



A2Z INFRA ENGINEERING LTD.

(CIN-L74999HR2002PLC034805)

Registered Office: O-116, First Floor, Shopping Mall, Arjun Marg, DLF City, Phase-1, Gurugram-122002, Haryana

Corporate Office: Ground Floor, Plot No. 58, Sector-44, Gurugram-122003, Haryana

Tel.: 0124-4723383

E-mail: investor.relations@a2zemail.com **Website:** www.a2zgroup.co.in

NOTICE

To,
The Member(s),
A2Z Infra Engineering Limited

NOTICE is hereby given that the 25th (Twenty Fifth) Annual General Meeting of the Members of **A2Z Infra Engineering Ltd.** will be held on **Saturday, September 26, 2026 at 12.00 P.M. (IST) through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM")**, in conformity with the regulatory provisions and Circulars issued by the Ministry of Corporate affairs, Government of India, to transact the following business:

ORDINARY BUSINESS

1. To receive, consider and adopt:

- a. the Audited Standalone Financial Statements of the Company consisting of the Standalone Balance Sheet as at March 31, 2026, the Statement of Profit and Loss Account and the Cash Flow Statement for the year ended on that date along with the Reports of the Board of Directors and the Auditors' thereon.
 - b. the Audited Consolidated Financial Statements of the Company consisting of the Consolidated Balance Sheet as at March 31, 2026, the Statement of Profit and Loss Account and the Cash Flow Statement for the year ended on that date along with the Auditors' Report thereon.
- 2.** To appoint a Director in place of Mr. Arun Gaur (DIN: 08328873), who is liable to retire by rotation in terms of Section 152(6) of the Companies Act, 2013 and being eligible, offers himself for re-appointment.
- 3.** To consider and approve the re-appointment of M/s MRKS and Associates, Chartered Accountants (Firm Registration no. 023711N), as the Statutory Auditors of the Company and to fix their remuneration and in this regard, to consider and, if thought fit, to pass, with or without modification(s) the following resolution as an **ORDINARY RESOLUTION**:

"RESOLVED THAT pursuant to the provisions of Sections 139, 142 and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or amendment(s) thereto, or re-enactment thereof, for the time being in force), and based on the recommendations of the Audit Committee and the Board of Directors, M/s MRKS and Associates, Chartered Accountants (Firm Registration No. 023711N), be and are hereby re-appointed as the Statutory Auditors of the

Company, to hold office for a second term of five consecutive years from the conclusion of this 25th Annual General Meeting until the conclusion of 30th Annual General Meeting of the Company, on such terms and conditions including remuneration as may be approved by the Board of Directors on the recommendation of the Audit Committee, from time to time during their tenure of appointment, in addition to applicable taxes and reimbursement of travelling and other out-of-pocket expenses incurred by them.

RESOLVED FURTHER THAT the Board of Directors of the Company and/or Company Secretary of the Company be and are hereby severally authorized to do all such acts, deeds, matters and things as may be necessary, proper or expedient, to give effect to this resolution."

SPECIAL BUSINESS

- 4.** To Consider and re-appoint Mr. Amit Mittal (DIN 00058944) as Managing Director of the Company, and in this regard to consider, and if thought fit, to pass, with or without modification(s), the following resolution as an **ORDINARY RESOLUTION**:

"RESOLVED THAT pursuant to the provisions of Sections 196, 197 and 203 and all other applicable provisions, if any, of the Companies Act, 2013 ("Act") read with Schedule V to the Act and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 (including any statutory modification(s) or amendment(s) thereto or re-enactment thereof, for the time being in force, the applicable provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), if any, and Articles of Association of the Company, Mr. Amit Mittal (DIN: 00058944), designated as Managing Director cum CEO of the Company and in respect of whom Company has received a notice in writing under Section 160(1) of the Act from a member proposing his candidature for the office of Managing Director, be and is hereby re-appointed as Managing Director of the Company for a period of three years effective from January 01, 2027 to December 31, 2029 and will continue to be designated as Managing Director cum CEO of the Company, without any remuneration and whose term shall not be liable to retire by rotation under the provisions of the Act, and on such other terms and conditions as recommended by the Nomination and Remuneration Committee and approved by the Board of Directors of the Company and mentioned in the Explanatory Statement annexed to the Notice.

RESOLVED FURTHER THAT the Board of Directors and Nomination and Remuneration Committee of the Company be and is hereby authorized to vary, alter and modify the terms and conditions of appointment/re-appointment of the appointee in pursuance of the provisions of the Act except in relation to remuneration as it may, at its discretion, deem fit, from time to time.

RESOLVED FURTHER THAT the Board of Directors of the Company and/or Company Secretary of the Company be and are hereby severally authorized to do all such acts, deeds, matters and things as may be necessary, proper or expedient, to give effect to this resolution."

5. To consider and appoint Branch Auditors for the branch offices of the Company outside India and if thought fit, to pass, with or without modification(s), the following resolution as an **ORDINARY RESOLUTION**:

"RESOLVED THAT pursuant to the provisions of Section 143(8) and other applicable provisions, if any, of the Companies Act, 2013 (**the Act**), read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or amendments thereto or re-enactment thereof for the time being in force), and subject to such regulatory approvals and consents as may be required, the Board of Directors of the Company be and is hereby authorized to appoint Branch Auditor(s), as and when required, in consultation with the Statutory Auditors of the Company, to audit the accounts of the Company's branch office(s), whether existing or which may be opened/acquired hereafter, outside India and to fix their terms and conditions of appointment and remuneration, based on the recommendation of the Audit Committee/Board, for the financial year ending March 31, 2027.

RESOLVED FURTHER THAT the Board of Directors of the Company and/or Company Secretary of the Company, be and are hereby severally authorized to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

6. To ratify, consider and confirm remuneration payable to M/s S A Y S & Co., LLP, Cost Accountants, appointed as Cost Auditors of the Company for the financial year ending March 31, 2027, and, if thought fit, to pass, with or without modification(s), the following resolution as an **ORDINARY RESOLUTION**:

"RESOLVED THAT pursuant to the provisions of Section 148(3) and all other applicable provisions, if any, of the Companies Act, 2013 read with Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or amendment(s) thereto or re-enactment thereof for the time being in force), the remuneration of INR 50,000/- (Indian Rupees Fifty Thousand only) plus applicable taxes and out-of-pocket expenses, as approved by the Board of Directors based on the recommendation of the Audit Committee, to be paid to M/s S A Y S & Co., LLP, Cost Accountants (Firm Registration No. 007650), to conduct the audit of Cost Accounting Records of the Company for the financial year ending March 31, 2027, be and is hereby ratified, confirmed and approved.

RESOLVED FURTHER THAT the Board of Directors of the Company and/or the Company Secretary of the Company, be and are hereby severally authorized to undertake all such acts, deeds, matters and things and to finalize and execute all such deeds, documents and writings as may be deemed necessary, desirable and expedient in their absolute discretion, to enable this resolution, and to settle any question, difficulty or doubt that may arise in this regard."

**By order of the Board of Directors
For A2Z Infra Engineering Ltd.**

**Sd/-
CS Atul K. Agarwal
Company Secretary cum Compliance Officer
FCS-6453**

Registered Office: O-116, First Floor,
Shopping Mall, Arjun Marg, DLF City,
Phase-1, Gurugram– 122002, Haryana

Date: 31.08.2026

Place: Gurugram

Notes:

1. The Ministry of Corporate Affairs ("MCA"), vide its circulars dated April 08, 2020, April 13, 2020, May 05, 2020 and General Circular No. 03/2025 dated September 22, 2025 ("MCA Circulars") has permitted convening of the Annual General Meeting ("AGM") through VC / OAVM, without the physical presence of the Members at a common venue. In compliance with the provisions of the Companies Act, 2013 ("Act"), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and MCA Circulars, the AGM of the Company is being held through VC / OAVM.

The deemed venue for the AGM shall be the Corporate Office of the Company at Ground Floor, Plot No. 58, Sector-44, Gurugram-122003, Haryana. The detailed procedure for participating in the meeting through VC/OAVM is annexed herewith and also available at the Company's website i.e., www.a2zgroup.co.in.

2. An Explanatory Statement, pursuant to the provisions of Section 102 of the Act, relating to the Special Business to be transacted at this Annual General Meeting ('AGM'), is annexed hereto.
3. As this AGM is being held through VC/OAVM, physical attendance of Members has been dispensed with. Accordingly, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM. However, the Body Corporates are entitled to appoint authorized representatives to attend the AGM through VC/OAVM and participate there at and cast their votes through e-voting.
4. In compliance with the aforesaid MCA Circulars and SEBI Master Circular HO/49/14/14(7)2025-CFDPOD2/I/3762/2026 issued on July 11, 2023 updated on January 30, 2026, Notice of the 25th Annual General Meeting and Annual Report for the year 2025-26 is being sent only through electronic mode to those Members whose email addresses are registered with the Company/ Depositories. The Notice of AGM and the Annual Report 2025-26 will also be available on the Company's website i.e. www.a2zgroup.co.in and website of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively, and the website of the NSDL i.e., <https://www.evoting.nsdl.com/> for their download. Therefore, those Members, whose email address is not registered with the Company or with their respective Depository Participant/s, and who wish to receive the Notice of the 25th AGM and the Annual Report for the financial year 2025-26 and all other communication sent by the Company, from time to time, can get their email address registered with the Company.

If any member wish to obtain a physical copy of the Annual Report 2025-26, then he may write to the Company at investor.relations@a2zemail.com requesting for the same, by providing his name, Folio No./DPID Client ID and number of shares held.

In case of any queries / difficulties in registering the e-mail address, Members may write to investor.relations@a2zemail.com.

5. Members may please note that SEBI vide its Master Circular no. HO/38/13/(4)2026-MIRSDPOD/I/4298/2026

dated February 06, 2026, has mandated the listed companies 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.

Members are requested to make service requests by submitting a duly filled and signed Form ISR-4. The said form can be downloaded from the Company's website at <https://www.a2zgroup.co.in>. It may be noted that any service request can be processed only after the folio is KYC Compliant. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialization, Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or RTA, for assistance in this regard.

Further, SEBI vide its Master Circular dated February 06, 2026, has made it mandatory for the holders of physical securities to furnish PAN, Choice of Nomination (Optional), Contact details, Bank A/c details and Specimen signature for their corresponding folio numbers to the RTA of the Company in respect of all concerned Folios. All new investors shall be required to mandatorily provide the 'Choice of Nomination' for demat accounts (except for jointly held Demat Accounts).

Further, the holders of physical securities are requested to ensure that their PAN is linked to Aadhaar as per the date specified by the Central Board of Direct Taxes.

Relevant details and forms prescribed by SEBI in this regard are available on the website of the Company at <https://www.a2zgroup.co.in>.

As per the SEBI Circulars on the Special Window for Transfer and Re-lodgement of Physical Shares, the Company has facilitated a Special Window for the lodgement and re-lodgement of eligible share transfer requests in accordance with the applicable regulatory requirements. In this regard, the Company has also published an advertisement in the newspapers to disseminate the requisite information and provide due notice to the shareholders regarding the availability of the Special Window.

6. As per the provisions of Section 72 of the Act and circulars issued by SEBI, the facility for making nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form SH-13. If a member desires to opt out or cancel the earlier nomination and record a fresh nomination, he/she should submit the request in Form ISR-3 or SH-14 as the case may be. The Forms can be downloaded from Company's website www.a2zgroup.co.in. Members are requested to submit the said details to their Depository Participant in case the shares are held by them in dematerialized form and to the Company's Registrar and Transfer Agent ("RTA") in case the shares are held by them in physical form, quoting their folio number.
7. Members are requested to intimate changes, if any,

pertaining to their names, postal addresses, e-mail addresses, telephone/mobile numbers, Permanent Account Number ("PAN"), mandates, nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFSC, etc.

- **For shares held in electronic form:** to their Depository Participant only and not to the Company's RTA. Changes intimated to the Depository Participant will then be automatically reflected in the Company's records, which will help the Company and its RTA to provide efficient and better service to the Members.
 - **For shares held in physical form:** to the Company's RTA in prescribed Form ISR - 1 and other forms pursuant to SEBI Master Circular HO/38/13/(4)2026-MIRSD-POD/II/4298/ 2026 dated February 06, 2026 ("SEBI Master Circular") read with relevant circulars issued from time to time, as per instructions mentioned in the said forms. The said form can be downloaded from the company's website at www.a2zgroup.co.in.
8. Unclaimed dividends that remain unpaid for seven consecutive years must be transferred to the Investor Education and Protection Fund (IEPF). Since the Company's last dividend was declared in FY 2011-12, the related unclaimed dividend amount has been transferred to the IEPF. In accordance with the applicable provisions, the corresponding shares on which dividends remained unclaimed for seven consecutive years have also been transferred to the IEPF Authority's Demat Account. The voting rights on these shares remain frozen until they are reclaimed by the rightful owner. Shareholders can claim their shares and dividends by following the prescribed IEPF claim procedure. Details of the transferred shares are available on the Company's website at www.a2zgroup.co.in and shareholders are encouraged to check their status and claim any eligible amounts promptly.
 9. Details under Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard on General Meetings in respect of the Director seeking re-appointment at the Annual General Meeting, forms integral part of the notice. Requisite declarations have been received from the said Directors for their re-appointment.
 10. The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Act, the Register of Contracts or Arrangements in which the directors are interested, maintained under Section 189 of the Act and the certificate from Secretarial Auditors of the Company certifying that the Employee Stock Option Scheme of the Company is being implemented in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and in accordance with the resolutions passed in the General Meetings, will be available electronically for inspection by the Members during the AGM. All documents proposed for approval, if any, in the above Notice and documents specifically stated in the Explanatory Statement shall be available for inspection during normal business hours on working days at the Registered Office of the Company, from the date of circulation of this notice up to the date of AGM and through electronic mode without any fee by the Members from the date of circulation of this Notice up to the date of AGM.

Members seeking to inspect such documents can send an e-mail to investor.relations@a2zemail.com.

11. In case of joint holders attending the meeting together, only to the shareholder whose name appearing as the first holder in the orders of names as per the Register of Members of the Company will be entitled to vote at the AGM.
12. The Physical Register of Members and Share Transfer Books of the Company would remain closed from **Monday, September 21, 2026 to Saturday, September 26, 2026 (both days inclusive)** for the purpose of Annual General Meeting.
13. To prevent fraudulent transactions, members are advised to exercise due diligence and notify the Company of any change in address or demise of any member as soon as possible. Members are also advised not to leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned Depository Participant and holdings should be verified.

PARTICIPATION AT THE AGM AND VOTING

A) The details of the process and manner for participating in Annual General Meeting through VC/OAVM are explained herein below:

1. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned for **Access to NSDL e-Voting system**. After successful login, you can see link of "VC/OAVM link" placed under **"Join meeting"** menu against company name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. The Members can join the AGM in the VC/OAVM mode 30 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.
3. Members are encouraged to join the Meeting through Laptops /IPADs connected through broadband for better experience. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via

Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

5. For the smooth conduct of the proceedings of the AGM being conducted through VC/OAVM, Members who would like to express their views/ask questions during the AGM may send their queries in advance and register themselves as a speaker by sending their request from their registered e-mail id mentioning their name, DPID and Client ID/ Folio Number, PAN, mobile number at investor.relations@a2zemail.com **between 9.00 a.m. on Tuesday, September 15, 2026 to 5.00 p.m. on Monday, September 21, 2026.** Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time at the AGM.
6. The Members who do not wish to speak during the AGM but have queries on financial statements or any matter to be placed at the AGM may send the same latest by **Monday, September 21, 2026**, mentioning their name, DPID and Client ID/Folio Number, PAN, mobile number at investor.relations@a2zemail.com. These queries will be replied suitably either at the AGM or by e-mail.
7. Members who will participate in the AGM through VC/ OAVM can also pose question/feedback through question box option. Such questions by the Members shall be taken up during the meeting or replied within seven (7) working days from the date of AGM by the Company suitably.
8. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.

B) Remote e-Voting and Voting at AGM

1. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), the Secretarial Standard (SS-2) on General Meetings issued by the Institute of Companies Secretaries of India, the Company is providing facility of remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with National Securities Depository Limited (NSDL) for facilitating voting through electronic means, as the authorized agency. The facility of casting votes by a member using remote e-Voting system as well as venue voting on the date of the AGM will be provided by NSDL.
2. The remote e-voting period begins on **Wednesday, September 23, 2026 (9:00 am) and ends on Friday, September 25, 2026 (5:00 pm).** The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the record date (**cut-off date**) i.e. **Saturday, September 19, 2026**, may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being **September 19, 2026.**
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The Notice is being sent to all the Shareholders, whose names appear on the Register of Members / list of Beneficial Owners as received from National Securities Depository Limited (NSDL) / Central Depository Services (India) Limited (CDSL) on **Friday, August 28, 2026.**
5. The Company has appointed Mr. Suchitta Koley (C.P No. 714), Partner of DR Associates, Practicing Company Secretaries, as a Scrutinizer to scrutinize the remote e-voting and e-voting process during the AGM in a fair and transparent manner and for conducting the scrutiny of the votes cast.
6. The Scrutinizer shall after the conclusion of voting at AGM, first count the votes cast at the meeting and thereafter unblock the votes cast through remote e-voting in the presence of at least two witnesses not in the employment of the Company. The Scrutinizer shall thereafter prepare a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, and submit the same to the Chairperson of the Company or any person authorised by him, within the prescribed time. The voting results along with the Scrutinizer's Report shall be declared and submitted to the Stock Exchange(s) and placed on the website of the Company, in accordance with the applicable provisions of the Companies Act, 2013 and the SEBI Listing Regulations.
7. The Scrutinizer's decision on the validity of the vote shall be final and binding.
8. The results declared along with the Scrutinizer's Report shall be uploaded on the website of the Company i.e. www.a2zgroup.co.in and the website of the NSDL i.e. <https://www.evoting.nsdl.com/>, besides communicating to the stock exchange(s) on which the shares of the Company are listed.
9. Any person, who acquires shares of the Company and become member of the Company after sending the Notice of AGM and holding shares as of the cut-off date i.e. **Saturday, September 19, 2026** may obtain the login ID and password by sending a request at evoting@nsdl.co.in or investor.relations@a2zemail.com. However, if you are already registered with NSDL for remote e-voting then you can use your existing user ID and password for casting your vote. If you forgot your password, you can reset your password by using "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com.
10. The recorded transcript of the AGM shall be maintained by the Company and also be made available on the website of the Company www.a2zgroup.co.in under the Investor` Section, at the earliest, soon after the conclusion of the Meeting.
11. The resolutions will be deemed to be passed on the date of AGM subject to receipt of requisite number of votes in favour of the resolutions.

INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING AND JOINING ANNUAL GENERAL MEETING ARE AS UNDER:-

Step 1: Access to NSDL e-Voting system

- A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode**
In terms of SEBI Master Circular No. HO/49/14/14(7) 2025-CFD-POD2/I/3762/2026 dated July 11, 2023 (last updated on January 30, 2026) on e-voting facility provided by Listed Companies, Individual members holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depositories Participants. Members are advised to update their mobile number and email-id in their demat accounts in order to access e-voting facility.

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

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	- For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID, 8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. - Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. - If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS Portal" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp - Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. - Shareholders/Members can also download NSDL Mobile App "NSDL Speede" facility by scanning the QR code mentioned below for seamless voting experience. NSDL Mobile App is available on  App Store  Google Play  
Individual Shareholders holding securities in demat mode with CDSL	Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password.

	2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

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

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

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

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

4. Your User ID details are given below :

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****.
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the company For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

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

- a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
- b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.

c) How to retrieve your 'initial password'?

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

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

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

- a) Click on **"Forgot User Details/Password?"** (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
- b) **Physical User Reset Password?"** (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
- c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
- d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

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

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

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

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.
5. Upon confirmation, the message "Vote cast successfully" will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/ JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to koley.s@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on.: 022 - 4886 7000 or send a request to Ms. Pallavi Mahatre, Deputy Vice President at evoting@nsdl.com.

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

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to investor.relations@a2zemail.com or to RTA at rt@alankit.com.
2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) to investor.relations@a2zemail.com or to RTA at rt@alankit.com. If you are an Individual shareholders holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.**
3. Alternatively shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.
5. Letter shall be sent to those shareholders, whose e-mail addresses are not registered as stated above, providing the web-link, including the exact path, where complete details of the Annual Report are available.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:-

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for remote e-voting.

Additional information on director recommended for re-appointment as required under Regulation 36 of SEBI Listing Regulations and as per Secretarial Standard -2

Profile of Director to be re-appointed

Mr. Arun Gaur- Proposed to be re-appointed as Non-Executive Non-Independent Director

1. Brief Resume of the Director:

Mr. Arun Gaur, aged 53 years, is currently designated as Non-Executive Non-Independent Director of the Company. He is a B.Sc. graduate from MD University, an LL.B. graduate from Delhi University. He is member of Bar Council of Punjab and Haryana and registered with Supreme Court Bar Association, New Delhi.

2. Nature of expertise in specific functional areas:

Mr. Arun Gaur has approximately 29 years of experience as a Legal practitioner. He serves as an Advocate before Supreme Court, High Court and other courts. He is a versatile personality specialized in handling Legal Matters. Mr. Gaur is the Partner of Gaur & Associates and is widely regarded as amongst the most influential legal practitioners. Mr. Gaur has advised on a wide range of corporate and legal issues.

Mr. Gaur's practice includes advising domestic business houses, Banks and Government agencies on all aspects of legal and commercial laws and arbitration matters. He has established himself as a legal luminary in the Apex court and various High Courts. He advises to their clients on strategic decisions and sensitive commercial and legal issues.

3. Disclosure of inter-se relationships between directors and Key Managerial Personnel:

None

4. Public Companies (other than the Company) in which Mr. Arun Gaur holds directorship and committee membership:

None

Listed entities from which the person has resigned in the past three years: None

5. Shareholding in the Company including shareholding as a beneficial owner Nil

6. Terms and conditions for appointment / reappointment: As per the Nomination & Remuneration Policy of the Company.

7. Remuneration last drawn: N.A. (only sitting fees was paid for attending the meetings of Board of Directors and its committees).

8. Date of First Appointment on the Board: November 16, 2021

9. Number of Board meetings attended during the year: 5 (Five) out of 5 (Five)

Mr. Amit Mittal- Proposed to be re-appointed as Managing Director

1. Brief Resume of the Director:

Mr. Amit Mittal, aged 58 years, is currently designated as Managing Director cum CEO and also a member of Finance Committee of the Company. He holds a B. Tech degree in Civil Engineering from the Indian Institute of Technology, Roorkee. Mr. Mittal is a Founder Promoter and Managing Director of the Company. He is actively involved in long term strategy formulations and in exploring new growth avenues for A2Z.

2. Nature of expertise in specific functional areas:

Mr. Amit Mittal has over 35 years of experience in the Project Management and execution in the power, oil and infrastructure sectors. Being a core member of the management team, he is leading overall strategy, planning, and new business development of the company and expand its operations on PAN India basis.

Mr. Mittal possesses a strong understanding of financial management principles, ensuring the company's financial health and stability. He encourages innovation within the company, driving initiatives to stay ahead of the curve and capitalize on emerging opportunities. Mr. Amit Mittal demonstrates a clear vision for the company's future and inspires others to align with it.

3. Disclosure of inter-se relationships between directors and Key Managerial Personnel:

Spouse of Ms. Dipali Mittal, Non-Executive Director of the Company.

4. Public Companies (other than the Company) in which Mr. Amit Mittal holds directorship and committee membership:

S. No.	Directorship	Chairperson/ Membership of Board committees
1	A2Z Infraservices Ltd.	Member of Audit Committee, Nomination & Remuneration Committee and Chairperson of Corporate Social Responsibility Committee and Banking & Finance Committee
2	Ecogreen Envirotech Solutions Ltd.	Member of Corporate Social Responsibility Committee
3	A2Z Powercom Ltd.	--

Listed entities from which the person has resigned in the past three years: None

- Shareholding in the Company including shareholding as a beneficial owner:** 2,73,50,601 equity shares
- Terms and conditions for appointment / reappointment:** As per the Nomination & Remuneration Policy of the Company.
- Remuneration last drawn:** Company is not paying any remuneration to Mr. Amit Mittal.
- Date of First Appointment on the Board:** January 01, 2005
- Number of Board meetings attended during the year:** 5 (Five) out of 5 (Five)

Explanatory Statements pursuant to the provisions of Section 102 of the Companies Act, 2013 in respect of items No. 3 to 6.

Item No. 3

M/s MRKS and Associates ("MRKS"), Chartered Accountants (Firm Registration no. 023711N), were appointed as the Statutory Auditors of the Company for the first term of five consecutive years at the 20th Annual General Meeting of the Company held on September 30, 2021. The existing term of the Statutory Auditors will get completed at the conclusion of the ensuing Annual General Meeting of the Company and they are eligible for re-appointment in terms of provisions of Section 139(2) of the Companies Act, 2013 (the Act) read with the rules made thereunder.

Pursuant to Section 139(2)(b) of the Act read with the Companies (Audit and Auditors) Rules, 2014, the Company can re-appoint an Audit Firm for up to two terms of five consecutive years each. Accordingly, MRKS and Associates ("MRKS"), Chartered Accountants (Firm Registration no. 023711N), are eligible for re-appointment for a second term of five consecutive years.

Based on the recommendation of the Audit Committee, the Board of Directors proposes the re-appointment of M/s MRKS and Associates ("MRKS"), Chartered Accountants (Firm Registration no. 023711N), as the Statutory Auditors of the Company for a second term of five consecutive years i.e. from the conclusion of this 25th Annual General Meeting till the conclusion of the 30th Annual General Meeting of the Company, at an annual remuneration of INR 15 Lakhs plus applicable taxes and reimbursement of out of pocket expenses for performing the statutory audit functions of the Company for the financial year 2026-27 with the authority/power in favor of the Board/Audit Committee to modify the terms and conditions, including fixation/ variation of remuneration for remaining tenure of four years, as may be mutually agreed with the auditors of the Company.

The firm MRKS is a leading & rapidly growing provider of audit & assurance, Internal Audit, taxation, Outsourcing (including Payroll, Inventory accounting & Fixed assets register, MIS) & management consultancy services. The firm is supported by a team of qualified and experienced professionals with relevant academic and professional expertise, industry knowledge and organizational capabilities in areas including audit, internal financial controls, taxation, finance and accounting, enabling MRKS to deliver reliable, efficient and value-driven solutions tailored to its clients' business requirements.

Certificate from the said Auditors has been obtained to the effect that their re-appointment, if made, would be within the limits specified under section 141 of the Companies Act, 2013 and that they are eligible to be re-appointed as Statutory Auditors of the Company. Further, as required under Regulation 33 of the Listing Regulations, they have also confirmed that they hold a valid certificate issued by the Peer Review Board of the Institute of Chartered Accountants of India.

The Board of Directors recommends the Ordinary Resolution, at **Item No. 3** of the accompanying notice, for approval of members of the Company.

None of the Directors or any key managerial personnel or their relatives are, in anyway, concerned or interested in **Item No. 3 of the accompanying notice.**

Item No. 4

Mr. Amit Mittal (DIN No. 00058944) is currently designated as Managing Director cum Chief Executive Officer of the Company. He is Managing Director of the Company since January 01, 2005 and also appointed as Chief Executive Officer (CEO) of the Company on November 16, 2021 and accordingly, re-designated as Managing Director cum CEO with effect from November 16, 2021. His previous re-appointment as Managing Director of the Company was made for a period of three (3) years effective from January 01, 2024 to December 31, 2026, as per provisions of the Companies Act, 2013 in the 22nd Annual General Meeting of the members of the Company duly held on September 29, 2023.

As his tenure as Managing Director shall expire on December 31, 2026, the Nomination and Remuneration Committee and the Board of Directors of the Company at their respective meetings duly held on August 31, 2026, has recommended to the shareholders for the re-appointment of Mr. Amit Mittal as the Managing Director of the Company for a further period of three (3) years effective from January 01, 2027 to December 31, 2029, by passing Ordinary Resolution and he will continue to be designated as Managing Director cum CEO of the Company. .

Brief resume of the appointee: Mr. Amit Mittal, aged 58 years, is B. Tech in Civil Engineering from Indian Institute of Technology, Roorkee and has over 35 years of experience in project management and execution in the power, oil and infrastructure sectors. Mr. Mittal, Managing Director Cum CEO of the Company, leading overall strategy, planning, and new business development of the company. Mr. Amit Mittal takes care of the management of all the operations of the Group. Mr. Mittal possesses a strong understanding of financial management principles, ensuring the company's financial health and stability. Mr. Amit Mittal demonstrates a clear vision for the company's future and inspires others to align with it. He is actively involved in long term strategy formulations and in exploring new growth avenues for A2Z.

Remuneration: Company is facing financial stress and is into Settlement arrangement(s) with certain lenders. Hence, none of the perquisite or allowance is proposed for Mr. Mittal. However, Mr. Amit Mittal has been appointed as the Whole-Time Director in Ecogreen Envirotech Solutions Ltd., a material subsidiary of the Company for a period of three(3) years effective from November 01, 2024 and he is withdrawing remuneration from Ecogreen, which is within the limits as prescribed under Section 197 and Schedule V of Companies Act, 2013. The Company has received notice under Section 160 of the Companies Act, 2013 (the Act) from a member proposing candidature of Mr. Amit Mittal as a Managing Director of the Company. Mr. Amit Mittal is neither disqualified from being appointed as a Director in terms of Section 164(2) of the Act, nor debarred from holding the office of director by virtue of any SEBI order or any other such authority and has given all the necessary declarations and confirmation. Mr. Amit Mittal is deemed to be concerned or interested in the said resolution of this notice. Ms. Dipali Mittal,

being Spouse of Mr. Amit Mittal, is also deemed to be interested in the said Resolution. None of the other Directors except Ms. Dipali Mittal, Key Managerial Personnel of the Company or their relatives are, in any way, concerned or interested in the item no. 4 of the accompanying notice. The Appointment of Mr. Amit Mittal is appropriate and in the best interest of the Company hence, the Board recommends the Ordinary Resolution, **at item No. 4** of the accompanying notice, for the approval of the members of the Company.

Item No. 5

In terms of Section 143(8) of the Companies Act, 2013 where a Company has branch offices, the accounts of that branch office shall be audited either by Company's Auditor or by another person qualified for appointment as auditor of the Company under Section 139 of the Companies Act, 2013. The Company is presently having branch offices in Uganda, Nepal and Tanzania for the global expansion of business. In near future to expand the business operations, the Company may open branches in other Country(ies) as well.

