	299.40	319.00	299.45
December – 2025	303.65	273.15	303.25	273.00
January – 2026	287.65	242.65	287.45	242.60
February – 2026	263.95	236.95	261.50	236.75
March – 2026	252.60	196.55	252.35	196.15

j) Share Price (₹) in comparison with BSE Sensex:



k) Shareholding pattern as on March 31, 2026:

Shareholding pattern of your Company's equity shares in broad categories as on March 31, 2026 are given below:

Sr. No.	Category of Shareholder	As on 31.03.2026	
		Total Number of Shares	%
1	Promoter and Promoter's Group	23,09,34,685	62.89
	Sub-total - 1	23,09,34,685	62.89
2	Institutions		
a.	Mutual Funds	4,82,97,811	13.15
b.	Alternate Investment Funds	21,05,125	0.57
c.	Venture Capital Funds	-	-
d.	Foreign Portfolio Investor	4,53,47,937	12.35
e.	Financial Institutions/ Banks	183	0.00
f.	Insurance Companies	33,09,532	0.90
g.	Foreign Bank	-	-
h.	NBFC registered with RBI	2,441	0.00
	Sub-Total - 2	9,90,63,029	26.97
3	Central Government/ State Government(s)	31,435	0.01
	Sub-Total - 3	31,435	0.01

Sr. No.	Category of Shareholder	As on 31.03.2026	
		Total Number of Shares	%
4	Non-institutions		
a.	Individuals & HUF	3,25,05,365	8.85
b.	Directors and their relatives (excluding Independent Directors and nominee Directors)	32	0.00
c.	Relatives of promoters (other than 'immediate relatives' of promoters disclosed under 'Promoter and Promoter Group' category)	-	0.00
d.	Key Managerial Personnel	449	0.00
e.	IEPF	9,44,563	0.26
f.	Trusts	619	0.00
g.	Non Resident Indians	20,14,278	0.55
h.	Foreign Nationals	276	0.00
i.	Clearing Members	49,846	0.01
j.	Bodies Corporates	16,68,490	0.45
i.	Suspense Escrow A/c	1,444	0.00
	Sub-Total - 4	3,71,85,362	10.13
	Total	36,72,14,511	100.00

l) Distribution of Shareholding as on March 31, 2026:

Sr. No	Slab of shareholding		Shareholders		Shares Value	
	No. of Equity shares held		Number	In %	Face Value (₹)	In %
	From	To				
1.	1	500	232001	95.7811	15905187	4.3313
2.	501	1000	5927	2.4469	4376748	1.1919
3.	1001	2000	2382	0.9834	3437265	0.9360
4.	2001	3000	687	0.2836	1720284	0.4685
5.	3001	4000	315	0.13	1112974	0.3031
6.	4001	5000	208	0.0859	969222	0.2639
7.	5001	10000	353	0.1457	2518129	0.6857
8.	10001	& Above	347	0.1433	337174702	91.8195
	Total		242220	100.00	367214511	100.00

m) Suspension of securities from trading: As on March 31, 2026, none of the securities of your Company has been suspended from trading and accordingly explanation in this regard in Director's Report is not required.

n) Dematerialization of shares and Liquidity: As on March 31, 2026, 99.88% of total equity share capital was held in dematerialized form. The equity shares of your Company are actively traded on the BSE and NSE in the dematerialized form.

o) Outstanding GDRs/ADRs/Warrants or any convertible instruments: During the year 2025-26, your Company has not issued any GDRs/ADRs/Warrants or any convertible instruments.

p) Plant Locations:

1. Bishnupur (Ujala Unit), Light House More, Bishnupur, West Bengal - 722122
2. Guwahati Detergent Unit, Paschim Boragaon, N.H-37, Assam - 781011
3. Guwahati Unit I, E.P.I.P. Complex, Amingaon, Assam - 781031
4. Guwahati Unit II, E.P.I.P. Complex, Amingaon, Assam - 781031
5. Guwahati -Unit -III, Plot No. 50, Brahmaputra Industrial Park, Gouripur, North Guwahati, Assam - 781031
6. Guwahati -Unit -IV, Plot No. 109, Brahmaputra Industrial Park, Gouripur, North Guwahati, Assam - 781031
7. Guwahati Unit-V, Jagati Mini Industrial Estate, Sila Sinduri Ghopa, Kamalpur, Chowkigate, Changsari, Assam - 781101
8. Jammu Unit I and II, Lane 2 and 4, Phase II, Sidco Industrial Complex, Bari Brahamana, Jammu & Kashmir - 181133
9. Kalingamalai Unit, R.S. No. 63 & 68 (63/8, 63/9, 63/12, 63/13, 63/15 & 68/5), Kalingamalai Village, Pakkiralayam Panchayat, Vazhudavour Post, Pin - 605 502, Villupuram District, Tamil Nadu - 605 502
10. Kandanassery Unit, Kandanassery, Via - Ariyannur, Kerala 680102
11. Karaikal Unit, 131 Peralam Main Road, Thirunallar Post, Puducherry - 609607
12. Mehboobnagar Unit, Telangana Shed No.25/26, Ida, Kothur, Telangana - 509228
13. Pithampur (Maxo & Exo Unit), Plot No.201, Sector I, Pithampur, Madhya Pradesh - 454775
14. Puducherry (Detergent, Exo, Maxo Unit), R.S. No.15, Thethampakkam Village, Suthukeny, Post Puducherry - 605502
15. Puducherry (Ujala & Bottle) 12/1 & 2, Thethampakkam Village, Suthukeny Post, Puducherry - 605502
16. Puducherry (PCD, Floorshine), 12/1 & 2, Thethampakkam Village, Suthukeny Post, Puducherry - 605502
17. Silvassa Engineering Division (EDS), Survey No 910/7/1, Dokmardi, Dadra & Nagar Haveli - 396230
18. Silvassa Unit II, Survey No.369/1/1/1, Rakholi-Sayli Road, Sayli Village, Behind Siyaram Silk Mills, Dadra & Nagar Haveli - 396230
19. Uttaranchal - Unit-I (PCD, Ujala, Maxo Machine), Plot No. 6, 7 & 8 Bearing Khasara Nos. 361, 363, 366, 369 & 370, Kie Industrial Estate, Village Mundiayaki, Gurukul Narsan, Uttarakhand - 247670
20. Uttaranchal II - Detergent & Dishwash Division, Plot No.18,19,20 & 21, Bearing Khasara Nos 366 & 367, KIE Industrial Estate, Village Mundiayaki, Roorkee, Uttarakhand - 247670
21. Wayanad (Detergent), MP IV/101 B, Kolagappara Po, Sulthan Bathery, Kerala - 673591
22. S-1 Phase-1, Inside Apparel Park, KIDB Industrial Area, Doddaballapura, Bangalore Rural, Karnataka-561203
23. House Nos 1-10-98/36/1, Survey Nos.32, 34 & 35, Plot No.36, Mayur Marg, Begumpet, L/M: Near to GHMC, Dwarka Dass Park, Secunderabad, Hyderabad, Telangana - 500016.

q) Shareholders & Investors Correspondence:

Shareholders should address their correspondence to your Company and/or its Registrars and Share Transfer Agent at the following address:

MUFG Intime India Private Limited	Mr. Shreyas Trivedi - Head – Legal and Company Secretary
Unit: Jyothy Labs Limited C-101, 247 Park, LBS Marg, Vikhroli West, Mumbai- 400083 Phone: 022-49186000, Fax: 022-49186060 E-mail: investor.helpdesk@in.mpms.mufig.com Contact Person: Ms. Suman Shetty	Jyothy Labs Limited 'Ujala House', Ram Krishna Mandir Road, Kondivita, Andheri (East), Mumbai – 400 059 Phone: 022-66892800, Fax: 022-66892805 E-mail: secretarial@jyothy.com

CREDIT RATING

Details of Credit Ratings obtained by your Company during the financial year under review are as follows:

Sr. No.	Name of the Rating Agency	Rating	Type of debt instrument
1.	CARE Ratings Limited	CARE AA; Stable	Long term Bank Facilities

DISCLOSURES

1. During the year under review, there were no materially significant related party transactions that may have potential conflict of interest with the interests of your Company at large. Your Company has formulated the Policy on dealing with related party transactions and the same is available on the website of your Company and a web link thereto is as below:

<https://www.jyothylabs.com/disclosure-under-regulation-46-of-the-lodr/management-policies-notices/#Management-Policies>

Transactions with related parties, as per requirements of Indian Accounting Standard 24, are disclosed in Notes to Accounts annexed to the Financial Statements.

- Your Company has followed all relevant Accounting Standards while preparing the Financial Statements and no treatment different from that prescribed in an Accounting Standard has been followed.
- No penalties or strictures have been imposed on your Company by the Stock Exchanges or SEBI or any statutory authority on any matter related to capital markets during the last three years.

- Your Company has in place Vigil Mechanism/ Whistle Blower Policy and the details of the same are provided in the Directors' Report. Further, it is affirmed that no personnel have been denied access to the Audit Committee.
- Your Company has complied with the applicable mandatory requirements of the SEBI Listing Regulations.
- Your Company has laid down procedures to inform Board members about the risk assessment and minimization procedures.
- The policy for determining criteria of material subsidiaries is formulated by your Company and is available on the website of your Company and the web link thereto is as below:
<https://www.jyothylabs.com/disclosure-under-regulation-46-of-the-lodr/management-policies-notices/#Management-Policies>
- Your Company has formulated the Policy on distribution of dividend and the same is available on the website of your Company and the web link thereto is as below:
<https://www.jyothylabs.com/disclosure-under-regulation-46-of-the-lodr/management-policies-notices/#Management-Policies>
- During the year under review, your Company has not raised funds through preferential allotment or qualified institutional placement as specified under Regulation 32(7A) of the SEBI Listing Regulations.
- During the year under review, there has been no instance where the Board has not accepted any recommendation(s) of any of the Committee of the Board which was mandatorily required to be accepted.

11. Your Company has paid a total consolidated fee including out of pocket expenses after fee of ₹ 131.50 Lakhs to M/s. B S R & Co. LLP, the Statutory Auditors for all services availed by your Company.
12. There are no outstanding loans and advances in the nature of loans given by your Company to any firms/ companies in which any of the Director(s) is interested. The detailed particulars of loans and advances have been provided in the Notes to the Financial Statements of your Company forming part of this Annual Report.
13. Your Company does not have any material subsidiary.

DISCRETIONARY REQUIREMENTS UNDER REGULATION 27 OF SEBI LISTING REGULATIONS:

The Company has adopted the following discretionary requirements of the SEBI Listing Regulations:

Shareholders' Rights-

Since the quarterly and half yearly financial performance along with significant events are published in the newspapers and are also posted on your Company's website, the same are not being sent to the shareholders.

Modified opinion in Auditors' Report-

Your Company's financial statements for the year 2025-26 do not contain any modified audit opinion.

Reporting of Internal Auditor-

The Internal Auditors of your Company directly report to the Audit Committee.

COMMODITY PRICE RISK OR FOREIGN EXCHANGE RISK AND HEDGING ACTIVITIES:

Your Company has exposure to various commodities involved in the manufacturing of the final products of your Company. Any fluctuation in prices of basic commodities like Benzene, Crude, Naphtha, Palm and Palm Kernel may have direct impact on the products falling under detergent, body soap and dish wash category. Similarly, volatility in prices of Polyethylene Terephthalate (PET) and Polypropylene (PP) may lead to increase in prices of container. Any rise in Kraft paper prices can impact the secondary packaging cost for the products of your Company, hence commodity price risk is one of the important market risks for your Company. The commodities are priced using pricing benchmarks.

Your Company has a mechanism in place wherein a dedicated team keeps a close watch on the market behaviour and adopts best purchase practices to minimize the effect of inflation.

Your Company has minimal exposure to foreign exchange risk vis-à-vis total sales / purchases of your Company and the transactions are significantly in Indian Currency.

Your Company has not undertaken any hedging activities during the year under review. The Company does not enter into any derivative instruments for trading or speculative purposes.

CERTIFICATE FROM COMPANY SECRETARY IN PRACTICE PURSUANT TO CLAUSE 10(I) OF PART C OF SCHEDULE V OF THE SEBI LISTING REGULATIONS

M/s. Rathi & Associates, Company Secretaries have issued certificate dated May 4, 2026 confirming that none of the Directors on the Board of your Company have been debarred or disqualified from being appointed or continue to act as Directors of Companies by the Board/MCA or any such other statutory authorities as on March 31, 2026. The said certificate is annexed and forms part of this Annual Report.

DISCLOSURE IN RELATION TO THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

Number of complaints filed during the financial year (i.e. from April 1, 2025 to March 31, 2026)	Nil
Number of complaints disposed off during the financial year (i.e. from April 1, 2025 to March 31, 2026)	Nil
Number of complaints pending as on end of the financial year (i.e. as on March 31, 2026)	Nil

CODE OF CONDUCT

The Board has adopted the Code of Conduct for all its Directors and Senior Management Personnel which has been uploaded on your Company's website www.jyothy.com. All Board members and Senior Management Personnel have affirmed compliance with the Code of Conduct on annual basis. A declaration to this effect as required under the SEBI Listing Regulations regarding compliance with the Code of Conduct by the Chairperson and Managing Director of your Company is annexed and forms part of this Annual Report.

CMD/CFO CERTIFICATE

The Chairperson and Managing Director (CMD) and Chief Financial Officer (CFO) have issued the certificate in terms of Regulation 17(8) read with Part B of Schedule II to the Listing Regulations. The said certificate is annexed and forms part of this Annual Report.

DISCLOSURE ON COMPLIANCE WITH CORPORATE GOVERNANCE REQUIREMENTS:

Your Company has complied with all the corporate governance requirements specified in Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the Listing Regulations, wherever applicable to your Company.

Your Company has complied with all the requirements of corporate governance report as specified in sub-paras (2) to (10) of Schedule V (c) of the Listing Regulations.

For and on behalf of the Board of Directors

For **Jyothy Labs Limited**

M. R. Jyothy

Chairperson and Managing Director

(DIN: 00571828)

Place: Mumbai

Date: May 4, 2026

May 4, 2026

To,
The Members of
Jyothy Labs Limited (“the Company”)
Ujala House, Ram Krishna Mandir Road,
Kondivita, Andheri (East),
Mumbai, Maharashtra-400059.

Sub: Certificate pursuant to Clause 10(i) of Part C of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Jyothy Labs Limited (CIN: L24240MH1992PLC128651) having its Registered Office situated at Ujala House, Ram Krishna Mandir Road, Kondivita, Andheri (East), Mumbai, Maharashtra-400059 (hereinafter referred to as ‘the Company’), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V, Para C, sub-clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

Sr. No.	Name of the Director	DIN
1.	Ms. Jyothy Ramachandran	00571828
2.	Mr. Ananth Rao T	02585410
3.	Mr. Ravi Razdan	08936083
4.	Ms. Bhumika Batra	03502004
5.	Mr. Aditya Sapru	00501437
6.	Mr. Narayanan Subramaniam	00166621
7.	Mr. Suresh Balakrishna	05207871

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification.