Since member's approval is required for appointment of branch auditors, therefore Members of the Company are hereby requested to authorize the Board of directors to appoint branch auditors on the recommendation of the Audit Committee and in consultation with the Statutory auditors of the Company for various branch(es) of the Company opened or to be opened outside India and to fix their remuneration.

None of the Directors or any key managerial personnel or their relatives are, in anyway, whether financially or otherwise, concerned or interested in **item No. 5** of the accompanying notice.

The Board recommends the Ordinary Resolution, at **item No. 5** of the accompanying notice, for the approval of the members of the Company.

Item No. 6

The Board of Directors at its meeting held on July 14, 2026 on the recommendation of the Audit Committee has considered and approved the appointment of M/s S A Y S & Co. LLP

(Firm Registration No. 007650), Cost Accountants, as the Cost Auditors to conduct the audit of the cost accounting records of the Company for the financial year ending on March 31, 2027 at a remuneration of INR 50,000/- (Indian Rupees Fifty Thousand only) per annum plus applicable taxes and out-of-Pocket Expenses as approved by the Board of Directors based on the recommendation of the Audit Committee to be paid to M/s S A Y S & Co. LLP Cost Accountants, to conduct the audit of Cost Accounting Records of the Company for the financial year ending March 31, 2027.

In accordance with the provisions of Section 148 of the companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditors needs to be ratified by the members of the Company. Accordingly, approval of the members is sought for passing an Ordinary Resolution as set out at **item no. 6** of the Notice for ratification of the remuneration payable to the Cost Auditors to conduct audit of the Cost Records of the Company for the Financial Year ending March 31, 2027.

None of the Directors and Key Managerial Personnel of the Company and their relatives are, in any way, whether financially or otherwise, concerned or interested, in **item no. 6** of the accompanying notice.

The Board recommends the Ordinary Resolution as set out at **item no. 6** for approval by the Members..

**By order of the Board of Directors
For A2Z Infra Engineering Ltd.**

Sd/-

**CS Atul K. Agarwal
Company Secretary cum Compliance Officer
FCS-6453**

Registered Office: O-116, First Floor,
Shopping Mall, Arjun Marg, DLF City,
Phase-1, Gurugram- 122002, Haryana

Dated: 31.08. 2026

Place: Gurugram



ANNUAL REPORT

2025-26





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Caution Regarding Forward Looking Statements

Certain statements in this annual report concerning our future growth prospects are forward-looking statements, which involve a number of risks, and uncertainties that could cause actual results to differ materially from those in such forward-looking statements.

We have tried wherever possible to identify such statements by using words such as 'anticipate', 'estimate', 'expect', 'project', 'intend', 'plan', 'believe' and words of similar substance in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements will be realized, although we believe we have been prudent in our assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, our actual results could vary materially from those anticipated, estimated or projected. Readers should bear this in mind.

We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

...emPOWERing the Nation

India's growth story continues to be one of the most compelling in the world today. Even as the global economy navigates cross currents growth moderating to 3.0 percent in 2026 amid geopolitical tensions in the Middle East, even as the AI-led technology cycle lends fresh momentum, India stands apart, projected by the IMF to grow at 6.4 percent, among the fastest of any major economy. Real GDP is estimated to expand 7.7 percent in FY26, industrial output is accelerating, and domestic consumption and investment together continue to drive nearly 70 percent of the economic activity. This is the India our theme speaks to this year: a nation empowering itself through infrastructure, connectivity, cleanliness and enterprise and, in turn, a nation we are proud to help empower.

At A2Z, "emPOWERing the Nation" is not a tagline; it is the thread that runs through everything we build. Our Engineering Services business strengthens the power transmission and distribution backbone. It reflects our dedication to empowering communities through reliable infrastructure solutions, creating opportunities for our people, and driving sustainable progress for India. We take pride in our role as a partner in nation-building, transforming challenges into milestones and delivering value that stands the test of time. Our Facility Management Services keep the nation's offices, railway stations and public institutions running safely and efficiently, the quiet infrastructure behind everyday productivity. And as part of our Municipal Solid Waste Management business, we stand alongside civic bodies across India in advancing the "Swachh Bharat vision", turning waste into cleaner cities and, increasingly, into energy.

Over the past several years, we have taken significant steps to optimize costs, reduce debt exposure, improve our financial strength, focus on commercially viable projects, and streamline our overall business operations. The Company's Consolidated turnover grew by 14.92 percent to INR 38,643.79 Lakhs, supported by the completion of work and final billing in various projects in Engineering Services and continued growth of 15.80 percent in our Waste Management Business. Facility Management Services remained our largest and most consistent revenue stream. Our focus remains on building a leaner, more resilient, and customer-centric organization that consistently delivers excellence.

As India move towards its next phase of growth — across power, digital infrastructure, and cleaner cities — your Company is committed to being an active partner in this journey. We will continue to pursue selective, high-value opportunities across our EPC business, while evaluating profitable opportunities in Facility Management and Municipal Solid Waste Management.

We thank you for your continued trust and confidence. Together, we look forward to contributing to the building of a stronger and more empowered nation.

From the Management's Desk



Mr. Amit Mittal
Managing Director Cum CEO

Dear Shareholders,

It is my privilege to present to you 25th Annual Report of your Company for the financial year 2025-26.

The global economy today stands at the crossroads of two powerful and opposing forces. On one hand, geopolitical tensions arising from the war in the Middle East continue to weigh on sentiment and energy markets; on the other, the accelerating global technology cycle, driven by rapid advances in artificial intelligence and its adoption across industries, is generating fresh demand-led momentum. The net effect, as reflected in the IMF's July 2026 World Economic Outlook Update, is a modest moderation in global growth to 3.0 percent in 2026 and a recovery to 3.4 percent in 2027, down from the 3.5 percent average recorded over 2024-25, though broadly unchanged on a cumulative basis from earlier projections. Global headline inflation is expected to rise from 4.1 percent in 2025 to 4.7 percent in 2026, before declining to 3.9 percent in 2027 – a reminder that the disinflation trend that began in early 2024 has stalled. Within this backdrop, emerging market and developing economies are projected to grow at 3.8 percent in 2026, recovering to 4.5 percent in 2027, with India continuing to stand out as one of the fastest-growing major economies in the world, with a projected growth at 6.4 percent.

This macroeconomic backdrop translates directly into tangible opportunity for each of our business segments. India's power transmission and distribution EPC market, valued at approximately USD 14.68 billion in CY2025, is projected to more than double to USD 35.20 billion by CY2035, driven principally by the planned integration and evacuation of more than 500 GW of renewable/non-fossil-fuel capacity by 2030 and strengthens its Inter-State Transmission System. The telecom sector continues its structural shift toward wireless and high-capacity data infrastructure, sustaining demand for fibre, network densification and associated EPC works. The Indian facility management market, valued at USD 54.81 billion in FY25, is projected to grow at a robust 12.75 percent CAGR to USD 138.04 billion by FY33, driven by urbanisation, hybrid workspaces and rising adoption of integrated, technology-enabled service models. And India's solid waste management sector continues to expand on the back of the Swachh Bharat Mission, extended producer responsibility norms, and growing municipal investment in scientific waste processing and waste-to-energy solutions.

During FY 2025-26, the Company continued to pursue its strategic objective of reducing its debt obligations through amicable One-Time Settlement (“OTS”) arrangements with its lenders. In this regard, the Company has entered into a One-Time Settlement with Indian Bank in February, 2026 for the full and final settlement of outstanding dues of the Company and its Associate Companies, except the non-fund base facility amounting to INR 14.40 Crores. The Company remains committed to strengthening its financial position, reducing its debt burden, and building a more sustainable capital structure. Company is also in discussion with the remaining Lender(s) for finding a prudent resolution of their respective fund/non-fund based exposure to the Company by doing one time settlement with them.

Against this backdrop, your Company delivered a steady operational performance in FY 2025-26. Consolidated turnover grew by 14.92 percent to INR 38,643.79 lakhs, from INR 33,626.75 lakhs in the previous year, supported by completion of various projects and final billing in Engineering Services segment, whose revenue stood at INR 11,393.66 lakhs, and continued growth in Municipal Solid Waste Management, which grew 15.80 percent to INR 8,606.73 lakhs. Facility Management Services, the Company's founding and largest business, held steady at INR 18,643.40 lakhs, continuing to contribute approx. half of total revenue. During FY 2025-26, the Group's Operating Profit (EBITDA before Other Income) stood at INR 868 lakhs, compared with INR 865.00 lakhs in FY 2024-25, representing a marginal increase of 0.35%. This performance reflects the Group's strong focus on financial discipline and cost management measures. Going forward, our strategy will remain centred on disciplined growth, with a clear focus on scalable and high-value opportunities. In Engineering Services, we will continue to pursue high-value, executable opportunities in Power T&D and Telecom EPC, while evaluating emerging avenues in 5G infrastructure and Smart City-linked infrastructure. Facility Management Services will remain a key growth engine, and we intend to meaningfully expand our presence across corporate, institutional and government clients over the coming years, capitalising on the sector's shift toward integrated, technology-led service delivery. In Municipal Solid Waste Management, we will deepen our focus on technology-driven collection, processing and resource recovery solutions, including waste-to-energy opportunities, building on our established relationships with civic bodies across north India. Underpinning all of this will be our continued commitment to reducing debt, strengthening internal controls including through our ongoing collaboration with the World Bank on global governance best practices.

I would like to express my sincere gratitude to the Board of Directors for their steadfast guidance, leadership, and support. I also extend my heartfelt appreciation to our employees, whose dedication, commitment, and hard work continue to be the foundation of our success.

To our customers, partners, and suppliers, thank you for your solid trust, valued collaboration, and continued support. And to our valued shareholders, we are deeply grateful for your enduring confidence in the company. Your trust inspires and empowers us to pursue our vision with confidence, resilience, and determination.

As we look ahead, we remain firmly committed to the principles of transparency, accountability, and sustainable growth. Together, we will navigate the challenges before us, embrace emerging opportunities, and continue creating long-term value for all our stakeholders. With the collective strength and commitment of our Board, employees, customers, partners, suppliers, and shareholders, we are confident in our ability to build on our achievements and ensure that the company continues to thrive in an increasingly dynamic and competitive global economy.

Corporate Information

BOARD OF DIRECTORS

Ms. Atima Khanna

Non-Executive Independent Director (Chairperson)

Mr. Amit Mittal

Managing Director Cum CEO

Ms. Ritu Goyal

Non-Executive Independent Director

Mr. Parmatma Singh Rathor

Non-Executive Independent Director

Ms. Dipali Mittal

Non-Executive Non-Independent Director

Mr. Arun Gaur

Non-Executive Non-Independent Director

Mr. Manoj Tiwari

Non-Executive Non-Independent Director

CHIEF FINANCIAL OFFICER

Mr. Lalit Kumar

COMPANY SECRETARY**CUM COMPLIANCE OFFICER**

Mr. Atul K. Agarwal

STATUTORY AUDITORS

MRKS and Associates, Chartered Accountants

SECRETARIAL AUDITORS

DR Associates, Practicing Company Secretaries

REGISTRAR & SHARE TRANSFER AGENT**Alankit Assignments Ltd.**

Alankit House, 4E/2,

Jhandewalan Extension,

New Delhi- 110055

Ph.: +91 11 42541234, 23541234

Fax: +91 11 23552001

REGISTERED OFFICE

0-116, 1st Floor, DLF Shopping Mall,

Arjun Marg, DLF Phase I,

Gurugram-122002, Haryana (India)

CORPORATE OFFICE

Ground Floor, Plot No. 58,

Sector - 44, Gurugram-122003,

Haryana (India)

Website: www.a2zgroup.co.in**BANKERS/LENDERS**

1. Indian Bank Ltd.
2. IndusInd Bank Ltd.
3. Union Bank of India
4. Axis Bank Ltd.

Board's Report

To,

The Members of

A2Z Infra Engineering Ltd.

Your Directors take pleasure in presenting the 25th Annual Report together with the annual audited financial statements for the year ended March 31, 2026.

1. Financial summary or highlights/Performance of the Company

The highlights of financial results on Standalone and Consolidated basis for the financial year ended on March 31, 2026 are as follows:

(INR in Lakh)

Particulars	Standalone		Consolidated	
	2025-26	2024-25	2025-26	2024-25
Income				
Revenue from Operations	11,393.66	4,854.93	38,643.79	33,626.75
EBITDA	(29.23)	246.86	2,498.15	3,024.54
Finance Cost	275.28	233.05	735.10	795.61
Depreciation and amortization expenses	132.79	112.26	477.64	493.10
Profit/(Loss) before Exceptional Items and tax	(437.30)	(98.45)	1285.41	1,735.83
Exceptional Items	70.24	317.28	(516.76)	(533.01)
Share of profit/(loss) from associate	-	-	(3.00)	(198.73)
Total Tax Expense	(87.81)	324.18	242.04	900.65
Profit/Loss for the year	(279.25)	(105.35)	523.61	103.44
Other Comprehensive Income (net of tax)	(10.98)	(15.20)	21.10	442.09
Total Comprehensive income for the year	(290.23)	(120.55)	544.71	545.53

Note: The above figures are extracted from the standalone and consolidated annual financial statements of the Company as per Indian Accounting Standards (Ind AS).

Operations Review

Standalone Performance:

During the financial year under review, the Company has recorded a substantial increase in revenue from operations, which rose to INR 11,393.66 Lakh from INR 4,854.93 Lakh in the previous financial year, representing a year-on-year growth of 134.68%. The increase in revenue was primarily attributable to the growth in the Company's standalone operations during the year, particularly due to completion of work and final billing in various projects.

Notwithstanding the increase in revenue, the Company continued to report a loss at the standalone level. The loss for the year increased to INR 279.25 Lakh, compared with a loss of INR 105.35 Lakh in the previous financial year. The deterioration in profitability, despite the significant increase in revenue, was primarily attributable to lower operating margins and an increase in other costs, which resulted in continued pressure on the Company's overall margins.

The Net Worth of the Company has decreased to INR 451.97 Lakh as at the end of the current year from INR 742.20 Lakh as at the end of the previous year

representing decrease in Net Worth by 39.10%.

The Debt Equity ratio of the Company has changed to 19.74 as at the end of the current year as compared to 8.79 as at the end of the previous year.

Consolidated Performance:

On a consolidated basis, the Company continued to demonstrate growth in its overall business operations. Consolidated revenue from operations increased to INR 38,643.79 lakh in FY 2025-26 from INR 33,626.75 lakh in FY 2024-25, representing a year-on-year growth of 14.92%.

Due to the increase in turnover, the Company reported a consolidated net profit of INR 523.61 Lakh, marking a significant improvement compared over the net profit of INR 103.44 Lakh recorded in the previous year. This reflects the Company's improved financial performance and profitability on a consolidated basis.

The consolidated Net Worth of the Company increased to INR 4,947.36 Lakh as at the end of the current financial year, compared to INR 4,516.60 Lakh at the end of the previous year, representing an increase of approximately 9.54%.

The increase reflects an improvement in the Group's consolidated financial position.

The consolidated Debt Equity ratio of the Company has changed to 1.94 as at the end of the current year compared to 2.03 as at the end of previous year. This improvement reflects a reduction in the Company's leverage and indicates a strengthened capital structure and improved financial position.

2. Consolidated Financial Statements

The Audited Consolidated Financial Statements of your Company as on March 31, 2026, have been prepared in accordance with the relevant Indian Accounting Standards (Ind AS) issued by Accounting Standards Board (ASB) and Regulation 33 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and applicable provisions of the Companies Act, 2013.

In accordance with Section 129(3) of the Companies Act, 2013 and schedule V of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Consolidated Financial Statements of the Company, including the financial details of all the subsidiary and associate companies of the Company, forms a part of this Annual Report.

3. Corporate Governance

Good governance practices are the norm at our Company. The Company is committed to focusing on long term value creation and protecting stakeholders' interests by applying proper care, skill and diligence to business decisions. Company has adopted and evolved various practices of governance conforming to highest ethical and responsible standards of business.

The report on Corporate Governance as stipulated under the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 ("hereinafter referred to as SEBI Listing Regulations") forms part of the Annual Report. A certificate from Secretarial Auditors of the Company regarding compliance of the conditions of Corporate Governance, as stipulated under Schedule V of the SEBI Listing Regulations is annexed as "**Annexure - III**" and forms part of the report on Corporate Governance.

4. Operational highlights

The key highlights of the Company's various businesses at the Group Level are as follows:

A. Engineering Services

Power Transmission & Distribution:

Your Company is an experienced company in Engineering & Urban Infrastructure Services sector. As part of the services, the Company provides integrated design, testing, installation, construction and commissioning services on a turn-key basis to its clients. The Company's projects include rural electrification, railway overhead electrification, reduction of AT&C losses, feeder renovation,

underground cabling, feeder segregation, installing High Voltage Distribution System ("HVDS") and Low Voltage Distribution System ("LVDS") distribution lines and transmission lines. The Company has strong capabilities to build, operate and maintain:

- Substations & Switchyards up to 765 kV.
- Transmission lines up to 765 kV.
- 11 / 33 kV distribution lines comprising of Feeder Renovation Projects, Tube Well Connection, Segregation of Domestic and Agriculture load, Augmentation of Lines, Providing Laying of HT & LT Aerial Bunched Cables and Offering BPL Connections along with New connection & replacement of old meter works.

The Company has its overseas presence in Nepal, Uganda and Tanzania.

Telecom Infrastructure EPC

Telecom Infrastructure Projects is the other business activity of the Company. Major offerings by Company in Telecom Infrastructure EPC are supplying, laying and maintaining of Optical Fibre Cables (OFC) networks. EPC services offered by the Company under this segment include:

- Optical Fiber Cable NLD / Access Networking Construction & Maintenance
- Optical Fiber FTTH work
- Network Integration
- Telecom Infrastructure Operation & Maintenance Services
- Material Planning & Project Management.
- Engineering Construction & Infrastructure Services

Your Company has successfully executed orders for construction of Telecom Network Backbone on Turnkey basis in the untapped toughest terrains of the country like the remote border areas of the Eastern and North Eastern States of India for the defence forces, to connect their remote border posts to the mainland.

Further, Company has tied up with Bharti Airtel Limited & RANext Technologies Private Limited for work to be carried out on continuing basis at various circles including obtaining permission from applicable authority for HDD/Open Trench/Moiling/ First level restoration/Duct Pulling up to 4 number/ DIT/All Fiber Blowing & Pulling/Splicing/Manhole and Hand hole Supply and installation/ODF and OTB installation/AT Testing and sign off/Handover to O&M Team and such other work as may be specified/required from time to time.

The Company combine a proven track record and professional skills woven together with a culture of trust.

B. Facility Management Services (FMS)

The Company provides various solutions for Facility Management, ranging from the identification of an asset to its maintenance across various durations from short-term to mid-term to throughout its life. Our team of professionals provides world class and innovative services in cost-effective manner by leveraging state-of-the-art tools and techniques. Our patrons include aboriginal and global MNC's, Indian Companies, PSU's and Government sector.

Our services include:

- Integrated Facility Management Services
- Mechanized & High-Pressure Cleaning Services.
- Manpower Supply & Workforce Management
- Building Operations & Maintenance (BOM)
- Electrical & Utility Maintenance Services
- Comprehensive Annual Maintenance Contracts
- Pest Control & Hygiene Management
- Pantry, Hospitality & Support Services
- Railway & Transit Facility Support Services
- Facility Helpdesk & Service Management
- Energy & Resource Management

C. Municipal Solid Waste Management (MSW)

The Company had ventured in the high growth potential business of Municipal Solid Waste Management in the year since 2007. Under MSW SBU, the Company works with the local civic bodies or local governments in observing and maintaining major cities or towns clean and sanitized, majorly in north India. The Company's comprehensive MSW services include collection, transportation, treatment, and disposal of solid waste. Over the recent years, the Company has further narrowed down its focus on Collection and Transportation of municipal solid waste. The Company works under long-term contracts to align with the civic bodies' continued investments towards the Government of India's Clean India (Swachh Bharat) mission. The mandates are won by the SBU not only based on competitive pricing, but also because of the technology used in collection, treatment and disposal through scientific methods.

A high-growth and synergistic business for the Group, MSW services primarily include:

- Waste Collection and Transportation (C&T).
- Segregation and Processing of Waste.
- Support services to municipal and urban local bodies.

Company will continue to focus on its core strengths particularly Facility Management Services (FMS) and Municipal Solid Waste Management (MSW) business while selectively pursuing profitable and viable opportunities in Engineering Services (ES) Segment.

5. Dividend

Considering the financial position of the Company and in absence of distributable profits, the Board of Directors does not recommend any dividend for the financial year ended March 31, 2026.

6. Transfer to Reserves

In view of the loss incurred by the Company during the financial year under review and the resultant position of the standalone financial statements, no amount has been transferred to reserves during the year.

7. Share Capital**Authorised Share Capital:**

During the year under review, the Authorised Share Capital of the Company is INR 24,000 Lakh divided into 2400.00 Lakh equity shares of INR 10/- (Rupees Ten only) each.

Paid up Share Capital:

The Company has not issued any shares during the year, the paid up share capital of the Company stood INR 176,11,98,580/- (Indian Rupees One Hundred Seventy Six Crore Eleven Lakh Ninety Eight Thousand Five Hundred Eighty Only) divided into 17,61,19,858 (Seventeen Crore Sixty One Lakh Nineteen Thousand Eight Hundred Fifty Eight) Equity Shares of INR 10/- each as at March 31, 2026.

However, subsequent to the year under review, Company has allotted 14,02,500 (Fourteen Lakh Two Thousand Five Hundred) equity shares of INR 10/- each on May 04, 2026, pursuant to exercise of Employee Stock Options by the employees of the Company under A2Z Employee Stock Option Plan, 2013, A2Z Employee Stock Option Plan, 2014 and A2Z Employee Stock Option Plan, 2018. Accordingly, as on date of this report the paid-up Share Capital of the Company stood at INR 1,77,52,23,580/- (Indian Rupees One Hundred Seventy Seven Crore Fifty Two Lakh Twenty Three Thousand Five Hundred Eighty Only) divided into 17,75,22,358 (Seventeen Crore Seventy Five Lakh Twenty Two Thousand Three Hundred Fifty Eight) Equity Shares of INR 10/- each.

8. Subsidiaries and Associate Companies

As on March 31, 2026, the Company had 9 (Nine) direct and step down subsidiary Companies and 18 (Eighteen) Associate Companies. Further, the Company has entered into Joint Venture agreements with unincorporated JV's for bidding of tenders & contracts the details are given in the note no. 34 & 35 to the standalone and the consolidated financial statements. Also the Company is a member of an association of person (AOP) in which Company is having 60% share in profits.

As per sub-section (3) of Section 129 of the Companies Act, 2013 read with Rule 5 of the Companies (Accounts) Rules, 2014, a statement containing salient features of the financial statements and performance of the Company's subsidiaries and associate companies for the year ended March 31, 2026, is included as per the prescribed format in this Annual Report. The Financial Statements of these subsidiaries are uploaded on the website of the Company in compliance with Section 136 of the Companies Act, 2013. The Financial Statements of these subsidiaries and the other related detailed information will be made available to any Member of the Company seeking such information at any point of time and are also available for inspection by any member at the Registered Office of the company on all working days except Saturday and Sunday during business hours up to the date of the Annual General Meeting.

During FY 2025-26, there has been no major change in the nature of business of the subsidiaries.

During the year under review, A2Z Infraseservices Limited ("Infraseservices"), a material subsidiary of A2Z Infra Engineering Limited ("Company"), invested in "Blyss Infinitaas Ltd." ("Blyss"), an Associate of Infraseservices. Infraseservices holds 40% stake in Blyss w.e.f. March 20, 2026. The main object of Blyss is engaged in the business of operating a technology-enabled platform for the aggregation and provision of on-demand home and commercial services under the brand name "Blyss".

In terms of the Regulation 46(2)(h) of SEBI Listing Regulations, the policy for determining material subsidiaries is placed on the website of the Company - http://media.a2zgroup.co.in/pdf/Policy_on_material_subsidary_28.05.2025.pdf

Report on the performance and financial position of each of the subsidiaries and associates has been provided in **Form AOC-1** and forms part of the Annual Report as **Annexure A**.

9. Directors and Key Managerial Personnel

1. Appointment/Re-appointment & Cessation of Directors/KMP's

There were no changes in the composition of the Board of Directors during the year under review.

After the year under review:

The Nomination and Remuneration Committee and the Board of Directors of the Company recommended the re-appointment of Mr. Amit Mittal as Managing Director of the Company not liable to retire by rotation, for a period of 3 years effective from January 01, 2027, subject to approval of Members at the ensuing Annual General Meeting by Ordinary Resolution.

2. Retire by Rotation

In accordance with the provisions of the Companies Act, 2013 and the Articles of Association of the Company, Mr. Arun Gaur (DIN: 08328873), Director

liable to retire by rotation at the ensuing Annual General Meeting of the Company and being eligible, offers himself for re-appointment.

3. Key Managerial Personnel

Pursuant to the provisions of sub-section (51) of Section 2 and Section 203 of the Companies Act, 2013 read with the rules framed thereunder, the Key Managerial Personnel's (KMP's) of the Company as on date of this report; are:

1. Mr. Amit Mittal, Managing Director cum CEO
2. Mr. Lalit Kumar, Chief Financial Officer
3. Mr. Atul Kumar Agarwal, Company Secretary

In compliance with sub-regulation (3) of Regulation 36 of SEBI Listing Regulations and Secretarial Standard - 2 on General Meetings, brief resume, expertise and other details of Director(s) proposed to be re-appointed are given in the Notice convening the ensuing Annual General Meeting.

10. Policy on Directors' appointment and Remuneration

As on March 31, 2026, the Board consists of Seven members, One(1) is Executive Director-Managing Director Cum CEO, three(3) are Non-Executive and Non-Independent Directors one of whom is the Woman director and other three(3) are Non-Executive Independent Directors two of whom are Women Independent Directors.

In terms of the provisions of Section 178(3) of the Act and Para A of Part D under Schedule II of the SEBI Listing Regulations, the Nomination & Remuneration Committee is responsible for formulating the criteria for determining qualification, positive attributes and independence of a Director. The Nomination & Remuneration Committee is also responsible for recommending to the Board a policy relating to the remuneration of the Directors, Key Managerial Personnel and other employees. In line with this requirement, the Board has, on the recommendation of the Nomination & Remuneration Committee, framed a policy for selection and appointment of Directors, KMP and Senior Management and their remuneration. The policy covers the criteria for making payments to the NEDs.

The Remuneration Policy of the Company can be accessed via following link:-

http://media.a2zgroup.co.in/pdf/Remuneration_Policy_13.02.2021.pdf

11. Declaration by Independent Director(s)

The Company has received necessary declaration from each of the Independent Directors under section 149(7) of the Companies Act, 2013 and Regulation 25(8) of SEBI Listing Regulations, that they meet the criteria of independence as laid down in section 149(6) of the Companies act, 2013 and Regulation 16(1)(b) of the SEBI Listing Regulations. Further, the Independent Directors of the Company had no pecuniary relationship or transactions with the Company, other than sitting fees and reimbursement of expenses, if any, incurred by them for the purpose of attending meetings of the Company.

The Company has also received from them, declaration of compliance of Rule 6(1) & (2) of the Companies (Appointment and Qualifications of Directors) Rules, 2014, regarding online registration with the Indian Institute of Corporate Affairs, Manesar, for inclusion/ renewal of name in the data bank of Independent Directors. With regard to integrity, expertise and experience (including the proficiency) of the Independent Directors, the Board of Directors have taken on record the declarations and confirmations submitted by the Independent Directors and is of the opinion that they are persons of integrity and possess relevant expertise and experience and their continued association as Director will be of immense benefit and in the best interest of the Company. With regard to proficiency of the Independent Directors, ascertained from the online proficiency self-assessment test conducted by the Institute, as notified under Section 150(1) of the Act, the Board of Directors have taken on record the information and confirmations furnished by the Independent Directors regarding their compliance with the applicable requirements.

12. Annual evaluation of Board Performance and Performance of its committees and Individual Directors

Annual evaluation of the performance of the Board, its Committees and individual directors was carried out in accordance with the provisions of the Companies Act, 2013 and the corporate governance requirements as prescribed by Securities and Exchange Board of India ("SEBI") under SEBI Listing Regulations.

The performance of the Board was evaluated by the members of the Board on the basis of the guidance note and criteria laid down for the purpose, including the composition and structure of the Board, effectiveness of Board processes, information flow and functioning, Board culture and dynamics, quality of relationship between the Board and the Management, efficacy of communication with external stakeholders, competence and experience of Board to conduct its affairs effectively, operations are in line with strategy, integrity of financial information and the robustness of financial and other controls, effectiveness of risk management processes, among other relevant parameters.

The performance of the Committees was evaluated by the Board after seeking inputs from the respective Committee members. The evaluation was undertaken with reference to criteria including the composition of committees, effectiveness of committee meetings and deliberations, appropriateness of the mix of knowledge, skills and experience, effectiveness and value added by the Committee, and the independence and overall functioning of the Committees.

The Board and the Nomination & Remuneration Committee ("NRC") evaluated the performance of the individual directors based on criteria including their contribution to the Board and committee meetings, preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, willingness to

devote time and effort to understand the company and its business, competency to take the responsibility and having adequate qualification, experience and knowledge, quality and value of their contributions at board meetings, effectiveness of Leadership provided by the Chairperson.

In a separate meeting of Independent Directors, performance of non-independent directors, performance of the board as a whole and performance of the Chairperson was evaluated, taking into account the views of executive directors and non-executive directors. The Independent Directors also assessed the quality, quantity and timeliness of flow of information between the management of the listed entity and the Board of Directors that is necessary for the Board of Directors to effectively and reasonably perform their duties.

The overall evaluation process was conducted in accordance with the applicable statutory and regulatory requirements and covered the effectiveness, contribution and functioning of the Board, its Committees and individual Directors.

13. Number of meetings of the Board of Directors

During the year, Five (5) meetings of the members of Board and two(2) meeting of Independent Directors were held, the details of which are given in Corporate Governance Report. The provisions of the Companies Act, 2013 and SEBI Listing Regulations, were adhered to while considering the time gap between two consecutive meetings.

14. Meetings of the Audit Committee

During the year under review, the Audit Committee met Five(5) times. The details of the meetings, composition and terms of the reference of the Committee are given in the Corporate Governance Report which forms part of this Annual Report.

15. Change in the nature of business

There has been no change in the nature of business during the year under review.

16. Material Changes and Commitments

There were no material changes and commitments affecting the financial position of the Company, which occurred between the end of the financial year of the Company and the date of this report.