This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For and on behalf of
RATHI & ASSOCIATES
COMPANY SECRETARIES

HIMANSHU S. KAMDAR
PARTNER
M. NO.: FCS 5171
C.P. NO.: 3030
UDIN: F005171H000269215
P.R. Certificate No.: 6391/2025

DECLARATION BY THE CHAIRPERSON AND MANAGING DIRECTOR UNDER THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 REGARDING COMPLIANCE WITH THE CODE OF CONDUCT

In accordance with the Regulation 34(3) read with Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, I hereby confirm that, all the Directors and the Senior Management personnel of the Company have affirmed compliance with the Code of Conduct, as applicable to them, for the financial year ended March 31, 2026.

**For and on behalf of the Board of Directors
For Jyothy Labs Limited**

M. R. Jyothy

**Chairperson and Managing Director
(DIN: 00571828)**

Place: Mumbai

Date: May 4, 2026

CERTIFICATION BY THE CHAIRPERSON AND MANAGING DIRECTOR AND THE CHIEF FINANCIAL OFFICER (CFO) PURSUANT TO REGULATION 17(8) READ WITH PART B OF SCHEDULE II OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

We, M. R. Jyothy, Chairperson and Managing Director and Pawan Kumar Agarwal, Chief Financial Officer of Jyothy Labs Limited, certify that: -

1. We have reviewed the financial statements and the cash flow statement for the financial year ended March 31, 2026, and that to the best of our knowledge and belief:
 - a) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - b) these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
2. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's code of conduct.
3. 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.
4. We have indicated to the Auditors and the Audit Committee that there are no
 - a) significant changes in internal control over financial reporting during the year;
 - b) significant changes in accounting policies during the year and that the same have been disclosed in the notes to the financial statements; and
 - c) 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.

For Jyothy Labs Limited

M. R. Jyothy

**Chairperson and Managing Director
(DIN: 00571828)**

Pawan Kumar Agarwal

Chief Financial Officer

Place: Mumbai

Date: May 4, 2026

CERTIFICATE ON COMPLIANCE OF CONDITIONS OF CORPORATE GOVERNANCE

**To,
The Members of
Jyothy Labs Limited**

We have examined the compliance of conditions of Corporate Governance by Jyothy Labs Limited (CIN: L24240MH1992PLC128651) having its Registered Office situated at Ujala House, Ram Krishna Mandir Road, Kondivita, Andheri (East), Mumbai, Maharashtra- 400059 ('hereinafter referred to as 'the Company'), for the financial year ended March 31, 2026, as stipulated in Chapter IV of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('**Listing Regulations**').

The compliance of conditions of Corporate Governance is the responsibility of the Management. Our examinations have been limited to the procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance as stipulated in the Listing Regulations. It is neither an audit nor an expression of opinion on the Financial Statements of the Company.

In our opinion and to the best of our knowledge, information and according to the explanations given to us and the representations made by the Directors and the Management of the Company, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in Chapter IV of the Listing Regulations.

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

**For and on behalf of
RATHI & ASSOCIATES
COMPANY SECRETARIES**

**HIMANSHU S. KAMDAR
PARTNER**

M. NO.: FCS 5171

C.P. NO.: 3030

UDIN: F005171H000268687

P.R. Certificate No.: 6391/2025

Place: Mumbai

Date: May 4, 2026

Financial Statements

Independent Auditor's Report

To,
the Members of Jyothy Labs Limited

Report on the Audit of the Financial Statements

OPINION

We have audited the financial statements of Jyothy Labs Limited (the "Company") which comprise the balance sheet as at 31 March 2026, and the statement of profit and loss (including other comprehensive income), statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including 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 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2026, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Revenue Recognition

Refer Note 2.2(d) of Material Accounting Policies and notes 19 and 41 to financial statements

BASIS FOR OPINION

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the financial statements.

KEY AUDIT MATTER

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matter	How the matter was addressed in our audit
Revenue is recognized when control of the underlying products has been transferred to the customer.	Our audit procedures in respect of recognition of revenue included the following:
Revenue is a key performance indicator for the Company. There is risk of revenue being fraudulently recognized resulting from pressure to meet external investor/stakeholder expectations.	Evaluated appropriateness of the Company's revenue recognition accounting policies by comparing them with the applicable accounting standards.
Accordingly, recognition of revenue throughout the year and at period-end has been considered to be a key audit matter.	Obtained understanding of the process and tested design, implementation and operating effectiveness of the Company's key internal controls including general IT controls and IT application controls over recognition of revenue.
	Performed substantive testing by selecting statistical samples of revenue transactions recorded throughout the year and as at period end by agreeing to the underlying documents, which includes sales invoices and dispatch/ shipping documents.
	We scrutinised journal entries related to revenue recognised during the year based upon specified risk-based criteria, to identify unusual or irregular items.

OTHER INFORMATION

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

MANAGEMENT'S AND BOARD OF DIRECTORS' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows 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 judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the 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 the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements 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 Section 143(11) of

the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. A. 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 except for the matter stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - c. The balance sheet, the statement of profit and loss (including other comprehensive income), the statement of changes in equity and the statement of cash flows dealt with by this Report are in agreement with the books of account.
 - d. In our opinion, the aforesaid financial statements comply with the Ind AS specified under Section 133 of the Act.
 - e. On the basis of the written representations received from the directors as on 01 April 2026 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164(2) of the Act.
 - f. The modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - g. 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".

- B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
- a. The Company has disclosed the impact of pending litigations as at 31 March 2026 on its financial position in its financial statements - Refer Note 17 and 33B to the financial statements.
 - b. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
 - c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.
 - d.
 - (i) The management has represented that, to the best of its knowledge and belief, as disclosed in the 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(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (ii) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 44 to the financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.
 - e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 13 to the financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.
 - f. Based on our examination which included test checks and in accordance with requirements of the Implementation guide on Reporting on Audit trail under Rule 11(g) of the Companies (Audit and Auditors) Rule, 2024, 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 operated throughout the year for all relevant transactions recorded in the accounting software except that the audit trail (edit log) facility was not

enabled at the database level to log any direct data changes upto 17th March 2026. Further, where audit trail (edit log) facility was enabled and operated throughout the year, we did not come across any instance of audit trail feature being tampered with. Additionally, where audit trail (edit log) facility was enabled and operated in the previous year, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

- C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

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 down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN:26105317WIDCKH1240

Place: Mumbai
Date: 04 May 2026

Annexure A to the Independent Auditor's Report on the Financial Statements of Jyothy Labs Limited for the year ended 31 March 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

- (b) 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 a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified every year. In accordance with this programme, all property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the financial statements are held in the name of the Company, except for the following which are not held in the name of the Company:

Description of property	Gross carrying value (₹ in lakhs)	Held in the name of	Whether promoter, director or their relative or employee	Period held- indicate range, where appropriate	Reason for not being held in the name of the Company. Also indicate if in dispute
Freehold land	33.23	Associated Industries Consumer Products Private Limited	No	18-19 years	Ownership transfer pending (undisputed)
Building	658.10	Associated Industries Consumers Products Private Limited	No	18-19 years	Ownership transfer pending (undisputed)

- (d) 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 revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

- (ii) (a) The inventory, except goods-in-transit and stocks lying with third parties, has been

physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory

- (b) 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 been sanctioned working capital limits in excess of five crore

rupees, in aggregate, from banks or financial institutions on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks or financial institutions are in agreement with the books of account of the Company.

(iii) 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 made any investments, provided guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms and limited liability partnerships during the year. The Company has made investment and granted unsecured loans to other parties in respect of which the requisite information is as below. The Company has not provided guarantee or security or advances in the nature of loans, secured or unsecured, to other parties.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided loans to any other parties as below:

Particulars	Loans (₹ in lakhs)
Aggregate amount during the year	
Others	130.66
Balance outstanding as at balance sheet date	
Others	94.40

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion investments made and the terms and conditions of the grant of loans during the year are not prejudicial to the interest of the Company.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular. Further, the Company has not given any advance in the nature of loan to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan or advance in the nature of loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to 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 not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.

(iv) 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 given any loans, or provided any guarantee or security as specified under Section 185 and 186 of the Companies Act, 2013 ("the Act"). In respect of the investments made by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since

effective 1 July 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have generally been regularly deposited by the Company with the appropriate authorities.

According to the information and explanations given to us and on the basis of our examination of the records of the

Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2026 for a period of more than six months from the date they became payable.

- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are as follows:

Name of the statute	Nature of the dues	Period to which the amount relates	Forum where dispute is pending (Amount in Lakhs)			
			Commissioner, joint Commissioner Appeals (amount demanded)	High Court (amount demanded)	Tribunal (amount demanded)	Amount paid under protest
The Central Excise Act, 1944	Excise	2008-18	1,518	-	-	0.15
		2005-13	-	196	-	-
		2011-16	-	-	2,618	196
The Central Sales Tax Act, 1956 and Value Added Tax	Sales Tax and VAT	2000-17	2,151	-	-	424
		2006-11	-	234	-	106
		2001-15	-	-	339	48
The Goods and Service Act	GST	2017-22	30	-	-	13
		2017-18	-	-	50	9
The Income Tax Act, 1961	Income Tax	AY 2010-11	-	1,000	-	-
		AY 2011-12	279	-	-	-
		AY 2012-13	52	758	-	-
		AY 2013-14	45	-	-	-
		AY 2018-19	35	-	-	-
		AY 2019-20	191	-	-	-
		AY 2020-21	55	-	-	-

- (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 transactions, previously unrecorded as income 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 information and explanations given to us and on the basis of our examination of the records of the Company, the Company did not have any loans or borrowings from any lender during the year. Accordingly, clause 3(ix)(a) of the Order is not applicable to the Company.
- (b) 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 been declared a wilful defaulter by any bank or financial institution or government or government authority.
- (c) In our opinion and according to the information and explanations given to us by the management, the Company has not obtained any term loans. Accordingly, clause 3(ix)(c) of the Order is not applicable.
- (d) According to the information and explanations given to 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) According to the information and explanations given to us and 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 subsidiary as defined under the Act.
- (f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiary company (as defined under the Act).
- (x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.
- (b) 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 made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.
- (xi) (a) During the course of our examination of the books and records of the Company and according to the information and explanations given to us, no fraud by the Company or on the Company has been 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 Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.
- (xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.
- (xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.
- (xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.
- (b) We have considered the internal audit reports of the Company issued till date for the period under audit.
- (xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are 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. Accordingly, clause 3(xvi)(a) of the Order is not applicable.
- (b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.
- (c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.
- (d) The Company is not part of any group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016 as amended). Accordingly, the requirements of clause 3(xvi)(d) are not applicable.
- (xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.
- (xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the 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.
- Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in annual report is expected to be made available to us after the date of this auditor's report.
- (xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN:26105317WIDCKH1240

Place: Mumbai
Date: 04 May 2026

Annexure B to the Independent Auditor's Report on the financial statements of Jyothy Labs Limited for the year ended 31 March 2026

Report on the internal financial controls with reference to the aforesaid financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

OPINION

We have audited the internal financial controls with reference to financial statements of Jyothy Labs Limited ("the Company") as of 31 March 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

MANAGEMENT'S AND BOARD OF DIRECTORS' RESPONSIBILITIES FOR INTERNAL FINANCIAL CONTROLS

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and

the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were 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 financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

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

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

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

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

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN:26105317WIDCKH1240

Place: Mumbai
Date: 04 May 2026

Balance Sheet

As at March 31, 2026

(₹ in Lakhs)

Particulars	Note	As at March 31, 2026	As at March 31, 2025
Assets			
Non-current assets			
Property, plant and equipment	3a	34,723	29,230
Capital work in progress	3b	952	2,242
Right-of-use assets	3c	4,653	5,586
Goodwill	3d	10,524	10,524
Other intangible assets	3d	537	627
Financial assets			
Other financial assets	4	19,598	1,456
Deferred tax assets (net)	5	296	4,211
Non-current tax assets (net)	6	545	2,128
Other non-current assets	7	4,105	5,241
		75,933	61,245
Current assets			
Inventories	8	34,441	32,805
Financial assets			
Investments	9	50,628	45,647
Trade receivables	10	25,660	27,444
Cash and cash equivalents	11a	5,259	7,718
Bank balances other than cash and cash equivalents	11b	25,744	6,517
Other financial assets	4	486	16,346
Other current assets	7	7,085	4,666
		1,49,303	1,41,143
Total assets		2,25,236	2,02,388
Equity and liabilities			
Equity			
Equity share capital	12	3,672	3,672
Other equity	13	1,55,189	1,34,589
Total equity		1,58,861	1,38,261
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease Liabilities	32	2,645	3,652
Provisions	17	7,334	9,052
Other non-current liabilities	16	747	346
		10,726	13,050
Current liabilities			
Financial liabilities			
Lease Liabilities	32	2,513	2,476
Trade payables	14		
Total outstanding dues of micro enterprises and small enterprises		4,639	3,335
Total outstanding dues of creditors other than micro enterprises and small enterprises		27,025	25,697
Other financial liabilities	15	3,356	3,858
Other current liabilities	16	11,898	12,268
Provisions	17	5,573	3,106
Current tax liabilities (net)	18	645	337
		55,649	51,077
Total liabilities		66,375	64,127
Total equity and liabilities		2,25,236	2,02,388
Summary of material accounting policies	2		

The accompanying notes are an integral part of the financial statements.

As per our report of even date

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317

Mumbai
Date : May 04, 2026

For and on behalf of the Board of Directors of
Jyothy Labs Limited
CIN: L24240MH1992PLC128651

M. R. Jyothy
Chairperson and Managing Director
DIN: 00571828

Shreyas Trivedi
Company Secretary
Membership No: A12739

Pawan Agarwal
Chief Financial Officer

Mumbai
Date : May 04, 2026

Statement of Profit and Loss

for the year ended March 31, 2026

(₹ in Lakhs)

Particulars	Note	Year ended March 31, 2026	Year ended March 31, 2025
Income			
Revenue from operations	19	2,94,429	2,84,392
Other income	20	6,756	5,547
Total income (I)		3,01,185	2,89,939
Expenses			
Cost of raw material and components consumed	21	1,47,074	1,35,794
Purchase of Stock in Trade		9,753	7,724
Changes in inventories of finished goods, stock in trade and work-in-progress	22	(642)	(1,766)
Employee benefits expense	23	34,131	32,541
Finance costs	24	499	593
Depreciation and amortisation expense	25	6,124	5,612
Other expenses	26	59,127	60,116
Total expense (II)		2,56,066	2,40,614
Profit before exceptional item and tax (I-II)		45,119	49,325
Exceptional item	43	-	(370)
Profit before tax		45,119	48,955
Income tax			
Current tax	27	6,818	7,865
Tax relating to earlier periods		1,064	671
Deferred tax		3,918	3,302
Tax expenses		11,800	11,838
Profit for the year attributable to equity shareholders (A)		33,319	37,117
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Re-measurement losses of post employment benefit obligation	28	(7)	(262)
Income tax relating to items that will not be reclassified to profit or loss			
Re-measurement gains of post employment benefit obligation	27	3	92
Other comprehensive loss for the year net of tax, attributable to equity shareholders (B)		(4)	(170)
Total comprehensive income for the year net of tax, attributable to equity shareholders (A+B)		33,315	36,947
Earnings per share (EPS)			
Basic (₹)	35	9.07	10.11
Diluted (₹)		9.07	10.11
Nominal value per share (₹)		1.00	1.00
Summary of material accounting policies	2		

The accompanying notes are an integral part of the financial statements.

As per our report of even date

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317

Mumbai
Date : May 04, 2026

For and on behalf of the Board of Directors of
Jyothy Labs Limited
CIN: L24240MH1992PLC128651

M. R. Jyothy
Chairperson and Managing Director
DIN: 00571828

Shreyas Trivedi
Company Secretary
Membership No: A12739

Mumbai
Date : May 04, 2026

Pawan Agarwal
Chief Financial Officer

Statement of Changes in Equity

for the year ended March 31, 2026

(₹ in Lakhs)

A. EQUITY SHARE CAPITAL

Particulars	As at March 31, 2026	As at March 31, 2025
Equity shares of ₹ 1 each issued, subscribed and fully paid		
At the beginning of the period	3,672	3,672
Changes in equity share capital during the year	-	0
At the end of the period	3,672	3,672

For further details, Refer Note 12

B. OTHER EQUITY

Particulars	Retained earnings	Capital reserves	Securities premium	General reserves	Amalgamation Adjustment Deficit Account	Employee stock option outstanding	Total
As at March 31, 2024	47,117	7,011	69,453	476	(13,706)	100	1,10,451
Profit for the year	37,117	-	-	-	-	-	37,117
Other comprehensive income -Re-measurement							
Losses of post employment benefit obligation	(170)	-	-	-	-	-	(170)
Total comprehensive income	36,947	-	-	-	-	-	36,947
Transaction with owners of the Company							
Contribution and distributions							
Cash Dividends (Note 13(B))	(12,852)	-	-	-	-	-	(12,852)
Equity settled share based expenses (Note 45)	-	-	-	-	-	43	43
Share options exercised	-	-	21	-	-	(21)	-
Total contribution and distributions	(12,852)	-	21	-	-	22	(12,809)
As at March 31, 2025	71,212	7,011	69,474	476	(13,706)	122	1,34,589
Profit for the year	33,319	-	-	-	-	-	33,319
Other comprehensive income -Re-measurement							
Losses of post employment benefit obligation	(4)	-	-	-	-	-	(4)
Total comprehensive income	33,315	-	-	-	-	-	33,315
Transaction with owners of the Company							
Contribution and distributions							
Cash Dividends (Note 13(B))	(12,853)	-	-	-	-	-	(12,853)
Equity settled share based expenses (Note 45)	-	-	-	-	-	138	138
Share options exercised	-	-	-	-	-	-	-
Total contribution and distributions	(12,853)	-	-	-	-	138	(12,715)
As at March 31, 2026	91,674	7,011	69,474	476	(13,706)	260	1,55,189

Statement of Changes in Equity

 (Contd.)
for the year ended March 31, 2026

(₹ in Lakhs)

Nature and purpose of reserves

- (a) Retained earnings - Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.
- (b) Capital reserves - During amalgamation, the excess of net assets taken, over the cost of consideration paid is treated as capital reserve. Capital Reserve is not freely available for distribution and the reserve will be utilised in accordance with the provisions of the Act.
- (c) Securities premium - The amount received in excess of face value of the equity shares is recognised in Securities Premium. This reserve can be utilized only in accordance with the provisions of section 52 of the Companies Act, 2013.
- (d) General reserves -The Company has transferred a portion of the net profit of the Company before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act, 1956.
- (e) Amalgamation Adjustment Deficit Account - Excess of book value of investment in the equity share capital of Jyothy Fabricare Services Limited ("JFSL") over the face value of such share capital.
- (f) Employee stock option outstanding - The shares option outstanding account is used to recognise the grant date fair value of options issued to employees under the Employee Stock Grant Scheme which are unvested as on the reporting date.

For further details, Refer Note 12, 13 and 45

As per our report of even date

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317

Mumbai
Date : May 04, 2026

For and on behalf of the Board of Directors of
Jyothy Labs Limited
CIN: L24240MH1992PLC128651

M. R. Jyothy
Chairperson and Managing Director
DIN: 00571828

Shreyas Trivedi
Company Secretary
Membership No: A12739

Mumbai
Date : May 04, 2026

Pawan Agarwal
Chief Financial Officer

Statement of Cash Flows

for the year ended March 31, 2026

(₹ in Lakhs)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
A. CASH FLOWS FROM OPERATING ACTIVITIES:		
Profit before tax	45,119	48,955
Adjustments to reconcile profit before tax to net cash flows:		
Depreciation of property, plant and equipment	3,348	2,979
Depreciation of right-of-use assets	2,652	2,517
Amortisation and impairment of intangible assets	124	116
Loss on sale of investment in subsidiary	-	370
Provision for slow moving inventory	(31)	142
Allowance for doubtful debts	-	79
Debtors balance written off	-	221
Loss on sale of Property, plant and equipment	8	29
Interest on Income tax Refund	(104)	-
Gain on financial assets at fair value through profit or loss	(2,015)	(1,091)
Profit on sale of Investment from mutual funds	(1,436)	(1,039)
Finance costs	499	593
Interest income	(1,771)	(2,187)
Unrealised Foreign exchange fluctuation gain (net)	(118)	(16)
Investment subsidy income	(289)	(116)
Equity settled share based expenses (Note 45)	138	43
Operating profit before working capital changes	46,124	51,595
Movements in working capital :		
Decrease/(increase) in trade receivables	1,902	(8,150)
Decrease/(increase) in other financial assets	(44)	(138)
Decrease/(increase) in inventories	(1,605)	(4,737)
Decrease/(increase) in other assets	(2,252)	(1,184)
Increase/(decrease) in trade payables	2,632	1,442
Increase/(decrease) in other financial liabilities	(510)	438
Increase/(decrease) in other liabilities	320	652
Increase/(decrease) in provisions	742	1,039
Cash generated from operations	47,309	40,957
Taxes paid (net)	(6,096)	(9,806)
Net cash generated from operating activities (A)	41,213	31,151
B. CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, plant and equipment including capital work-in-progress and capital advances	(6,688)	(5,812)
Proceeds from sale of property, plant and equipment	64	32
Proceeds from sale of investment in subsidiary	211	-
Investment in fixed deposits	(44,359)	(20,000)
Maturity proceeds from fixed deposits	22,901	31,905

Statement of Cash Flows

 (Contd.)
for the year ended March 31, 2026

(₹ in Lakhs)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Investment in Mutual Funds	(1,98,100)	(1,51,075)
Maturity proceeds from Mutual Funds	1,96,570	1,26,710
Interest income received	1,706	2,120
Net cash used in investing activities (B)	(27,695)	(16,120)
C. CASH FLOWS FROM FINANCING ACTIVITIES:		
Re-payment of principal towards lease liabilities	(2,689)	(2,369)
Interest paid on lease liabilities	(435)	(526)
Dividend paid	(12,853)	(12,852)
Net cash used in financing activities (C)	(15,977)	(15,747)
D. Net (Decrease)/Increase in cash and cash equivalents (A+B+C)	(2,459)	(716)
E. Cash and cash equivalents at the beginning of the year	7,718	8,434
F. Cash and cash equivalents at the end of the year	5,259	7,718
G. Components of cash and cash equivalents		
Cash in hand	36	42
Balance with scheduled banks - Current account	2,723	7,676
Deposits with original maturity of 3 months or less	2,500	-
Cash and cash equivalents considered for cash flow statement	5,259	7,718

H. Changes in liabilities arising from financing activities (Note 32)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Opening lease liabilities	6,128	5,056
Non cash transaction	2,154	3,967
Cash outflow	(3,124)	(2,895)
Closing lease liabilities	5,158	6,128

Summary of material accounting policies Note 2

As per our report of even date

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317

Mumbai
Date : May 04, 2026

For and on behalf of the Board of Directors of
Jyothy Labs Limited
CIN: L24240MH1992PLC128651

M. R. Jyothy
Chairperson and Managing Director
DIN: 00571828

Shreyas Trivedi
Company Secretary
Membership No: A12739

Mumbai
Date : May 04, 2026

Pawan Agarwal
Chief Financial Officer

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

1 CORPORATE INFORMATION

Jyothy Labs Limited ('the Company') is a public company domiciled in India. Its shares are listed on National Stock Exchange (NSE) and Bombay Stock Exchange (BSE). The registered office of the company is located at Ujala House , Ramakrishna Mandir Road, Kondivita, Andheri (E) Mumbai. The Company is principally engaged in manufacturing and marketing of fabric care, dishwashing, personal care and household insecticides products and also provides laundry services. These Financial statements were authorised for issue in accordance with a resolution passed by the Board of Directors on May 04, 2026

2 MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements of the Company have been prepared in accordance with Indian Accounting Standards ('Ind AS') as per the Companies (Indian Accounting Standards) Rules, 2015, as amended from time to time, notified under section 133 of the Companies Act, 2013 ('Act') and other relevant provision of the Act.

The financial statements have been prepared on a historical cost basis, except for certain financial assets, post employment benefits obligations and employee stock options outstanding which have been measured at fair value. (Refer accounting policy regarding financial instruments).

The financial statements are presented in INR and all values are rounded to the nearest lakhs, except when otherwise indicated.

2.2 Summary of material accounting policies

a. Current versus non-current classification

The Company presents assets and liabilities in the balance sheet based on current/ non-current classification.

An asset is treated as current when it is:

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

A liability is current when :

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

The Company classifies all other liabilities as non-current.

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

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

b. Foreign currencies

The Company's financial statements are presented in INR, which is also the company's functional currency.

Transactions and balances

Transactions in foreign currencies are initially recorded by the Company at their functional currency spot rates at the date the transaction first qualifies for recognition. However, for practical reasons, the Company uses an average rate if the average approximates the actual rate at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Exchange differences arising on settlement or translation of monetary items are recognised in profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

c. Fair value measurement

The Company measures financial instruments (Refer Note 2.2(o)), classified as subsequently measured at fair value through profit or loss, at fair value at each balance sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either :

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole :

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

d. Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the transaction price of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duties collected on behalf of the government. The Company has concluded that it is the principal in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements as it has pricing latitude and is also exposed to inventory and credit risks. However Goods and Service tax (GST) is not received by the Company on its own account. Rather, it is tax collected by the seller on behalf of the government. Accordingly, it is excluded from revenue.

The specific recognition criteria described below must also be met before revenue is recognised.

Sale of goods

Revenue from the sale of goods towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. Revenue from sale of goods is recognized when control of goods are transferred to the buyer which is generally at the time of dispatch or delivery depending on terms with customers. 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. No element of financing is deemed present as the sales are made with normal credit terms consistent with market practice.

Accumulated experience is used to accrue for the discounts considering the terms of the underlying schemes and agreements with the customers.

The Company recognizes revenues on the sale of products, net of returns, discounts, amounts collected on behalf of third parties (such as GST).

Sale of Services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised on completion of the transaction provided no significant uncertainty exists regarding the amount of the consideration that will be derived from rendering the service. Service revenue are net of GST.

d (i). Interest income

For all debt instruments measured at amortised cost, interest income is recorded using the effective interest rate (EIR). EIR is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the gross carrying amount of the financial asset or to the amortised cost of a financial liability. When calculating the effective interest rate, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) but does not consider the expected credit losses. Interest income is included in other income in the statement of profit and loss.

e. Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Company receives grants of non-monetary assets, the asset and the grant are recorded at fair value amounts and released to profit or loss over the expected useful life in a pattern of consumption of the benefit of the underlying asset i.e. By equal annual instalments.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

f. Taxes

Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the country where the Company operates and generates taxable income.

Current income tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Current tax items are recognised in correlation 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 provisions where appropriate.

Deferred tax

Deferred tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss
- In respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except :

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). 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.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

Goods and service tax paid on acquisition of assets or on incurring expenses

Expenses and assets are recognised net of the amount of Goods and service taxes paid, except:

- When the tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the tax paid is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable
- When receivables and payables are stated with the amount of tax included

The net amount of tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheet.

MAT

Minimum Alternative Tax (MAT) credit, which is equal to the excess of MAT (calculated in accordance with provisions of Section 115JB of the Income tax Act, 1961) over normal income-tax is recognized as an item in deferred tax asset by crediting the Statement of Profit and Loss only when and to the extent there is convincing evidence that the Company will be able to avail the said credit against normal tax payable during the period of fifteen succeeding assessment years.

g. Property, plant and equipment

Property, plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. When significant part 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 cost are recognised in profit or loss as incurred.

The cost of an item of property, plant and equipment shall be recognized as an asset if, and only if 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 cost of a self-constructed item of property, plant and equipment comprises the cost of materials and direct labour, any other costs directly attributable to bringing the item to working condition for its intended use, and estimated costs of dismantling and removing the item and restoring the site on which it is located. The cost of property, plant and equipment at 1 April 2016, the Company's date of transition to IND AS, was determined with reference to its carrying value recognized as per the previous GAAP (deemed cost), as at date of transition to Ind AS.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably.

Depreciation is calculated on a straight-line basis, pro rata to the period of use, based on estimated useful lives of the assets as follows:

Category	Management Estimated useful life (in years)	Schedule II Estimated useful life (in years)
Factory Buildings	10 to 30	30
Building (Other than Factory Building)	30 to 60	60
Building (Fences and temporary structure)	3 to 6	3 to 5
Plant and machinery	8 to 15	15
Furniture and fixtures	8 to 10	10
Dies and moulds *	3 to 15	15

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

Category	Management Estimated useful life (in years)	Schedule II Estimated useful life (in years)
Computers	3 to 6	3 to 6
Office equipment's *	3 to 5	5
Vehicles	8 to 10	8 to 10

* The useful lives of these assets are taken as per management estimates.

Freehold land is not depreciated and is recognised at cost less impairment, if any.

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

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

Capital work-in-progress comprises cost of Property, Plant and Equipments that are not yet ready for their intended use at the year end.

Advances paid towards the acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances under "Other Non-Current Assets".

h. Intangible assets

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. 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 finite as per table below -

Category	Estimated useful life (in years)
Trademarks and Copyrights	9-10
Software and Licences	10

Intangible assets with finite lives are amortised over the useful economic life on straight line basis 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. 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.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit or loss when the asset is derecognised.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

Goodwill

Goodwill represents the excess of the consideration paid to acquire a business over underlying fair value of the identified net assets acquired. Goodwill is carried at cost less accumulated impairment losses, if any. Goodwill is deemed to have an indefinite useful life and is tested for impairment annually.

i. Leases

The Company applies a single recognition and measurement approach for all leases, The Company also has certain leases of machinery with lease terms of 12 months or less and leases of office equipment with low value. The Company applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

The lease liabilities were discounted using the incremental borrowing rate (same as company average borrowing rate).

The Company also applied the available practical expedients wherein it:

- Used a single discount rate to a portfolio of leases with reasonably similar characteristics
- Relied on its assessment of whether leases are onerous immediately before the date of initial application
Applied the short-term leases exemptions to leases with lease term that ends within 12 months of the date of initial application
- Excluded the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- Used hindsight in determining the lease term where the contract contained options to extend or terminate the lease

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, as follows:

- Building 3 to 15 years
- Land 60 to 999 years

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. Right-of-use assets related to leased properties that do not meet the definition of investment property are presented as property, plant and equipment.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in note 2.2(i) Impairment of non-financial assets.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

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/renew. 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.

iii) Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Company as a lessor

Leases in which the Company does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

j. Inventories

Inventories are valued at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

- Raw materials: Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on weighted average basis.
- 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 is determined on weighted average basis.
- Traded goods: Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on weighted average basis.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

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.

Raw materials, components and other supplies held for use in the production of finished products are not written down below cost except in cases when a decline in the price of materials indicates that the cost of the finished products shall exceed the net realisable value.