17. Updates on Debt Reduction Plan/ One Time Settlement (OTS) with Lenders

During the year under review, Company has entered into Settlement Arrangement on February 24, 2026 with Indian Bank, through full cash One Time Settlement (OTS) for a deferred Consideration of INR 50.0 Crores, against the total outstanding dues of the Company and its Associate Companies, except the non-fund base facility amounting to INR 14.40 Crores. Further, Company is in compliance of the said settlement terms, and No Dues Certificate will be received after complete closure.

Your Company is working assiduously to reduce the

debt burden and in line with this strategy the Company has entered into One Time Settlement Agreements (OTS) with various Lenders, wherein it had settled the outstanding borrowings by upfront payments and deferred installments. Company is also in discussion with the remaining Lender(s) for finding a prudent resolution of their respective fund/non-fund based exposure to the Company by doing one time settlement with them.

18. Deposits

During the year under review, the Company has not accepted any deposits within the meaning of Sections 2(31) and 73 of the Companies Act, 2013, and the Rules framed thereunder and any re-enactments thereof and consequently, there was no amount of principal or interest outstanding towards the Public deposit as on the date of Financial Statements.

19. Significant and Material Orders passed by the Regulators or Courts or Tribunals

There are no significant material orders passed by the Regulators or Courts or Tribunal which would impact the going concern status of the Company and its future operations.

20. Internal Financial Controls and systems:

According to Section 134(5)(e) of the Act, the term Internal Financial Control (IFC) means the policies and procedures adopted by the Company. Your Company has in place adequate financial control system and framework in place to ensure:

- The orderly and efficient conduct of its business;
- 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.

The Company has a well-placed, proper and adequate IFC system which ensures that all assets are safeguarded and protected and that the transactions are authorised, recorded and reported correctly. The Company's IFC system also comprises due compliances with Company's policies and Standard Operating Procedures (SOPs) and audit and compliance by internal audit checks from VBR & Associates, Internal Auditors. The Internal Auditors independently evaluate the adequacy of internal controls for the majority of the transactions in value terms. Independence of the audit and compliance is ensured by direct reporting of Internal Auditors to the Audit Committee of the Board.

The Company's Books of Accounts are maintained in tally and transactions are executed through tally (ERP) setups to ensure correctness/ effectiveness of all transactions, integrity and reliability of reporting. Significant observations including recommendations for improvement of the business processes are reviewed by the Management before reporting to the Audit Committee. The Audit Committee reviews the Internal Audit reports

and the status of implementation of the agreed action plan. This system of internal control facilitates effective compliance of Section 138 of Companies Act, 2013 and the SEBI Listing Regulations.

The internal auditors of the company checks and verifies the internal control and monitors them in accordance with policy adopted by the company. The Board regularly reviews the effectiveness of controls and takes necessary corrective actions where weaknesses are identified as a result of such reviews. This review covers entity level controls, process level controls, fraud risk controls. Based on this evaluation, there is nothing that has come to the attention of the Directors to indicate any material break down in the functioning of these controls, procedures or systems during the year.

The Statutory Auditors have given their disclaimer of opinion on the financial reporting in their Report on the effectiveness of the Company's internal financial controls with reference to the Company's ability to continue as a going concern, accrual of interest expenditure in accordance with Ind AS 23 and reconciliation of the same with the lenders. Your Directors re-iterate their clarifications on the same as mentioned elsewhere in the Report.

21. Secretarial Standards

The Company is in Compliances with the Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) on Meetings of the Board of Directors (SS-1) and General Meetings (SS-2).

22. Auditors

Statutory Auditors and Auditors' Report

M/s MRKS and Associates ("MRKS") (Firm Registration No. 023711N), Chartered Accountants, were appointed as Statutory Auditors of the Company for a period of five consecutive years from the conclusion of the 20th Annual General Meeting (AGM) till the conclusion of the 25th Annual General Meeting of the Company.

The Board, on the recommendation of the Audit Committee, recommended for the approval of the Members, for the re-appointment of M/s MRKS and Associates ("MRKS") (Firm Registration No. 023711N), Chartered Accountants, for a second term of five consecutive years to hold office from the conclusion of this 25th Annual General Meeting until the conclusion of 30th Annual General Meeting of the Company.

Appropriate resolution seeking your approval to the appointment and remuneration of the Auditors is appearing in the Notice convening the 25th AGM of the Company. The Board of Directors recommends to the Members to pass the resolution, as stated in Item No. 3 of the Notice, convening the ensuing Annual General Meeting.

The auditor's report presented by M/s MRKS and Associates, Auditors on the accounts of the company for the financial year ended March 31, 2026 is self-explanatory and requires no comments and the Management replies to the audit observations are as under:

Explanation to Para 3.a. of Auditor's report on Standalone Financials of A2Z Infra Engineering Ltd. and Para 3.a. of Auditor's report on consolidated Financial of A2Z Infra Engineering Ltd., its subsidiaries and associates of A2Z Infra Engineering Ltd.

Based upon management analysis and assumptions, the management is evaluating various options and has entered into one-time settlement agreements with various lenders (as described in note 22.1 of the financial statements), including interest and other related terms and conditions apart from further negotiating the terms with the remaining lenders for settlement of its existing debt obligations. Further the management is in discussions with certain customers for an immediate recovery of the amount due from them and believes that the substantial portion of such trade receivables shall be realized within the upcoming year. Management believes that the Company will be able to settle its remaining debts in the due course and in view of the proposed settlement of debt obligations together with the expected increased realisation from the trade receivables, no adjustments are required in the standalone financial statements and accordingly, these have been prepared on a going concern basis. Refer Note 31 of standalone financial statements and Note 50 of consolidated financial statements for details.

Explanation to Para 3.b. of Auditor's report on standalone Financials of A2Z Infra Engineering Ltd., & Para 3.b. of Auditor's report on Consolidated Financials of A2Z Infra Engineering Ltd. its subsidiaries, joint ventures and associates of A2Z Infra Engineering Ltd.

Based upon management analysis and assumptions, management is confident that no additional liability on account of borrowing settlement shall devolve on the Company in addition to the carrying value of such liability as at March 31, 2026. The Company is in the process of negotiations/ reconciliations of its outstanding obligations carried in these financial statements. Hence, directors believe that there is no material financial impact on the said disclaimer of opinion. Refer Note 22.1 of standalone financial statements and Note 49 of consolidated financial statements for details.

Going Concern

The Auditors of Company has modified its opinion on the financial statements as on March 31, 2026 that they are unable to comments on the ability of the Company to continue as a going concern. As on March 31, 2026, Company has accumulated losses amounting to INR 1,07,659.78 Lakhs and is presently facing liquidity problems on account of delayed realization of trade receivables. Also, certain lenders have filed applications with the Debt Recovery Tribunal (DRT) for recovery of their dues.

Conditions explained above, indicate existence of uncertainties that may cast significant doubt on the Company's ability to continue as a going concern due to which the Company may not be able to realise its

assets and discharge its liabilities in the normal course of business in future.

However, the management is evaluating various options and has entered into one-time settlement agreements with various lenders, including interest and other related terms and conditions apart from further negotiating the terms with the remaining lenders for settlement of its existing debt obligations. Further the management is in discussions with certain customers for an immediate recovery of the amount due from them and believes that the substantial portion of such trade receivables shall be realized within the upcoming year.

Management believes that the Company will be able to settle its remaining debts in the due course and in view of the proposed settlement of debt obligations together with the expected increased realisation from the trade receivables, no adjustments are required in the standalone financial result and accordingly, these have been prepared on a going concern basis.

Branch Auditors

In terms of Section 143(8) of the Companies Act, 2013 read with Rule 12 of the Companies (Audit and Auditors) Rules, 2014, the audit of the accounts of the branch offices of the Company located outside India is required to be conducted by the person(s) or firm(s) qualified to act as Branch Auditors in accordance with laws of that country. The Board of Directors seeks approval of the Members to authorize the Board of Directors based on the recommendation of Audit Committee to appoint Auditors for the branch office(s) of the Company and also to fix their remuneration. The Board of Directors recommends to the Members to pass the resolution, as stated in Item No. 5 of the Notice, convening the ensuing Annual General Meeting.

Secretarial Auditors

In terms of the provisions of Section 204 of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company had appointed M/s. DR Associates, Company Secretaries as Secretarial Auditors of the Company to conduct Secretarial Audit for the term of 5 (five) consecutive financial years, commencing from Financial Year 2025-26 and continuing upto Financial Year 2029-30, subject to the applicable provisions of the Act and the rules made thereunder.

Further, M/s DR Associates, Company Secretaries, have also been appointed as Secretarial Auditors of the Company's material unlisted Subsidiary Company(ies), namely M/s A2Z Infraserivces Ltd., M/s Ecogreen Envirotech Solutions Ltd. and M/s Mansi Bijlee & Rice Mills Ltd for the Financial Year 2025-26, in accordance with the applicable provisions of the Act and the rules made thereunder.

The Secretarial Audit Report of the Company together with its material unlisted subsidiary(ies) is given as **Annexure B** (Form MR-3) which forms part of this report.

The said Secretarial Audit Reports do not contain any qualification, reservation or adverse remark made by the secretarial auditors.

The Company has submitted the annual secretarial compliance report with BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") (collectively referred to as "Stock Exchanges") in compliance of Regulation 24A of the SEBI Listing Regulations.

Cost Auditors

Pursuant to the provisions of Section 148 of the Companies Act, 2013 read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the cost records in respect of road and construction activity need to be audited. In Compliance to the above, the Board of Directors upon the recommendation of the Audit Committee, had appointed M/s S A Y S & Co. LLP, Cost Accountants (Firm Registration No. 007650), as the Cost Auditors of the Company for the Financial Year ending March 31, 2027.

In accordance with the above provisions, the remuneration payable to the cost auditors for the financial year ending March 31, 2027 should be ratified by the Members. Accordingly, the Board of Directors recommends to the Members to pass the resolution, as stated in Item No. 6 of the Notice convening the forthcoming Annual General Meeting. The Cost Auditors have certified that their appointment is within the limits of Section 141(3)(g) of the Act and that they are not disqualified from appointment within the meaning of the said Act.

Further, the Cost Auditors' Report as given by M/s S S S & Associates (formerly known as S Sountyal & Co.) (Firm Registration No. 004981) for financial year 2025-26 do not contain any qualifications, reservations, adverse remarks or disclaimer which call for any explanation/comment from the Board of Directors.

23. Corporate Social Responsibility (CSR)

As the Company does not fall within the criteria specified under Section 135 of the Companies Act, 2013, during the preceding financial year, i.e., F.Y. 2024-25, the provisions relating to Corporate Social Responsibility (CSR) were not applicable to the Company for F.Y. 2025-26. Accordingly, the Company was not required to undertake any CSR expenditure during the financial year 2025-26.

The CSR Policy of the Company approved by the Board is placed on the website of the Company and may be accessed via following link.

http://media.a2zgroup.co.in/pdf/CSR_Policy_A2Z_22.pdf

24. Investor Education and Protection Fund

During the year under review, there was no requirement to transfer any funds and equity shares to the Investor Education and Protection Fund.

25. Vigil Mechanism / Whistle Blower Policy

The Board has pursuant to the provisions of Section 177(9) & (10) of the Companies Act, 2013 read with Rule 7 of the Companies (Meetings of Board and its Powers) Rules,

2014 and Regulation 22 of SEBI Listing Regulations, framed "Vigil Mechanism (Whistle Blower) Policy" ("the Policy") through which directors, employees and business associates may report unethical behavior, malpractices, wrongful conduct, fraud, violation of Company's code of conduct, leak or suspected leak of unpublished price sensitive information without fear of reprisal.

This Policy has been formulated to provide Vigil Mechanism for employees including directors of the Company to report genuine concerns from time to time. The said policy is placed on the website of the Company and may be accessed at a link:-

[https://media.a2zgroup.co.in/pdf/VIGIL_\(WHISTLE%20BLOWER\)_POLICY_13.02.2021.pdf](https://media.a2zgroup.co.in/pdf/VIGIL_(WHISTLE%20BLOWER)_POLICY_13.02.2021.pdf)

This vigil mechanism of the Company is overseen by the Audit Committee and provides adequate safeguard against victimization of employees and directors who avail the vigil mechanism and also provide direct access to the Chairperson of the Audit Committee in appropriate or exceptional circumstances.

26. Particulars of Loans, Guarantees or Investments under Section 186

Being an infrastructure Company, the provisions of Section 186 is not applicable on the Company and particulars of loans, guarantees, investments form part of the notes to the Financial Statements provided in this Annual Report. All the loans, guarantees and investments made are in compliance with the provisions of the Companies Act, 2013 and the same are disclosed in the Financial Statements.

27. Related Party Transactions

With reference to Section 134 (3) (h) of the Act, all contracts or arrangements with related party under Section 188 (1) of the Act, entered by the Company during the financial year, were in the ordinary course of business and on an arm's length basis. A statement giving details of all Related Party Transactions are placed before the Audit Committee on a quarterly basis for its review.

During the year under review, Company had not entered into any contract or arrangement with the related parties which could be considered 'material' as per the criteria specified under the Companies Act, 2013 and SEBI Listing Regulations and according to the policy of the Company on the materiality of Related Party Transactions. Accordingly, there are no transactions that are required to be reported in Form-AOC 2. However, you may refer to Related Party transactions in Note No. 35 of the standalone financial statements.

The Policy on materiality of related party transactions as also dealing with related party transactions as approved by the Board may be accessed on the Company's website at the link:

https://media.a2zgroup.co.in/pdf/Policy_on_Materiality_of_and_Dealing_with_Related_Party_Transactions_11.02.2026.pdf

28. Employee Stock Option Plan

The Nomination & Remuneration Committee of the Board of Directors of the Company, inter alia, administers and monitors the A2Z Employees Stock Option Plan 2013 (ESOP 2013), A2Z Employees Stock Option Plan 2014 (ESOP 2014) and A2Z Employees Stock Option Plan 2018 (ESOP 2018) of the Company in accordance with the applicable SEBI Guidelines.

The applicable disclosures as stipulated under Regulation 14 of SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 with regard to ESOP 2013, ESOP 2014 and ESOP 2018, including ESOP re-granted under the above specified scheme(s), if any, are available on the website of the Company at www.a2zgroup.co.in.

The certificates from the Secretarial Auditor of the Company stating that the Schemes have been implemented in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and the resolution passed by the members will be available for inspection in electronic mode during the meeting to any person having right to attend the meeting and same may be accessed by sending an e-mail to investor.relations@a2zemail.com.

29. Annual Return

Pursuant to Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return in the prescribed Form No. MGT-7 as on 31st March, 2026 is available on the Company's website and can be accessed at the following link: https://media.a2zgroup.co.in/pdf/Draft%20Annual%20Return_2025-26.pdf

30. Prevention of Sexual Harassment at Workplace:

Equal Value is given to all employees in the Company. There is no discrimination between individuals at any point based on race, colour, gender, religion, political opinion, national extraction, social origin, sexual orientation or age. Every individual is expected to treat his/her colleagues with respect and dignity.

As per the requirement of the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 read with rules made thereunder, your Company has constituted Internal Complaints Committee which is responsible for redressal of complaints related to sexual harassment.

The Company has complied with provisions relating to the constitution of Internal Complaints Committee (ICC) under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, to redress complaints received regarding sexual harassment.

Following is the summary of sexual harassment complaints received and disposed of during the year:

- (a) **No. of complaints of sexual harassment received in the year:** Nil
- (b) **No. of complaints disposed off during the year:** Nil
- (c) **No. of cases pending for more than ninety days:** Nil

31. Disclosure on Cost Records

Pursuant to provisions of Section 134 of the Act read with Rule 8(5)(ix) of the Companies (Accounts) Rules, 2014, it is confirmed that maintenance of cost records as specified by the Central Government under sub-section (1) of Section 148 of the Act, is required by the Company and accordingly such accounts and records are made and maintained.

32. Particulars of Employees and Related Disclosures

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Act read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are given in **Annexure C**.

33. Conservation of Energy, Technology absorption, Foreign Exchange Earnings and Outgo

Due to various reasons beyond the control of the Company as mentioned herein above, the power plants of the Company are not operational. Further, there is no any other manufacturing plant owned by the Company.

Hence, most of the Information required to be provided under Section 134(3) (m) of the Act read with the Companies (Accounts) Rules, 2014, are Nil/Not applicable during the year under review. The information, as applicable, is given hereunder:

Conservation of Energy: Your Company requires minimal energy consumption and every endeavor is made to ensure optimal use of energy, avoid wastages and conserve energy as far as possible.

Further, during the year there are no foreign exchange earnings and outgo.

34. Disclosure requirements

- a. As per Regulation 34 read with Schedule V of the SEBI Listing Regulations, management discussion and analysis are attached, which form part of this report.
- b. Company is complying with the provisions relating to the Maternity Benefit Act 1961/ the Code on Social Security, 2020.
- c. The Company has not made any provision of money for the purchase of its own shares by employees or by trustees for the benefits of employees.
- d. Details of the familiarization program of the independent directors are available on the website of the Company

https://media.a2zgroup.co.in/pdf/AIEL_Familiarization_Programme_for_Independent_Directors_2025_26.pdf

- e. There has been no change in the charter documents of the Company. The power to change, amend, or completely replace the charter documents lies exclusively with the shareholders of the Company.

- f. The Company has complied with the applicable Secretarial Standards on Meetings of the Board of Directors and on General Meetings issued by the Institute of Company Secretaries of India and notified by the Ministry of Corporate Affairs.
- g. In terms of Regulation 17(8) of SEBI Listing Regulations, the Chief Executive officer and the Chief Financial officer furnished a certificate to the Board of Directors in the prescribed format for the year under review and taken on record by the Board.

35. Listing

The Equity Shares of the Company continue to remain listed on BSE Limited and National Stock Exchange of India Limited (NSE). The stipulated listing fees for FY 2026-27 have been paid to both the Stock Exchanges.

36. Risk Management Policy

Risk management forms an integral part of the business planning and review cycle. The Company's Risk Management Policy is designed to provide reasonable assurance that objectives are met by integrating management control into the daily operations, by ensuring compliance with legal requirements and by safeguarding the integrity of the Company's financial reporting and its related disclosures.

The Company has a mechanism in place to inform Board members about risk assessment, minimization procedures and periodical review thereof. The Board of Directors and Audit Committee of Board of Directors of the Company inter alia reviews Risk Management functions of the Company and ensures appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company.

The main objective of this policy is to ensure sustainable business growth with stability and to promote a proactive approach in reporting, evaluating and resolving risks associated with the business. In order to achieve the key objective, the policy establishes a structured and disciplined approach to Risk Management, in order to guide decisions on risk related issues.

In today's challenging and competitive environment, strategies for mitigating inherent risks in accomplishing the growth plans of the Company are imperative. The common risks inter alia are: Competition, Business risk, Technology obsolescence, Investments, retention of talent and expansion of facilities. Business risk, inter-alia, further includes financial risk, political risk, fidelity risk, legal risk.

As a matter of policy, these risks are assessed and steps as appropriate are taken to mitigate the same.

37. Directors' Responsibility Statement

Pursuant to Section 134(3)(c) and 134(5) of the Companies Act, 2013, the board of directors, to the best of their knowledge and ability, confirm that:

- a. In the preparation of the annual accounts for the Financial Year ended March 31, 2026, the applicable accounting standards have been followed and no material departures have been made from the same;
- b. We have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the company at March 31, 2026 and of the profit and loss of the company for that period;
- c. We 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 the company and for preventing and detecting fraud and other irregularities;
- d. We have prepared the annual accounts on a going concern basis; and
- e. We have laid down internal financial controls to be followed by the company and that such internal financial controls are adequate and were operating effectively.
- f. We have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

38. Fraud Reporting

There was no fraud reported by the Auditors of the Company under Section 143(12) of the Companies Act, 2013, to the Audit Committee or the Board of directors during the year under review.

39. Details of application made or any proceeding pending under the Insolvency and Bankruptcy Code, 2016 (31 of 2016) during the year along with their status as at the end of the financial year.

Details of proceedings pending under the Insolvency and Bankruptcy Code, 2016 (31 of 2016) are as follows:

S. No.	Case Title	Stage/Status	Tribunal	Remarks
1.	Jaiprakash Associates Vs. A2Z Infra Engineering Ltd.	Not appeared yet before NCLT	NCLT Chandigarh	Not appeared yet before NCLT
2.	Dinesh Kumar Gupta Liquidator Vs. M/S A2z Infra Engineering Limited	Next date of hearing is September 07, 2026	NCLT Delhi	Listed for arguments

40. Details of difference between amount of the valuation done at the time of one time settlement and the valuation done while taking loan from the Banks or Financial Institutions along with the reasons thereof.
Not Applicable

41. General

Your Directors state that no disclosure or reporting is required in respect of the following items (as there were no transactions/instances on the below mentioned items) during the year under review:

1. No Voluntary revision of Financial Statements or Board's Report.
2. No director who is in receipt of any commission from the Company and who is a Managing Director or Whole-time Director of the Company has received any remuneration or commission from any Holding Company or Subsidiary Company of the Company.
 - i. Mr. Amit Mittal was appointed as Whole-Time Director in Ecogreen Envirotech Solutions Ltd. ("Ecogreen"), subsidiary of the Company for a period of three (3) years effective from November 01, 2024 and he is in receipt of remuneration of INR 78.96 Lakh from Ecogreen during the year under review.

42. Acknowledgement

Your Directors place on record their gratitude to the Central Government, State Government Departments, Organizations and Agencies in India and Governments of various countries where the Company has its operations for their continued support and co-operation. The Directors are also thankful to all valuable stakeholders viz., customers, vendors, suppliers, banks, financial institutions, joint venture partners and other business associates for their continued co-operation and excellent support provided to the Company during the year. The Directors acknowledge the unstinted commitment and valuable contribution of all employees of the Company.

The Directors also appreciate and value the trust reposed in them by Members of the Company. Your Directors also thank and appreciate all the Bankers of the Company for their support extended by them to the Company in difficult times and for accepting the settlement process for settling the debt amount in an amicable manner.

For and on behalf of Board of Directors

Sd/-

(Atima Khanna)
Chairperson
DIN-07145114

Date: 31.08.2026

Place: New Delhi

Form AOC-1															
Salient features of the Financial Statement of the Subsidiaries/Associate/Joint ventures as per Companies Act, 2013															
Part-A Subsidiaries															
S. No.	Name of the Susidiary Company	Date Since When Subsidiary was acquired	Re- porting Period	Re- porting Cur- rency	Share Capital	Reserve & Surplus	Invest- ments	Total As- sets	Total Liabilities	Turnover (including other Income)	Profit/ (Loss) before Taxation	Pro- vision for Tax- ation	Profit/ (Loss) after Taxa- tion	Pro- posed Divi- dend	Extent of Share- holding (in per- centage)
1	A2Z Infraservices Limited	April 15, 2008	2025-26	INR	381.60	8,940.80	1,521.71	15,702.29	6,379.90	22,568.30	1,400.24	389.00	1,011.24	-	93.83%
2	A2Z Powercom Limited	April 28, 2008	2025-26	INR	12.50	(465.92)	-	385.16	838.58	0.09	(16.18)	-	(16.18)	-	100.00%
3	Mansi Bijlee & Rice Mills Limited	June 10, 2010	2025-26	INR	5.00	(953.30)	2,435.78	2,467.35	3,415.64	120.08	(570.46)	-	(570.46)	-	100.00%
4	Ecogreen Envirotech Solutions Limited	November 10, 2010	2025-26	INR	5.00	1,429.98	-	5,609.05	4,174.06	8,865.11	559.74	(59.16)	618.89	-	79.47%
5	A2Z Waste Management (Aligarh) Limited	July 15, 2019	2025-26	INR	5.00	78.75	-	1,474.99	1,391.24	4.50	(275.64)	-	(275.64)	-	75.06%
6	A2Z Waste Management (Ludhiana) Limited	July 15, 2019	2025-26	INR	5.00	(5,160.85)	11.05	550.84	5,706.69	-	(159.87)	-	(159.87)	-	65.68%
7	Magic Genie Smartech Solutions Limited	July 15, 2019	2025-26	INR	5.00	(8.64)	-	79.43	83.07	264.68	30.18	-	30.18	-	65.68%
8	Rishikesh Waste Management Limited	April 28, 2008	2025-26	INR	140.00	(142.00)	-	61.55	63.55	186.84	30.42	-	30.42	-	65.68%
9	Blackrock Waste Processing Private Limited	November 3, 2021	2025-26	INR	5.00	(1.35)	-	3.87	0.23	-	(0.32)	-	(0.32)	-	60.00%
10	A2Z Maintenance & Engineering Services Limited and Satya Builders (Association of person)	April 5, 2011	2025-26	INR	-	(1,943.61)	-	227.22	2,170.83	-	(0.48)	-	(0.48)	-	60.00%
Note: 1. During the previous year, Magic Genie Services Limited (direct subsidiary) has been struck off w.e.f June 26, 2024. 2. During the previous year, Vswach Environment (Aligarh) Private Limited and Vsapientis Techno Services Private Limited (indirect subsidiaries) have been struck off w.e.f January 09, 2025.															

Part-B Associates

S. No.	Name of the Associate Company	Latest audited Balance Sheet Date	Shares of Associate or Joint Ventures held by the company at the year end			Reason why the associate/joint venture is not consolidated	Network attributable to shareholding as per latest audited Balance Sheet	Profit or Loss for the year	
			No.	Amount of Investment in Associates or Joint Venture	Extent of Holding (in percentage)			Considered in Consolidation	Not Considered in Consolidation
1	Greeneffect Waste Management Limited (Greeneffect Waste Management Group)*	March 31, 2026	96,93,987	969.40	42.61	By virtue of shareholding	NA	(21,475.47)	-
2	A2Z Waste Managment (Nainital) Private Limited	March 31, 2026	24,000	2.40	48.00	By virtue of shareholding	NA	(207.21)	-
3	A2Z Waste Managment (Jaipur) Limited	March 31, 2026	10,000	1.00	20.00	By virtue of shareholding	NA	(159.77)	-
4	Blyss Infinitaas Limited**	March 31, 2026	28,149	2.81	37.53	By virtue of shareholding	NA	(0.20)	-

* Greeneffect Waste Management Limited together with its Subsidiaries is referred to as Greeneffect Waste Management Group.

** A2Z Infraservices Limited ("Infraservices"), a material subsidiary of the Company, invested in "Blyss Infinitaas Ltd." ("Blyss"), an Associate of Infraservices. Infraservices holds 40% stake in Blyss w.e.f. March 20, 2026

ANNEXURE-A

Name of the subsidiary which is yet to commence operations

1. Mansi Bijlee & Rice Mills Ltd.
2. Blackrock Waste Processing Private Ltd.

Names of associates which are yet to commence operations

1. A2Z Waste Management (Badaun) Ltd.
2. A2Z Waste Management (Balua) Ltd.
3. A2Z Waste Management (Mirzapur) Ltd.
4. A2Z Waste Management (Sambhal) Ltd.
5. A2Z Waste Management (Jaipur) Ltd.
6. Earth Environment Management Services Pvt. Ltd.

Form No. MR-3

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

SECRETARIAL AUDIT REPORT

For The Financial Year Ended March 31, 2026

**The Members,
A2Z Infra Engineering Limited
O-116, 1st Floor, DLF Shopping Mall,
Arjun Marg, DLF Phase-I, Gurgaon-122002**

We have conducted the Secretarial Audit of the compliances of applicable statutory provisions and the adherence to good corporate practices by **A2Z Infra Engineering 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, minute books, statutory registers, 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 on 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board Processes and Compliance Mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

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

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder.
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder to the extent of Regulations 74 and 76 of Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
- (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-
 - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

- (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018; **Not Applicable to the Company during the financial year under review.**
- (d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- (e) Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; **Not Applicable to the Company during the financial year under review.**
- (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client; **Not Applicable to the Company during the financial year under review.**
- (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; **Not Applicable to the Company during the financial year under review.**
- (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; **Not Applicable to the Company during the financial year under review.**
- (i) SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015; and
- (vi) As informed by the management, there was no specific law which is applicable to the Company. We have also examined compliances with the applicable clauses of the Secretarial Standards issued by Institute of Company Secretaries of India.

We have also examined compliances with the applicable clauses of the Secretarial Standards issued by Institute of Company Secretaries of India.

During the period under review, the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above subject to the following matter of emphasis:

Legal Proceedings against the Company

There are instances of legal cases filed against the Company under the various laws applicable to the Company. These cases are filed before various courts of the Country under various statutes. However, as explained by the management the legal proceedings against the Company is not of material or significant nature which impacts the going concern status and Company's operations in future.

Default in payment of Statutory Dues

There are instances of defaults and late payment of statutory dues viz. Provident Fund, Direct and Indirect taxes with respective authorities, under various statutes.

We report that:

1. The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act;
2. Adequate notices are given to all directors to schedule the Board Meeting, for the Board Meetings and accordingly, agenda and detailed notes on agenda were sent atleast seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful Participation at the meeting.

3. All decisions at Board Meetings and Committee Meetings held during the period under review were carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be.

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 DR Associates
Company Secretaries
Firm Regn. No.: P2007DE003300
Peer Review Certificate No.: 6160/2024**

**Sd/-
Suchitta Koley
Partner**

**Place: Noida
Date: 12th August, 2026**

**FCS 1647; CP No.: 714
UDIN: F001647H001062465**

Note: This report is to be read with our letter of even date which is annexed as Annexure 1 and forms an integral part of this report.

‘Annexure -1’

The Members
A2Z Infra Engineering Limited
O-116, 1st Floor, DLF Shopping Mall
Arjun Marg, DLF Ph-I, Gurgaon,
Haryana, 122002

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. Where ever 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 DR Associates
Company Secretaries
Firm Regn. No.: P2007DE003300
Peer Review Certificate No.: 609/2019

Sd/-
Suchitta Koley
Partner

Place: Noida
Date: 12th August, 2026

FCS 1647; CP No.: 714
UDIN: F001647H001062465

SECRETARIAL AUDIT REPORT OF A2Z INFRASERVICES LIMITED - MATERIAL UNLISTED SUBSIDIARY

Form No. MR-3

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

SECRETARIAL AUDIT REPORT

For The Financial Year Ended March 31, 2026

**The Members,
A2Z InfraserVICES Limited
O-116, 1st Floor, DLF Shopping Mall,
Arjun Marg, DLF PH-I
Gurgaon, Haryana**

We have conducted the Secretarial Audit of the compliances of applicable statutory provisions and the adherence to good corporate practices by A2Z InfraserVICES 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, minute books, statutory registers, 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 on 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board Processes and Compliance Mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

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

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder.
- (ii) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; **Not Applicable to the Company during the financial year under review.**
- (iii) Secretarial Standards issued by the Institute of Company Secretaries of India.
- (iv) As informed by the management, there was no specific law which is applicable to the Company.