Provision is made for cost of obsolescence and other anticipated losses, whenever considered necessary.

k. Impairment of non-financial assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or Company's assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

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. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Company bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Company's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year. To estimate cash flow projections beyond periods cover rate can be justified. In any case, this growth rate does not exceed the long-term average growth rate for the products, industries, or country or countries in which the entity operates, or for the market in which the asset is used.

Impairment losses including impairment on inventories, are recognised in the statement of profit and loss. For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Company estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill is tested for impairment annually on reporting date and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or Company of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

I. Provisions, Contingent liability and commitment

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.

Contingent Liabilities are disclosed in respect of possible obligations that arise from past events but their existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the company or where any present obligation cannot be measured in terms of future outflow of resources or where a reliable estimate of the obligation cannot be made. Provisions are recognised when the company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated.

Provisions are not recognised for future operating losses. Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognized even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small. A contingent asset is disclosed, where an inflow of economic benefits is probable. An entity shall not recognise a contingent asset unless the recovery is virtually certain.

Commitments are future liabilities for contractual expenditure, classified and disclosed as follows:

- (i) estimated amount of contracts remaining to be executed on capital account and not provided for;
- (ii) other non-cancellable commitments, if any, to the extent they are considered material and relevant in the opinion of management.

Other commitments related to sales/procurements made in the normal course of business are not disclosed to avoid excessive details.

m. Retirement and other employee benefits

Retirement benefit in the form of provident fund is a defined contribution scheme. The Company has no obligation, other than the contribution payable to the provident fund. The Company recognizes contribution payable to the provident fund scheme as an expense, when an employee renders the related service. If the contribution payable to the scheme for service received before the balance sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognized as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the balance sheet date, then excess is recognized as an asset to the extent that the pre-payment will lead to, for example, a decrease in future payment or a cash refund.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

The Company operates a defined benefit gratuity plan in India, The cost of providing benefits under the defined benefit plan is determined at the period end by an independent actuary using the projected unit credit method. Remeasurements, comprising of actuarial gains and losses, are recognised immediately in the balance sheet with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Company recognises the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non- routine settlements; and
- Net interest expense or income

Short-term employee benefits

Liabilities for wages and salaries including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are classified as short term employee benefits and are recognized as an expense in the Statement of Profit and Loss as the related service is provided. A liability is recognised for the amount expected to be paid if the company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Other Long-term employee benefits

The liabilities for earned leaves are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by the employees upto the end of the reporting period using the projected unit credit method based on actuarial valuation. Re-measurement are recognised in profit or loss in the period in which they arise including actuarial gains and losses.

n. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement

All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss (FVTPL), transaction costs that are attributable to the acquisition of the financial asset. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company commits to purchase or sell the asset. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories -

- 1 Debt instruments at amortised cost
- 2 Debt instruments at fair value through other comprehensive income (FVTOCI)
- 3 Debt instruments, derivatives and equity instruments at fair value through profit or loss (FVTPL)
- 4 Equity instruments measured at fair value through other comprehensive income (FVTOCI)

The Company does not have any financial assets falling under category 2 and 4 above.

Debt instruments at amortised cost

A 'debt instrument' is measured at the amortised cost if both the following conditions are met:

- a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

This category is the most relevant to the Company. After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount. The EIR amortisation is included in finance income in the profit or loss. The losses arising from impairment are recognised in the profit or loss. This category generally applies to trade and other receivables.

Debt instrument at FVTPL

FVTPL is a residual category for debt instruments. Any debt instrument, which does not meet the criteria for categorization as at amortized cost or as FVTOCI, is classified as at FVTPL. In addition, the Company may elect to designate a debt instrument, which otherwise meets amortized cost or FVTOCI criteria, as at FVTPL.

However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'accounting mismatch'). The Company has not designated any debt instrument as at FVTPL. Debt instruments included within the FVTPL category are measured at fair value with all changes recognized in the P&L.

Equity investments

Investment in subsidiaries are carried at cost less accumulated impairment losses, if any.

All equity investments in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading classified as at FVTPL and are measured at fair value with all changes recognised in the profit or loss. For all other equity instruments, the Company may make an irrevocable election to present in other comprehensive income subsequent changes in the fair value. The Company makes such election on an instrument- by-instrument basis. The classification is made on initial recognition and is irrevocable.

If the Company decides to classify an equity instrument as FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognized in the OCI. There is no recycling of the amounts from OCI to P&L, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a Company of similar financial assets) is primarily derecognised (i.e. removed from the Company's balance sheet) when :

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement;
and either
 - (a) The Company has transferred substantially all the risks and rewards of the asset, or
 - (b) The Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

Impairment of financial assets

In accordance with Ind AS 109, the Company applies expected credit loss (ECL) model for measurement and recognition of impairment loss.

Loss allowances for trade receivable are always measured at an amount equal to life time ECL.

Life time expected credit losses are the expected credit losses that result from all possible default events over the expected life of a financial instruments

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.

Investment in subsidiaries are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in subsidiaries and associates, the difference between net disposal proceeds and the carrying amounts are recognised in the Statement of Profit and Loss.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified as measured at amortised cost or FVTPL. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below :

Loans and borrowings

This is the category most relevant to the Company. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

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.

This category generally applies to borrowings.

Financial guarantee contracts

Financial guarantee contracts issued by the Company are those contracts that require a payment to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. Financial guarantee contracts are recognised initially as a liability at fair value, adjusted for Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind AS 109 and the amount recognised less cumulative amortisation. The Company does not have any financial liabilities at fair value through profit or 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 or loss.

Reclassification of financial assets

The Company determines classification of financial assets and liabilities on initial recognition. After initial recognition, no reclassification is made for financial assets which are equity instruments and financial liabilities. For financial assets which are debt instruments, a reclassification is made only if there is a change in the business model for managing those assets. Changes to the business model are expected to be infrequent. The Company's senior management determines which are significant to the Company's operations. Such changes are evident to external parties. A change in the business model occurs when the Company either begins or ceases to perform an activity that is significant to its operations. If the Company reclassifies financial assets, it applies the reclassification prospectively from the reclassification date which is the first day of the or interest.

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.

o. Trade Receivables

Trade receivables are recognised initially at transaction price and subsequently measured at cost less provision made for doubtful trade receivables as per expected credit loss method over the life of the asset depending on the customer ageing, customer category, specific credit circumstances and the historical experience of the Company.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

p. Cash and cash equivalents

Cash and cash equivalent in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

q. Cash dividend to equity holders of the Company

The Company recognises a liability to make cash or non-cash distributions to equity holders of the parent when the distribution is authorised and the distribution is no longer at the discretion of the Company, a corresponding amount is recognised directly in equity.

r. Earnings Per Share:

(i) Basic earnings per share:

Basic earnings per share is calculated by dividing:

- the profit attributable to owners of the company
- by the weighted average number of equity shares outstanding during the financial year, adjusted for bonus elements in equity shares issued during the year and excluding treasury shares.

(ii) Diluted earnings per share:

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and
- the weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

2.3 RECENT INDIAN ACCOUNTING STANDARDS (IND AS)

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. April 1, 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. April 1, 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, 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. April 1, 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 Company has no impact of these amendments.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

3A PROPERTY, PLANT AND EQUIPMENT

Particulars	Freehold land [@]	Building ^{#@}	Plant and machinery	Dies and moulds	Furniture and fixture	Office equipments	Vehicle	Total
Cost								
As at April 1, 2024	4,962	18,527	22,334	2,424	1,039	1,474	782	51,542
Additions	-	582	2,315	209	99	327	89	3,621
Disposals	3	28	246	2	211	48	32	570
As at March 31, 2025	4,959	19,081	24,403	2,631	927	1,753	839	54,593
Additions	-	4,274	2,647	300	768	800	124	8,913
Disposals	-	199	1,268	11	37	83	11	1,609
As at March 31, 2026	4,959	23,156	25,782	2,920	1,658	2,470	952	61,897
Accumulated Depreciation								
As at April 1, 2024	-	6,044	12,977	1,395	719	1,145	613	22,893
Depreciation charge for the year	-	768	1,825	85	62	183	56	2,979
Disposals	-	14	215	2	204	42	32	509
As at March 31, 2025	-	6,798	14,587	1,478	577	1,286	637	25,363
Depreciation charge for the year	-	836	1,994	89	98	274	57	3,348
Disposals	-	197	1,202	10	37	81	10	1,537
As at March 31, 2026	-	7,437	15,379	1,557	638	1,479	684	27,174
Net book value								
As at March 31, 2026	4,959	15,719	10,403	1,363	1,020	991	268	34,723
As at March 31, 2025	4,959	12,283	9,816	1,153	350	467	202	29,230

[#] Includes ₹ 374 lakhs (2025 - ₹ 374 lakhs) represented by unquoted fully paid shares at cost in various co-operative societies.

[@] The Company undisputedly possesses the title deeds for all properties (except mentioned below) held by the Company. Further, the Company does not hold any property where-in the title deed does not convey ownership interest in favour of the Company with respect to such property.

Relevant line item in the Balance sheet	Property, plant and equipment
Description of item of property	Freehold land and building
Gross carrying value	₹ 691 lakhs
Title deeds held in the name of	Associated Industries Consumers Products Pvt Ltd (AICPPL)
Whether title deed holder is a promoter, director or relative of promoter/director or employee of promoter/director	No
Property held since which date	07-09-2007
Reason for not being held in the name of the company	Ownership transfer pending

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

3B CAPITAL WORK IN PROGRESS (CWIP)

Particulars	As at March 31, 2026	As at March 31, 2025
Opening Balance	2,242	1,329
Additions during the year	7,623	4,534
Capitalised during the year	(8,913)	(3,621)
Closing Balance	952	2,242

CWIP Ageing Schedule

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 Year	2-3 Year	More than 3 years	
As at March 31, 2026					
Projects in progress	942	9	1	-	952
Projects temporarily suspended*	-	-	-	-	-
Total	942	9	1	-	952
As at March 31, 2025					
Projects in progress	1,803	7	412	20	2,242
Projects temporarily suspended*	-	-	-	-	-
Total	1,803	7	412	20	2,242

*There are no projects which are temporarily suspended or whose completion is overdue. There are no projects whose costs are exceeding the original budget.

For contractual commitment with respect to property, plant and equipment refer note 33A.

3C RIGHT-OF-USE ASSETS

Particulars	Leasehold Land	Building	Total
Cost			
As at April 1, 2024	225	14,265	14,490
Additions	-	3,899	3,899
Disposals	-	(457)	(457)
As at March 31, 2025	225	17,707	17,932
Additions	-	1,862	1,862
Disposals	-	(143)	(143)
As at March 31, 2026	225	19,426	19,651
Depreciation			
As at April 1, 2024	30	9,799	9,829
Depreciation charge for the year	3	2,514	2,517
As at March 31, 2025	33	12,313	12,346
Depreciation charge for the year	3	2,649	2,652
As at March 31, 2026	36	14,962	14,998
Net book value			
As at March 31, 2026	189	4,464	4,653
As at March 31, 2025	192	5,394	5,586

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

3D GOODWILL AND OTHER INTANGIBLE ASSETS

Particulars	Goodwill	Other intangible assets			Total other intangible assets
		Brands	Trademarks and Copyrights [@]	Softwares and Licences	
Cost					
As at April 1, 2024	10,524	21,256	106	1,382	22,744
Additions	-	-	70	128	198
Disposals	-	-	-	0	0
As at March 31, 2025	10,524	21,256	176	1,510	22,942
Additions	-	-	-	34	34
Disposals	-	-	-	15	15
As at March 31, 2026	10,524	21,256	176	1,529	22,961
Accumulated Amortisation					
As at April 1, 2024	-	21,256	106	837	22,199
Amortisation charge for the year	-	-	4	112	116
Disposals	-	-	-	0	0
As at March 31, 2025	-	21,256	110	949	22,315
Amortisation charge for the year	-	-	7	117	124
Disposals	-	-	-	15	15
As at March 31, 2026	-	21,256	117	1,051	22,424
Net book value					
As at March 31, 2026	10,524	-	59	478	537
As at March 31, 2025	10,524	-	66	561	627

@ Includes trademarks and copyrights at gross carrying value of ₹ 90 lakhs(2025 - ₹ 90 lakhs) pending for registration in the name of the Company.

IMPAIRMENT

Goodwill is tested for impairment annually as at March 31st. No impairment charges were identified as at March 31, 2026.

Goodwill of ₹ 10,038 lakhs relates to the acquisition of erstwhile business of Henkel India Limited. For the purpose of impairment testing, the Company considers this as a CGU and compares the recoverable amount of CGU with the carrying value.

Further, an amount of ₹ 250 lakhs relates to the acquisition of Fabric Care segment and has been entirely allocated to this reportable segment.

Goodwill of ₹ 236 lakhs relates to the merger of laundry services segment and has been entirely allocated to this segment.

Impairment assessment was done by comparing carrying value vs recoverable amount. Recoverable amount is value in use or realisable value whichever is higher. Value in use is calculated basis Discounted Cash Flow (DCF) Method.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

3D GOODWILL AND OTHER INTANGIBLE ASSETS (Contd.)

For DCF, following key assumptions were considered while performing impairment testing :

Terminal value growth rate : 5% (2025 : 5%)

Growth rate : 1% - 20% (2025 : 1% - 20%)

Weighted Average Cost of Capital % (WACC) (Discount rate before tax) : 13% (2025 : 13%)

The projections cover a period of five years, as we believe this to be the most appropriate timescale over which to review and consider annual performances, before applying a fixed terminal value growth rate to the final year cash flows. The growth rates used to estimate future performance (revenue, cost of services, expenses etc) are based on the estimates after considering past performance and after considering financial budgets/ forecasts.

The recoverable amounts of the above CGU's have been assessed using a value-in-use model. Value in use is generally calculated as the net present value of the projected pre-tax cash flows plus a terminal value of the cash generating unit to which the goodwill is allocated. Initially a pre-tax discount rate is applied to calculate the net present value of the pre-tax cash flows.

The Company has performed sensitivity analysis around the base assumptions and have concluded that no reasonably possible change in key assumptions would result in the recoverable amount of CGU to be less than the carrying value.