Our report is to be read along with the noting as mentioned here-under:

1. Maintenance of secretarial records 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

the financial records and books of accounts of the Company.

4. Where ever required, we have obtained the management representation about the Compliances of the laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of the corporate and other applicable laws, rules and regulations, standards is the responsibility of the Management; Our examination was limited to the verification of the procedures on test basis.
6. We have not verified the compliance under various State laws specifically applicable to the Company and relied on the Management Representation Letter.
7. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor the efficacy or effectiveness with which the management has conducted the affairs of the Company.

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

We report that:

1. The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.
2. Adequate notices are given to all directors for the Board Meetings and accordingly, agenda and detailed notes on agenda were sent to all directors, 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.
3. Majority decisions are carried through while the dissenting members' views, if any, are captured and recorded as part of the minutes.
4. There are adequate systems and processes in the company commensurate with the size and operations of the company to monitor and ensure compliance with applicable laws, Rules, Regulations and Guidelines.

We further report that 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 DR Associates
Company Secretaries
Firm Regn. No.: P2007DE003300
Sd/-**

**Deepak Gupta
Partner**

**Place: Noida
Date: 11th August 2026 UDIN: U74140HR2008PLC037820**

CP No.: 4629

SECRETARIAL AUDIT REPORT OF ECOGREEN ENVIROTECH SOLUTIONS LIMITED - MATERIAL UNLISTED SUBSIDIARY

Form No. MR-3

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

SECRETARIAL AUDIT REPORT

For The Financial Year Ended March 31, 2026

**The Members,
Ecogreen Envirotech Solutions Limited
O-116, 1st Floor, DLF Shopping Mall,
Arjun Marg, DLF PH-I
Gurgaon, Haryana**

We have conducted the Secretarial Audit of the compliances of applicable statutory provisions and the adherence to good corporate practices by Ecogreen Envirotech Solutions 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, minute books, statutory registers, 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 on 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board Processes and Compliance Mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

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

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder.
- (ii) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; **Not Applicable to the Company during the financial year under review.**
- (iii) Secretarial Standards issued by the Institute of Company Secretaries of India.
- (iv) As informed by the management, there was no specific law which is applicable to the Company.

Our report is to be read along with the noting as mentioned here-in-under:

1. Maintenance of secretarial records 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 the financial records and books of accounts of the

Company.

4. Where ever required, we have obtained the management representation about the Compliances of the laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of the corporate and other applicable laws, rules and regulations, standards is the responsibility of the Management; Our examination was limited to the verification of the procedures on test basis.
6. We have not verified the compliance under various State laws specifically applicable to the Company and relied on the Management Representation Letter.
7. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor the efficacy or effectiveness with which the management has conducted the affairs of the Company.

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

We report that:

1. The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.
2. Adequate notices are given to all directors for the Board Meetings and accordingly, agenda and detailed notes on agenda were sent to all directors, 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.
3. Majority decisions are carried through while the dissenting members' views, if any, are captured and recorded as part of the minutes.
4. There are adequate systems and processes in the company commensurate with the size and operations of the company to monitor and ensure compliance with applicable laws, Rules, Regulations and Guidelines.

We further report that 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 DR Associates
Company Secretaries
Firm Regn. No.: P2007DE003300**

Sd/-

**Deepak Gupta
Partner**

CP No.: 4629

UDIN:F005339H001061341

**Place: Noida
Date: 11th August 2026**

SECRETARIAL AUDIT REPORT OF MANSI BIJLEE & RICE MILLS LIMITED - MATERIAL UNLISTED SUBSIDIARY

Form No. MR-3

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

SECRETARIAL AUDIT REPORT For The Financial Year Ended March 31, 2026

**The Members,
Mansi Bijlee & Rice Mills Limited
O-116, 1st Floor, DLF Shopping Mall,
Arjun Marg, DLF PH-I
Gurgaon, Haryana**

We have conducted the Secretarial Audit of the compliances of applicable statutory provisions and the adherence to good corporate practices by Mansi Bijlee & Rice Mills 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, minute books, statutory registers, 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 on 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board Processes and Compliance Mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

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

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder.
- (ii) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; **Not Applicable to the Company during the financial year under review.**
- (iii) Secretarial Standards issued by the Institute of Company Secretaries of India.
- (iv) As informed by the management, there was no specific law which is applicable to the Company.

Our report is to be read along with the noting as mentioned here-in-under:

1. Maintenance of secretarial records 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 the financial records and books of accounts of the

Company.

4. Where ever required, we have obtained the management representation about the Compliances of the laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of the corporate and other applicable laws, rules and regulations, standards is the responsibility of the Management; Our examination was limited to the verification of the procedures on test basis.
6. We have not verified the compliance under various State laws specifically applicable to the Company and relied on the Management Representation Letter.
7. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor the efficacy or effectiveness with which the management has conducted the affairs of the Company.

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

We report that:

1. The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.
2. Adequate notices are given to all directors for the Board Meetings and accordingly, agenda and detailed notes on agenda were sent to all directors, 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.
3. Majority decisions are carried through while the dissenting members' views, if any, are captured and recorded as part of the minutes.
4. There are adequate systems and processes in the company commensurate with the size and operations of the company to monitor and ensure compliance with applicable laws, Rules, Regulations and Guidelines.

We further report that 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 DR Associates
Company Secretaries
Firm Regn. No.: P2007DE003300
Sd/-**

**Deepak Gupta
Partner**

**Place: Noida
Date: 11th August 2026**

**CP No.: 4629
UDIN: F005339H001061372**

ANNEXURE-C**Particulars of employees**

The information required under Section 197 of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) rules, 2014 are given below:

A. The ratio of the remuneration of each director to the median remuneration of the Employees of the Company for the financial year:

Name of the directors	Ratio to median remuneration
Non-executive directors	
Ms. Atima Khanna	0.91
Ms. Ritu Goyal	0.72
Mr. Parmatma Singh Rathor	0.58
Ms. Dipali Mittal	0.58
Mr. Manoj Tiwari	0.43
Mr. Arun Gaur	0.87
Executive directors	
Mr. Amit Mittal*	NA

* Nil Remuneration has been paid to Mr. Amit Mittal during Financial Year 2025-26.

Mr. Amit Mittal, executive director is getting remuneration from the Subsidiary Company.

B. The percentage increase in remuneration of each Director, Chief Executive Officer, Chief Financial Officer, Company Secretary in the financial year:

The Executive Director of the Company is not receiving any remuneration from the Company, while the Non-Executive Directors are receiving sitting fees from the Company. Further, pursuant to the approval of the members of the Nomination and Remuneration Committee and the Board of Directors of the Company at their respective meetings duly held on November 14, 2025, the salary of Mr. Lalit Kumar, Chief Financial Officer of the Company, was increased by 16.67%.

C. The percentage increase in the median remuneration of employees in the financial year: -

Percentage increase in the median remuneration of employees in the financial year is (80.56%). This is due to significant increase in the number of employees during the year, particularly at the lower salary levels.

D. The number of permanent employees on the rolls of Company: 53 (Fifty Three) (as on March 31, 2026)

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

The average percentage increase/(decrease) in remuneration of employees other than managerial personnel during the last financial year was (57.24%). The decrease in the average remuneration is primarily attributable to the significant increase in the number of employees during the year, particularly at the lower salary levels and there are no exceptional circumstances for increase in the managerial remuneration.

F. Affirmation that the remuneration is as per the remuneration policy of the Company:

The Company affirms remuneration is as per remuneration policy of the Company.

G. The statement containing particulars of employees as required under section 197(12) of the Act read with Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is not applicable on the Company. However, in terms of Section 136 of the Companies Act, 2013, the details of employees are open for inspection during the meeting. Any member interested in obtaining a copy of the same can send an e-mail to investor.relations@a2zemail.com.

Management Discussion & Analysis

1. Economy Overview

A. Global Economy

Global growth is projected to be 3.0 percent in 2026 and 3.4 percent in 2027, down from the average of 3.5 percent observed in 2024-25 and broadly unchanged on a cumulative basis compared with the forecasts in the April 2026 World Economic Outlook (WEO). The modest slowdown reflects the effects of the war in the Middle East being partly offset by accelerated demand-driven momentum in the global technology cycle thanks to advances in artificial intelligence (AI) and its adoption. The impact varies widely based on countries' exposure to the war and position in the technology value chain. Global trade growth is also expected to moderate from 5.0 percent in 2025 to 3.5 percent in 2026 before recovering to 4.3 percent in 2027, reflecting the impact of tariffs, adjustments in trade and production linkages, and continued growth in technology-related trade. Energy exporters outside the conflict zone benefit from favorable terms of trade, whereas economies plugged into the technology-led upturn experience stronger activity even if they are energy importers. Inflationary pressures have re-emerged, with Global headline inflation is expected to increase from 4.1 percent in 2025 to 4.7 percent in 2026 before declining to 3.9 percent in 2027, indicating that the disinflation trend in place since the beginning of 2024 has stalled. Energy and other input costs also remain elevated, with crude oil prices projected to increase by 32 percent and natural gas prices by 22 percent in 2026 compared with 2025.

In emerging market and developing economies, growth is projected to slow to 3.8 percent in 2026 before recovering to 4.5 percent in 2027, with heterogeneous revisions reflecting differences in commodity dependence, geographic exposure, remittances and tourism receipts, and position in the global technology value chain. China's 2026 growth is projected to slow to 4.6 percent. India remains among the fastest growing major economies, with growth projected at 6.4 percent, supported by strong momentum in private consumption and services activity. The global outlook remains subject to significant uncertainty arising from geopolitical developments, energy-price movements, trade-related measures and developments in the technology cycle, with the impact varying across economies depending on their exposure to these factors. Source: IMF — World Economic Outlook Update, July 2026: Global Economy in Crosscurrents of War and Technology

B. Indian Economy

India has steadily evolved into one of the fastest-growing major economies, offering a vibrant and welcoming environment for investors from around the world. According to the latest estimates of the Ministry of Statistics and Programme Implementation (MoSPI),

India's real GDP grew by 7.7% in FY2025–26, while nominal GDP increased by 8.9%. Real GVA grew by 7.9%, reflecting broad-based expansion across economic activities.

India is primarily a domestic demand-driven economy, with consumption and investments contributing to 70% of the economic activity. With India's economy showing resilient growth, supported by strong domestic demand, policy reforms, and a healthy investment pipeline, several new projects and developments are underway across key sectors. The World Bank has highlighted the importance of sustaining growth while addressing poverty, inequality and employment challenges to ensure that economic gains are broadly shared. India's industrial activity continued to witness steady expansion in March 2026, with the Index of Industrial Production (IIP) growing by 4.1% year-on-year, supported by sustained momentum across key sectors. The manufacturing sector recorded a 4.3% increase, while mining expanded by 5.5%, reflecting strength in core industrial segments. Electricity generation also remained positive at 0.8%, contributing to overall industrial performance. The IIP index rose to 173.2 in March 2026, up from 166.3 in March 2025, indicating continued expansion in India's industrial base. Within manufacturing, 14 out of 23 industry groups recorded growth, with key contributors including basic metals, motor vehicles and machinery & equipment, highlighting broad-based industrial activity.

India's economic outlook remains robust, supported by strong macroeconomic fundamentals, resilient domestic demand and sustained investment momentum. The economy continues to rank among the fastest-growing major economies globally, driven by broad-based expansion across manufacturing, services and infrastructure, alongside steady improvement in industrial and business activity.

India's external position remains broadly manageable, supported by substantial foreign exchange reserves and continued capital inflows, although the widening merchandise trade deficit and evolving global conditions remain areas to monitor. Domestic demand continues to act as a key anchor, supported by stable inflation, rising mobility and travel activity, healthy tax collections and strong participation from domestic institutional investors.

Ongoing government initiatives to boost manufacturing, infrastructure development, clean energy and investment are further strengthening the foundation for sustained growth.

Source: Investment in India | Market Trends, Sectors & Opportunities

Source: MoSPI – GDP and IIP statistics

Source: Indian Economy Growth Rate, GDP & Economic Structure Insights | IBEF

2. Industry Overview: Market Trends and Opportunities

This section covers, in detail, the three principal industries in which the Company's Strategic Business Units operate — Engineering, Procurement & Construction (EPC), covering both Power Transmission & Distribution (T&D) and Telecom infrastructure; Facility Management Services (FMS); and Municipal Solid Waste Management (MSW) — together with relevant global and Indian market data.

A. Engineering, Procurement, And Construction (EPC)

The Indian Engineering, Procurement and Construction (EPC) industry is expected to maintain a healthy growth trajectory, supported by continued government infrastructure spending, increasing private-sector capital expenditure, industrial expansion, and investments across transportation, energy, utilities and other infrastructure segments. Government-led infrastructure development remains an important driver of EPC demand, with continued investments in roads, railways, airports, bridges, power and other public infrastructure supporting project opportunities and order inflows. At the same time, increasing private-sector investments in manufacturing, industrial facilities, energy, commercial infrastructure and other capital-intensive projects are broadening the addressable market for EPC contractors. Recent industry analysis from CRISIL also indicates that large, diversified EPC companies are expected to see **9–11% revenue growth**, supported by infrastructure capital expenditure, healthy order books and faster project execution.

Source: CRISIL — Revenue of large, diversified EPC companies to grow 9–11%

A.1 Power Transmission & Distribution (T&D) — Global and Indian Scenario

Global Scenario: Globally, the electricity transmission and distribution market was valued at approximately USD 397.99 billion in CY 2025 and is projected to reach USD 410.8 billion in CY 2026 and about USD 580.51 billion by CY 2034, registering a CAGR of 4.42% during 2026–34, with Asia-Pacific accounting for over 42.78% of global market in 2025, driven by rapid industrialisation, urbanisation, increasing electricity demand, renewable-energy integration and continued investment in grid expansion and modernization across major economies including China, India, Japan and Australia.

Indian Scenario: India's Power Transmission & Distribution (T&D) EPC market specifically was valued at approximately USD 14.68 billion in CY 2025 and is projected to reach USD 35.20 billion by CY 2035, representing a CAGR of approx. 9.34% during 2026–2035, according to industry estimates by Astute Analytica. The growth outlook is supported by the planned integration of over 500 GW of renewable capacity by 2030, expansion of the Inter-State

Transmission System (ISTS), Intra-state Transmission System (InSTS), grid modernisation, and increasing deployment of advanced transmission technologies, and increasing High Voltage Direct Current (HVDC) system. The Government of India has planned transmission infrastructure to integrate over 500 GW of renewable energy capacity by 2030 and over 600 GW by 2032.

India's overall power market (installed generation capacity) is estimated at approximately 619 GW in CY 2026 and is projected to reach approximately 893 GW by CY 2031, representing a CAGR of approximately 7.6% during 2026–2031, according to Mordor Intelligence. The continued expansion of generation capacity, increasing electricity demand and the growing share of renewable energy are expected to drive corresponding investments in transmission and distribution infrastructure.

The competitive landscape of the India power transmission and distribution EPC market is shaped by the coexistence of dominant public sector enterprises and increasingly active private sector participants. The Tariff-Based Competitive Bidding (TBCB) mechanism has played a major role in opening the sector to broader participation by promoting competition and transparent procurement in transmission project development.

Government policy and regulatory support play a critical role in driving the expansion of the India power transmission and distribution EPC market. The National Electricity Plan outlines a long-term roadmap for strengthening the country's power infrastructure and integrating renewable energy capacity. According to the plan, approximately Rs 9.15 lakh crore is expected to be invested in transmission infrastructure by 2032. These investments are intended to enhance grid resilience, expand transmission capacity, and support the growing share of renewable power in India's energy mix.

The Indian power transmission and distribution EPC market is entering a phase "Triple Transition," involving simultaneous shifts in power generation, electricity consumption patterns, and grid infrastructure development. Renewable energy expansion is altering generation locations, while urbanization and electrification trends - including the growth of electric vehicles - are reshaping demand patterns. These transformations require extensive upgrades to both transmission and distribution networks, creating new opportunities for EPC contractors and infrastructure developers.

Source: <https://www.fortunebusinessinsights.com/electricity-transmission-and-distribution-market-106366>

Source: Astute Analytica / Research and Markets — India Power T&D EPC Market

A.2 Telecom Sector — Global and Indian Scenario

Global Scenario: The global telecommunications sector continues to undergo significant structural transformation, driven by the rapid growth in data consumption, increasing smartphone penetration, expansion of broadband connectivity and the continued deployment of advanced mobile technologies. The evolution of 5G networks, alongside the emergence of 5G Standalone, 5G-Advanced, artificial intelligence-enabled network management and Internet of Things applications, is expected to support the next phase of digital infrastructure development. According to the GSMA, the global mobile industry is increasingly focused on advancing 5G capabilities and developing enterprise applications across areas such as manufacturing, transport, energy, healthcare and smart infrastructure. The GSMA's *Mobile Economy 2026* estimates that mobile technologies and services contributed approximately **USD 7.6 trillion to global GDP in 2025**, equivalent to **6.4% of global GDP**, with this contribution projected to increase to approximately **USD 11.3 trillion by 2030**, supported by the increasing adoption of 5G, AI and other digital technologies.

Indian Scenario: India's telecommunications sector continues to demonstrate structural growth, supported by increasing digital connectivity, broadband adoption and the transition toward advanced mobile networks. The market is increasingly characterised by wireless and mobile-based connectivity, with continued investment in network capacity, coverage, fibre infrastructure and service quality. Recent data released by the Telecom Regulatory Authority of India (TRAI) indicates continued growth in India's overall telecom subscriber base, with the industry increasingly shifting toward wireless and mobile-based connectivity. As of June 2026, the total telephone subscriber base stood at approximately 1,348.08 million, comprising 1,300.25 million wireless subscribers and **47.82 million wireline subscribers**. The wireless subscriber base increased by 5.79 million during June 2026, while the wireline subscriber base declined by 0.81 million, or 1.67%, from **48.64 million at the end of May 2026 to 47.82 million at the end of June 2026**. Broadband subscribers, including M2M cellular mobile connections, increased to approximately **1,087.50 million** during the month. These trends highlight the continued predominance of wireless connectivity, while also underscoring the importance of high-capacity broadband and supporting digital infrastructure. The evolution of India's connectivity landscape is expected to sustain demand for telecom infrastructure, particularly across 5G network deployment, fibre backhaul, network densification, transmission infrastructure, data centres and associated power and passive infrastructure. While the decline in traditional wireline subscribers represents a structural shift in the market, the underlying requirement for high-capacity fibre and digital infrastructure continues to increase

as mobile networks require greater bandwidth and enterprises and consumers consume increasing volumes of data.

India's telecom infrastructure requirements are also being shaped by the broader digitalisation of the economy. The expansion of cloud computing, digital services, connected devices, enterprise connectivity and AI-enabled applications is expected to increase the requirement for reliable and scalable communications infrastructure. Accordingly, telecom sector growth is increasingly linked not only to subscriber additions but also to the continuous expansion, modernisation and upgrading of network capacity, coverage and performance.

For EPC and infrastructure service providers, this evolution presents opportunities to participate across the telecom infrastructure value chain, including engineering, procurement, project execution, fibre deployment, network infrastructure and associated electrical and civil works. The sector's growth is therefore increasingly linked not only to subscriber additions but also to the expansion and upgrading of network capacity, coverage and quality.

The Group sees strong long-term opportunities in its EPC business, supported by India's expanding power infrastructure, grid modernisation, electrification and telecom network requirements. Building on its established expertise in **Power T&D and Telecom EPC**, the Group will focus on technology-enabled execution, complex infrastructure projects and selective expansion into emerging opportunities such as renewable and associated power infrastructure. The Group remains committed to strengthening its EPC order pipeline and execution capabilities to deliver sustainable growth in the coming years.

Source: GSMA, *The Mobile Economy 2026*

Source: <https://www.trai.gov.in/notifications/press-release/trai-releases-telecom-subscription-data-june-2026>.

B. Facility Management Services (FMS) Industry

Facility Management (FM) refers to the integrated management of buildings, infrastructure, workplace environment and associated support services to ensure that businesses and organizations operate efficiently, safely, and sustainably. It provides a wide range of services, including maintenance, housekeeping, security, energy management, space planning, and administrative assistance. The purpose of facility management is to increase productivity, optimise cost, and improve the overall operation of businesses, residential complexes, healthcare facilities, educational institutions, and industrial facilities and other support services. In India, FM has progressed from conventional housekeeping and maintenance to a strategic function that employs technology, environmental practices, and data-driven decision-making.

The objective of facility management is to enhance operational efficiency, optimise costs, maintain safety and service standards, and support the effective functioning of diverse facilities, including commercial and residential properties, healthcare institutions, educational establishments, industrial facilities and other built environments.

Global Scenario: Globally, the Facility Management (FM) industry is evolving from traditional maintenance and support functions toward integrated, technology-enabled and outcome-based solutions. Increasing adoption of AI, IoT, cloud-based platforms, predictive maintenance and smart building technologies is enabling organizations to improve operational efficiency, optimize energy consumption and enhance occupant experience. Sustainability and ESG requirements, hybrid workplace models, outsourcing of non-core activities and the need for resilient infrastructure are further supporting demand for professional facility management services across major markets.

Indian Scenario: India's facility management market is projected to witness a CAGR of 12.75% during the forecast period FY2026-FY2033, growing from a total addressable market (TAM) size of USD 54.81 billion in FY2025 and is projected to reach approximately USD 138.04 billion by FY2033. The facility management market in India is growing rapidly, owing to the rapid growth of urbanization, infrastructure, and changing business needs. The facility management domain is a broad domain which provides services such as maintenance, operations, security, and energy management for built environments to ensure they function and perform efficiently.

The technological developments in IoT, AI, and automation for predictive maintenance, optimizing resource use, and efficient cost management are factors propelling the demand. The other key drivers include the growth of commercial real estate, hybrid workspaces, and government initiatives such as the Smart Cities Mission, which focuses on sustainable and inclusive urban development. Increasing adoption of green building practices and compliance with regulatory frameworks are also driving demand for professional facility management services.

The market has witnessed tremendous growth due to increasing outsourcing trends, and the integration of cloud-based solutions is again reshaping the landscape of this industry. IT, healthcare, and retail sectors significantly influence the demand for integrated facility management services for operational excellence. This dynamic market is poised for sustained expansion as businesses prioritize safety, sustainability, and efficiency in their operations while embracing innovative solutions to meet evolving infrastructure needs across India. Businesses are increasingly acquiring competitors entirely as part of their growth strategies, while many are also partnering with technology firms to enhance their services and long-term efficiency.

Key Industry Trends:

- **Technology-enabled services delivery:-** The Indian facility management market is expected to witness increasing adoption of smart technologies, including IoT, AI, automation and digital platforms, enabling real-time monitoring, predictive maintenance, improved service quality and greater operational efficiency.
- **Sustainability and energy efficiency:** Increasing emphasis on sustainability, energy efficiency and environmentally responsible building operations is expected to support demand for energy-efficient technologies, resource optimisation and green facility management practices, in line with applicable standards and regulatory requirements.
- **Integrated Facility Management (IFM):** Organisations are increasingly adopting Integrated facility management services to consolidate multiple services under a single service provider, streamline operations, improve accountability and achieve greater efficiency and cost optimisation.
- **Urbanisation and infrastructure development:** Continued urbanisation, expansion of commercial and residential real estate, and growth in sectors such as healthcare, hospitality and institutional infrastructure are expected to support demand for organised and professional facility management services.

The Group's Facility Management Services business provides integrated, technology-enabled solutions covering technical services, workplace management, maintenance and other support services. Going forward, the Group will focus on expanding its presence across corporate, institutional and government clients, while leveraging technology and integrated service capabilities to deliver cost-effective and efficient facility management solutions.

Source: IFMA – 2026 Global Facility Management Trends and Insights

Source: India Facility Management Market Share, Trends & Industry Insights 2033

C. Municipal Solid Waste Management (MSW)

Municipal Solid Waste Management (MSW) encompasses the systematic **collection, segregation, transportation, processing, recycling, treatment and scientific disposal** of municipal solid waste generated from households, commercial establishments, institutions and other sources within municipal areas. The objective of MSW management is to ensure the safe and efficient handling of waste, maximise resource recovery and recycling, minimise the environmental impact of waste disposal, and contribute to improved public health and sustainable urban development.

Global Scenario: Globally, municipal solid waste management is becoming an increasingly important component of sustainable urban development, driven by population growth, rapid urbanisation, rising consumption and increasing waste generation. According to the World Bank's latest **What a Waste 3.0 report** estimates that the world generated approximately 2.56 billion tonnes of municipal solid waste in 2022, with waste volumes projected to increase by approximately 50% to 3.86 billion tonnes by 2050 under a business-as-usual scenario. This is increasing the focus on improved waste collection and treatment infrastructure, recycling, composting, resource recovery, waste prevention and circular-economy approaches. Governments and municipalities are also seeking greater private-sector participation and investment to improve waste-management systems and reduce environmental and climate impacts.

Indian Scenario: The India's Solid Waste Management Market is undergoing significant transformation as rapid urbanization, rising population density, and increasing environmental awareness drive demand for efficient and sustainable waste management practices. Cities across India are shifting from outdated collection methods toward more structured waste segregation, scientific landfilling, and advanced treatment systems. Moreover, smart city initiatives are integrating digital waste tracking, GPS-enabled collection vehicles, and data-driven monitoring to improve efficiency and transparency. Additionally, waste-to-energy projects are gaining traction, with municipal bodies exploring technologies like biomethanation, pyrolysis, and incineration to convert waste into usable power.

The India's Solid Waste Management Market is expected to witness steady growth, supported by government initiatives, increasing investment in waste management infrastructure and greater participation of private-sector operators. Government programs like Swachh Bharat Mission, extended producer responsibility (EPR) rules, and policies promoting plastic waste management are pushing cities and industries to adopt structured waste management systems. Moreover, rising industrial and commercial waste streams—from retail, hospitality, and manufacturing sectors—are creating opportunities for specialized waste treatment and recycling services. Additionally, infrastructure development in tier-2 and tier-3 cities is improving waste collection networks, transportation fleets, and processing capacity.

By 2031, the India's Solid Waste Management Market will be shaped by increasing reliance on digital technologies and smart city solutions. Waste-to-energy conversion will emerge as a key revenue stream, reducing landfill dependency and generating renewable energy. Circular economy principles will drive recycling and material recovery as core practices. Governments will push stricter compliance measures

to ensure environmentally responsible disposal. The market will expand significantly, balancing economic growth with sustainability priorities. IMARC estimates that the India's solid waste management market was valued at USD 13.0 billion in 2025 and is projected to reach USD 21.9 billion by 2034, registering a CAGR of 6.0% during 2026–2034.

India Solid Waste Management Market Trends

- **Adoption of Technology-Enabled Waste Management Solutions**

In India, digital tools such as IoT sensors, AI-driven sorting, and GPS-enabled collection vehicles are enhancing efficiency in waste management. These technologies improve route optimization, reduce operational costs, and enable real-time tracking of waste streams. Municipalities are increasingly investing in smart waste systems as part of urban modernization. Adoption of digital platforms also promotes data-driven policy making. This trend will accelerate as smart city programs expand across India.

- **Growth in Waste-to-Energy Projects**

Rising energy demand and landfill constraints are fueling investments in waste-to-energy facilities in India. These projects convert municipal solid waste into electricity and heat, offering dual benefits of waste reduction and renewable power generation. Governments are providing incentives to encourage private sector participation. The approach supports both sustainability goals and energy diversification strategies. Waste-to-energy is becoming a cornerstone of integrated waste management.

- **Increased Focus on Recycling and Material Recovery**

Recycling initiatives in India are gaining momentum as part of the circular economy movement. Governments are enforcing stricter policies to divert waste away from landfills. Companies are also investing in advanced sorting and recycling technologies. Public awareness campaigns are increasing household participation in recycling programs. This trend ensures resource conservation and reduces environmental impact.

- **Public-Private Partnerships in Waste Management**

Governments in India are increasingly collaborating with private companies to address growing waste management challenges. These partnerships bring in expertise, innovation, and funding for infrastructure projects. PPP models are being used to develop recycling plants, waste collection systems, and landfill alternatives. The collaborations are improving efficiency and service quality. This trend strengthens the overall waste management ecosystem.

- **Sustainability-Driven Policy Reforms**

Regulatory frameworks in India are becoming stricter to ensure sustainable waste management. Policies are focused on reducing landfill usage and encouraging recycling and composting. Extended producer responsibility (EPR) regulations are being applied to industries generating high volumes of waste. Governments are pushing industries to adopt eco-friendly packaging and disposal practices. These reforms will reshape industry behavior and support market growth.

Our Group is a key player in the Municipal Solid Waste Management sector and remains well positioned to benefit from the growing demand for scientific and sustainable waste management solutions. Going forward, the Group will focus on **technology-driven MSW projects, advanced waste processing, resource recovery and waste-to-energy solutions**, leveraging the latest technologies to enhance operational efficiency, enhancing resource recovery and deliver sustainable outcomes.

Source: World Bank – What a Waste 3.0

Source: IMARC – India Solid Waste Management Market Size, Share, Trends and Forecast 2026–2034

Source: Mordor Intelligence – India Waste Management Market Size and Share Analysis 2031

Source: IMARC – India Waste-to-Energy Solutions Market 2026–2034

3. Business Segment Review

Company Overview

A2Z Infra Engineering Ltd., the flagship listed entity of the A2Z Group, was established in 2002. The Group began its journey as a Facility Management Services (FMS) provider and has since then evolved into a diversified player operating through three Strategic Business Units (SBUs) — Engineering Services (ES), Facility Management Services (FMS) and Municipal Solid Waste Management (MSW). It primarily operates in the Engineering Procurement & Construction (EPC) sector for Infrastructure projects, specializing in Telecom Infrastructure Development projects. The Group has cultivated professional expertise and established a proven track-record in this space. The Group has a presence in India and selected overseas markets, including Nepal, Uganda and Tanzania.

In Facility Management Services, the Group provides housekeeping, security, hospitality, workforce contracting, maintenance and related services. Over the years, the Group has also expanded successfully into other adjacent businesses such as the high growth solid waste management. The solid waste management services to urban local bodies cover Collection & Transportation (C&T) and Processing of waste. The Group has been successful in developing synergies between each of the business segments. These products and supply of ancillary service and equipment needs of its other businesses are the other

businesses that the Group operates. The Group's business portfolio is organized into three Strategic Business Units (SBUs) – Engineering Services (ES), Facility Management Services (FMS) and Municipal Solid Waste (MSW). The ES segment primarily constitutes the entire infrastructure EPC business and MSW segment includes the solid waste management offering.