4 OTHER FINANCIAL ASSETS

Particulars	NON CURRENT		CURRENT	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Security deposit considered good	1,106	1,200	77	77
Fixed deposit with Banks having original maturity of more than 12 months (Note 11b)	17,945	42	80	15,745
Other Receivable	-	-	113	417
Investment Subsidy Receivable	547	214	216	107
	19,598	1,456	486	16,346

Break up of financial assets carried at amortised cost / cost

Particulars	NON CURRENT		CURRENT	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Trade receivables (Note 10)	-	-	25,660	27,444
Other financial assets (Note 4)	19,598	1,456	486	16,346
Cash and cash equivalent and other bank balances (Note 11(a) and 11(b))	-	-	31,003	14,235
Total financial assets carried at amortised cost	19,598	1,456	57,149	58,025

The Company's exposure to credit and currency risk, and loss allowance related to other financial assets are disclosed in Note 39

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

5 DEFERRED TAX ASSETS (NET)

Particulars	NON CURRENT	
	As at March 31, 2026	As at March 31, 2025
a) Deferred tax liability		
Depreciation and amortization	4,592	4,809
Right-of-use assets	1,171	1,953
Fair value of investment income accrued	754	-
	6,517	6,762
b) Deferred tax assets		
Provision for gratuity	1,904	2,443
Provision for leave encashment	633	805
Provision for doubtful debts	318	441
Other provisions	468	371
Lease liability	1,298	2,141
Tax credit (MAT)	2,192	4,772
	6,813	10,973
Net deferred tax assets	296	4,211

6 NON-CURRENT TAX ASSETS (NET)

Particulars	NON CURRENT	
	As at March 31, 2026	As at March 31, 2025
Income tax assets (net of provisions of ₹ 53,905 lakhs (2025 - ₹ 50,115 lakhs))	545	2,128
	545	2,128

7 OTHER ASSETS

Particulars	NON CURRENT		CURRENT	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Capital Advances	372	1,341	-	-
Advance to suppliers	-	-	2,288	1,339
Balance with government authorities and protest payments	3,733	3,900	3,128	1,637
Prepaid Expenses	-	-	514	863
Other receivables	-	-	1,155	827
	4,105	5,241	7,085	4,666

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

8 INVENTORIES (VALUED AT LOWER OF COST OR NET REALISABLE VALUE)

Particulars	CURRENT	
	As at March 31, 2026	As at March 31, 2025
Raw and packing materials	11,219	10,327
Work in progress	1,350	823
Finished goods	19,165	19,593
Stock in trade (including goods in transit ₹ 51 lakhs (2025 - ₹ 72 lakhs))	1,925	1,382
Stores and spare parts	782	680
	34,441	32,805

Inventories are net of provision of ₹ 1,477 lakhs (2025 - ₹ 1,508 lakhs) on account of damage and slow moving inventories.

9 INVESTMENTS

Particulars	CURRENT	
	As at March 31, 2026	As at March 31, 2025
Investment at Fair value through profit and loss		
Investment in Mutual Funds (quoted)	50,628	45,647
	50,628	45,647
Aggregate book and market value of quoted investments	50,628	45,647

For determination of fair values, refer (Note 38)

10 TRADE RECEIVABLES (UNSECURED)

Particulars	CURRENT	
	As at March 31, 2026	As at March 31, 2025
(i) Undisputed Trade Receivables – considered good	25,660	27,444
(ii) Undisputed Trade Receivables – considered doubtful	-	-
(iii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-
(iv) Undisputed Trade Receivables – credit impaired	1,209	1,209
(v) Disputed Trade Receivables – considered good	-	-
(vi) Disputed Trade Receivables – which have significant increase in credit risk	-	-
(vii) Disputed Trade Receivables – credit impaired	54	54
	26,923	28,707
Less: Loss allowance	(1,263)	(1,263)
	25,660	27,444

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

10 TRADE RECEIVABLES (UNSECURED) (Contd.)

Ageing of trade receivable as at March 31, 2026

Particulars	Outstanding for following period from due date						
	Not Due	Less than 6 Months	6 Months- 1 Year	1-2 Year	2-3 Year	More than 3 Year	As at March 31, 2026
(i) Undisputed Trade Receivables – considered good	13,889	11,771	-	-	-	-	25,660
(ii) Undisputed Trade Receivables – considered doubtful	-	-	-	-	-	-	-
(iii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(iv) Undisputed Trade Receivables – credit impaired	-	273	194	42	-	701	1,209
(v) Disputed Trade Receivables – considered good	-	-	-	-	-	-	-
(vi) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(vii) Disputed Trade Receivables – credit impaired	-	-	-	-	-	54	54
Total	13,889	12,044	194	42	-	755	26,923

Ageing of trade receivable as at March 31, 2025

Particulars	Outstanding for following period from due date						
	Not Due	Less than 6 Months	6 Months- 1 Year	1-2 Year	2-3 Year	More than 3 Year	As at March 31, 2026
(i) Undisputed Trade Receivables – considered good	12,521	14,923	-	-	-	-	27,444
(ii) Undisputed Trade Receivables – considered doubtful	-	-	-	-	-	-	-
(iii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(iv) Undisputed Trade Receivables – credit impaired	-	487	22	14	-	686	1,209
(v) Disputed Trade Receivables – considered good	-	-	-	-	-	-	-
(vi) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(vii) Disputed Trade Receivables – credit impaired	-	-	-	-	-	54	54
Total	12,521	15,410	22	14	-	740	28,707

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

10 TRADE RECEIVABLES (UNSECURED) (Contd.)

The above balance of trade receivable includes balance receivable from related party. (Note 31)

Trade receivable are non interest bearing and are generally on advance term or for a credit term of 15-60 days.

No trade or other receivable are due from directors or other officers of the Company either severally or jointly with any other person, nor any trade or other receivable are due from firms or private companies respectively in which any director is a partner, a director or a member.

For terms and conditions relating to related party receivables,(Note 31)

The Company's exposure to credit and currency risk, and loss allowance related to trade receivables are disclosed in Note 39

11 CASH AND BANK BALANCES

Particulars	NON CURRENT		CURRENT	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
(a) Cash and cash equivalents				
Cash in hand	-	-	36	42
Balance with banks - Current account	-	-	2,723	7,676
Deposits with original maturity of 3 months or less*	-	-	2,500	-
	-	-	5,259	7,718
(b) Bank balances other than cash and cash equivalents				
Unclaimed dividend accounts	-	-	230	223
Deposits with original maturity of more than 3 months and less than 12 months*	-	-	25,514	6,294
Deposits with original maturity of more than 12 months*	17,945	42	80	15,745
Amount disclosed under 'other financial assets' (Note 4)	(17,945)	(42)	(80)	(15,745)
	-	-	25,744	6,517
	-	-	31,003	14,235

* Includes deposits provided as securities against bank guarantees and letter of credits - ₹ 53 lakhs (2025 - ₹ 595 lakhs)

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

12 SHARE CAPITAL

Particulars	As at March 31, 2026	As at March 31, 2025
AUTHORISED CAPITAL		
301,95,00,000 (2025 - 301,95,00,000) equity shares of ₹ 1 (2025- ₹ 1) each	30,195	30,195
66,00,000 (2025 - 66,00,000) preference shares of ₹ 10 (2025 - ₹ 10) each	660	660
30,000 (2025 - 30,000) 11% cumulative preference shares of ₹ 100 (2025 - ₹ 100) each	30	30
	30,885	30,885

a) Reconciliation of the shares outstanding and at the end of the reporting period

Issued, subscribed and fully paid up equity capital

Particulars	As at March 31, 2026		As at March 31, 2025	
	No.	Amount	No.	Amount
Equity shares of ₹ 1 each issued, subscribed and fully paid				
At the beginning of the period	36,72,14,511	3,672	36,72,08,644	3,672
Issued during the year	-	-	5,867	0
Outstanding at the end of the period	36,72,14,511	3,672	36,72,14,511	3,672

Terms/ rights attached to equity shares

The Company has only one class of equity shares having par value of ₹ 1 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting. In the event of liquidation of the 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.

During the previous year ended March 31, 2025, the Company issued 5,867 equity shares of face value of ₹ 1 each, upon exercise of stock options granted under the Company's Employees Stock Unit Plan – 2023 (RSU 2023/Plan) upon exercise of options. Consequent to this allotment, the paid-up Equity Share Capital of the Company stands Increased to 36,72,14,511 equity shares of face value of ₹ 1 each i.e. ₹ 3,672 lakhs.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

12 SHARE CAPITAL (Contd.)

b) Details of shareholders holding more than 5% shares in the Company

Particulars	As at March 31, 2026		As at March 31, 2025	
	No.	% Holding in the class	No.	% Holding in the class
Equity shares of ₹ 1 each fully paid				
M. P. Ramachandran Family Trust - II	14,36,39,870	39.12%	-	-
M G Shanthakumari	1,001	0.00%	14,36,40,871	39.12%

As per records of the Company, including its register of shareholders/ members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownerships of shares.

c) Shares reserved for issue under Employee stock option

Particulars	As at March 31, 2026		As at March 31, 2025	
	No.	Amount	No.	Amount
Issue under Employee stock option Employee Stock Units Plan 2023 ("RSU Plan 2023") (Note 45)	1,77,362	2	1,06,747	1

d) Aggregate number of bonus shares issued, shares issued for consideration other than cash during the period of five years immediately preceding the reporting date:

During the five year period ended March 31, 2026 - Nil (March 31,2025 - Nil)

e) Disclosures of shareholding of promoters

Promoter Name	Share held by promoters as at March 31, 2026		Share held by promoters as at March 31, 2025		% change during the year
	No of shares (in Lakhs)	% of total shares	No of shares (in Lakhs)	% of total shares	
M. P. Ramachandran	0.01	0.00%	64.12	1.75%	-1.75%
M. P. Ramachandran Family Trust - II	1,436.40	39.12%	-	-	39.12%
M. P. Ramachandran Family Trust - I	64.11	1.75%	-	-	1.75%
M P Divakaran	144.72	3.94%	144.72	3.94%	0.00%
M P Sidharthan	104.30	2.84%	104.30	2.84%	0.00%
M.R.Deepthi	103.62	2.82%	103.62	2.82%	0.00%
M R Jyothy	103.62	2.82%	103.62	2.82%	0.00%
M G Shanthakumari	0.01	0.00%	1,436.41	39.12%	-39.12%
U B Beena	68.93	1.88%	68.93	1.88%	0.00%

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

12 SHARE CAPITAL (Contd.)

Promoter Name	Share held by promoters as at March 31, 2026		Share held by promoters as at March 31, 2025		% change during the year
	No of shares (in Lakhs)	% of total shares	No of shares (in Lakhs)	% of total shares	
K Ullas Kamath	29.03	0.79%	29.03	0.79%	0.00%
K K Sujatha	1.62	0.04%	1.62	0.04%	0.00%
Moothedath Sidharthan Srihari	26.40	0.72%	26.40	0.72%	0.00%
Jithin Moothedath Divakaran	19.04	0.52%	19.04	0.52%	0.00%
Geetha Moothedath Divakaran	19.04	0.52%	19.04	0.52%	0.00%
Sahyadri Agencies Limited	145.00	3.95%	145.00	3.95%	0.00%
Jaya Trust	43.50	1.18%	43.50	1.18%	0.00%

Promoter Name	Share held by promoters as at March 31, 2025		Share held by promoters as at March 31, 2024		% change during the year
	No of shares (in Lakhs)	% of total shares	No of shares (in Lakhs)	% of total shares	
M P Ramachandran	64.12	1.75%	1,436.41	39.12%	-37.37%
M P Divakaran	144.72	3.94%	144.72	3.94%	0.00%
M P Sidharthan	104.30	2.84%	104.30	2.84%	0.00%
M.R.Deepthi	103.62	2.82%	103.62	2.82%	0.00%
M R Jyothy	103.62	2.82%	95.38	2.60%	0.22%
M G Shanthakumari	1,436.41	39.12%	72.36	1.97%	37.15%
U B Beena	68.93	1.88%	68.93	1.88%	0.00%
K Ullas Kamath	29.03	0.79%	29.03	0.79%	0.00%
K K Sujatha	1.62	0.04%	1.62	0.04%	0.00%
Moothedath Sidharthan Srihari	26.40	0.72%	26.40	0.72%	0.00%
Jithin Moothedath Divakaran	19.04	0.52%	19.04	0.52%	0.00%
Geetha Moothedath Divakaran	19.04	0.52%	19.04	0.52%	0.00%
Sahyadri Agencies Limited	145.00	3.95%	145.00	3.95%	0.00%
Jaya Trust	43.50	1.18%	43.50	1.18%	0.00%

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

13 OTHER EQUITY

A. Other Equity consist of following :

Particulars	As at March 31, 2026	As at March 31, 2025
Retained earnings		
Balance, beginning of the year	71,212	47,117
Profit for the year	33,319	37,117
Other Comprehensive Loss		
Re-measurement losses of post employment benefit obligation	(4)	(170)
Cash dividend (Note 13(B))	(12,853)	(12,852)
Net surplus in the statement of profit and loss	91,674	71,212
Other Reserves		
Capital Reserve		
Balance, beginning of the year	7,011	7,011
Balance, end of the year	7,011	7,011
Securities premium		
Balance, beginning of the year	69,474	69,453
Add: ESOP's exercised during the year	-	21
Balance, end of the year	69,474	69,474
General reserves		
Balance, beginning of the year	476	476
Balance, end of the year	476	476
Amalgamation Adjustment Deficit Account		
Balance, beginning of the year	(13,706)	(13,706)
Balance, end of the year	(13,706)	(13,706)
Employee stock option outstanding (Note 45)		
Balance, beginning of the year	122	100
Add: Equity settled share based expenses during the year	138	43
Less: ESOP's exercised during the year	-	(21)
Balance, end of the year	260	122
	1,55,189	1,34,589

B. Distribution made and Proposed

Particulars	As at March 31, 2026	As at March 31, 2025
Cash dividend on equity shares declared and paid :		
Final dividend for the year ended March 31, 2025 ₹ 3.5 per share, (2024 ₹ 3.5 per share)*	12,853	12,852
	12,853	12,852
Proposed dividends on equity shares :		
Final dividend for the year ended March 31, 2026 ₹ 3.50 per share, (2025 ₹ 3.50 per share)*	12,853	12,853
	12,853	12,853

* The Board of Directors has recommended final dividend of ₹ 3.50 (2025 - ₹ 3.50) per equity share of face value ₹ 1 each for the financial year ended March 31, 2026 at their meeting held on May 04, 2026, The same is subject to approval of the shareholders at the ensuing Annual General Meeting.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

14 TRADE PAYABLES

Particulars	CURRENT	
	As at March 31, 2026	As at March 31, 2025
Total outstanding dues of micro enterprises and small enterprises (refer note 34 for details of dues to micro and small enterprises)	4,639	3,335
Total outstanding dues of creditors other than micro enterprises and small enterprises	27,025	25,697
	31,664	29,032

Ageing of trade payable as at March 31, 2026

Particulars	Outstanding for following period from due date						As at March 31, 2026
	Unbilled Dues	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
MSME	177	3,684	778	-	-	-	4,639
Others	5,748	14,070	7,207	-	-	-	27,025
Disputed Due-MSME	-	-	-	-	-	-	-
Disputed Due-Others	-	-	-	-	-	-	-
Total	5,925	17,754	7,985	-	-	-	31,664

Ageing of trade payable as at March 31, 2025

Particulars	Outstanding for following period from due date						As at March 31, 2025
	Unbilled Dues	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
MSME	142	1,701	1,492	-	-	-	3,335
Others	7,022	7,370	11,305	-	-	-	25,697
Disputed Due-MSME	-	-	-	-	-	-	-
Disputed Due-Others	-	-	-	-	-	-	-
Total	7,164	9,071	12,797	-	-	-	29,032

15 OTHER FINANCIAL LIABILITIES

Particulars	CURRENT	
	As at March 31, 2026	As at March 31, 2025
Security deposits	165	183
Payable to Employees	2,961	3,452
Unclaimed dividend *	230	223
	3,356	3,858

* There are no amounts payable / due to be credited to Investor Education and Protection Fund.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

15 OTHER FINANCIAL LIABILITIES (Contd.)

For explanation on the Company's liquidity risk management processes, refer Note 39

Terms and conditions of the above financial liabilities:

- 1) Trade payables are non-interest bearing and are normally settled on 0-60 days term.
- 2) Other payables are non interest bearing and are settled within a year.