With a robust presence both in India and select international markets across South Asia and Africa, A2Z Group has built a strong reputation for successfully executing complex and critical infrastructure projects. The Group's strength lies in its professional leadership, well-structured operational framework, and a skilled workforce committed to delivering excellence across functions.

A. Engineering Services (ES)

The Engineering Services (ES) SBU of the Company undertakes EPC projects for the Telecom and the Power Transmission & Distribution ('T&D') sub-sectors of the infrastructure. Under the Power T&D infrastructure sub-sector projects, the Company mainly works on the turnkey projects providing services ranging from testing, integrated design, construction, installation and erection which is concluded with project commissioning. The Company has strong industry reputation of delivering on-time innovative solutions that are focused conserving energy by minimizing T&D losses. We offer customized solutions catering to the needs of domestic and global patrons. This approach of the Company helps its clients in achieving financial savings despite higher power consumption. Over the years, the Company has across group entities delivered multitude of projects in this space with operational challenges such as inclement weather and extremities, complex topography, short timelines, and multi-location delivery.

The major areas addressed by the Company in the Power T&D sector include:

- Rural Electrification,
- Railway Overhead Electrification,
- Reduction of AT&C losses, feeder renovation,
- Underground cabling, feeder segregation,
- Installing High Voltage Distribution System ("HVDS") and Low Voltage Distribution System ("LVDS") distribution lines and transmission lines.

The Company has its overseas presence in Nepal, Uganda and Tanzania.

We have completed projects in various states of India including Jammu & Kashmir, Rajasthan, Odisha, Bihar, Arunachal Pradesh, Jharkhand, Kerala, Chhattisgarh, Haryana, Uttar Pradesh and Himachal Pradesh.

In the Telecom sub-sector, the Company undertakes EPC based development and maintenance projects, primarily for Optical Fibre Cable (OFC) laying & maintenance work. The Company offers turnkey

solutions that encompass all services related to OFC network implementations mentioned below:

- Project Management
- Materials Planning
- Technical Site Survey
- Logistics Management
- Network Implementation and Integration
- Supply and Installation of Equipment
- Telecom Infrastructure Operation & Maintenance Services

Updates:

- ❖ The ES SBU contributed **29.48% or 11,393.66 lakhs to the total operating revenues of the Company for FY26 as against 14.44% or INR 4,854.93 lakhs during FY25.**
- ❖ The Company continues to selectively pursue profitable, feasible and sustainable projects, while evaluating opportunities in 5G telecom infrastructure, water and sewage distribution networks, gas distribution networks, and Smart Cities / Metro-linked infrastructure, and in Fixed Asset Management / O&M services.

B. Facility Management Services (FMS)

As the first business stream, the FMS business has remained a mainstay and strength of the Company. The Company offers multiple facility management services under the FMS SBU. The integration of multiple services under one roof, positions the Company strongly in industry which is progressively increasing the pie of Integrated Facility Management Services. The Company's wide array of services are well positioned to serve a wider set of facilities like corporate offices, malls, railway stations, railway coaches, airports, ports, other commercial establishments, monuments, parks and beaches. Our patrons include aboriginal and global MNC's, Indian Companies, PSU's and Government sector.

To further strengthen its technology-enabled service delivery and enhance operational efficiency, the Company has also launched the **FMEdge App**, a digital platform designed to facilitate employee attendance management and enable a range of employee-related services. The FMEdge App supports streamlined, technology-driven workforce management and improves accessibility, transparency and efficiency in the delivery of facility management operations. The integration of digital capabilities with its comprehensive service portfolio further strengthens the Company's position as an integrated and technology-enabled facility management service provider.

The origin business of the Group continues to be a strong vertical.

Our Services include:

- Integrated Facility Management Services
- Mechanized & High-Pressure Cleaning Services.
- Manpower Supply & Workforce Management
- Building Operations & Maintenance (BOM)
- Electrical & Utility Maintenance Services
- Comprehensive Annual Maintenance Contracts
- Pest Control & Hygiene Management
- Pantry, Hospitality & Support Services
- Railway & Transit Facility Support Services
- Facility Helpdesk & Service Management
- Energy & Resource Management

The company is strategically focused on expanding its Facilities Management Services (FMS) business over the upcoming financial years. This growth initiative aims to strengthen the company's market presence, broaden its service portfolio, and drive sustainable revenue growth by capitalizing on increasing demand for integrated facilities management solutions.

Updates:

- ❖ The FMS business revenues stood at INR 18,643.40 lakhs for FY26, compared to INR 21,341.73 lakhs during FY25.
- ❖ FMS business contributed 48.24% to the total revenues of the Company during FY26.
- ❖ The Company continues to execute existing FMS contracts.
- ❖ The Company will continue to focus on the FMS business and selectively pursue projects offering attractive profitability and sustainable commercial potential, while maintaining a disciplined approach to project evaluation and execution.

C. Municipal Solid Waste Management (MSW)

The Company had ventured in the high growth potential business of Municipal Solid Waste Management in the year since 2007. Under the MSW SBU, the Company (along with its subsidiaries and associates) works with urban local bodies on Collection & Transportation (C&T), segregation and processing of municipal solid waste, largely in north India, aligned with the Swachh Bharat mission.

The Company's comprehensive MSW services include collection, transportation, treatment, and disposal of solid waste. Over the recent years, the Company has further narrowed down its focus on Collection and Transportation of municipal solid waste. The mandates are won by the SBU not only based on competitive pricing, but also because of the technology used in collection, treatment and disposal through scientific

methods.

Updates:

- ❖ The Company continued to deliver on the commitments under the existing contracts and is exploring select opportunities of higher profitability and better feasibility.
- ❖ MSW segment revenue grew to INR 8,606.73 Lakhs in FY 26 from INR 7,430.09 lakhs in FY 25.
- ❖ During FY26, MSW SBU contributed 22.27% to the total revenue of the Company.

4. Financial Review — FY 2025-26

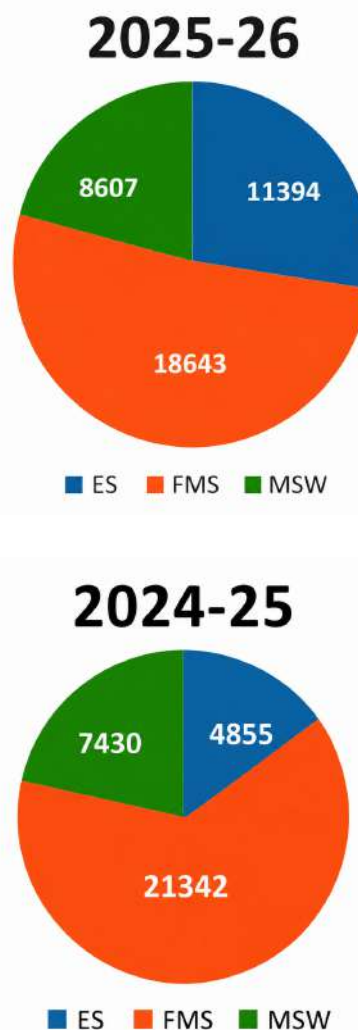
The Company recorded consolidated turnover of INR 38,643.79 lakhs in FY 2025-26, compared to INR 33,626.75 lakhs in FY 2024-25, representing a year-on-year growth of approx. 14.92%. The growth was primarily attributable to a significant increase in turnover from the ES segment, which rose from INR 4,854.93 lakhs to INR 11,393.66 lakhs, supported by the completion of work and final billing in various projects. The MSW segment also recorded healthy growth of approx. 15.80%. However, the overall improvement in turnover was partly offset by margin compression across segments.

During FY 2025-26, the Group's Operating Profit (EBITDA before Other Income) stood at INR 868 lakhs, compared with INR 865.00 lakhs in FY 2024-25, representing a marginal increase of approx. 0.35%. The relatively modest growth in operating profit, despite approx. 14.92% increase in turnover, reflects the impact of margin compression across segments. Consolidated PBT before exceptional items and tax declined to INR 1,282 Lakhs (FY 2025-26) from INR 1,537 Lakhs (FY 2024-25), a fall of 16.59%, primarily due to higher cost of material consumed. The Group recorded a net exceptional loss of INR 517 Lakhs in FY 2025-26 against a net exceptional loss of INR 533 Lakhs in FY 2024-25.

Consolidated profit before tax accordingly declined to INR 766 Lakhs (FY 2025-26) from INR 1,004 lakhs (FY 2024-25), a fall of 23.75%. However, consolidated net profit for

the year increased to INR 524 lakhs (FY 2025-26) from INR 103 lakhs (FY 2024-25), an increase of 409%.

Segment Revenue



Key Changes in Financial Ratios

Parameter	FY 2025-26	FY 2024-25	Change	Explanation
Current ratio	0.83	0.77	7.82%	No Major Variance
Debt-equity ratio	1.94	2.03	(4.41)%	No Major Variance
Debt service coverage ratio	(2.64)	0.35	(850.47)%	Due to borrowings taken in current year.
Return on equity ratio	0.11	0.03	270.57%	Due to higher profit in current year as compared to previous year.
Trade receivables turnover ratio	4.18	2.58	62.03%	Due to higher revenue in current year
Trade payables turnover ratio	0.76	0.51	51.30%	Due to higher cost in current year.
Net capital turnover ratio	(6.09)	(3.49)	74.40%	Due to increase in revenue in current year
Net profit ratio	0.01	0.00	340.48%	Due to higher profit in current year as compared to previous year.
Return on capital employed	0.12	0.15	(22.98)%	No Major Variance

5. Business SWOT Analysis

Strengths • Diversified business portfolio. • Experience of working with large and renowned clients on challenging projects • Differentiated organizational capabilities across business segments through technology and processes. • Compliance and Corporate Governance • Illustrious track record created over 20+ years. • Fungibility of resources across segments. • Sizeable trained and skilled workforce. • Innovation capabilities • Reduced debt of the company	Weakness • Over-reliance on B2G business. • High working capital and labour intensity of businesses. • Multi-pronged capital investment due to diversified business. • Adverse inflow.
Opportunities • Recapitalising and Debt Restructuring • Increasing demand for Office spaces in view of 'hybrid' working approach and increasing share of Grade A properties leading to greater demand for professional FMS companies. • Heightened sense of cleanliness and hygiene, post pandemic with increased awareness for the same. • Increasing power generation capacity in traditional and renewable sector. • 5G rollout in telecom sector. • Government policies promoting cleanliness, sanitation, and basic amenities like toilets, housing, piped water, Swachh Bharat Abhiyaan and impetus from Digital India. • Private involvement in railways, airports and other government-controlled infrastructure may increase demand for professional FMS players. • Increasing demand and suitability of Integrated Facility Management Services, opening up opportunities for large, diversified FMS services providers.	Threats • Competition gaining inroads in segments of our operation due to increased demand, availability of funds and advent of technology. • Upgrade of existing infrastructure due to stressed balance sheets of Telecom companies. • Repeated failures in nursing SEBs back to financial health may result in stoppage of investments in power generation, transmission, and distribution infrastructure.

6. Enterprise Risk Management

The Company at group level operates in various sectors and has established a robust enterprise risk management framework to identify, assess and mitigate risks across its operations. With projects being executed across multiple geographies, the Company is exposed to a diverse range of risks. The Company follows a carefully framed risk management framework that covers identification, assessment, and mitigation of risks. The Company's Risk Management framework encompasses all of the Group's businesses and is integrated into the Group's business strategy, processes, planning, execution, and review activities. The framework focuses on prioritizing risks based on their probability and severity of impact.

Some of the key enterprise risks identified by the Company and the corresponding mitigation measures are outlined below:

A. Macro-economic Risks

Being part of a connected world and interconnected

segments of the economy, the Company faces Macro-economic risks. These risks include the dependence of the Company's business with the country's economic developments and the market demands. The macro-economic developments can also lead to risks related to cost of capital that is directly impacted by the policy interest rates by central banks. Besides, the Government's spending and policies in response to the macro situation can also affect the industry and the Company.

Risk mitigation:

To mitigate the macro-economic risks, the Company takes a comprehensive approach with a focused effort on their mitigation. One of the mitigation measures is to diversify revenue streams and SBUs which will help mitigate the risks associated with one type of business by other business type. The company also strives to geographically diversify its project presence within India and to hedge against risks arising from local business environment. The Company has also been

working on reducing the cost of capital, decreasing its debt through repayment and one-time settlements with banks and other financial institutions.

B. Customer Concentration Risks

Customer concentration in any one business or any one geography poses risks of financial setbacks in case of any large or few large customers moving away from the Company or due to delays in cash flows. In such cases there are also the risks of other clients or other projects getting impacted due to financial blockades, and absorbing of company's bandwidth in reviving such erring clients or projects.

Risk mitigation:

The Company consistently works towards diversifying its customer concentration. The Company also endeavours to diversify its markets geographically, industry-wise service offering-wise. There is a relentless effort to add more number of new clients to the Company's clientele. Another measure is to diversify customer mix between private sector clients and government clients.

C. Working Capital Risks

The Company's major business SBU of EPC requires immediate and continuous fund allocation during projects execution. The uninterrupted and cost effective availability of capital funds for project execution is imperative for business operation continuity, especially in the EPC projects. There is risk of project delays, project stalemate due to delays in securing working capital may impact project viability also due to delay or escalation in cost of capital.

Risk mitigation:

The Company has been gradually decreasing the share of EPC projects in its overall portfolio while diversifying the project streams. The reduction in EPC project would mean a lesser need of immediate funds for project execution. Besides this, the Company actively engages with leading financial institutions to arrange the required funding facilities and credit lines, as and when necessary, to support timely project execution and maintain adequate liquidity.

D. Execution Risks

The Company operates in complex operating environment for execution of its projects. The major challenges include availability of suitable manpower, raw material procurements, legal & commercial documentation, project level investments, challenging topographical and extreme weathers in some cases.

The Company faces risks on account of deficiency in any of these inputs for the project execution. Any such deficiency can cause delays in project execution leading to cost escalation and penalties.

Risk mitigation:

The Company takes multiple measures to mitigate the project execution risks. The Company opts for procuring purchase adequate professional liability insurance cover. The Company puts in place stringent Standard Operating Procedures (SOPs) and Project Manuals besides consistently strengthening its Project Management capabilities. There is acute focus on procuring quality materials and having multiple sources for procuring raw material. There is an effective control system to periodically review and monitor the project progress and to take any corrective measure promptly upon a need arising. The Company may also, from time-to-time consider sharing project execution risks through partnerships.

E. Legal & Contractual Risks

Given the scale, complexity and duration of the projects, contractual disputes, claims and litigation may arise, potentially impacting project outcomes and financial performance.

Risk mitigation:

The Company follows a structured contract review and approval process, supported by dedicated legal and commercial teams. Claims and contractual matters are subject to rigorous evaluation and monitoring, while learnings from past disputes are incorporated into future contract negotiations and project execution practices.

F. Talent Risks

The Company's business is human capital intensive and it requires to attract and retain talented and skilled manpower for the effective discharge of business operations and generate revenues. In case of lacks in hiring or retaining talent, the Company's business operations are likely to get impacted which may further affect the revenue generation and growth besides client servicing issues.

Risk mitigation:

The Company puts emphasis on establishing capable and professional functional leaders across all critical and important business functions. These functional leaders are entrusted with acquiring and retaining talent in close coordination and supervision of the HR team. The Company's HR team of professionals consistently works towards putting in place the best-in-class people processes, spanning sourcing, retention, career development, training, and employee engagement. The Company's also puts best endeavours to have an effective remuneration and rewards & recognition policies and practices for this objective including engaging external experts.

MATERIAL DEVELOPMENTS IN HUMAN RESOURCES/ INDUSTRIAL RELATIONS FRONT, INCLUDING NUMBER OF PEOPLE EMPLOYED

The Company is engaged in human capital intensive business wherein an efficient, dedicated and skilled manpower is critical to the success of the Company's business operations. The Company's human capital boasts of balanced mix of managerial, skilled, and unskilled human resources. The Company recognises that effective, transparent and employee-centric human resource policies are essential for aligning its workforce with its business objectives and fostering a culture of productivity, accountability and continuous development.

The Company remains committed to providing a healthy, safe, equitable and productive work environment and to attracting, retaining and nurturing talent. Its HR policies and practices are designed to support the professional and personal development of employees while creating opportunities for career progression, learning and skill enhancement.

The Company's focus areas in nurturing its human resources include:

- a. Providing a healthy, safe, equitable and productive work environment.
- b. Consistently induct, retain and nurture talent.
- c. Develop policies for the achievement of professional goals and opportunities to grow for employees.
- d. Putting in place a performance driven work culture and practices for mutual benefit.
- e. Have an effective rewards & recognition system to acknowledge and encourage employee performance and satisfaction.
- f. Have open, effective and multi-modal communication channel with the employees.
- g. Safe, equitable, and productive work environment.
- h. Talent acquisition, retention, and nurturing.
- i. Career growth, development, and training.
- j. Transparent, multi-modal employee communication.
- k. Zero tolerance policy on cheating and fraud.
- l. Strict norms for POSH compliances.
- m. Employees incentive's
- n. Promote learning about the field and business of the company.

A key element beyond the policies and HR practices that helps the Company connect with each employee is maintaining continuous and transparent communication with employees, which helps in building trust and commitment. The Company believes that its people are a key driver of sustainable business growth and continues to undertake appropriate initiatives for employee engagement, capability development, retention and overall well-being. As at end of FY26, the Group had 3814 employees, including 512 trained technical employees. The gross recruitment figure in FY26 for the Group was 1763 employees.

CORPORATE SOCIAL RESPONSIBILITY

As a responsible corporate citizen, the Company is deeply committed to inclusive and sustainable growth—both for itself and for all its stakeholders, including society and the environment. Being in the business of waste management, environmental protection is not just a part of our corporate responsibility, but a core aspect of our daily operations. Through efficient and responsible waste handling, we play a direct role in reducing pollution, conserving natural resources, and promoting ecological balance.

Despite the financial losses incurred over the past few years, which place the Company under the exemption provided in Section 135 of the Companies Act, 2013 from the mandatory 2% CSR spending, our operations continue to generate meaningful social and environmental impact.

Moreover, as a key contributor to the nation's environmental infrastructure, our commitment to timely project delivery, operational excellence, and sustainable practices significantly benefits society at large and supports national development goals.

INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

The Company has established a robust and evolving internal control framework designed to ensure that business operations across the Group are conducted in a compliant, efficient, and effective manner. This framework includes comprehensive controls that align operational activities with strategic objectives, safeguard assets, prevent fraud, and ensure the accurate, complete, and timely recording and reporting of financial data.

As part of our commitment to strengthening corporate governance and aligning its practices with global standards, the Company has undertaken training programs conducted in collaboration with the World Bank. These trainings have further enhanced our understanding of international best practices related to internal controls, and have supported the Company's continuing efforts to incorporate such principles into its systems, processes and control environment.

The Group conducts regular reviews of its policies and procedures, updating them in accordance with changing business needs, applicable regulatory developments, and the relevant global best practices. Internal and statutory audits are carried out rigorously by independent auditors to assess the effectiveness of controls and identify areas for improvement.

The Audit Committee plays a key oversight role, reviewing compliance, evaluating the adequacy of internal controls, and assessing their effectiveness on annual basis. Based on these evaluations, the management team takes swift and structured action to implement the recommended changes, demonstrating our ongoing commitment to strong governance and operational excellence.

The Company believes that its internal control systems provide reasonable assurance with regard to the orderly and efficient conduct of its operations, safeguarding of assets, prevention and detection of fraud and errors, accuracy and completeness of accounting records, and timely preparation of reliable financial information.

OUTLOOK

Over the past few years, the Company has remained focused on strengthening its financial position through continuous debt reduction, disciplined cash flow management, and operational efficiency. As part of its long-term sustainability strategy, the Company has maintained a prudent scale of operations while emphasizing resource optimization, cost rationalization, and timely execution of ongoing projects. The Company's proven execution capabilities and established industry experience continue to reinforce its strong market reputation.

Going forward, the Company will leverage its extensive technical expertise, execution track record, and domain knowledge to actively participate in and bid for new tenders across its core business segments. The strategic focus will remain on securing selective, high-value opportunities in the Engineering, Procurement and Construction (EPC) segments of Telecom and Power Transmission & Distribution (T&D), while continue to significantly expanding its presence in the Facility Management Services (FMS) business over the coming financial years. The Company will also continue to explore opportunities in the Municipal Solid Waste Management sector, with emphasis on projects that are financially viable, scalable, and aligned with its core competencies.

The Company remains committed to the continuous reduction of its debt through prudent financial management, improved operational performance, and constructive engagement with its lending partners. These initiatives are expected to further strengthen the Company's balance sheet, enhance financial flexibility, and create a solid foundation for sustainable long-term growth while safeguarding the interests of all stakeholders.

India's resilient economic growth, supported by sustained investments in infrastructure, rapid urbanization, expansion of power generation and transmission networks, increasing digital connectivity, adoption of Artificial Intelligence (AI) and other emerging technologies, and the growth of commercial real estate, is expected to generate significant opportunities across the Company's target sectors. The rapid adoption of AI, cloud computing, data-driven technologies and digital services is expected to accelerate demand for data centres, telecom infrastructure, reliable power transmission and distribution networks, and technology-enabled facility management

solutions.

With its experienced workforce, established credentials, technical capabilities and disciplined approach to project execution, the Company remains well positioned to capitalise on emerging opportunities in its focus sectors. The Company will continue to pursue a balanced and prudent growth strategy, with emphasis on financial discipline, operational efficiency, selective project acquisition and sustainable value creation for its stakeholders.

FORWARD-LOOKING STATEMENTS

This Management Discussion and Analysis Report contains certain forward-looking statements relating to the Company's future business prospects, growth strategies, operational performance, financial position, and business plans. These statements are based on the Company's current expectations, assumptions, estimates, and projections regarding future events and are subject to various risks and uncertainties.

The Company continues to make steady progress across key aspects of its business through disciplined financial management, continuous debt reduction, active participation in new tenders, and a sustained focus on strengthening and expanding its existing business operations, particularly in its core business segments. These initiatives are expected to enhance the Company's operational capabilities, improve financial stability, and support sustainable long-term growth.

However, actual results may differ materially from those expressed or implied in these forward-looking statements due to various factors beyond the Company's control, including changes in economic conditions, market demand, competitive environment, availability of projects, government policies, regulatory and tax changes, financing conditions, and other business risks.

The forward-looking statements contained in this Report should therefore be viewed in light of these uncertainties. The Company undertakes no obligation to publicly update, revise, or modify any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required under applicable laws and regulations.

Corporate Governance Report

Corporate Governance is the framework of rules, policies, and processes through which a company is directed and controlled. It promotes ethical conduct, transparency, accountability, and sustainable business practices, ensuring effective risk management, responsible decision-making, and long-term value creation while safeguarding the interests of all stakeholders.

This Report states the compliance status of the Company as per the requirements of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as “SEBI Listing Regulations”) as amended from time to time and other applicable laws for the Financial Year 2025-26, as required to be disclosed by the Listed entities in Corporate Governance section forming part of the Annual Report as prescribed under Part C of Schedule V of the said Regulations. This Report herein provides the structure to ensure the stakeholders that the Company is committed to good corporate governance and complying with all applicable laws and regulations.

1. COMPANY’S PHILOSOPHY ON CODE OF GOVERNANCE

Company is fully committed in practicing sound corporate governance and upholding the highest business standards in conducting business to serve the Company’s long-term economic value and delivering sustainable returns to our stakeholders. Being a value-driven organization, the Company has always worked towards building trust with the stakeholders. We, at A2Z, follow principles of good corporate governance, viz., integrity, equity, transparency, fairness, disclosure, accountability and commitment to values. These core values are central to the business philosophy of the Company and act as the guiding inspiration for the day-to-day business operations. The Company strives to be a customer-first, quality-obsessed, socially-sensitive corporate entity. The Company believes that timely disclosures, transparent accounting policies and a strong and independent Board go a long way in protecting the shareholders’ interest while maximizing long term corporate values. Responsible corporate conduct is integral to the way we do our business. Our actions are governed by our values and principles, which are reinforced at all levels within the Company.

Keeping in view the above philosophy, the Corporate Governance at A2Z is based on the following main principles & practices:

- Proper composition of the Board of Directors, size, varied experience and commitment to discharge their responsibilities;
- Well-developed internal control, systems and processes, risk management and financial reporting;
- Full adherence and compliances of laws, rules and regulations;
- Timely and balanced disclosures of all material information on operational and financial matters to the Stakeholders;
- Clearly defined management performance and accountability;
- Enhanced accuracy and transparency in business operations, performance and financial position.

The Company has established systems and procedures to ensure that its Board of Directors is well-informed and well-equipped to fulfill its overall responsibilities and to provide the management with the strategic direction needed to create long-term shareholder value. The Company has complied with the Corporate Governance requirements of SEBI Listing Regulations and listed below is the status in respect of the same.

2. BOARD OF DIRECTORS

The Company believes that an active and well-informed Board is essential to upholding the highest standards of corporate governance. All statutory and other significant or material information is placed before the Board to enable it to discharge its fiduciary duties, keeping in mind the interests of all stakeholders and the Company’s corporate governance philosophy.

The Company’s directors are highly experienced professionals in their respective functional areas, providing direction to management on operational matters, adoption of best practices, and oversight of compliance with applicable legal and regulatory requirements. The Board comprises members from diverse backgrounds, bringing exceptional skills and experience in critical areas such as project execution, finance, law, technology, entrepreneurship, and general management.

The Board’s role, functions, responsibilities and accountability are clearly defined. The day-to-day management of the Company is entrusted with the senior management personnel of the Company and is headed by the Managing Director cum CEO of the Company. The Management and Board of the Company continuously and actively supervise the arena of Corporate Strategy, planning, external contracts and other board matters on continual basis. The Senior Management Personnel heading separate divisions are responsible for day to day operations of their respective divisions.

The duties of Board members as a Director have been enumerated in SEBI Listing Regulations, Section 166 of the Companies Act, 2013 (“the Act”) and Schedule IV of the Act, the later being Independent Directors specific. There is a clear demarcation of responsibility and authority amongst the Board Members.

- **The Chairperson** is primarily responsible for providing leadership to the Board in achieving goals of the Company in accordance with the charter approved by the Board. As the Chairperson of the Board, she is responsible for all the Board matters. She is responsible, inter-alia, for the working of the Board and for ensuring that all relevant issues are placed

before the Board and that all directors are encouraged to provide their expert guidance on the relevant issues raised in the meetings of the Board. She is also responsible for formulating the corporate strategy along with other members of the Board of Directors. Her role, inter alia, includes:

- Provide leadership to the Board & preside over all Board & general meetings.
- Ensure that Board decisions are aligned with the Company's strategic policy.
- Oversee and evaluate the overall performance of the Board and its members.
- Ensure to place all relevant matters before the Board and encourage healthy participation by all Directors to enable them to provide their expert guidance.
- Monitor the core management team.
- **The Managing Director cum CEO of the Company** is responsible for the implementation of corporate strategy, planning, external contacts and other management matters which are approved by the Board. He is also responsible for achieving the annual and long term business plans. His role, inter alia, includes:
 - Provide overall leadership to the organization, adopting a positive and productive culture.
 - Crafting and implementation of vision and business strategies of the Company.
 - Ensuring a clear understanding and accomplishment of goals set by the Board.
 - Responsible for overall performance of the Company in terms of revenues, profits and goodwill.
 - Acts as a link between Board and Management.
 - Ensure compliance with statutory provisions under multiple regulatory enactments.
- **Non-Executive Directors (including Independent Directors)** play a critical role in balancing the functioning of the Board by providing independent judgment on various issues raised in the Board meetings like formulation of business strategies, monitoring of performances, etc. Their role, inter alia, includes:
 - Impart balance to the board by providing independent judgment.
 - Provide feedback on the Company's strategy and performance.
 - Provide effective feedback and recommendations for further improvements.
 - Support Company's reputation by promoting transparency and ethical conduct.

2.1 COMPOSITION AND CATEGORY OF DIRECTORS

The Composition of the Board of Directors of the Company is in accordance with the Companies Act, 2013 and Regulation 17 of the SEBI Listing Regulations. Our Company has an appropriate combination of Executive, Non-Executive and Independent Directors including two Independent Women Directors to maintain independence and efficiency of the Board in its functions of governance and management. As on March 31, 2026, the Company's Board comprised of seven(7) Directors, with one(1) Executive Director, three(3) Non-Executive Directors including one(1) Woman Director and three(3) Non-Executive and Independent Directors, including two(2) Women Independent Directors. Further, the Chairperson is a Woman Non-Executive Independent Director. Brief profile of Directors is available at Company's website at www.a2zgroup.co.in. The Board reviews its strength and composition from time to time to ensure that it remains aligned with the statutory as well as business requirements. The Directors are appointed or re-appointed with the approval of the shareholders and remain in office in accordance with the provisions of the law. The Independent Directors are appointed for a fixed term not exceeding five years in accordance with the provisions of the law.

The Independent Directors neither have any pecuniary relationship or transactions except payment of sitting fees with the company, nor with the promoters, and management, which may affect their independence or judgment of the directors in any manner. All the Independent Directors have satisfied the criteria/conditions of independence as laid down in Regulation 16(1) (b) of the SEBI Listing Regulations and Section 149(6) of the Companies Act, 2013. The Independent Directors have confirmed that they have registered their names in the data bank maintained with the Indian Institute of Corporate Affairs ('IICA'). In the opinion of the Board, the Independent Directors fulfill the conditions specified in the SEBI Listing Regulations and are independent of the management.

Pursuant to the provisions of the Section 164 of the Act, all the Directors have provided annual declarations that they have not been disqualified to act as Directors. The number of Directorship(s), Committee Membership(s) / Chairmanship(s) of all Directors is within respective limits prescribed under the Act and SEBI Listing Regulations as amended from time to time:

S. No.	Name of the Director	Category	No. of other Directorships and Committee memberships / chairmanships as on March 31, 2026			Directorship in other listed entity (Category of Directorship) as on March 31 ,2026
			Other Directorships	Committee Memberships	Committee Chairmanships	
1.	Ms. Atima Khanna (DIN: 07145114)	Chairperson cum Non-Executive & Independent Director	4	4	2	NIL
2.	Mr. Amit Mittal (DIN: 00058944)	Executive Non-Independent Director (Managing Director cum CEO)	3	1	-	NIL
3.	Mr. Arun Gaur (DIN: 08328873)	Non- Executive & Non-Independent Director	-	2	-	NIL
4.	Ms. Dipali Mittal (DIN: 00872628)	Non- Executive & Non-Independent Director	2	1	1	NIL
5.	Mr. Manoj Tiwari (DIN: 03597274)	Non- Executive & Non-Independent Director	7	1	-	NIL
6.	Ms. Ritu Goyal (DIN: 05180676)	Non- Executive & Independent Director	3	4	1	1. Optiemus Infracom Ltd. (Non-Executive and Independent Director) 2. Skyweb Infotech Ltd. (Non-Executive and Independent Director)
7.	Mr. Parmatma Singh Rathor (DIN: 03346747)	Non- Executive & Independent Director	-	1	-	NIL

In terms of Regulation 26(1) of SEBI Listing Regulations:

- Foreign companies, private limited companies and companies under Section 8 of the Companies Act, 2013 are excluded for the purpose of considering the limit of Committee Chairmanship and Membership.
- The committees considered for the purpose are audit committee and stakeholders' relationship committee.
- None of the Directors was a member of more than 10 committees or Chairperson of more than 5 committees across all listed companies in which he/she is a Director.

Except Mr. Amit Mittal and Ms. Dipali Mittal, who are husband and wife, none of the directors are relative of any other director.

2.2 NUMBER OF BOARD MEETINGS

The Board of Directors oversees the overall functioning of the Company and takes the strategic decisions and defines the management policies in the best interest of the Company and its stakeholders and, for this, Members of the Board of Directors of the Company meet frequently, as the occasion(s) arises and as per the statutory requirement in adherence to true letter & spirit of the law. The Board of Directors complies with the provisions of the SEBI Listing Regulations and the Companies Act, 2013 with regard to the meetings of the Board and Committees thereof. In case of any exigency/ emergency, resolutions are passed by circulation. The Board of Directors met **Five (5) times during the financial year 2025-26 i.e. on May 28, 2025, June 27, 2025, August 12, 2025, November 14, 2025 and February 11, 2026**. The maximum gap between any two consecutive meetings during the reporting year was less than the period of one hundred twenty days, as stipulated under Regulation 17(2) of the SEBI Listing Regulations and Section 173(1) of The Companies Act, 2013.

Below mentioned table gives the attendance record of the Directors at the Board Meetings and Last Annual General Meeting:

S. No.	Name of the Director	Attendance Particulars during the period April 01, 2025 to March 31, 2026		Whether attended last AGM held on September 29, 2025
		No of Board Meetings held during their tenure	No of Board Meetings Attended	
1.	Ms. Atima Khanna	5	5	Yes
2.	Mr. Amit Mittal	5	5	Yes
3.	Ms. Dipali Mittal	5	5	Yes
4.	Mr. Arun Gaur	5	5	Yes
5.	Mr. Manoj Tiwari	5	5	Yes
6.	Mr. Parmatma Singh Rathor	5	5	Yes
7.	Ms. Ritu Goyal	5	5	Yes

The details of the shareholding of Directors as on March 31, 2026 are as follow:

S. No.	Name of the Director	No. of Shares	Percentage (%) of Holding
1.	Mr. Amit Mittal	27350601	15.53%
2.	Mr. Manoj Tiwari	5100	0.003%

Except the equity shares as stated above no other director holds any equity shares of the Company and Company has also not issued any convertible instruments except employee stock options convertible into equity shares that have been disclosed in the ESOP disclosure which forms part of the Board Report.

Board Meeting Procedure:

In order to ensure maximum presence of all the Directors in the Board Meeting, dates of the Board Meetings are fixed in advance after consultation with individual directors and consideration of their convenience. The notice, detailed agenda together with relevant notes and other material information are generally shared with the directors sufficiently in advance of Board meetings, enabling effective deliberations and informed decision making.

Apart from any specific matter, the Board periodically reviews routine business items which includes approval of financial results along with the Auditors limited review report, Annual financial statements, operational performance of the Company, minutes of committee meetings, quarterly Integrated governance report, shareholding pattern, compliance report on all laws applicable to the Company, Internal Auditor's Reports, Secretarial Compliance Reports, Secretarial Auditor's Reports, Cost Records, Cost Auditor Report and other matters placed before the Board pursuant to Part A of Schedule II of SEBI Listing Regulations.

Post meeting follow up system: The Company has an effective post board meeting follow up procedure. Action taken report on the decisions taken in a meeting is placed at the immediately succeeding meeting for information of the Board. The Board has established procedures to periodically review compliances and the steps taken by the Company to rectify instances of non-compliances, if any.

2.3 Matrix of Skills / Expertise / Competencies of the Board of Directors –

The following is the list of core skills / expertise / competencies identified by the Board of Directors as required in the context of the Company's business and the board along with the names of the Directors, who possess such skill/expertise/competence, are given below:-

- Business & Industry:** Knowledge on Company's businesses, policies and culture (including the Mission, Vision and Values), major risks / threats and potential opportunities and knowledge of the industry in which the Company operates.
- Behavioural skills:** attributes and competencies to use their knowledge and skills to contribute effectively to the growth of the Company.
- Financial Expertise:** Financial and risk management, Internal control, Experience of complex financial reporting processes, capital allocation, resource utilisation, Understanding of Financial policies and accounting statements and assessing economic conditions.
- Strategy and Planning –** Appreciation of long-term trends, strategic choices and experience in guiding and leading management teams to make decisions in uncertain environments. Experience of evaluating and managing risks and concerns.

- v) **Legal, Technical & Professional skills:** attributes and competencies to use their knowledge and skills to contribute effectively to the growth of the Company.
- vi) **Governance & Compliance:** developing governance framework, serving the best interests of all stakeholders, driving board and management accountability, building long-term effective stakeholder engagements and sustaining corporate ethics and values.

S. No.	Name of Director	Skills
1.	Ms. Atima Khanna	Business & Industry, Behavioural skills, Financial Expertise, Strategy and Planning, Legal, Technical & Professional skills and Governance & Compliance
2.	Mr. Amit Mittal	Business & Industry, Behavioural skills, Financial Expertise, Strategy and Planning, Technical & Professional skills and Governance & Compliance
3.	Mr. Arun Gaur	Business & Industry, Behavioural skills, Legal, Technical & Professional skills and Governance & Compliance
4.	Ms. Dipali Mittal	Business & Industry, Behavioural skills, Strategy and Planning and Technical & Professional skills
5.	Mr. Manoj Tiwari	Business & Industry, Behavioural skills, Strategy and Planning and Technical & Professional skills
6.	Mr. Parmatma Singh Rathor	Business & Industry, Behavioural skills, Financial Expertise, Strategy and Planning, Legal and Technical & Professional skills
7.	Ms. Ritu Goyal	Business & Industry, Behavioural skills, Legal, Technical & Professional skills and Governance & Compliance

3 BOARD COMMITTEES

In compliance with the SEBI Listing Regulations and to focus effectively on the issues and ensure expedient resolution of the diverse matters, the Board has constituted various committees with specific terms of reference and scope. The committees operate as empowered agents of the Board as per their charter/terms of reference.

Each Committee is guided by its Charter or Terms of Reference, which provides for the composition, scope, powers and duties and responsibilities. The Committees spend considerable time and provide focused attention to various issues placed before them and their recommendations provide value and support in the quality of the decision-making process of the Board. The recommendations of the Committee(s) are submitted to the Board for its approval. The Board of Directors have confirmed that during the year, all recommendations of the Committee(s) were duly considered and approved by the Board of Directors and none of the recommendation made by any of the Committees has been rejected by the Board. The minutes of the meetings of all Committees are circulated to the Board for discussion/noting/ratification.

3.1 Audit Committee

The Audit Committee acts as a link among the Management, the Statutory Auditors, Internal Auditors and the Board of Directors to oversee the financial reporting process of the Company. The Committee's purpose is to oversee the quality and integrity of accounting, auditing and financial reporting process including review of the internal audit reports and actions taken report.

(a) Constitution and Terms of Reference

As on March 31, 2026, the Audit Committee comprises of four (4) Directors, three (3) of them are Non-Executive Independent Directors and one (1) is Non-Executive Non-Independent Directors. The Chairperson of the Audit Committee is an Independent Women Director.

Representatives of the Statutory Auditors are invited to attend meetings of the Committee. The Committee also invites the Managing Director & CEO, Chief Financial Officer, Internal Auditors and Cost Auditors as and when their presence at the meeting of the Committee is considered appropriate.

The terms of reference of the Audit Committee covers matters specified under Part C of Schedule II of SEBI Listing Regulations and Section 177 of the Companies Act, 2013 as amended from time to time. The terms of reference of Audit Committee inter-alia includes following matters:

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 and approval of payment to auditors for any other services rendered by them;
3. Reviewing with the management the quarterly, half yearly and annual financial statements and auditors' report thereon before submission to the board for approval; This would, inter-alia, include reviewing changes in the accounting policies, if any, major accounting estimates based on exercise of judgment by the Management, disclosure of related party transactions, compliance with legal and other regulatory requirements with respect to the financial statements;

4. Significant adjustments made in the financial statements arising out of audit findings;
5. Reviewing the Management Discussion & Analysis of financial and operational performance and Board's Report;
6. Reviewing with the Management, the financial statements of subsidiaries and in particular the investments made by each of them;
7. To oversee and review the functioning of a Vigil Mechanism / Whistle Blower Policy;
8. Approval of Related Party Transactions (RPT) or any subsequent modifications of RPT and review of RPT on quarterly basis;
9. Review Qualifications in the draft audit report and give its comments on the same;
10. Scrutiny of inter-corporate loans and investments;
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. Discussion with Statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
16. To review the functioning of the whistle blower mechanism;
17. Approval of appointment of chief financial officer after assessing the qualifications, experience and background, etc. of the candidate;
18. Reviewing the utilization of loans and/or advances from/investment by the holding Company in the subsidiary;
19. Reviewing compliance with the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015 at least once in a financial year and verifying that the systems for internal control are adequate and are operating effectively;
20. Consider and comment on rationale, cost benefits and impact of schemes involving merger, demerger, amalgamation etc. on the Company and its shareholders;
21. All Other duties, responsibilities as defined under section 177 of the Companies Act, 2013 and Regulation 18 of the SEBI Listing Regulations.

Further, the Audit committee is empowered to investigate any activity within its terms of reference, seek information it requires from any employee, obtain outside legal or other independent professional advice and secure attendance of outsiders with relevant expertise, if considered necessary. Apart from the above, the Audit Committee also exercises the role and powers entrusted upon it by the Board of Directors from time to time.

Additionally, the Audit Committee shall mandatorily review the following information:

1. Management discussion and analysis of financial condition and results of operations;
2. Recommend to the Board, the appointment, reappointment and, if required the replacement or removal of the statutory auditors, cost auditors and secretarial auditors considering their independence and effectiveness, and recommend their audit fees;
3. Management letters / letters of internal control weaknesses issued by the auditors, if any;
4. Statement of significant related party transactions (as defined by the Audit Committee), submitted by management;
5. Internal audit reports relating to internal control weaknesses;
6. The appointment, removal and terms of remuneration of Chief Internal Auditor;
7. To look into the reasons for substantial defaults in the payment to the depositors, shareholders (in case of non-payment of declared dividends) and creditors; and
8. Approval of such other services to be rendered by the Statutory Auditors except those enumerated in Section 144 of the Companies Act, 2013 and payment for such services.

(b) Meeting and Attendance

During the year under review, the Committee met Five (5) times i.e. on May 28, 2025, June 27, 2025, August 12, 2025, November 14, 2025 and February 11, 2026.

The composition and the attendance of members at the meetings held during the financial year ended March 31, 2026 are given below:

Member	Designation	Category of Directorship	Number of Meeting attended
Ms. Atima Khanna	Chairperson	Non- Executive & Independent Director	5
Mr. Arun Gaur	Member	Non- Executive & Non Independent Director	5
Mr. Parmatma Singh Rathor	Member	Non- Executive & Independent Director	5
Ms. Ritu Goyal	Member	Non- Executive & Independent Director	5

- ❖ Ms. Atima Khanna, Chairperson of the Audit Committee attended the previous Annual General Meeting held on September 29, 2025 for answering the shareholder's queries.
- ❖ Mr. Atul K. Agarwal, Company Secretary cum Compliance Officer acts as the Secretary to the Audit Committee.

3.2 Nomination & Remuneration Committee

(a) Constitution and Terms of Reference

As on March 31, 2026, the Nomination & Remuneration Committee comprises of three (3) Directors, two (2) of them are Non-Executive Independent Directors and one (1) is Non-Executive Non-Independent Director. The Nomination & Remuneration Committee of the Company is constituted in line with the provisions of Regulation 19 of SEBI Listing Regulations and Section 178 of the Companies Act, 2013.

Terms of Reference:-

The terms of reference of the Nomination and Remuneration Committee ("NRC") includes the matters stipulated in Point A of Part D of Schedule II of the SEBI Listing Regulations and Section 178 of the Companies Act, 2013 as under:

The brief terms of reference of the Nomination & Remuneration Committee are as under: -

1. Formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the board of directors a policy relating to, the remuneration of the directors, key managerial personnel (KMP) and other employees;
2. For every appointment of an independent director, the committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation prepare a description of 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. Formulation of criteria for evaluation of performance of independent directors and the board of directors;
4. Devising a policy on diversity of Board of Directors;
5. Lay down criteria for Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the board of directors their appointment and removal.
6. Recommendation to the Board about appointment, re-appointment, removal of Directors, Senior Management Personnel and KMP in accordance with the criteria laid down.
7. Formulation of the criteria for evaluation of performance of every Director and carry out performance evaluation of Directors and to recommend to the Board on whether to extend or continue the term of appointment of Independent Director.
8. Recommendation to the Board, all remuneration, in whatever form, payable to senior management.
9. Framing the Employees Share Purchase Scheme / Employees Stock Option Scheme and recommending the same to the Board/ shareholders for their approval and implementing/administering the scheme approved by the shareholders;
10. Suggesting to Board/ shareholders changes in the ESPS/ ESOS;

11. Deciding the terms and conditions of ESPS and ESOS
12. All other duties, responsibilities as defined under section 178 of the Companies Act, 2013 & Regulation 19 read with part D (A) of Schedule II of the SEBI Listing Regulations.

(b) Meeting and Attendance

During the year under review, the committee met Three (3) times i.e. August 12, 2025, November 14, 2025 and February 11, 2026

The composition and the attendance of members at the meetings held during the financial year ended March 31, 2026 are given below:

Member	Designation	Category of Directorship	Number of Meeting attended
Ms. Ritu Goyal	Chairperson	Non- Executive & Independent Director	3
Ms. Atima Khanna	Member	Non- Executive & Independent Director	3
Ms. Dipali Mittal	Member	Non- Executive & Non Independent Director	3

- ❖ Ms. Ritu Goyal, Chairperson of the Nomination & Remuneration Committee attended the previous Annual General Meeting held on September 29, 2025 for answering the shareholder's queries.
- ❖ Mr. Atul K. Agarwal, Company Secretary cum Compliance Officer acts as the Secretary to the Nomination & Remuneration Committee.

(c) Performance Evaluation Criteria for Independent Directors

Pursuant to the provisions of the Companies Act, 2013 and Regulation 19 read with Part D of Schedule II of the SEBI Listing Regulations and as per the guidance note issued by SEBI dated January 5, 2017, the Nomination & Remuneration Committee of the Board had carried out the evaluation of every Director's Performance based on specified criteria to ensure:

- that the directors demonstrate a willingness to devote time and efforts to understand the company and its business;
- that the Directors uphold ethical standards of honesty and virtue towards the Company;
- that the directors are competent to take the responsibility and having adequate qualification, experience, skills and knowledge;
- that the Board of Directors are actively participating in the Board /Committee meetings;
- that they listen to the qualitative views of others and value of their contributions at board meetings;
- their Contribution to development of strategy and to oversee the effectiveness of their relationships with fellow board members, the company secretary and senior management;
- Integrity and maintaining confidentiality;
- the effectiveness of Leadership quality of the Chairperson;
- that the directors are able to function as an effective team- member;
- that the directors actively takes initiative with respect to various areas; and
- demonstrate integrity, credibility, trustworthiness, an ability to handle conflict constructively, and the willingness to address issues proactively.

The Performance evaluation criteria for independent directors include effective deployment of knowledge and expertise, commitment to his/her role towards the company and various stakeholders, willingness to devote time and efforts towards his/her role, high ethical standards, adherence to applicable codes and policies, effective participation and application of objective independent judgement during meetings, etc. On the basis of performance evaluation of Independent Directors, it is determined whether to extend or continue their term of appointment, upon expiration of their respective term.

(d) Remuneration Policy-

Remuneration policy in the Company is designed to create a high performance culture. It enables the Company to attract, retain and motivate employees to achieve desired results.

Remuneration Policy of your Company is in conformity with the provisions under the Companies Act, 2013 and SEBI Listing Regulations. It is directed towards rewarding performance, based on review of achievements.

The policy ensures that:

- The level and composition is reasonable and sufficient to attract, retain and motivate the employees required to run the Company successfully;
- Relationship of remuneration to performance is clear and meets appropriate performance benchmarks and;
- Remuneration to Directors, Key Managerial Personal 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.

The Remuneration Policy of the Company including the criteria for making payments to the NEDs is placed on the website of the Company at http://media.a2zgroup.co.in/pdf/Remuneration_Policy_13.02.2021.pdf.

Remuneration to Non-Executive Directors

The Non-Executive & Independent Directors are paid sitting fee of INR 25,000/- (Rupees Twenty Five Thousand only) for attending each Board and Committee meeting respectively. The details of sitting fees paid for attending the Board and committee meetings held during the year and commission payable for financial year 2025-26 is as under:

(Amount in INR)

S. No.	Name	Sitting Fees paid	Commission payable
1.	Ms. Atima Khanna	4,75,000	NIL
2.	Ms. Dipali Mittal	3,00,000	NIL
3.	Mr. Arun Gaur	4,50,000	NIL
4.	Mr. Manoj Tiwari	2,25,000	NIL
5.	Mr. Parmatma Singh Rathor	3,00,000	NIL
6.	Ms. Ritu Goyal	3,75,000	NIL
	Total	21,25,000	NIL

Remuneration to Executive Directors-

Company is in default in payment of its dues to its lenders and as per Schedule V of the Companies Act, 2013; Company can't give remuneration to its executive directors without the approval of its Lenders and Shareholders of the Company. Hence, Company is unable to pay any remuneration to its executive Directors.

Mr. Amit Mittal is a Whole-Time Director in Ecogreen Envirotech Solutions Limited ("Ecogreen"), material subsidiary of the Company and getting remuneration from Ecogreen.

- (e) **Senior management:** The senior management of the Company contributing their valuable efforts towards the fulfillment of the objectives and providing the high standards of corporate behavioral skills to ensure the effective management of the company. The senior management of the Company comprises of the following:

S. No.	Name	Designation	Date of Appointment	Date of Cessation, if any	Skills and Expertise
1.	Mr. Lalit Kumar	Chief Financial Officer	18.05.2022	NA	- Financial expertise and leadership. - Well informed to the changes in the regulatory requirements related to finance. - Align with the organization's financial strategy.
2.	Mr. Atul Kumar Agarwal	Company Secretary cum Compliance Officer	27.02.2008	NA	- Link between the company and its Board of Directors, shareholders, government and regulatory authorities. - Good governance practices and Secretarial Compliances as well as well-informed to changes therein.

3.3 Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee is constituted in line with the provisions of Part D of Schedule II and Regulation 20 of SEBI Listing Regulations read with section 178 of the Companies Act, 2013.

As on March 31, 2026, the Stakeholders' Relationship Committee comprises of three (3) Directors out of which two (2) Non-Executive Non-Independent Directors and one (1) is Non-Executive Independent Director. During the Financial year 2025-26, the Committee met four (4) times i.e. on May 28, 2025, August 12, 2025, November 14, 2025 and February 11, 2026.

Terms of Reference:-

The brief terms of reference of the Stakeholders' Relationship Committee are as under: -

1. Transfer/ transmission of shares;
2. Split up/ sub-division and consolidation of shares;
3. Dematerialization/ rematerialization of shares;
4. Resolving the grievances of the security holders of the Company including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc;
5. Review of measures taken for effective exercise of voting rights by shareholders;
6. Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent;
7. Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the Company.

Investor Complaints

Your Company takes all effective steps to resolve complaints, if any, received from shareholders of the Company. The complaints shall be duly attended by the Company/ Registrar & Transfer Agent and the same shall be resolved within prescribed time.

During the year under review, Company has not received any complaint from its shareholders.

The composition and attendance of the members of the Stakeholders Relationship Committee at the meetings held during the financial year ended March 31, 2026 are given below:

S. No.	Name of the Director	Designation	Category	No of Meetings Attended
1.	Ms. Dipali Mittal	Chairperson	Non-Executive & Non-Independent Director	4
2.	Ms. Atima Khanna	Member	Non-Executive & Independent Director	4
3.	Mr. Arun Gaur	Member	Non-Executive & Non-Independent Director	4

- ❖ Ms. Dipali Mittal, Chairperson of the Stakeholders Relationship Committee attended the previous Annual General Meeting held on September 29, 2025 for answering the shareholder's queries.
- ❖ **Name and designation of compliance officer:** Mr. Atul K. Agarwal designated as Company Secretary cum Compliance Officer. He is also appointed as the Nodal Officer of the Company in terms of Investor Education and Protection Fund Rules.

Details of investor complaints received and redressed during the year 2025-26 are as follows:

Opening Balance	No. of Complaints received during the financial year	No. of Complaints resolved satisfaction of Shareholders	Closing Balance
NIL	NIL	NA	NA

3.4 Corporate Social Responsibility Committee (CSR Committee)

Company does not come under the criteria as specified in Section 135 of the Companies Act, 2013 in the preceding financial year i.e. F.Y. 2024-25. Accordingly, provisions of Section 135 are not applicable on the Company for the F.Y. 2025-26 and hence, Company is also not required to constitute CSR Committee as of now.

The CSR Policy of the Company as approved by the Board is placed on the website of the Company and may be accessed via following link.-

http://media.a2zgroup.co.in/pdf/CSR_Policy_A2Z_22.pdf

3.5 Separate Independent Directors' Meetings

As per Schedule IV of the Companies Act, 2013 & Regulation 25(3) of the SEBI Listing Regulations, the Independent Directors, Ms. Atima Khanna, Ms. Ritu Goyal and Mr. Parmatma Singh Rathor duly held their separate meeting on February 11, 2026,

without the attendance of non-independent directors and members of Management, to inter alia discuss the following:

1. Review the performance of Non-Independent Directors and the Board of Directors as a Whole;
2. Review the performance of the Chairperson of the Company, taking into account the views of the Executive and Non-Executive Directors.
3. Assess the quality, quantity and timelines of flow of information between the Company, Management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

Independent Directors without the attendance of non-independent directors and members of Management also met on March 24, 2026 and they have reviewed the business operations of the Company.

All the Independent Directors were present in both the meetings.

The details of the familiarisation programme of the Independent Directors are available on the website of the Company:

http://media.a2zgroup.co.in/pdf/AIEL_Familiarization_Programme_for_Independent_Directors_2025_26.pdf

3.6 Other Committees of the Board of Directors

In addition to the above referred committees which are constituted pursuant to SEBI Listing Regulations, the Board has duly constituted Finance Committee to consider various business matters and delegated their powers and responsibilities with respect to specific purposes. Further, risk management committee is not applicable to the Company.

4. SUBSIDIARY COMPANY

All subsidiaries of the Company are managed by their respective Board(s) having rights and obligations in accordance with applicable laws. The Company monitors performance of its subsidiaries, inter-alia, by the following means:

1. The Audit committee reviews financial statements of the subsidiary companies, along with investments made by them, on a quarterly basis.
2. The Board of directors reviews the Board meeting minutes and statements of all significant transactions and arrangements, if any, of subsidiary companies.
3. Appointment of an independent Director of the Company on the Board of directors of unlisted material subsidiary.

As on March 31, 2026, Company has three (3) material unlisted Indian subsidiary Company(ies), the details of which are as follows:

S. No.	Name of Material Subsidiary	Date of Incorporation	Registered Office/Place of Incorporation	Name of Auditor	Date of appointment
1.	A2Z Infraservices Limited	15.04.2008	O-116, First Floor, DLF Shopping Mall, Arjun Marg, Gurgaon -122002, Haryana	M/s A.B. Sanwalka & Co., Chartered Accountants	Appointed for a period of five years from the financial year 01.04.2023 till 31.03.2028 in the Company's AGM held for the financial year 2022-23.
2.	Ecogreen Envirotech Solutions Limited	10.11.2010	O-116, First Floor, DLF Shopping Mall, Arjun Marg, Gurgaon -122002, Haryana	M/s MAAGS & Co.(formerly known as M/s Mahesh Aggarwal & Associates), Chartered Accountants	Appointed for a period of five years from the financial year 01.04.2021 till 31.03.2026 in the Company's AGM held for the financial year 2020-21.
3.	Mansi Bijlee & Rice Mills Limited	10.06.2010	O-116, First Floor, DLF Shopping Mall, Arjun Marg, Gurgaon -122002, Haryana	M/s MAAGS & CO.	Re-appointed for a period of five years from the financial year 01.04.2024 till 31.03.2029 in the Company's AGM held for the financial year 2023-24

The policy for determining Material Subsidiary as approved by the Board may be accessed on the Company's website at the link

https://media.a2zgroup.co.in/pdf/Policy_on_material_subsidary_28.05.2025.pdf

5. GENERAL BODY MEETINGS

A. ANNUAL GENERAL MEETING

Location, time and place where last 3 (three) Annual General Meetings were held along with the Special Resolution passed by the members:

Financial Year ended	Venue	Date	Time	Special Resolution passed in last three Annual General Meetings
2025	Through Video Conferencing ("VC") / Other Audio-Visual Means ("OAVM") Ground Floor, Plot No. 58, Sector-44, Gurugram-122003, Haryana	Monday, September 29, 2025	12:00 P.M.	No Special Resolution was passed in this meeting.
2024	Through Video Conferencing ("VC") / Other Audio-Visual Means ("OAVM") Ground Floor, Plot No. 58, Sector-44, Gurugram-122003, Haryana	Saturday, September 28, 2024	12:00 P.M.	No Special Resolution was passed in this meeting.
2023	Through Video Conferencing ("VC") / Other Audio-Visual Means ("OAVM") Ground Floor, Plot No. 58, Sector-44, Gurugram-122003, Haryana	Friday, September 29, 2023	12:00 P.M.	1. Re-appointment of Ms. Atima Khanna (DIN: 07145114) as Non-Executive Independent Director of the Company. 2. Appointment of Ms. Ritu Goyal (DIN: 05180676) as Non-Executive Independent Director of the Company. 3. Appointment of Mr. Parmatma Singh Rathor (DIN: 03346747) as Non-Executive Independent Director of the Company.

B. POSTAL BALLOT

No Postal ballot conducted during the year.

Whether any resolutions are proposed to be conducted through postal ballot:

None of the businesses proposed to be transacted at the ensuing Annual General Meeting require passing a resolution through Postal Ballot.

5.1 MEANS OF COMMUNICATION

- I Website:-** The Company's corporate website www.a2zgroup.co.in depicts comprehensive information about the business activities of the Company. The website contains a separate dedicated section "Investors Relations" where shareholder related information disseminated to the Stock Exchanges are available such as quarterly, half-yearly and annual financial results, annual reports, shareholding pattern, Memorandum and Articles of Association, important announcements, official news release and other general information and events about the Company are available on the Company's web-site. Information available also includes credit ratings, the policies framed by the Company under various laws and regulations, contact information of the Nodal Officer and Designated Officials responsible for assisting and handling investor grievances, e-mail address for grievance and redressal and other relevant details.

The 'Investors' section provides information and various downloadable forms on various topics related to Shareholder Services viz. registration of PAN, KYC details or changes/update thereof, transfer/transmission of shares, dematerialization, nomination, loss of share certificates, dividend, etc.

- II. Financial Results:-** Pursuant to Regulation 33 of SEBI Listing Regulations, the quarterly, half yearly and annual financial results of the Company are submitted to BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") after approval of the members of the Audit Committee and Board of Directors of the Company in PDF/XBRL mode. The Quarterly and Annual Financial Results along with QR Code are published in one English language national daily

newspaper circulating in the whole or substantially the whole of India and in one daily newspaper published in the language of the region, where the registered office of the Company is situated, viz. Business Standard (English & Hindi dailies) and also uploaded on the website of the Company i.e. www.a2zgroup.co.in.

III Annual Report:- The Annual Report containing, inter-alia, Audited Annual Standalone Financial Statements, Consolidated Financial Statements, Boards' Report, Auditors' Report and other important information is sent to Members and others entitled thereto. The Management's Discussion and Analysis (MDA) Report forms part of the Annual Report. The Annual Report is also available on the Company's website (www.a2zgroup.co.in).

IV. Communication to shareholders on email:- As mandated by the Ministry of Corporate Affairs (MCA) documents like Notices, Annual Report, etc. were sent to the shareholders at their email address, as registered with their depository participants/Company/RTA. This helped in prompt delivery of documents, reduce paper consumption, save trees and avoid loss of documents in transit. However, if any member request for Hard copy of the Annual Report, Company ensures that it is sent promptly upon receipt of such a request.

Further, Members who have not yet registered their email id (including those who wish to change their already registered email id) may get the same registered/ updated either with their depositories or by writing to the Company.

V. Designated Exclusive Email ID: The Company has designated Email Id investor.relations@a2zemail.com exclusively for shareholder / investor grievances redressal.

VI. SCORES (SEBI complaints redressal system):- SEBI has commenced processing of Investor complaints in Centralized web based complaints redressal system i.e. SCORES. Through this system a shareholder can lodge complaint against a company for his/her grievance. The Company will upload the action taken on the complaint which can be viewed by the grievred shareholder. The Company and Investor can also seek and provide clarification online to each other.

Also, SEBI vide Master Circular No. HO/38/13/(4)2026-MIRSDPOD//4298/2026 dated February 06, 2026, as amended,, has established a common Online Dispute Resolution Portal ('ODR Portal'), which is in addition to the existing SCORES platform which can be utilized by the investors and the Company for dispute resolution. Please note that the investors can initiate dispute resolution through the ODR portal (<https://smartodr.in>) only after exhausting the option to resolve dispute with the Company and on the SCORES platform

VII. The Company also intimates the Stock Exchanges:- all price sensitive matters or such matters which, in opinion of Board, are material and of relevance to the shareholders, and subsequently issues a Press Release on the matter, wherever necessary.

VIII. NEAPS (NSE Electronic Application Processing system):- NEAPS is web based application designed by NSE for corporates. All periodical compliance filings like Shareholding Pattern, Corporate Governance Report, Financial Results, among other are filed electronically on NEAPS.

IX. BSE Corporate Compliance & Listing Centre:- BSE Corporate Compliance Listing Center for submission of various filings by the Listed Companies. It is web based facility which is designed to make corporate filings easy, convenient and environment friendly. The Company regularly files data such as Shareholding Pattern, Corporate Governance Report, etc. on the aforesaid portal.