Particulars	NON CURRENT		CURRENT	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Break up of financial liabilities carried at amortised cost				
Trade payables (Note 14)	-	-	31,664	29,032
Lease Liabilities (Note 32)	2,645	3,652	2,513	2,476
Other financial liabilities (Note 15)	-	-	3,356	3,858
Total of financial liabilities carried at amortised cost	2,645	3,652	37,533	35,366

16 OTHER LIABILITIES

Particulars	NON CURRENT		CURRENT	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Statutory dues	-	-	1,814	2,289
Deferred investment subsidy (a)	747	346	167	90
Advances from customers	-	-	1,489	1,299
Contractual Obligation	-	-	8,428	8,590
	747	346	11,898	12,268

(a) In earlier years, the Company has been awarded grants on account of Central capital investment subsidy (CCIS) of ₹ 2,115 lakhs and grants recognised as deferred income, is being amortised over the useful life of the assets in proportion to the usage of the related assets.

17 PROVISIONS

Particulars	NON CURRENT		CURRENT	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits				
Provision for leave encashment #	2,268	2,060	245	243
Provision for gratuity (Note 28(ii))	5,066	6,992	2,500	-
	7,334	9,052	2,745	243
Other provisions #				
Provision for litigations*	-	-	2,828	2,863
	7,334	9,052	5,573	3,106

* Provision for litigations pertain to various disputed indirect tax matters for which timing of outflow is not determinable and will be based on outcome of ongoing litigation.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

17 PROVISIONS (Contd.)

Movement in Provisions #	Provision for leave encashment		Provision for litigations	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Balance as at 1 st April	2,303	2,064	2,863	2,610
Provision/(reversal) during the year (Net)	382	460	-	253
Paid during the year	(172)	(221)	(35)	-
Balance as at 31st March	2,513	2,303	2,828	2,863

18 CURRENT TAX LIABILITIES (NET)

Particulars	CURRENT	
	As at March 31, 2026	As at March 31, 2025
Provision for income tax (net of advance tax of ₹ 11,982 lakhs (2025 ₹ 8,199 lakhs))	645	337
	645	337

19 REVENUE FROM OPERATIONS

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Sale of goods (Note 41)	2,87,979	2,77,571
Sale of Services (Note 41)	6,244	6,630
	2,94,223	2,84,201
Other operating revenues		
Sale of scrap	206	191
	206	191
	2,94,429	2,84,392

20 OTHER INCOME

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Interest on fixed deposits	1,623	2,088
Gain on financial assets at fair value through profit or loss	2,015	1,091
Profit on sale of Investments	1,436	1,039
Budgetary support benefit	901	961
Investment subsidy income	289	116
Interest others	148	99
Foreign exchange fluctuation gain (net)	118	16
Interest on Income tax Refund	104	-
Miscellaneous income	122	137
	6,756	5,547

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

21 COST OF RAW MATERIALS AND COMPONENTS CONSUMED

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Inventory at the beginning of the year	10,327	7,673
Add: Purchases	1,47,966	1,38,448
	1,58,293	1,46,121
Less: Inventory at the end of the year	11,219	10,327
	1,47,074	1,35,794

22 CHANGES IN INVENTORIES OF FINISHED GOODS, STOCK IN TRADE AND WORK-IN-PROGRESS

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Closing inventory		
Finished goods	19,165	19,593
Traded goods	1,925	1,382
Work in progress	1,350	823
	22,440	21,798
Opening inventory		
Finished goods	19,593	17,582
Traded goods	1,382	1,726
Work in progress	823	724
	21,798	20,032
	(642)	(1,766)

23 EMPLOYEE BENEFITS EXPENSE

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Salaries, wages and bonus	28,296	27,031
Contribution to provident and other funds (Note 28(ii))	1,834	1,715
Gratuity (Note 28(i))	982	907
Staff welfare expenses	488	485
Directors' remuneration (Note 31 (f))	1,777	1,006
Field staff incentives	616	1,354
Equity settled share based expenses (Note 45)	138	43
	34,131	32,541

24 FINANCE COST

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Interest on lease liability	499	593
	499	593

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

25 DEPRECIATION AND AMORTIZATION EXPENSE

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Depreciation on property, plant and equipment	3,348	2,979
Amortization of intangible assets	124	116
Depreciation of right of use assets	2,652	2,517
	6,124	5,612

26 OTHER EXPENSES

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Advertisement and sales promotion	22,746	23,972
Freight, handling and forwarding charges	19,142	17,786
Power and fuel expenses	3,127	3,338
Rent (Note 32)	315	307
Insurance	478	450
Repairs and maintenance		
- Building	44	49
- Plant and machinery	416	324
- Others	325	272
Consumption of stores and spares	1,022	1,124
Printing and stationery	67	55
Communication costs	220	221
Legal and professional fees	1,074	1,123
Payment to Auditors (Note 29(A))	144	149
Rates and taxes	148	415
Directors' sitting fees (Note 31(f))	18	20
Vehicle maintenance	314	375
Conversion charges	674	688
Field staff expenses	2,454	2,642
Provision for doubtful Debts	-	79
Debtors balance written off	-	221
Travelling and conveyance	738	663
Royalty	457	462
Corporate social responsibility expenses (Note 29(B))	820	622
Donation	2	2
Loss on sale of Property, plant and equipment	8	29
Miscellaneous expenses	4,374	4,728
	59,127	60,116

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

27 INCOME TAX

The major components of income tax expense for the years ended March 31, 2026 and March 31, 2025 are :

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
a. Profit or loss		
Income tax expenses		
Current tax		
Current period	6,818	7,865
Tax relating to earlier periods	1,064	671
	7,882	8,536
Deferred tax		
Relating to origination and reversal of temporary differences	3,918	3,302
	11,800	11,838
b. OCI		
Deferred tax related to items recognised in OCI during the year :		
Net gain on remeasurements of defined benefit plans	3	92
	3	92
c. Reconciliation of tax expense and accounting profit multiplied by India's domestic tax rate		
Accounting profit before tax	45,119	48,955
Tax rate	34.94%	34.94%
Tax at statutory rate	15,766	17,107
Tax impact :- Profit exempt from tax	(4,901)	(5,244)
Corporate social responsibility expenditure disallowed	147	111
Tax relating to earlier periods	1064	671
Others	(276)	(807)
Adjusted tax expense	11,800	11,838
Tax expense	11,800	11,838
d. Deferred tax Assets and Liabilities		
Net deferred tax assets and (liabilities)	296	4,211

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

27 INCOME TAX (Contd.)

e. Movement in Deferred tax Assets and Liabilities

Movement during the year ended March 31, 2026

Particular	As at March 31, 2025	Credit/(charge) in the Statement of Profit and Loss	Credit/(charge) in Other Comprehensive Income	As at March 31, 2026
Deferred tax assets/(liability)				
Depreciation	(4,809)	217	-	(4,592)
Right-of-use assets	(1,953)	782	-	(1,171)
Fair value of investment income accrued	-	(754)	-	(754)
Provision for gratuity	2,443	(542)	3	1,904
Provision for leave encashment	805	(172)	-	633
Provision for doubtful debts	441	(123)	-	318
Other provisions	371	97	-	468
Lease liability	2,141	(843)	-	1,298
Tax credit (MAT) (net)	4,772	(2,580)	-	2,192
	4,211	(3,918)	3	296

Movement during the year ended March 31, 2025

Particular	As at March 31, 2024	Credit/(charge) in the Statement of Profit and Loss	Credit/(charge) in Other Comprehensive Income	As at March 31, 2025
Deferred tax assets/(liability)				
Depreciation	(4,774)	(35)	-	(4,809)
Right-of-use assets	(1,629)	(324)	-	(1,953)
Provision for gratuity	2,161	190	92	2,443
Provision for leave encashment	721	84	-	805
Provision for doubtful debts	414	27	-	441
Other provisions	337	34	-	371
Lease liability	1,767	374	-	2,141
Tax credit (MAT) (net)	8,424	(3,652)	-	4,772
	7,421	(3,302)	92	4,211

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

28(I) GRATUITY

The Company has a defined benefit gratuity plan. Every employee who has completed five years or more of service gets a gratuity on departure at 15 days salary (last drawn salary) for each completed year of service. The Ceiling limit of gratuity is ₹ 20 lakhs. The scheme is funded with Life Insurance Corporation of India (LIC) and HDFC Life Insurance Company.

The following tables summarises the components of net benefit expense recognised in the statement of profit and loss and the funded status and amounts recognised in the balance sheet for the respective plans.

Particulars	March 31, 2026	March 31, 2025
	Gratuity Funded	Gratuity Funded
(A) Summary of the Actuarial Assumptions		
Mortality	IALM (2012-14) Ult.	IALM (2012-14) Ult.
Discount rate	6.60%	6.85%
Rate of increase in compensation	8.00%	8.00%
Withdrawal rates	8.00%	8.00%
Rate of return (expected) on plan assets	7.05%-7.66%	6.86%-7.67%
The estimates of future salary increases considered in actuarial valuation take account of inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.		
The overall expected rate of return on assets is determined based on the market price prevailing on that date, applicable to the period over which the obligation is to be settled.		
(B) Changes in present value of obligations		
Present value of obligations at beginning of period	7,089	6,270
Current Service Cost	497	462
Past Service Cost	10	-
Interest cost	482	451
Benefits Paid	(410)	(356)
Re-measurement changes arising from changes in demographic assumptions	-	-
Re-measurement changes arising from changes in financial assumptions	126	166
Experience adjustments	(119)	96
Present value of obligations at end of period	7,675	7,089
(C) Changes in fair value of plan assets		
Fair value of plan assets at the beginning of period	97	87
Investment Income	7	10
Employers' Contribution	5	-
Fair value of plan assets at end of period	109	97

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

28(I) GRATUITY (Contd.)

Particulars	March 31, 2026	March 31, 2025
	Gratuity Funded	Gratuity Funded
(D) Expenses recognised in the statement of profit and loss		
Current service cost	497	462
Past Service Cost	10	-
Net Interest cost on the Net Defined Benefit Liability/(Asset)	475	441
Expenses paid directly	-	4
Expense recognised in the statement of profit and loss	982	907
(E) Remeasurement gains/(losses) in other comprehensive income		
Actuarial changes arising from changes in demographic assumptions	-	-
Re-measurement changes arising from changes in financial assumptions	126	166
Experience adjustments	(119)	96
Total amount recognised in OCI	7	262
(F) The major categories of plan assets as a percentage of the fair value of total plan assets are as follows:		
Investment with Insurer	100%	100%
(G) Net Assets/(Liabilities) recognised in the balance sheet		
Present value of obligations at end of period	(7,675)	(7,089)
Fair value of plan assets at end of period	109	97
Funded status (deficit in fair value of plan assets over Present value of obligations)	(7,566)	(6,992)
Net assets/(Liability) recognised in the balance sheet	(7,566)	(6,992)

These defined benefit plan exposed to actuarial risk, such as longevity risk, currency risk, interest rate risk and market risk. Fund is Managed by LIC and HDFC as per Insurance Regulatory and Development Authority guidelines. The plan assets of the defined benefit plan have been primarily invested in insurer managed funds and the asset allocation for plan assets is determined based on the investment criteria prescribed under the relevant regulations applicable to pension funds and the insurer managers. The insurers' investment are well diversified and also provide for guaranteed interest rates arrangements.

(H) Sensitivity Analysis:

Significant actuarial assumptions for the determination of the defined benefit obligation are discount rate, expected salary increase and mortality. The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

The results of sensitivity analysis is given below:

Particulars	As at March 31, 2026	As at March 31, 2025
Defined Benefit Obligation (Base)	7,675	7,089

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

28(I) GRATUITY (Contd.)

Particulars	As at March 31, 2026		As at March 31, 2025	
	Decrease	Increase	Decrease	Increase
Discount Rate (-/+ 1%)	8,221	7,188	7,602	6,630
(% change compared to base due to sensitivity)	7.1%	-6.4%	7.2%	-6.5%
Salary Growth Rate (-/+ 1%)	7,254	8,126	6,687	7,517
(% change compared to base due to sensitivity)	-5.5%	5.9%	-5.7%	6.0%
Attrition Rate (-/+ 50% of attrition rates)	7,788	7,595	7,176	7,026
(% change compared to base due to sensitivity)	1.5%	-1.0%	1.2%	-0.9%
Mortality Rate (-/+ 10% of mortality rates)	7,677	7,674	7,089	7,089
(% change compared to base due to sensitivity)	0.0%	0.0%	0.0%	0.0%

(I) Asset Liability Matching Strategies

The Company has purchased insurance policy, which is basically a year-on-year cash accumulation plan in which the interest rate is declared on yearly basis and is guaranteed for a period of one year. The insurance Company, as part of the policy rules, makes payment of all gratuity outgoes during the year (subject to sufficiency of funds under the policy). The policy, thus, mitigates the liquidity risk. However, being a cash accumulation plan, the duration of assets is shorter compared to the duration of liabilities. Thus, the Company is exposed to movement in interest rate (in particular, the significant fall in interest rates, which should result in a increase in liability without corresponding increase in the asset).

Particulars	As at March 31, 2026		As at March 31, 2025	
	Decrease	Increase	Decrease	Increase
Interest Rate (- / + 1%)	95	123	85	103
(% change compared to base due to sensitivity)	-12.84%	12.84%	-12.37%	12.37%

(J) Effect of Plan on Entity's Future Cash Flows

a) Funding arrangements and Funding Policy

The Company has purchased an insurance policy to meet the liabilities on account of gratuity to the employees. Every year, the insurance company carries out a funding valuation based on the latest employee data provided by the Company. Any deficit in the assets arising as a result of such valuation is funded by the Company.

b) Maturity Profile of Defined Benefit Obligation

Weighted average duration (based on discounted cash flows)	7 years
Expected cash flows over the next (valued on undiscounted basis) :-	₹
1 year	803
2 to 5 years	3,428
6 to 10 years	3,962
More than 10 years	4,699

c) The Company paid ₹ 5 lakhs towards the fund.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

28 (II) PROVIDENT FUND AND OTHER FUNDS

The Company contributed ₹ 1,834 lakhs and ₹ 1,715 lakhs to the employee provident fund and other funds during the years ended March 31, 2026 and March 31, 2025, respectively and same has been recognized in the Statement of Profit and Loss under the head employee benefit expense.

29 A) PAYMENT TO AUDITORS (EXCLUDING GST)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
As Auditors		
Audit fee	62	68
Tax audit fees and certification	18	18
Limited review of quarterly results	54	54
Reimbursement of expenses	10	9
	144	149

B) EXPENDITURE RELATED TO CORPORATE SOCIAL RESPONSIBILITY AS PER SECTION 135 OF THE COMPANIES ACT, 2013 READ WITH SCHEDULE VII IS AS GIVEN BELOW:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Amount required to be spent by the Company during the year	817	617
Amount approved by Board to be spent during the year	817	617
Amount of expenditure incurred	820	622
Excess at the end of the year	(3)	(5)
Total of previous years shortfall/(Excess)	-	-
Nature of CSR activities.		
Promoting health care including preventive health care	816	550
Promoting education including special education and enhancing vocation skills	-	67
Ensuring environmental sustainability, ecological balance	-	1
Eradicating of hunger, poverty and malnutrition	4	4

30 SEGMENT REPORTING

Based on the "management approach" as defined in Ind AS 108 - 'Operating Segments', the Chief Operating Decision Maker evaluates the Company performance and allocate resources based on an analysis of various performance indicators by business segments and segment information is presented accordingly as follows :

1. Fabric Care includes fabric whitener, fabric enhancer, fabric conditioner, detergent powder, detergent liquid and bar soap.
2. Dishwashing includes dish wash bar, gel, liquid, dish wash scrubber, dishwash steel scrubber and dishwash powder.
3. Household Insecticides includes mosquito repellent coil, liquid, racquet and aerosol.
4. Personal Care includes body soap, toothpaste, deodorants, talcum powder, after shave and hand wash.
5. Others includes Laundry services, incense sticks, toilet cleaner and floor cleaner.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

30 SEGMENT REPORTING (Contd.)

Segment assets include all operating assets used by a segment and consist principally of debtors, inventories, advances and property, plant & equipment. Assets at corporate level are not allocable to segments on a reasonable basis and thus the same have not been allocated. Segment liabilities include all operating liabilities and consist principally of creditors and accrued liability.