6. GENERAL SHAREHOLDER INFORMATION

6.1 The Corporate Identity Number allotted to the Company by the Ministry of Corporate Affairs is L74999HR2002PLC034805.

6.2 25th Annual General Meeting

Date : September 26, 2026
Day : Saturday
Time : 12.00 P.M
Mode : Video Conferencing
Deemed Venue: Ground Floor, Plot No. 58, Sector-44,
Gurugram-122003, Haryana

6.3 Financial Calendar

Financial year	: April 01, 2026 to March 31, 2027
Results for the quarter ending	: Actual/Tentative Date for approval
June 30, 2026	: August 12, 2026
September 30, 2026	: On or before November 14, 2026
December 31, 2026	: On or before February 14, 2026
March 31, 2027	: Latest by May 30, 2027

6.4 Date of Book Closure

The Physical Register of members and Share Transfer books of the Company will remain closed from Monday, September 21, 2026 to Saturday, September 26, 2026 (both days inclusive) for the purpose of Annual General Meeting.

6.5 Dividend Payment date: Not Applicable. Considering the financial position of the Company and the absence of distributable profits, the Board of Directors does not recommend any dividend for the financial year 2025-2026.

6.6 Listing on Stock Exchanges

The names of Stock Exchanges at which Company's Shares are listed and status of their fees for Financial Year 2025-26 is as below:

Name and Address of the Stock Exchange	Status of listing fee paid/unpaid
National Stock Exchange of India Limited Exchange Plaza, Plot no. C/1,G Block, Bandra- Kurla Complex, Bandra (E), Mumbai - 400 051	Paid
BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001	Paid

6.7 International Securities Identification Numbers (ISIN)

ISIN is a unique identification number of traded scrip. This number has to be quoted in each transaction relating to the dematerialized equity shares of the Company. The ISIN number of the shares of Company is **INE619I01012**.

6.8 Registrar and Share Transfer Agents

The Company has engaged M/s. Alankit Assignments Limited, a SEBI registered Share Transfer Agent, as Registrar and Share Transfer Agent (RTA). Shareholders can send their queries regarding Transmission/ Dematerialisation of shares and any other correspondences relating to the shares of the Company to the Registrar and Share Transfer Agent. Shareholders holding shares in electronic mode should address all correspondences to their respective depository participants. The address of RTA is as follow:

Registrar & Transfer Agent

M/s Alankit Assignments Limited

Address: Alankit House, 4E/2, Jhandewalan Extension,
New Delhi – 110 055

Ph.: +91 11 42541234, +91 11 23541234

Fax: +91 11 42541201, +91 11 23552001

Email: rta@alankit.com

Website: www.alankit.com

SEBI Registration no.: INR000002532

6.9 Share Transfer System

Pursuant to SEBI Regulations, transfer of securities shall not be processed unless the securities are held in dematerialized form with a depository. Further, SEBI vide its Master Circular HO/38/13/(4)2026-MIRSDPOD/II/4298/2026 dated February 06, 2026 has mandated the listed companies 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. If Company received any such requests, it is required to be completed within a statutory time limit from the date of receipt, provided the documents meet the stipulated requirement of statutory provisions in all respects.

In accordance with SEBI Master Circular Master Circular SEBI/HO/38/13/(4)2026-MIRSD-POD/II/4298/2026 dated February 06, 2026, as amended from time to time, read with Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated June 10, 2024; Company sent reminder letter on yearly basis along with requisite forms to shareholders holding shares in physical mode requesting them to update/furnish prescribed details such as PAN, KYC and Nomination, to the Registrar and Share Transfer Agent of the Company viz., Alankit Assignments Limited. The process along with requisite forms is also made available at www.a2zgroup.co.in.

As stipulated by SEBI, a Company Secretary in Practice carried out Reconciliation of Share Capital Audit, on quarterly basis, to reconcile the total admitted capital with National Securities Depository Limited and Central Depository Services (India) Limited and the total issued & listed capital. Such reconciliation of share capital audit report was submitted to Stock Exchanges on quarterly basis as per the requirement of Regulation 76A of the SEBI (Depositories and Participants) Regulations, 2018.

6.10 Distribution of Shareholding

By number of shareholder & shares as on March 31, 2026

S. No.	Range of Shares	No. of Shareholders	% to Total Shareholders	No. of Shares	% of Shares to total shares
1	1-500	29961	72.24	3882770	2.20
2	501-1000	4236	10.21	3645238	2.07
3	1001-2000	2583	6.23	4089138	2.32
4	2001-3000	1129	2.72	2955252	1.68
5	3001-4000	550	1.33	2011388	1.14
6	4001-5000	685	1.65	3303149	1.88
7	5001-10000	1025	2.47	7838072	4.45
8	10001-20000	572	1.38	8330403	4.73
9	20001- and above	734	1.77	140064448	79.53
TOTAL		41475	100.00	176119858	100.00

(a) By category of shareholders as on March 31, 2026

Sr. No	Category of Shareholder	Total number of shares	% of Holding
I	Shareholding of Promoter and Promoter Group		
	Promoter	27360983	15.53
	Promoter Group	22200000	12.61
	Total Shareholding of Promoter & Promoter Group	49560983	28.14
II	Public shareholding		
	(A) Institutions		
	Foreign Portfolio Investors Category I	669202	0.38
	Foreign Portfolio Investors Category II	852000	0.48
	NBFCs registered with RBI	180000	0.10
	Shareholding by Companies or Bodies Corporate where Central / State Government is a promoter	4000	0.0
	(B) Non-institutions		
	Resident Individuals	102459118	58.18
	Directors and their relatives (excluding independent directors and nominee directors)	37100	0.02
	Key Managerial Personnel	3045	0.00
	Non Resident Indian	5222470	2.97
	Bodies Corporate	8698683	4.94
	LLP	877462	0.50
	Clearing Member	1293776	0.73
	Resident (HUF)	6249476	3.55
	IEPF	12543	0.01
	Total Public Shareholding (A+B)	126558875	71.86
	GRAND TOTAL (I+II)	176119858	100.00

6.11 Dematerialization of Shares and Liquidity

(a) Dematerialization of Shares

Your Company's equity shares are compulsorily traded in dematerialised form by all categories of investors. Equity Shares of the Company representing 99.99% of the Company's Share Capital are dematerialized as on March 31, 2026. Equity shares of your Company are available for trading on the depository systems of both the Depositories viz. National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL).

Details of Shares in Dematerialized and Physical Form

(As on March 31, 2026)

Particulars of Shares	Equity Shares of INR 10/- each		Shareholders	
	Number	% of Total Shares	Number	% of Total Shareholders
Dematerialised				
NSDL	110302991	62.62	14932	36.00
CDSL	65812050	37.37	26530	63.97
Sub total	176115041	99.99	41462	99.97
Physical form	4817	0.01	13	0.03
Total	176119858	100.00	41475	100.00

(b) Outstanding GDR/ADR or Warrants or any Convertible Instruments, conversion date and likely impact on equity:

As on March 31, 2026, there are no outstanding GDR/ADR/Warrants or any convertible instruments. Details to the extent of outstanding employee stock options convertible into equity shares have been disclosed in the ESOP disclosure which forms part of the Board Report.

(c) Commodity Price Risk or foreign currency risk and hedging activities:

The Company is not having much exposure to foreign exchange and there is a natural hedging partly available in terms of exports made by the Company.

(d) Details of utilization of funds raised through Preferential Allotment or Qualified Institutions Placement as specified under Regulation 32(7A) of SEBI Listing Regulations: Not Applicable.**6.12 PLANT LOCATIONS**

The locations of Company's plants are as mentioned below:

1. Nakodar, Jalandhar, Punjab
2. Kaineur Road, Morinda, Roopnagar, Ropar, Punjab
3. Village Bodiwalla Pitha, Fazilka, Firozpur, Punjab

6.13 Address for Correspondence

The Shareholders may contact Company or Registrar & Transfer Agent on below address:

The Company Secretary

Mr. Atul Kumar Agarwal

Company Secretary cum Compliance Officer

A2Z INFRA ENGINEERING LTD.

Ground Floor, Plot no.-58,

Sector-44, Gurugram-122003, Haryana

Telephone No.: +91 124 4723383

E-mail: complianceofficer@a2zemail.com

Website: www.a2zgroup.co.in

Registrar & Transfer Agents:

M/s Alankit Assignments Limited

Alankit House, 4E/2, Jhandewalan Extension,

New Delhi – 110 055

Ph.: +91 11 42541234, +91 11 23541234

Fax: +91 11 23552001

Email: rta@alankit.com

Website: www.alankit.com

7. Other Disclosures:

- Materially Significant Related Party Transactions:** - There were no material significant transactions entered by the Company with the related parties and all transactions entered into by the Company with related parties as defined under the Act and Regulation 23 of SEBI Listing Regulations during the financial year, were in the ordinary course of business

and arm length basis which have been approved by the audit committee and Board. The policy on materiality of and dealing with related party transactions has been uploaded on the website of Company at:-

http://media.a2zgroup.co.in/pdf/Policy_on_Materiality_of_and_Dealing_with_Related_Party_Transactions_11.02.2026.pdf

All Related Party Transactions are prior approved by the Audit Committee. The Audit Committee has, after obtaining approval of the Board of Directors, laid down the criteria for granting omnibus approval which also forms part of the Policy. Related Party Transactions of repetitive nature are approved by the Audit Committee on omnibus basis at the beginning of financial year. The Audit Committee satisfies itself regarding the need for omnibus approval and that such approval is in the interest of the company and ensures compliance with the requirements of the Act and the SEBI Listing Regulations. All omnibus approvals are reviewed by the Audit Committee on a quarterly basis.

Further, Company also reviews Related Party transactions entered by the Subsidiary Companies and approval of Audit Committee of the Company sought for when the transaction entered into by the Subsidiary(ies) exceed the 10% of the Standalone Turnover of the respective Subsidiary.

The related party transactions entered by the Company and subsidiaries are disclosed on a half yearly basis to the Stock Exchanges in compliance with Regulation 23 of the SEBI Listing Regulations and are also disclosed in notes to accounts of the financial statements forming part of the Annual Report.

ii. Details of non-compliance by the Company, penalties, strictures imposed on the Company by the stock exchanges or the SEBI or any statutory authority, on any matter related to capital markets, during the last three years i.e. 2023-24, 2024-25 and 2025-26 respectively:

Sr. No.	Compliance Requirement	Deviations	Financial Year	Action Taken
1.	Delay in approval of Quarterly and Yearly Financial Results under Regulation 33 of SEBI (LODR), 2015 for the quarter and year ended March 31, 2026 and consequential late submission and publication thereon; Due date- May 30, 2026.	Quarterly and Yearly Financial Results submitted on July 14, 2026	2025-26	Company held its meeting on July 14, 2026 and complied with notices issued by the Stock Exchanges and paid the penalty to both the Stock Exchanges i.e. National Stock Exchange of India Limited and BSE Limited.

iii. Vigil mechanism/ Whistle Blower Policy: In compliance with the provisions of the Act and Regulation 22 of the SEBI Listing Regulations, Company has established a system through which directors, employees and business associates may report unethical behavior, malpractices, wrongful conduct, fraud, violation of Company's code of conduct without fear of reprisal. Reporting of instances of leak/ suspected leak of any UPSI is allowed through this vigil mechanism and the Company has made its employees aware of the same. The Company has set up a Direct Touch initiative, under which all directors, employees / business associates have direct access to the Chairperson of the Audit Committee. The Whistle Blower Policy is available on Company's website at

[https://media.a2zgroup.co.in/pdf/VIGIL_\(WHISTLE%20BLOWER\)_POLICY_13.02.2021.pdf](https://media.a2zgroup.co.in/pdf/VIGIL_(WHISTLE%20BLOWER)_POLICY_13.02.2021.pdf).

The Audit Committee periodically reviews the existence and functioning of the mechanism.

iv. The Company has also adopted Policy on Determination of Materiality for Disclosures, Policy on Archival of Documents and Policy for Preservation of Documents and same were also uploaded on the website of the Company at below mentioned links :-

https://media.a2zgroup.co.in/pdf/Policy%20for%20Determination%20of%20Materiality%20of%20Events_11.08.2023.pdf

https://media.a2zgroup.co.in/pdf/A2Z%20INFRA_Policy_on_Preservation_of_Documents_and_Archival_Policy.pdf

v. Compliance with the Mandatory Requirements of the SEBI Regulations: The Company has complied with all the mandatory requirements of the Code of Corporate Governance under the SEBI LODR, 2015 and also the non-mandatory requirements to the extent applicable on the Company and as stipulated under the SEBI Listing Regulations.

vi. Details of utilization of funds raised through preferential allotment or QIP: Not Applicable

vii. Certificate on Non-Disqualification of Directors: A Certificate from DR Associates, Company Secretaries in practice that none of the directors on the board of the Company have been debarred or disqualified from being appointed or continuing as directors by the Board /Ministry of Corporate Affairs or any such statutory authority is attached as **Annexure-I** of CG Report.

viii. **Total fees for all services paid by the listed entity and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part.** - Details relating to fees paid to the Statutory Auditors are given in **Note 30.1** to the Standalone Financial Statements.

ix. **Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, during the Financial Year 2025-26**

No. of cases filed	No. of cases disposed	No. of cases pending
NIL	NIL	NIL

x. **Detailed reasons of resignation of independent director:** Not Applicable

xi. **Confirmation from Board that independent director fulfils criteria:** The Board has received the declaration from all the independent directors that they meet the criteria of independence as provided in sub-section (6) of section 149 of the Companies Act, 2013 and Regulation 16(1)(b) of SEBI Listing Regulations.

xii. **Disclosures by Board Members & Senior management:** The Board members and senior management personnel make disclosures to the Board of Directors periodically regarding:

- their dealings in the Company's shares; and
- all material, financial and commercial transactions, if any, where they have personal interest that may have potential conflict with the interests of the Company at large.

xiii. **Credit ratings and revisions:** There is no revision in ratings for the bank facilities from the previous financial year as reviewed by the rating committee of Credit Analysis & Research Ltd. (CARE) and the rating recommended by them for the period under review is CARE D.

xiv. There are no pecuniary relationships or transactions of Non-Executive Directors vis-à-vis the Company which has potential conflict with the interests of the Company at large.

xv. **Disclosure of Loans and advances in the nature of Loans**

Neither the Company nor any of its subsidiaries have granted any Loans or advances in the nature of Loans to firms/ companies in which directors are interested in terms of provisions of Section 184 of the Companies Act, 2013.

xvi. **Disclosure of certain types of agreements binding listed entities under Clause 5A to Paragraph A of Part A of Schedule III of the SEBI Listing Regulations**

There are no such agreements entered into as specified under clause 5A of paragraph A of part A of schedule III of the SEBI Listing Regulations.

xvii. **CEO/ CFO certification**

In terms of Regulation 17(8) of the Listing Regulations, the CEO and CFO have certified to the Board of Directors of the Company in their meeting held on July 14, 2026, with regard to the financial statements and other matters specified in the said regulation, for FY 2025-26.

xviii. **Code of Conduct**

The Board has laid down a Code of Business Conduct and Ethics for all Board Members and Officer/Senior Management Personnel of the Company. The Code is intended to serve as a basis for ethical decision-making in conduct of professional work.

The said Code has been communicated to the Directors and Officer/Senior Management Personnel and is also posted on the web-site of the Company viz. www.a2zgroup.co.in.

Declaration from the Managing Director cum Chief Executive Officer, of the Company confirming that the Company has received affirmations from the Board Members and the Senior Management Personnel regarding compliance of Code of Conduct during the Financial Year ended March 31, 2026 is attached as **Annexure-II**.

Code for practices and procedures for fair disclosure of Unpublished Price Sensitive Information

In accordance with the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time, the Board of Directors ('the Board') of the Company has adopted the Code for Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information and Conduct for Regulating, Monitoring and Reporting of Trading by Insider. The Code aims at preserving and preventing misuse of Unpublished Price Sensitive Information ("UPSI"). All Directors, Promoters and other Designated Persons and their immediate relatives as well as connected persons of the Company are covered under the Code. The ultimate goal is to foster a robust culture of compliance, integrity and accountability.

The Company has established appropriate procedures and controls to ensure compliance with the Code, including:

- **Trading Window:** Clear and timely communication of the opening and closure of the Trading Window to the relevant persons, in accordance with the applicable regulatory requirements.
- **Contra Trade Restriction:** Designated Persons and other covered persons are prohibited from entering into an opposite transaction in the securities of the Company within six months from the date of the prior transaction, subject to applicable regulatory provisions and permitted exceptions.
- **Pre-clearance of Trades:** Mandatory obtaining of prior pre-clearance approval from the Compliance Officer, wherever applicable under the Code, before dealing in the securities of the Company.
- **Reporting of Violations:** Appropriate mechanisms are in place for securely reporting actual or suspected violations of the Code, with due emphasis on maintaining confidentiality and protecting the identity of the whistle-blower, to the extent permitted under applicable laws.
- **Web-based Compliance System:** All compliances relating to the Code of Conduct for Prevention of Insider Trading are administered and monitored through a web-based compliance portal implemented by the Company, facilitating efficient monitoring, reporting and maintenance of requisite records.

The Company remains committed to maintaining the highest standards of transparency, ethical conduct and regulatory compliance in relation to prevention of insider trading and fair disclosure of UPSI.

8. **Certificate on Corporate Governance**

A Certificate received from DR Associates, Company Secretaries, regarding compliance of Corporate Governance practices by the Company is attached as **Annexure III** to CG Report which is based upon their detailed examination of Corporate Governance practices adopted by the Company.

Equity Shares in the Suspense Account:

In accordance with the requirement of Regulation 34 (3) and Schedule V Part F of SEBI Listing Regulations, the Company reports that there are no outstanding shares lying in the suspense account at the beginning of financial year on April 01, 2025 and also at end of the year on March 31, 2026.

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

A2Z Infra Engineering Limited
O-116, 1st Floor, DLF Shopping Mall,
Arjun Marg, Gurgaon – 122002

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **A2Z Infra Engineering Limited** having **CIN L74999HR2002PLC034805** and having registered office at O-116, 1st Floor, DLF Shopping Mall, Arjun Marg, Gurgaon– 122002, (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

Sl.No	Name of Director	DIN	Date of appointment in Company
1	AMIT MITTAL	00058944	01/01/2005
2	DIPALI MITTAL	00872628	01/04/2010
3	ATIMA KHANNA	07145114	23/05/2019
4	ARUN GAUR	08328873	16/11/2021
5	MANOJ TIWARI	03597274	20/07/2022
6	RITU GOYAL	05180676	11/08/2023
7	PARMATMA SINGH RATHOR	03346747	11/08/2023

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 DR Associates
Company Secretaries
Firm Regn. No.: P2007DE003300

Place: Noida
Date: August 18, 2026

Sd/-
Suchitta Koley
Partner
FCS 1647; CP No.: 714
UDIN: F001647H001137221

Annexure-II to CG Report

Declaration Regarding Compliances by Board Members and Senior Management Personnel with Companies Code of Conduct

Regulation 34(3) read with Schedule V (Part D) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015
I, hereby confirm that the Company has obtained from all the members of the Board and Senior Management team, affirmation of compliance with the Code of Conduct for Directors and Senior Management in respect of financial year ended March 31, 2026.

For A2Z INFRA ENGINEERING LTD

Sd/-

(Amit Mittal)

Managing Director cum Chief Executive Officer

Date: July 14, 2026

Place: Gurugram

Annexure – III to CG Report

CERTIFICATE ON CORPORATE GOVERNANCE

The Members,

A2Z Infra Engineering Limited
O-116, 1st Floor, DLF Shopping Mall,
Arjun Marg,
Gurgaon– 122002

We have examined the compliances of conditions of Corporate Governance by A2Z Infra Engineering Limited ('the Company'), as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations").

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

In our opinion and to the best of our information and according to the explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above mentioned Listing Regulations.

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

For DR Associates

Company Secretaries

Firm Regn. No.: P2007DE003300

Place: Noida

Date: August 18, 2026

Sd/-

Suchitta Koley

Partner

FCS 1647; CP No.: 714

UDIN: F001647H001137199

Independent Auditor's Report

To the Members of A2Z Infra Engineering Limited

Report on the Audit of the Standalone Financial Statements

Disclaimer of Opinion

1. We were engaged to audit the accompanying standalone financial statements of A2Z Infra Engineering Limited ('the Company'), which comprise the Balance Sheet as at 31 March 2026, the Statement of Profit and Loss (including Other Comprehensive Income), the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and a summary of the significant accounting policies and other explanatory information, in which are included the returns for the year ended on that date audited by the branch auditors and management certified of the Company's branches located at Uganda, Tanzania & Nepal.
2. We do not express an opinion on the accompanying standalone financial statements of the Company. Because of the significance of the matters described in the Basis for Disclaimer of Opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these standalone financial statements.

Basis for Disclaimer of Opinion

3. a. As stated in Note 31 to the accompanying standalone financial statements, the Company has incurred a net loss after tax of Rs. 279.25 lakhs during the year ended 31st March 2026, and as of that date, the Company's accumulated losses amount to Rs. 1,07,659.78 lakhs, which have resulted in substantial erosion of its net worth, and the current liabilities exceed current assets by Rs. 6,491.75 lakhs. Also, certain lenders have filed applications with the Debt Recovery Tribunal (DRT) for recovery of their dues as detailed in 31. The Company has also delayed in repayment of borrowings as further detailed in Note 22.1. As confirmed by the management, the Company has been in discussions with the lenders regarding settlement of these borrowings/dues. Further, the expected realisation of the amounts outstanding from certain customers, within the next 12 months, with whom the Company is in discussions is uncertain in the absence of any confirmations from such customers. Such events and conditions and its possible impact of the associated uncertainties on management's assumptions, and other matters as set forth in the note 31, cast significant doubt on the Company's ability to continue as a going concern. In the absence of sufficient appropriate audit evidence to support the management's assessment with respect to restructuring of borrowings/dues and availability of funds, we are unable to comment on the ability of the Company to continue as a going concern. Further, as detailed in Note 12, Management indicates that a material uncertainty exists that may cast significant doubt on the Tanzania branch's ability to continue as

going concern. Our Audit report on the standalone financial statements for the year ended 31st March 2025 also included a disclaimer of opinion in respect of this matter.

3. b. As stated in Note 22.1 to the accompanying standalone financial statement, the Company has borrowings from banks which have been classified as non-performing assets ('NPA borrowings') (referred to as 'the Lenders'). In respect of the aforementioned NPA borrowings, the Company has not recognised interest for the year ended 31st March 2026 aggregating to Rs. 1,038.82 lakhs (accumulated interest as at 31st March 2026 being Rs. 3,935.93 lakhs) payable under the terms of the said agreements, as estimated by the management on the basis of expected re-negotiation with the Lenders.

Pending confirmations/ reconciliations from the Lenders and in the absence of sufficient appropriate evidence to substantiate management's assessment, we are unable to comment on the adjustments, if any, that may be required to the carrying values of the aforesaid borrowings and dues (including interest) payable to the Lenders in accordance with the terms of loan agreements and Settlement Agreement, and the consequential impact of such adjustments on the accompanying standalone financials statement. Our Audit report on the standalone financial statements for the year ended 31st March 2025 also included a disclaimer of opinion in respect of this matter.

Emphasis of Matter

4. We draw attention to:
 - a. Note 3.1 to the accompanying standalone financial statement, which describes disputes between the Company and certain sugar mills relating to three cogeneration power plants. Arbitral awards aggregating Rs. 7,234.73 lakhs, together with interest thereon, passed against the Company in 2021, have been challenged by the Company under Section 34 of the Arbitration and Conciliation Act, 1996 before the District & Sessions Court, Chandigarh and the matter is pending adjudication. The Hon'ble High Court of Punjab and Haryana has, vide order dated 05.12.2025, appointed a Sole Arbitrator to adjudicate the disputes between the parties, and the arbitration proceedings are currently in progress. In view of the above, the management has, in earlier periods, fully impaired the carrying value of the said power plants. The final outcome of these matters is presently unascertainable.
 - b. Note 48 to the accompanying standalone financial statement, which describes the proceedings arising out of the investigation conducted by the Economic Offences Wing (EOW) - Anti-Corruption Bureau (ACB), Chhattisgarh, in relation to certain contracts executed and transactions entered into by the

subsidiary company ("A2Z Infraserivces Ltd") during earlier years with Chhattisgarh State Marketing Corporation Limited. The note also describes the legal proceedings involving Non-Executive Director of the subsidiary company, who is also Managing Director of the Company, who has since been granted bail.

As explained in the said note, the investigation is presently pending before the competent court and the subsidiary company has invoked arbitration clause in the said contract against Chhattisgarh State Marketing Corporation Limited. The final outcome of this matter is presently unascertainable.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Standalone Financial Statements

5. The accompanying standalone financial statements have been approved by the Company's Board of Directors. The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Companies Act, 2013 ('the Act') with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the 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 standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.
6. In preparing the standalone financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.
7. Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

8. Our responsibility is to conduct an audit of the accompanying standalone financial statements in accordance with Standards on Auditing specified under section 143(10) of the Act, and to issue an auditor's report. However, because of the matters described in the Basis

for Disclaimer of Opinion section of our report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these standalone financial statements. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics.

Other Matter

9. The three branches as specified in annexure 1 are located outside India whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in their respective countries.

We did not audit the financial statements of one branch included in the standalone financial statement of the Company, whose financial statements reflects total assets and net assets of Rs. 9.16 lakhs and Rs. (162.01)lakhs respectively as at 31 March 2026, and total revenues of Rs. (1.28) lakhs, total net loss after tax of Rs. 2.41 lakhs, and total comprehensive loss of Rs. 2.41 lakhs, and cash flows (net) of Rs. Nil for the year then ended, as considered in the standalone financial statements. This financial statements of the aforesaid branch have been audited by their respective branch auditors, whose reports have been furnished to us by the management.

Further, the Company's management has converted the financial statements of such branch from accounting principles generally accepted in their respective countries to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Company's management. This report, in so far as it relates to the balances and affairs of this branch, is based on the audit report of branch auditor, and the conversion adjustments prepared by the management of the Company and audited by us.

Report on Other Legal and Regulatory Requirements

10. Based on our audit, and on the consideration of the reports of the branch auditors as referred to in paragraph 9 above, we report that the Company has not paid or provided for any managerial remuneration during the year. Accordingly, reporting under section 197(16) of the Act is not applicable.
11. 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.
12. Further to our comments in Annexure A, as required by section 143(3) of the Act, and on the consideration of the reports of the branch auditors as referred to in paragraph 9 above, we report, to the extent applicable, that:
 - a) as described in the Basis for Disclaimer of Opinion section, we sought but were unable to obtain all the

information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;

- b) due to the possible effects of the matters described in the Basis for Disclaimer of Opinion section, we are unable to state whether 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. Proper returns adequate for the purposes of our audit have been received from the branches not visited by us;
- c) the reports on the accounts of the branch offices of the Company audited under section 143(8) of the Act by the branch auditors have been sent to us and have been properly dealt with by us in preparing this report;
- d) the standalone financial statements dealt with by this report are in agreement with the books of account and with the returns received from the branches not visited by us;
- e) due to the possible effects of the matters described in the Basis for Disclaimer of Opinion section, we are unable to state whether the aforesaid standalone financial statements comply with the Ind AS specified under section 133 of the Act;
- f) the matters described in Paragraph 3 and 4 in the Basis for Disclaimer of Opinion / Emphasis of Matter section, in our opinion, may have an adverse effect on the functioning of the Company;
- g) on the basis of the written representations received from the directors and 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;
- h) the reservations relating to the maintenance of accounts and other matters connected therewith are as stated in the Basis for Disclaimer of Opinion section, read with paragraph 12(b) above;
- i) we were also engaged to audit the internal financial controls with reference to standalone financial statements of the Company as on 31 March 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date and our report dated 14th July 2026 as per Annexure B expressed disclaimer of opinion; and
- j) with respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of the reports of the branch auditors as referred to in paragraph 9 above:
 - i. due to the possible effects of the matters described in the Basis for Disclaimer of Opinion section, we are unable to state whether the

Company has disclosed fully the impact of pending litigations on its financial position as at 31 March 2026;

- ii. due to the possible effects of the matters described in the Basis for Disclaimer of Opinion section, we are unable to state whether the Company has made adequate provision as at 31 March 2026, as required under the applicable law or Ind AS, for material foreseeable losses, if any, on long-term contracts including derivative contracts;
- iii. there were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company during the year ended 31 March 2026; and
- iv. (a) The Management has represented that, to the best of its knowledge and belief, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person or entity, including foreign entity ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
- (b) The Management has represented, that, to the best of its knowledge and belief, no funds (which are material either individually or in the aggregate) have been received by the Company from any person or entity, including foreign entity ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
- (c) Based on 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 (a) and (b) above, contain any material misstatement.
- v. The Company has not declared/paid dividend during the year, accordingly compliance u/s 123 of the Act is not applicable to the company.

- vi. The reporting under Rule 11(g) of the companies (Audit and Auditors) Rules, 2014 is applicable from 1st April, 2023. Based on our examination, which includes test checks, the company has used the accounting software for maintaining its books of account which has a feature of recording audit trail / edit log facility and the same has been operated throughout the year for all the relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered.

For **MRKS & ASSOCIATES**

Chartered Accountants

Firm's Registration No.: 023711N

Sd/-

Saurabh Kuchhal

Partner

Membership No.: 512362

UDIN: 26512362GWZRCC7387

Place: Gurugram

Date: 14.07.2026

Annexure 1

S. No.	Name	Country of Operations	Name of auditing standard	Audited/Management Certified
1	A2Z Infra Engineering Limited (Tanzania Branch)	Tanzania	International Standards Auditing	Management Certified
2	A2Z Infra Engineering Limited (Nepal Branch)	Nepal	Nepal Standards Auditing	Management Certified
3	A2Z Infra Engineering Limited (Uganda Branch)	Uganda	International Standards Auditing	Audited

Annexure A to the Independent Auditor's Report of even date to the members of A2Z Infra Engineering Limited, on the standalone financial statements for the year ended 31 March 2026

Annexure A

Based on the audit procedures performed for the purpose of reporting a true and fair view on the standalone financial statements of the Company and taking into consideration the information and explanations given to us and the books of account and other records examined by us in the normal course of audit, and to the best of our knowledge and belief, we report that:

- (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 not capitalized any intangible assets in the books of the Company and accordingly, the requirement to report on clause 3(i)(a)(B) of the Order is not applicable to the Company.
- (b) Property, Plant and Equipment have been physically verified by the management during the year; however, there is a regular program of verification once in three years, which, in our opinion, 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) The title deeds of all the immovable properties (which are included under the head Property, Plant and Equipment') are held in the name of the Company.
- (d) The Company has not revalued its Property, Plant and Equipment (including Right to use assets) or intangible assets or both during the year ended March 31, 2026.
- (e) According to 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 Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.
- (ii) (a) The Company does not have any inventory. Accordingly, the provisions of clause 3(ii)(a) of the Order are not applicable.
- (b) The Company has not been sanctioned working capital limits in excess of Rs. five crores in aggregate from banks or financial institutions during any point of time of the year on the basis of security of current assets. Further, working capital limit in excess of Rs. 5 crores sanctioned by banks or financial institutions in earlier years had become NPA. Hence no quarterly returns or statements filed by the Company with such banks or financial

institutions. Accordingly, the requirement to report on clause 3(ii)(b) of the Order is not applicable to the Company.