Goodwill identifiable to operating segments are included in segment assets. However, where goodwill relates to multiple operating segments and it is not practicable to allocate between segments, it is included in 'unallocated assets. Finance cost, finance income and fair value gains and loss on financial assets are not allocated to any operating segments as the Company reviews the treasury and finance cost at the Company level.

Accordingly, borrowings are also considered in unallocated liabilities.

Current taxes, deferred taxes and certain financial assets and liabilities are not allocated to segments as they are also managed on Company basis.

Capital expenditure consists of addition of property, plant and equipment and intangible assets.

Transfer pricing between operating segments are on as arm length basis in a manner similar to transaction with third parties.

Intersegment revenue are eliminated and reflected in the 'adjustment and eliminations' column. All other adjustment and eliminations are part of detailed reconciliation presented further below.

Year ended March 31, 2026

	Fabric care	Dishwashing	Household insecticides	Personal care	Others	Total Operating segments	Adjustments and eliminations	Total segments
Revenue								
External revenue	1,34,588	95,931	19,604	32,084	12,222	2,94,429	-	2,94,429
Total revenue from operation	1,34,588	95,931	19,604	32,084	12,222	2,94,429	-	2,94,429
Income/(Expenses)								
Depreciation and amortisation	(1,335)	(945)	(462)	(314)	(550)	(3,606)	(2,518)	(6,124)
Segment profit	26,848	15,053	(464)	2,534	(19)	43,952	1,167	45,119
Total assets	42,330	31,000	11,223	9,481	5,076	99,110	1,26,126	2,25,236
Total liabilities	28,451	18,864	4,934	6,047	2,347	60,643	5,732	66,375
Capital expenditure	1,677	1,117	560	297	127	3,778	2,910	6,688

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

30 SEGMENT REPORTING (Contd.)

Year ended March 31, 2025

	Fabric care	Dishwashing	Household insecticides	Personal care	Others	Total Operating segments	Adjustments and eliminations	Total segments
Revenue								
External revenue	1,24,552	97,170	19,854	30,490	12,326	2,84,392	-	2,84,392
Total revenue from operation	1,24,552	97,170	19,854	30,490	12,326	2,84,392	-	2,84,392
Income/(Expenses)								
Depreciation and amortisation	(1,164)	(928)	(428)	(350)	(539)	(3,409)	(2,203)	(5,612)
Segment profit	29,513	18,334	(2,473)	3,529	358	49,261	(306)	48,955
Total assets	39,956	30,376	10,703	10,689	5,002	96,726	1,05,662	2,02,388
Total liabilities	25,186	20,244	4,860	5,707	2,542	58,539	5,588	64,127
Capital expenditure	1,229	1,436	361	299	399	3,724	2,088	5,812

Reconciliations to amount reflected in the financial statements :

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
A) Reconciliation of profit		
Segment profit	43,952	49,261
Other Income (Note 20)	1,893	2,324
Other unallocable income	3,962	2,262
Finance cost (Note 24)	(499)	(593)
Exceptional Item (Note 43)	-	(370)
Other unallocable expenses	(4,189)	(3,929)
Profit before tax	45,119	48,955

Particulars	As at March 31, 2026	As at March 31, 2025
B) Reconciliations of assets		
Segment operating assets	99,110	96,726
Investment	50,628	45,647
Other financial assets (Note 4)	18,025	15,787
Non current tax assets (net) (Note 6)	545	2,128
Deferred tax asset (net) (Note 5)	296	4,211
Cash and cash equivalent	31,003	14,235
Other unallocable assets	927	1,592
Tangible and Intangible assets	24,702	22,062
Total assets	2,25,236	2,02,388

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

30 SEGMENT REPORTING (Contd.)

Particulars	As at March 31, 2026	As at March 31, 2025
C) Reconciliations of liabilities		
Segment operating liabilities	60,643	58,539
Current tax liabilities (net) (Note 18)	645	337
Lease Liability	1,912	1,895
Other unallocable liabilities	3,175	3,356
Total liabilities	66,375	64,127

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
D) Revenue from external customers		
India	2,84,129	2,75,443
Outside India	10,300	8,949
Total revenue as per statement of profit or loss	2,94,429	2,84,392

The revenue information above is based on the location of the customers.

Revenue from one customer amounted to ₹ 35,863 lakhs during the year ended March 2026 (March 2025 ₹ 39,387 lakhs) arising from sales in various segment.

Particulars	As at March 31, 2026	As at March 31, 2025
E) Non-current operating assets		
India	51,389	48,209
Outside India	-	-
Total	51,389	48,209

Non-current assets for this purpose consist of property, plant and equipment, capital work in progress and intangible assets.

31 RELATED PARTY DISCLOSURES

a) Parties where control exists/Significant influence exists :

Subsidiaries

Jyothy Kallol Bangladesh Limited Upto March 25, 2025

b) Key Management Personnel :

M. R. Jyothy Chairperson and Managing Director
 Sanjay Agarwal Chief Financial Officer upto August 21, 2024
 Pawan Agarwal Chief Financial Officer (w.e.f. November 14, 2024)
 Shreyas Trivedi Head-Legal & Company Secretary

Other Directors

Bhumika Batra Independent Director
 Aditya Sapru Independent Director
 Narayanan Subramaniam Independent Director
 Suresh Balakrishna Independent Director

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

31 RELATED PARTY DISCLOSURES (Contd.)

c) Close member of Key Management Personnel

M. P. Ramachandran	Chairman Emeritus
M G Shanthakumari	Relative of Key Management Personnel
Ananth Rao T	Whole Time Director
Ravi Razdan	Whole Time Director
M. R. Deepthi	

d) Entities where Key Management Personnel and their relatives have significant influence

Quilon Trading Co.
Jaya Trust
Sahyadri Bio Labs Private Limited
Sahyadri Agencies Ltd.

e) Promoter group

M. P. Ramachandran Family Trust - I	w.e.f. April 25, 2025
M. P. Ramachandran Family Trust - II	w.e.f. April 25, 2025
K. Ullas Kamath	
M. P. Sidharthan	
M. P. Divakaran	
U B Beena	
K K Sujatha	
Jithin Moothedath Divakaran	
Geetha Moothedath Divakaran	
Moothedath Sidharthan Srihari	

f) Transactions with related parties during the year

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Parties where control exists/Significant influence exists		
Sales of raw materials and packing material and finished goods	-	76
Key management personnel		
Short term employee benefits*	1,105	962
Commission	509	60
Dividend	363	697
Close member of Key Management Personnel		
Short term employee benefits*	637	574
Dividend	5,614	5,280
Entities where Key Management Personnel and their close member have significant influence		
Rent expenses	1	1
Rent received	6	6
Dividend	659	659
Promoter group		
Dividend	1,447	1,447

* As the future liabilities for gratuity is provided on an actuarial basis for the Company as a whole, the amount pertaining to individual is not ascertainable and therefore not included above.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

31 RELATED PARTY DISCLOSURES (Contd.)

g) Related party balances outstanding

Particulars	As at March 31, 2026	As at March 31, 2025
Key Management Personnel :		
Commission	509	60
Entities where Key Management Personnel and their relatives have significant influence		
Payable [^]	-	-
Receivable	-	2

[^] Amount less than ₹ 1 lakh

Terms and conditions of transactions with related parties

Transactions with related parties are made on terms equivalent to those that prevail in arm's length transactions and outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables.

32 LEASES

a In case of assets taken on lease

The Company has lease contracts for leasehold land and building used in its operations.

The Company also has certain leases of machinery with lease terms of 12 months or less and leases of office equipment with low value. The Company applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Carrying amounts of right-of-use assets recognised and the movements during the period:

Refer note : 3c

b Carrying amounts of lease liabilities and the movement during the period

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Balances at beginning of the year	6,128	5,056
Additions	1,862	3,898
Deletions	(143)	(457)
Accretion of interest*	435	526
Payments	(3,124)	(2,895)
Balances at end of the year	5,158	6,128
Current	2,513	2,476
Non current	2,645	3,652

*Accretion of interest is net off impact of unwinding discount on security deposit.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

32 LEASES (Contd.)

The maturity analysis of lease liabilities is disclosed below:

Maturity analysis of contractual undiscounted cash flow	As at March 31, 2026	As at March 31, 2025
Less than 1 year	2,513	2,887
1 to 2 years	1,528	2,022
2 to 3 years	869	1,157
3 to 4 years	457	547
4 to 5 years	90	305
More than 5 years	192	227
Total undiscounted lease liabilities	5,649	7,145

c Total cash outflow

The Company has a total cash outflow (including short term and low value assets) for leases of ₹ 3,439 lakhs in 2025-26 (2024-25 - ₹ 3,202 lakhs). The Company also had net non cash additions to right to use assets and lease liabilities of ₹ 1,719 lakhs in 2025-26 (2024-25 - ₹ 3,441 lakhs).

d Lease expenses recognised in statement of profit and loss not included in measurement of lease liabilities

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Expense relating to short term leases	315	307

33 COMMITMENTS AND CONTINGENCIES

A) Capital Commitments (Net of Advances)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Estimated amount of contracts remaining to be executed on capital account and not provided for	344	1,226
	344	1,226

B) Contingent Liabilities

In respect of the following, the Company has assessed that it is only possible, but not probable, that outflow of economic resources will be required:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Claims against the Company not acknowledge as debt :		
(I) Tax matters		
(a) Disputed sales tax demands – matters under appeal	682	682
(b) Disputed excise duty and service tax demand - matter under appeal	-	-
(c) Disputed income tax demand - matter under appeal	279	279

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

33 COMMITMENTS AND CONTINGENCIES (Contd.)

The claims against the Company comprise of pending litigations / proceedings pertaining to demands raised by Income tax, Excise and service tax, Custom, Sales tax / VAT tax and other authorities / bodies. The Company has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in its financial statements. The Company does not expect the outcome of these proceedings to have a materially adverse effect on its profitability and financial position.

It is not practicable for the Company to estimate the timing of cash outflows, if any, in respect of the above pending resolution of the respective proceedings as it is determinable only on receipt of judgements/decisions pending with various forums or authorities.

The Company does not expect any reimbursements in respect of the above contingent liabilities.

The above disclosure does not cover matters where the exposure has been assessed to be remote.

34 MICRO, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT ACT, 2006 ('MSMED')

The disclosure pursuant to the said Act is as under :

Particulars	As at March 31, 2026	As at March 31, 2025
Principal and interest amount remaining unpaid	4,639	3,335
Interest paid by the Company in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day	-	-
Interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the period) but without adding interest specified under the Micro, Small and Medium Enterprises Act, 2006	-	-
Interest accrued and remaining unpaid	-	-
Interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprises	-	-

The above information has been determined to the extent such parties have been identified on the basis of information available with the Company.

35 EARNING PER SHARE (₹)

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders of the parent by the weighted average number of Equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit attributable to equity holders by the weighted average number of Equity shares outstanding during the year plus the weighted average number of Equity shares that would be issued on conversion of all the dilutive potential Equity shares into Equity shares.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

35 EARNING PER SHARE (₹) (Contd.)

The following reflects the income and share data used in the basic and diluted EPS computations:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Net Profit for calculation of basic and diluted EPS	33,319	37,117
Weighted average number of shares for calculation of basic EPS (i)	36,72,14,511	36,72,09,978
Effect of dilution of stock option issue	1,77,362	1,06,747
Weighted average number of shares for calculation of diluted EPS (ii)	36,73,91,873	36,73,16,725
Basic EPS (₹)	9.07	10.11
Diluted EPS (₹)	9.07	10.11

36 SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

a) Judgements

In the process of applying the Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements:

Balance with government authorities and protest payment

The Company has significant receivable from government authorities in respect of payment made under protest in earlier years towards VAT matters. The Company has received favourable orders from the Honourable Supreme Court / High Court in these matters and accordingly Company believes that all the amounts are fully recoverable.

b) Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Impairment of non-financial assets and Goodwill

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a Discounted cash flow (DCF) model. The cash flows are derived from the budget and do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

36 SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (Contd.)

Fair value measurement of financial instruments

When the fair values of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using appropriate valuation techniques. The inputs for these valuations are taken from observable sources where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of various inputs including liquidity risk, credit risk, volatility etc. Changes in assumptions/judgements about these factors could affect the reported fair value of financial instruments.

Defined benefit plans (gratuity benefits)

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

The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates.

Taxes

Deferred tax assets and liability are recognised for deductible temporary difference for which there is probability of utilisation against future taxable profit. The Company uses judgement to determine the amount of deferred tax liability /assets that can be recognised, based upon the likely timing and level of future taxable profit and business developments.

Further, the Company has recognised Minimum Alternate tax Credit (MAT) which can be utilised for a period of 15 years from the assessment year to which it relates to. Based on future projections of taxable profit and MAT, the Company has assessed that the entire MAT credit can be utilised.

37 FAIR VALUES

Set out below, is a comparison by class of the carrying amounts and fair value of the Company's financial instruments, other than those with carrying amounts that are reasonable approximations of fair values:

Particulars	Carrying values		Fair values	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Financial Assets				
Investment in Mutual Funds (quoted)	50,628	45,647	50,628	45,647
Total	50,628	45,647	50,628	45,647

The management assessed that fair value of cash and cash equivalents, Bank balances other than cash and cash equivalents, trade receivables, other financial assets, trade payables and other financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

Long-term receivables/advances given are evaluated by the Company based on parameters such as interest rates and individual creditworthiness of the customer. Based on this evaluation, allowances are taken into account for the expected credit losses of these receivables.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

38 FAIR VALUES HIERARCHY

The following table provides the fair value measurement hierarchy of the Company's assets and liabilities:

Quantitative disclosures fair value measurement hierarchy for assets:

Particulars	Date of valuation	Total	Fair value measurement using		
			Quoted prices in active markets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Fair value of financial assets disclosed					
Investment in Mutual Funds (quoted)	March 31, 2026	50,628	50,628	-	-
Investment in Mutual Funds (quoted)	March 31, 2025	45,647	45,647	-	-

The Fair values of the quoted investments are based on market price/ net asset value at the reporting date.

39 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company's business activities are exposed to a variety of financial risks, namely liquidity risk, market risks and credit risk. The Company's senior management has the overall responsibility for establishing and governing the Company's risk management framework. The Company has constituted a core Management Committee, which is responsible for developing and monitoring the Company's risk management policies. The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set and monitor appropriate risk limits and controls, periodically review the changes in market conditions and reflect the changes in the policy accordingly. The key risks and mitigating actions are also placed before the Audit Committee of the Company.

A. Liquidity risk

Liquidity risk is the risk that the Company will face in meeting its obligations associated with its financial liabilities. The Company's approach in managing liquidity is to ensure that it will have sufficient funds to meet its liabilities when due without incurring unacceptable losses.

The Company maintained a cautious liquidity strategy, with a positive cash balance throughout the year ended March 31, 2026 and March 31, 2025. Cash flow from operating activities provides the funds to service the financial liabilities on a day-to-day basis. The Company regularly monitors the rolling forecasts to ensure it has sufficient cash on an on-going basis to meet operational needs. Any short term surplus cash generated, over and above the amount required for working capital management and other operational requirements, is retained as cash and cash equivalents (to the extent required) and any excess is invested in interest bearing term deposits and other highly marketable debt investments with appropriate maturities to optimise the cash returns on investments while ensuring sufficient liquidity to meet its liabilities.

For long term borrowings, the Company also focuses on maintaining / improving its credit ratings to ensure that appropriate financing options are available as and when required.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

39 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Contd.)

The table below summarises the maturity profile of the Company financial liabilities based on contractual undiscounted payments (excluding interest).

Particulars	Less than 1 Year	1 to 5 years	5 years and above	Total
As at March 31, 2026				
Other financial liabilities	3,356	-	-	3,356
Lease liabilities	2,513	2,944	192	5,649
Trade and other payables	31,664	-	-	31,664
	37,533	2,944	192	40,669
As at March 31, 2025				
Other financial liabilities	3,858	-	-	3,858
Lease liabilities	2,887	4,031	227	7,145
Trade and other payables	29,032	-	-	29,032
	35,777	4,031	227	40,035

In addition, the Company maintains the following lines of credit.

- ₹ 44,500 lakhs facility that is unsecured and can be drawn down to meet short-term financing needs.

The facility has a yearly maturity that renews automatically at the option of the Company Interest would be payable at a rate of 8% - 9% (March 31, 2025: 7% - 8%).

The table below summarises the liquid funds available with the Company.

Particulars	As at March 31, 2026	As at March 31, 2025
Cash and cash equivalents (Note 11 (a))	5,259	7,718
Bank balances other than cash and cash equivalents (Note 11 (b))	25,744	6,517
Investment in mutual funds (Note 9)	50,628	45,647

B. 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: currency risk and other price risk.

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 is not exposed to significant foreign currency risk as at the respective reporting dates.

Price risk

The Company is mainly exposed to the price risk due to its investment in debt mutual funds. The price risk arises due to uncertainties about the future market values of these investments.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

39 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Contd.)

Particulars	As at March 31, 2026		As at March 31, 2025	
	Decrease in value	Increase in value	Decrease in value	Increase in value
Net asset value (- / + 10%)	45,565	55,691	41,082	50,212

C. 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 other financial assets including bank balances. Bank balances are maintained with banks with high credit rating.

Movements of loss allowance

Trade receivables

Particulars	As at March 31, 2026	As at March 31, 2025
Balance as at 1 st April	1,263	1,184
Provision during the year	-	79
Balance as at 31st March	1,263	1,263

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. An impairment analysis is performed at each reporting date on an individual basis for major trade receivables. (Note 10)

Other financial assets

Credit risk from balances with banks and financial institutions is managed by the Company in accordance with the Company's policy. Investments of surplus funds are made only in highly marketable debt instruments with appropriate maturities to optimise the cash return on instruments while ensuring sufficient liquidity to meet its liabilities. The Company maximum exposure to credit risk as at March 31, 2026 and March 31, 2025 is the carrying value of each class of financial assets.

D. Excessive risk concentration

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Company's performance to developments affecting a particular industry.

In order to avoid excessive concentrations of risk, the Company's policies and procedures include specific guidelines to focus on the maintenance of a diversified portfolio. Identified concentrations of credit risks are controlled and managed accordingly.

Refer Note 41(d)

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

40 CAPITAL MANAGEMENT

For the purpose of the Company capital management, capital includes issued equity capital and other equity reserves attributable to the equity holders of the Company. The primary objective of the Company's capital management is to maximise the shareholder value.

The Company manages its capital so as to safeguard its ability to continue as a going concern and to optimise returns to shareholders. The capital structure of the Company is based on management's judgement of its strategic and day-to-day needs with a focus on total equity so as to maintain investor, creditors and market confidence.

The Company monitors capital using a gearing ratio, which is net debt divided by total equity plus net debt which is calculated as borrowing less cash and cash equivalent, other bank balances and mutual funds investments.

Particulars	As at March 31, 2026	As at March 31, 2025
Borrowings	-	-
Less: Cash and cash equivalents, other bank balances (Note 11(a) and 11(b))	(31,003)	(14,235)
Net debt (A)	(31,003)	(14,235)
Equity	1,58,861	1,38,261
Capital and Net Debt (B)	1,27,858	1,24,026
Gearing ratio (A/B)	0%	0%

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2026 and March 31, 2025

41 IND AS 115 : REVENUE FROM CONTRACTS WITH CUSTOMERS

a. Reconciliation the amount of revenue recognised in the statement of profit and loss with contract price

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Gross Sales	3,72,950	3,49,438
Less : Schemes and discounts	(84,971)	(71,867)
Sale of goods	2,87,979	2,77,571
Sale of Services	6,244	6,630
Net Sales	2,94,223	2,84,201

b. Disaggregation of revenue-Segment wise

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
(a) Fabric Care	1,34,588	1,24,552
(b) Dishwashing	95,931	97,170
(c) Household Insecticides	19,604	19,854
(d) Personal Care	32,084	30,490
(e) Others	12,016	12,135
	2,94,223	2,84,201

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

41 IND AS 115 : REVENUE FROM CONTRACTS WITH CUSTOMERS (Contd.)

c. Contract balances

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Trade receivables (Note 10)	25,660	27,444
Contract Liabilities (Note 16)		
Advances from customers	1,489	1,299
Contractual Obligation	8,428	8,590

The amount of ₹ 1,489 lakhs included in contract liabilities at March 31, 2026 (2025: ₹ 1,299 lakhs) has been recognised as revenue in the subsequent year.

Movements in Contractual Obligation

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Balance as at 1 st April	8,590	7,732
Incurring during the year	40,949	32,928
Paid / reversal during the year	(41,111)	(32,070)
Balance as at 31st March	8,428	8,590

- d. Revenue from one customer which contributed more than 10% of company's total revenue during the year ended March 31, 2026 amounted to ₹ 35,863 lakhs (2025 - ₹ 39,387 lakhs) arising from sales in various segments.
- e. Revenue from sale of goods is recognised at a point in time, when control of the products being sold is transferred to our customer and when there are no longer any unfulfilled obligations. The Performance Obligations in our contracts are fulfilled at the time of dispatch or delivery depending on terms with customers

42 There are no significant subsequent events that would require adjustments or disclosures in the financial statements as on the balance sheet date.

43 The Board of Directors, at its meeting held on March 25, 2025, had approved the sale of the Company's entire equity stake in Jyothy Kallol Bangladesh Limited ('JKBL' or 'the Subsidiary') to Kallol Enterprise Limited ('KEL' or 'the Buyer'), for an aggregate consideration of ₹ 210 Lakhs. This sale of investment had resulted into a loss of ₹ 370 Lakhs and the said loss is shown under "Exceptional Items" in the statement of profit and loss. JKBL ceased to be a subsidiary of the Company from March 25, 2025.

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

44 ADDITIONAL REGULATORY INFORMATION

(a) Relationship with struck off company

The company has transactions with the companies struck off under Companies Act, 2013 or Companies Act, 1956 as under,

Name of the struck off company	Nature of transactions with struck off company	Balance outstanding as at current period	Relationship with the struck off company, if any, to be disclosed	Balance outstanding as at previous period	Relationship with the struck off company, if any, to be disclosed
Ambica Multifibres Ltd	Shares held by struck off company	50 shares	Shareholder	50 shares	Shareholder
Lamba Traders And Engineers Private Ltd	Shares held by struck off company	250 shares	Shareholder	-	-
Neeta India Pvt Ltd	Shares held by struck off company	2120 shares	Shareholder	1600 shares	Shareholder
Orbit Udyog Private Limited	Shares held by struck off company	194 shares	Shareholder	194 shares	Shareholder
Stockyard Investment Services Private Limited	Shares held by struck off company	2 shares	Shareholder	2 shares	Shareholder
Abhay Carriers P Ltd	Shares held by struck off company	36 shares	Shareholder	208 shares	Shareholder
Suraj Enterprise Pvt Ltd	Shares held by struck off company	94 shares	Shareholder	137 shares	Shareholder

(b) Undisclosed income

There is no income surrendered or disclosed as income during the current or previous year in the tax assessments under the Income Tax Act, 1961, that has not been recorded in the books of account.

(c) Utilisation of borrowings availed from banks

There are no borrowings availed by the Company from banks and financial institutions during the year.

(d) Details of benami property held

No proceedings have been initiated on or are pending against the company for holding benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.

(e) Wilful defaulter

The company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(f) Compliance with number of layers of companies

The company has complied with the number of layers prescribed under the Companies Act, 2013.

(g) Details of crypto currency or virtual currency

The Company has not traded or invested in crypto currency or virtual currency during the current or previous year.

(h) Utilisation of borrowed funds and share premium

No funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

44 ADDITIONAL REGULATORY INFORMATION (Contd.)

foreign entities (Intermediaries) with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Company (Ultimate Beneficiaries). The Company has not received any fund from any party(s) (Funding Party) with the understanding that the company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Company (Ultimate Beneficiaries) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(i) Valuation of PP&E, intangible asset and investment property

The company has not revalued its property, plant and equipment (including right-of-use assets) or intangible assets or both during the current or previous year.

(j) Registration of charges or satisfaction with Registrar of Companies

There are no charges or satisfaction which are yet to be registered with the Registrar of Companies beyond the statutory period.

(k) The quarterly returns or statements filed by the Company with banks or financial institutions are in agreement with the books of account of the Company.

(l) Information with regards to other matters as required by Schedule III of Companies Act, 2013 are either NIL or Not applicable to the Company.

(m) Key Ratio

Particulars	Numerator	Denominator	Year ended March 31, 2026	Year ended March 31, 2025	% Variance	Reason for Variance for +/- 25% variation
a. Current Ratio	Current Assets	Current Liabilities	2.68	2.76	-2.9%	Current Ratio has slightly declined due to increase cash/bank balance and Investments
b. Debt Equity Ratio	Total Debt	Shareholder's Equity	-	-	-	Nil debt, hence not applicable
c. Debt service coverage ratio	Earning available for debt service	Debt Service	12.79	14.97	-14.6%	Debt service coverage ratio maintained at lower level because of nil debts
d. Return on Equity	Net profits after taxes.	Average Shareholder's equity	22.43%	29.41%	-23.7%	Return on Equity has decreased due to lower profit as compared to increase in net equity
e. Inventory turnover ratio	Cost of goods sold	Average Inventory	4.65	4.65	-0.03%	Inventory turnover ratio maintained
f. Trade receivables turnover ratio	Net Sales	Average Trade receivables	11.09	12.10	-8.33%	Trade receivables turnover ratio slightly declined due to reduction in trade receivable

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

44 ADDITIONAL REGULATORY INFORMATION (Contd.)

(m) Key Ratio (Contd.)

Particulars	Numerator	Denominator	Year ended March 31, 2026	Year ended March 31, 2025	% Variance	Reason for Variance for +/- 25% variation
g. Trade payables turnover ratio	Net Purchases and other expenses	Average Trade payables	7.15	7.29	-1.94%	Trade payables turnover ratio maintained
h. Net capital turnover ratio	Net Sales	Average Working Capital	3.21	3.67	-12.57%	Capital turnover ratio decrease due to increase in average working capital as compared to previous year
i. Net profit ratio	Net profits after taxes.	Net Sales	11.32%	13.05%	-13.29%	Net profit ratio has decreased due to lower profit
j. Return on capital employed	Earning before Interest and taxes	Capital Employed	31.93%	42.24%	-24.39%	Return on Capital employed has decline due to reduction in profit
k. Return on investment	Income generated from invested funds	Average Mutual fund investments	7.17%	6.57%	7.17%	Return on investment improved due to higher return on some debt mutual funds in current year

45 SHARE-BASED PAYMENTS

The Board of Director's and Shareholders of the Company had approved the grant Employee Stock Units Plan 2023 ("RSU Plan 2023") on June 9, 2023 and July 25, 2023 respectively, in accordance with the terms and conditions of the Jyothy Labs Employees "RSU Plan 2023".

The fair value of the "RSU Plan 2023" was determined using the Black Scholes model using the following inputs at the below given grant date :

Particulars	RSU Plan 2023			
	04-09-2023	04-09-2024	12-11-2024	04-09-2025
Grant Date				
Vesting Period	From 2023 to 2026	From 2024 to 2027	From 2024 to 2027	From 2024 to 2027
No of option granted	96,444	45,957	10,519	91,767
Market Price of the shares on date of grant ₹	362.35	553.90	441.35	336.95
Fair value on date of grant ₹	361.35	552.90	440.35	336.95
Expected Life (years)	3.50	3.50	3.50	3.50
Expected volatility (%)	32.49%	32.88%	33.25%	34.43%
Risk-free interest rate (%)	7.31%	6.76%	6.75%	6.22%
Exercise Price ₹ per share	1	1	1	1
Weighted average exercise Price ₹ per share	1	1	1	1
Dividend Yield (%)	0.70%	0.70%	0.70%	1.04%

Notes to the Financial Statements

for the year ended March 31, 2026

(₹ in Lakhs)

45 SHARE-BASED PAYMENTS (Contd.)

Summary of options granted under the plan is as follows :

Particulars	As at March 31, 2026			As at March 31, 2025		
	No of shares	Weighted average exercise price (₹)	Weighted average fair value (₹)	No of shares	Weighted average exercise price (₹)	Weighted average fair value (₹)
Outstanding at the beginning of the year	1,06,747	1	451.07	94,392	1	352.80
Granted During the year	91,767	1	333.95	56,476	1	518.46
Forfeited/lapsed during the period	(21,152)	1	-	(38,254)	1	-
Exercised during the period	-	-	-	(5,867)	-	-
Outstanding at the end of the year	1,77,362	1	322.51	1,06,747	1	440.45

Expense arising from RSU Plan 2023

Total expenses arising from stock based payment transactions recognised in Profit and Loss as part of employee benefit expense were as follows.

Particulars	As at March 31, 2026	As at March 31, 2025
Equity settled share based expenses	138	43

Carrying amount of reserves included in Employee stock option outstanding (Note 13)

- 46** On November 21, 2025, the Government of India notified 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. These code has been made effective from November 21, 2025. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. All supporting rules under these codes are yet to be notified. The Company has assessed and accounted for the incremental impact of these changes, which is not material to the financial statements on the basis of best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India. 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.

Signatures to Notes 1 to 46

As per our report of even date

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317

For and on behalf of the Board of Directors of
Jyothy Labs Limited
CIN: L24240MH1992PLC128651

M. R. Jyothy
Chairperson and Managing Director
DIN: 00571828

Shreyas Trivedi
Company Secretary
Membership No: A12739

Pawan Agarwal
Chief Financial Officer

Mumbai
Date : May 04, 2026

Mumbai
Date : May 04, 2026



Jyothy labs

Jyothy Labs Limited

CIN: L24240MH1992PLC128651

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