- (iii) (a) During the year the Company has provided loans, advances in the nature of loans but not provided security or stood guarantee to companies, firms, Limited Liability Partnerships or any other parties as follows:

Particulars	(INR Lakhs)
Aggregate amount of Loans and Advances provided during the year:	
- Subsidiaries	17.99
- Joint Ventures	-
- Associates	-
- Others	-
Balance outstanding as at balance sheet date in respect of above cases:	
- Subsidiaries	-
- Joint Ventures	-
- Associates	-
- Others	-

- (b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made, guarantees provided, security given and the terms and conditions of the grant of secured and unsecured loans are, prima facie, not prejudicial to the interest of the Company.
- (c) The Company has granted loans or provided advances in the nature of loan are payable on demand. During the year the Company has not demanded such loan or advances in the nature of loan. Having regard to the fact that the repayment of principal or payment of interest has not been demanded by the Company, in our opinion the repayments of principal amounts and receipts of interest are regular.
- (d) According to information and explanations given to us and based on the audit procedures performed, in respect of loans granted and advances in the nature of loans provided by the Company, there is no overdue amount remaining outstanding as at the balance sheet date.
- (e) No loan or advance in the nature of loan granted by the Company which has fallen due during the year, has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.

- (f) During the year the Company has granted loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment as follows:

Particulars	(INR Lakhs)	% of the total
Aggregate amount of Loans and Advances provided during the year:		
- Promoters	-	-
- Related Party as per clause 76 of Section 2 of the Act	17.99	-
- Others	-	-

- (iv) According to the information, explanations and representations provided by the management and based upon audit procedures performed, we are of the opinion that in respect of loans granted, investments made and guarantees and securities provided, the Company has complied with the provisions of the Section 185 and 186 of the Companies Act, 2013.
- (v) The Company has neither accepted any deposits nor accepted any amounts which are deemed to be

deposits within the meaning of Sections 73 to 76 of the Act and the rules made thereunder, to the extent applicable. Accordingly, the provisions of clause 3(v) of the Order are not applicable to the company.

- (vi) We have broadly reviewed the books of account maintained by the Company pursuant to the Rules made by the Central Government for the maintenance of cost records under sub-section (1) of Section 148 of the Companies Act, 2013 in respect of Company's products/services and are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained. However, we have not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.
- (vii) (a) Undisputed statutory dues including provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of customs, duty of excise, value added tax, goods and services tax, cess and other material statutory dues, as applicable, have not been regularly deposited to the appropriate authorities and there have been significant delays in a large number of cases. Undisputed amounts payable in respect thereof, which were outstanding at the year-end for a period of more than six months from the date they became payable are as follows:

Statement of arrears of statutory dues outstanding for more than six months

Name of the statute	Nature of the dues	Amount (Rs. in lakhs)	Period to which the amount relates	Due Date	Date of Payment
Central Goods and Services Tax Act, 2017	Goods and services tax	39.90	March 2018 to August 2025	20 th of subsequent month	Not yet paid
Employees Provident Fund and Miscellaneous Provisions Act, 1952	Employee Provident fund	6.29	November 2019 to August 2025	15 th day of subsequent month	Not paid yet
Employee Welfare Fund	Employee welfare fund	0.67	June 2020 to August 2025	25 th day of subsequent month	Not paid yet

- (b) The dues outstanding in respect of income-tax, sales-tax, service-tax, duty of customs, duty of excise and value added tax on account of any dispute, are as follows:

Statement of Disputed Dues

Name of the statute	Nature of dues	Amount (Rs in lakhs)	Amount paid under Protest (Rs. in lakhs)	Period to which the amount relates	Forum where dispute is pending
Central Goods and Services Tax Act, 2017	Demand made under various sections of CGST Act	11,457.02	2,158.43	FY 2017-18 to 2025-26	Pending at various forums
The Maharashtra Value Added Tax, 2002	Value Added Tax	1,801.79	-	2008-09	Maharashtra Sales Tax Tribunal
	Central Sales Tax	154.06	-	2009-10	Sales Tax Tribunal, Mumbai Maharashtra-Appeal

Name of the statute	Nature of dues	Amount (Rs in lakhs)	Amount paid under Protest (Rs. in lakhs)	Period to which the amount relates	Forum where dispute is pending
	Value Added Tax	22.88	-	2010-11	Sales Tax Tribunal, Mumbai Maharashtra-Appeal
	Central Sales Tax	225.99	-	2010-11	Sales Tax Tribunal, Mumbai Maharashtra-Appeal
	Central Sales Tax	17.92	-	2011-12	Joint Commissioner (Appeal), Mumbai, Maharashtra
	Central Sales Tax	19.88	-	2012-13	Sales Tax Tribunal, Mumbai, Maharashtra- Appeal
	Value Added Tax	29.10	-	2012-13	Sales Tax Tribunal, Mumbai, Maharashtra- Appeal
	Central Sales Tax	98.67	8.83	2015-16	Joint Commissioner Mumbai Maharashtra Appeal
	Value Added Tax	72.51	-	2015-16	Joint Commissioner Mumbai Maharashtra Appeal
Andhra Pradesh Value Added Tax Act, 2005	Value Added Tax	62.95	29.59	2010-11	Andhra Pradesh Sales Tax and VAT Appellate Tribunal, Hyderabad
The Madhya Pradesh VAT Act, 2002	Central Sales Tax	3.25	-	2013-14	Joint Commissioner, Indore, Madhya Pradesh
	Central Sales Tax	11.84	2.37	2015-16	Assistant commissioner (Sales tax), Madhya Pradesh
	Central Sales Tax	8.77	-	2016-17	Assistant commissioner (Sales tax), Madhya Pradesh
Kerala VAT Act, 2003	Central Sales Tax	219.38	-	2011-12	Hon'ble High Court of Kerala, Ernakulam
The Himachal Value Added Tax Act, 2005	Central Sales Tax	16.18	-	2013-14	Filing of appeal is under process before appellate authority
The Himachal Value Added Tax Act, 2005	Value Added tax	7.15	-	2014-15	Filing of appeal is under process before appellate authority
The Himachal Value Added Tax Act, 2005	Central Sales Tax	38.69	-	2014-15	Filing of appeal is under process before appellate authority
The Himachal Value Added Tax Act, 2005	Value Added tax	0.44		2016-17	Filing of appeal is under process before appellate authority
The Himachal Value Added Tax Act, 2005	Value Added tax	0.59		2017-18	Filing of appeal is under process before appellate authority

(viii) The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

(ix) (a) On the basis of the audit procedures performed by us, the information & explanations furnished, and representations made by the management, the Company has made defaults in repayment of dues including interest to banks and financial institutions. The defaults which have remained outstanding at the year-end are given in Annexure attached with this report.

Also refer Paragraph 3(b) of our audit report on the standalone financial statements for the year ended 31 March 2026, wherein matters relating to the carrying values of the aforesaid borrowings and dues (including interest) have been included in the Basis for Disclaimer of Opinion paragraph in such audit report.

(b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) 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 taken any term loans from any lender during the year. Accordingly, clause 3(ix)(c) of the Order is not applicable to the Company.

(d) On an overall examination of the financial statements of the Company, no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) On an overall examination of the financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures.

(f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies. Hence, the requirement to report on clause 3(ix)(f) of the Order is not applicable to the Company.

(x) (a) The Company did not raise moneys by way of initial public offer or further public offer (including debt instruments). Hence, the requirement to report on clause 3(x)(a) of the Order is not applicable to the Company.

(b) The Company has not made any preferential allotment or private placement of shares or convertible debentures (fully, partially or optionally convertible) during the year under audit and hence, the requirement to report on clause 3(x)(b) of the Order is not applicable to the Company.

(xi) (a) No fraud by the Company or on the Company has been noticed or reported during the period covered by our audit.

(b) No report under sub-section (12) of section 143 of the Companies Act, 2013 has been filed by secretarial auditor or by us in Form ADT – 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.

(xii) The Company is not a nidhi Company as per the provisions of the Companies Act, 2013. Therefore, the requirement to report on clause 3(xii)(a), (b) and (c) of the Order are not applicable to the Company.

(xiii) In our opinion all transactions with the related parties are in compliance with Sections 177 and 188 of Act, where applicable, and the requisite details have been disclosed in the financial statements etc., as required by the applicable Ind AS.

(xiv) (a) The Company has an internal audit system commensurate with the size and nature of its business.

(b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.

(xv) In our opinion, the Company has not entered into any non-cash transactions with the directors or persons connected with them covered under Section 192 of the Act and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company.

(xvi) (a) The provisions of section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause (xvi)(a) of the Order is not applicable to the Company.

(b) The Company has not conducted any Non-Banking Financial or Housing Finance activities without obtained a valid Certificate of Registration (CoR) from the Reserve Bank of India as per the Reserve Bank of India Act, 1934.

(c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi) of the Order is not applicable to the Company.

(d) There is no Core Investment Company as a part of the Group; hence, the requirement to report on clause 3(xvi) of the Order is not applicable to the Company.

(xvii) The Company has not incurred any cash losses in the current year as well as in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company.

(xix) On the basis of the financial ratios disclosed in note 38 along with reasons mentioned in Note 31 to the financial statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, we believe that material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

- (xx) (a) The provision of second proviso to sub-section (5) of section 135 of Companies Act, 2013 is not applicable to the Company. Accordingly, the requirement to report on clause (xx)(a) of the Order is not applicable to the Company.
- (b) The provision of sub section (6) of section 135 of Companies Act, 2013 is not applicable to the Company, Accordingly, the requirement to report on

clause (xx)(b) of the Order is not applicable to the Company.

- (xxi) The reporting under clause 3(xxi) of the order is not applicable in respect of audit of standalone financial statement. Accordingly, no comment in respect of the said clause has been included in the report.

For **MRKS & ASSOCIATES**
Chartered Accountants
Firm's Registration No.: 023711N

Sd/-
Saurabh Kuchhal
Partner
Membership No.: 512362
UDIN: 26512362GWZRCC7387

Place: Gurugram
Date: 14.07.2026

Annexure B to the Independent Auditor's Report of even date to the Members of A2Z Infra Engineering Limited, on the standalone financial statements for the year ended 31 March 2026

Independent Auditor's Report on the Internal Financial Controls with reference to standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

1. We were engaged to audit the Internal Financial Controls with reference to standalone financial statements of A2Z Infra Engineering Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the standalone financial statements of the Company as at and for the year ended on that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The Company's Board of Directors is responsible for establishing and maintaining internal financial controls based on the internal financial control with respect 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 ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditors' Responsibility for the Audit of the Internal Financial Controls with reference to Standalone Financial Statements

3. Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone financial statements based on conducting our audit in accordance with the Standards on Auditing issued by ICAI prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note issued by the ICAI.
4. Because of the matter described in Disclaimer of Opinion paragraph below, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on internal financial controls with reference to standalone financial statements of the Company.

Meaning of Internal Financial Controls with reference to Standalone Financial Statements

5. A company's internal financial controls with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to standalone financial statements includes those policies and procedures that: (1) pertain to the maintenance of

records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the standalone financial statements.

Disclaimer of Opinion

6. Because of matters described below, we are unable to obtain sufficient appropriate audit evidence to provide a basis for our opinion on whether the company's internal financial controls with reference to standalone financial statements were operating effectively as at 31 March 2026:

The Company's internal financial controls with reference to standalone financial statements with respect to (a) financial statements closure process towards assessing the Company's ability to continue as going concern were not operating effectively, which could lead to potential material misstatements in the carrying value and classification of assets and liabilities; (b) accrual of interest expenditure in accordance with Ind AS 23 'Borrowing Costs' and reconciliation of outstanding borrowings with lenders, were not operating effectively, which has resulted in a material misstatement in the amount of finance costs and other financial liabilities; in the accompanying standalone financial statements.

7. We have considered the disclaimer reported above in determining the nature, timing, and extent of audit tests applied in our audit of the standalone financial statements of the Company as at and for the year ended 31 March 2026, and the disclaimer has affected our opinion on the standalone financial statements of the Company and we have issued a disclaimer of opinion on the standalone financial statements.

For MRKS & Associates

Chartered Accountants

Firm registration number: 023711N

Sd/-

Saurabh Kuchhal

Partner

Membership No:512362

UDIN: 26512362GWZRCC7387

Date: 14.07.2026

Place: Gurugram

Annexure of defaults as referred to in Para (ix)(a)

Defaults in repayment of dues to bank and financial institutions existing as at March 31, 2026 are as under:

Particulars	Period of delay (As at 31 March, 2026)				
	0-30	30-90	90-180	Above 180	Total
A) Term loans from Banks					
(a) Against Principal Amount					
Indian Bank	-	-	-	3,44,42,176	3,44,42,176
Sub-Total (a)	-	-	-	3,44,42,176	3,44,42,176
(b) Against Interest					
Indian Bank	6,68,851	12,57,467	19,19,965	3,33,06,544	3,71,52,827
Sub-Total (b)	6,68,851	12,57,467	19,19,965	3,33,06,544	3,71,52,827
Total A= (a+b)	6,68,851	12,57,467	19,19,965	6,77,48,720	7,15,95,003
B) Working Capital loans from Banks					
(a) Against Principal Amount					
Indian Bank	-	-	-	19,78,54,681	19,78,54,681
Indusind Bank	-	-	-	6,77,47,290	6,77,47,290
Sub-Total (a)	-	-	-	26,56,01,971	26,56,01,971
(b) Against Interest					
Indian Bank	57,79,582	1,19,41,659	1,81,97,936	32,28,04,724	35,87,23,901
Indusind Bank	17,20,681	34,41,362	52,17,215	4,90,63,740	5,94,42,998
Sub-Total (b)	75,00,263	1,53,83,021	2,34,15,151	37,18,68,464	41,81,66,899
Total C= (a+b)	75,00,263	1,53,83,021	2,34,15,151	63,74,70,434	68,37,68,869
Grand Total (A+B+C)	81,69,114	1,66,40,487	2,53,35,117	70,52,19,155	75,53,63,872

Note: The above table includes interest amount of the non-performing assets which have not been considered in the financial statements as mentioned in Note 22.1.

Standalone Balance Sheet as at March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	Note No.	As at March 31, 2026	As at March 31, 2025
ASSETS:			
Non-current assets:			
Property, plant and equipment	3	965.28	1,021.94
Right of use of assets	3	78.13	6.97
Capital work-in-progress	3	416.33	1,043.98
Intangible assets	4	-	-
Financial assets:			
Investments	5	6,198.91	6,220.97
Other financial assets	7	223.28	718.36
Deferred tax assets (net)	8	11.38	6.29
Non-current tax assets (net)	10	935.94	819.24
Other non-current assets	11	0.12	0.13
Total Non-current assets		8,829.37	9,837.88
Current assets:			
Financial assets:			
Trade receivables	13	5,395.05	6,194.24
Cash and cash equivalents	15	234.24	193.76
Loans	6	-	-
Other financial assets	7	7,869.19	8,292.64
Other current assets	11	6,378.10	6,307.23
Total Current assets		19,876.58	20,987.87
Total assets		28,705.95	30,825.75
EQUITY AND LIABILITIES:			
Equity:			
Equity share capital	16	17,611.99	17,611.99
Other equity		(17,160.02)	(16,869.79)
Total equity		451.97	742.20
Liabilities:			
Non-current liabilities:			
Financial liabilities:			
Borrowings	17	-	-
Lease liability	18	50.93	-
Provisions	19	1,834.72	1,912.23
Total Non-current liabilities		1,885.65	1,912.23
Current liabilities:			
Financial liabilities:			
Borrowings	20	8,922.27	6,521.96
Lease liability	18	28.06	7.70
Trade payables	21		
Total outstanding dues of micro enterprises and small enterprises		11.54	10.16
Total outstanding dues of creditors other than micro enterprises and small enterprises		12,754.18	16,341.60
Other financial liabilities	22	2,283.79	1,845.35
Other current liabilities	23	2,368.49	3,444.55
Total Current liabilities		26,368.33	28,171.32
Total Liabilities		28,253.98	30,083.55
Total equity and liabilities		28,705.95	30,825.75

Summary of material accounting policies

2

The summary of material accounting policies and notes are an integral part of the standalone financial statements.

This is the standalone balance sheet referred to in our report of even date.

For **MRKS and Associates**

Chartered Accountants

Firm Registration No.: 023711N

Sd/-

Saurabh Kuchhal

Partner

Membership No. 512362

For and on behalf of the Board of Directors

Sd/-

Amit Mittal

Managing Director and CEO
(DIN 00058944)

Sd/-

Lalit Kumar

Chief Financial Officer

Sd/-

Dipali Mittal

Non Executive Director
(DIN 00872628)

Sd/-

Atul Kumar Agarwal

Company Secretary
M. No.: FCS - 6453

Place : Gurugram

Date : July 14, 2026

Standalone statement of Profit and Loss for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	Note No.	For the year ended March 31, 2026	For the year ended March 31, 2025
Income:			
Revenue from operations	24	11,393.66	4,854.93
Other income	25	263.27	703.56
Total income		11,656.93	5,558.49
Expenses:			
Cost of materials consumed	26	9,234.46	3,761.73
Employee benefits expenses	27	401.98	272.45
Finance costs	28	275.28	233.05
Depreciation and amortisation expenses	29	132.79	112.26
Other expenses	30	2,049.72	1,277.45
Total expenses		12,094.23	5,656.94
Loss before exceptional item and tax		(437.30)	(98.45)
Exceptional items - gain	43	70.24	317.28
(Loss)/profit before tax		(367.06)	218.83
Tax expense	32		
Current tax		-	-
Deferred tax charge (net)		(5.09)	-
Tax pertaining to earlier years		(82.72)	324.18
		(87.81)	324.18
Loss for the year		(279.25)	(105.35)
Other comprehensive income:			
Items that will not be reclassified to profit and loss			
Re-measurement of defined benefit obligations		(10.98)	(15.20)
Total other comprehensive income for the year, net of tax		(10.98)	(15.20)
Total comprehensive income for the year		(290.23)	(120.55)
Loss per equity share (INR) :	33		
(Nominal value of shares INR 10)			
Basic		(0.16)	(0.06)
Diluted		(0.16)	(0.06)
Summary of material accounting policies	2		

The summary of material accounting policies and notes are an integral part of the standalone financial statements

This is the standalone statement of profit and loss referred to in our report of even date.

For **MRKS and Associates**
Chartered Accountants
Firm Registration No.: 023711N
Sd/-
Saurabh Kuchhal
Partner
Membership No. 512362

For and on behalf of the Board of Directors

Sd/-
Amit Mittal
Managing Director and CEO
(DIN 00058944)

Sd/-
Dipali Mittal
Non Executive Director
(DIN 00872628)

Sd/-
Lalit Kumar
Chief Financial Officer

Sd/-
Atul Kumar Agarwal
Company Secretary
M. No.: FCS - 6453

Place : Gurugram
Date : July 14, 2026

Standalone statement of Changes in Equity for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	Note No.	Number of Shares	Amount
A. Equity share capital			
Issued, subscribed and fully paid up			
Equity shares of INR 10 each			
Balance as at April 1, 2024	16	17,61,19,858	17,611.99
Changes during the year		-	-
Balance as at March 31, 2025	16	17,61,19,858	17,611.99
Changes during the year		-	-
Balance as at March 31, 2026	16	17,61,19,858	17,611.99

B. Other equity

	Reserves and surplus*				
	Securities premium account	General reserve	Employee stock option plan reserve	Retained earnings	Total equity attributable to equity holders
Balance as at April 1, 2024	89,586.56	640.14	545.30	(1,07,546.89)	(16,774.89)
Loss for the year	-	-	-	(105.35)	(105.35)
Other comprehensive income	-	-	-	(15.20)	(15.20)
Total comprehensive income				(120.55)	(120.55)
Transfer from Employee stock option plan reserve on lapse	-	-	(98.04)	98.04	-
Transactions with owners in their capacity as owners:					
Employee stock option plan (ESOP) expense for the year	-	-	34.21	-	34.21
On account of ESOP given to employees of subsidiaries	-	-	(8.56)	-	(8.56)
Balance as at March 31, 2025	89,586.56	640.14	472.92	(1,07,569.40)	(16,869.79)
Loss for the year	-	-	-	(279.25)	(279.25)
Other comprehensive income	-	-	-	(10.98)	(10.98)
Total comprehensive income	-	-	-	(290.23)	(290.23)
Transfer from Employee stock option plan reserve on lapse	-	-	(199.85)	199.85	-
Adjustment	-	-	-	-	-
Transactions with owners in their capacity as owners:					
Employee stock option plan (ESOP) expense for the year	-	-	22.06	-	22.06
On account of ESOP given to employees of subsidiaries	-	-	(22.06)	-	(22.06)
Balance as at March 31, 2026	89,586.56	640.14	273.07	(1,07,659.78)	(17,160.02)

*Refer Note 2.3(j) for nature and purpose of reserves.

The summary of material accounting policies and notes are an integral part of the standalone financial statements.

For MRKS and Associates

Chartered Accountants

Firm Registration No.: 023711N

Sd/-

Saurabh Kuchhal

Partner

Membership No. 512362

Sd/-

Amit Mittal

Managing Director and CEO

(DIN 00058944)

Sd/-

Lalit Kumar

Chief Financial Officer

Sd/-

Dipali Mittal

Non Executive Director

(DIN 00872628)

Sd/-

Atul Kumar Agarwal

Company Secretary

M. No.: FCS - 6453

Place : Gurugram

Date : July 14, 2026

Standalone Cash Flow statement for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
A. Cash flows from operating activities :		
(Loss)/Profit before tax (after exceptional items)	(367.06)	218.83
Adjustments:		
Exceptional items	(70.24)	(317.28)
Depreciation and amortisation expense	132.79	112.26
Profit on sale of property, plant and equipment (net)	(0.85)	(1.19)
Interest expense	275.00	208.22
Interest income	(190.37)	(9.59)
(Reversal)/Provision for contract revenue in excess of billing (net)	-	(157.62)
Provision/(Reversal) for bad and doubtful debts, loans, advances and other receivables (net)	964.53	(91.95)
Liability/provision written back	-	(244.98)
Provision for warranty	67.55	15.00
Provision for employee benefits	11.70	5.08
Assets written off	-	1.73
Recognition of share based payments at fair value	22.06	34.21
Operating profit/(loss) before working capital changes	845.11	(227.28)
Net changes in working capital:		
Changes in trade receivables	1,563.07	5,471.09
Changes in loans	0.06	(17.14)
Changes in other financial assets	(1,241.02)	2,251.53
Changes in other assets	(492.02)	(1,026.63)
Changes in trade payables	(2,435.21)	(1,974.36)
Changes in provisions	(167.74)	(175.96)
Changes in financial liabilities	203.36	(36.00)
Changes in other liabilities	(1,407.92)	(789.29)
Net changes in working capital	(3,977.42)	3,703.24
Cash (used in)/flow from operations	(3,132.31)	3,475.96
Current taxes refund (net)	(33.98)	419.28
Net cash (used in)/flow from operating activities (A)	(3,166.29)	3,895.24

Standalone Cash Flow statement for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
B Cash flows from investing activities:		
Purchase of property, plant and equipment	(95.08)	(220.78)
Proceeds from sale of property, plant and equipment	0.85	1.19
Fixed deposits matured - (net)	0.72	15.04
Interest received	190.37	9.59
Net cash flow from/(used) in investing activities (B)	96.86	(194.96)
C Cash flows from financing activities:		
Repayments of long-term borrowings	-	(300.00)
Proceeds/(repayments) of short term borrowings (net)	3,125.75	(3,207.53)
Principal payment of lease liabilities	(13.60)	(11.92)
Interest payment of lease liabilities	(2.24)	(1.40)
Interest paid	-	(47.27)
Net cash flow from/(used) in financing activities (C)	3,109.91	(3,568.12)
Net increase in cash and cash equivalents (A+B+C)	40.48	132.16
Cash and cash equivalents at the beginning of the year	193.76	61.60
Cash and cash equivalents at the end of the year	234.24	193.76
Reconciliation of cash and cash equivalents as per the cash flow statement (Refer Note 15)	As at March 31, 2026	As at March 31, 2025
Cash and cash equivalents as per above comprises of the following :		
a. cash in hand	0.14	0.15
b. Balance in current account	234.10	193.61
Balances as per statement of cash flows	234.24	193.76

Note: The above Standalone Statement of Cash Flows has been prepared under the 'Indirect Method' as set out in Ind AS 7, 'Statement of Cash Flows'. All figures in brackets are outflows.

The summary of material accounting policies and notes are an integral part of the standalone financial statements.

This is the Standalone cash flow statement referred to in our report of even date.

For **MRKS and Associates**
Chartered Accountants
Firm Registration No.: 023711N
Sd/-
Saurabh Kuchhal
Partner
Membership No. 512362

For and on behalf of the Board of Directors

Sd/-
Amit Mittal
Managing Director and CEO
(DIN 00058944)

Sd/-
Dipali Mittal
Non Executive Director
(DIN 00872628)

Sd/-
Lalit Kumar
Chief Financial Officer

Sd/-
Atul Kumar Agarwal
Company Secretary
M. No.: FCS - 6453

Place : Gurugram
Date : July 14, 2026

Summary of material accounting policies and other explanatory information to the standalone financial statements for the year ended March 31, 2026

1. CORPORATE INFORMATION

A2Z Infra Engineering Limited ('A2Z or the Company') was incorporated at National Capital Territory of Delhi and Haryana on January 7, 2002 for providing maintenance and engineering services. The Company commenced its business with the facility management services and entered into engineering business during the year 2005-06. The Company has also entered into collaboration with sugar mills for setting up 3 Cogeneration (Cogen) power plants on Built, Own, Operate and Transfer (BOOT) basis for a period of 15 years.

The Company's engineering business segment primarily includes supply, erection and maintenance of electrical transmission lines including laying and maintenance of Optic Fiber Cable (OFC) and allied services to power distribution companies.

These standalone financial statements ('financial statements') for the year ended March 31, 2026 were authorized and approved for issue by the Board of Directors on July 14, 2026. The revisions to the standalone financial statements are permitted by the Board of Directors of the Company after obtaining necessary approvals or at the instance of regulatory authorities as per provisions of the Act.

2. MATERIAL ACCOUNTING POLICIES AND KEY ACCOUNTING ESTIMATES AND JUDGEMENTS

2.1 Statement of compliance

These financial statements of the Company have been prepared in accordance with the Indian Accounting Standards (Ind AS) as prescribed under section 133 of the Companies act, 2013 ("The Act") read with rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standards) Amendment Rules 2016 issued by Ministry of Corporate Affairs ('MCA'). All other relevant provisions of the Act, as amended, are also complied with in these financial Statements. The Company has prepared these financial statements which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, the Statement of Cash Flows and the Statement of Changes in Equity for the year ended March 31, 2026, and a summary of the material accounting policies and other explanatory information (together hereinafter referred to as 'financial statements').

The financial statements have been prepared on going concern basis using a historical cost convention, except certain financial assets and financial liabilities which are measured at fair value as explained in relevant accounting policies.

The financial statements are presented in INR which is assessed to be the functional currency of the Company in accordance with Ind AS. All values are rounded to the nearest lakhs (INR 00,000), except when otherwise indicated.

The Company has uniformly applied the accounting policies during the period presented.

2.2 Use of estimates and judgments

The preparation of financial statements in conformity with Ind AS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income, expenses and disclosures of contingent assets and liabilities at the date of these financial statements. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed at each balance sheet date. Any revision to accounting estimates and assumptions are recognised prospectively i.e. recognised in the period in which the estimate is revised and future periods affected.

In particular, information about significant judgements and areas of estimation uncertainty in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are discussed below:

Significant management judgements

The following are significant management judgements in applying the accounting policies of the Company that have the most significant effect on the financial statements.

- **Recognition of deferred tax assets** - The extent to which deferred tax assets can be recognized is based on an assessment of the probability of the Company's future taxable income against which the deferred tax assets can be utilized.
- **Evaluation of indicators for impairment of assets** – The evaluation of applicability of indicators of impairment of assets requires assessment of several external and internal factors which could result in deterioration of recoverable amount of the assets.
- **Classification of leases** – The Company enters into leasing arrangements for various premises. The assessment (including measurement) of the lease is based on several factors, including, but not limited to, transfer of ownership of leased asset at end of lease term, lessee's option to extend/terminate etc. After the commencement date, the

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to extend or to terminate.

- **Contingencies**

In the normal course of business, contingent liabilities may arise from litigation, taxation and other claims against the Company. A tax provision is recognised when the Company has a present obligation as a result of a past event; it is probable that the Company will be required to settle that obligation. Where it is management's assessment that the outcome cannot be reliably quantified or is uncertain the claims are disclosed as contingent liabilities unless the likelihood of an adverse outcome is remote. Such liabilities are disclosed in the notes but are not provided for in the financial statements.

When considering the classification of a legal or tax cases as probable, possible or remote there is judgement involved. This pertains to the application of the legislation, which in certain cases is based upon management's interpretation of country specific tax law, in particular India, and the likelihood of settlement. Management uses in-house and external legal professionals to inform their decision.

Although there can be no assurance regarding the final outcome of the legal proceedings, the Company does not expect them to have a materially adverse impact on the Company's financial position or profitability.

- **Provisions**

At each balance sheet date basis the management judgment, changes in facts and legal aspects, the Company assesses the requirement of provisions against the outstanding contingent liabilities. However, the actual future outcome may be different from this judgement.

- **Going Concern**

The management has made an assessment of the Company's ability to continue as going concern and is satisfied that the Company has resources to continue in business for the foreseeable future. Further, management is not aware of any material uncertainties that may cast significant doubt upon the Company's ability to continue as going concern, read with note 31.

- **Estimation uncertainty**

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

- **Recoverability of advances/ receivables** – At each balance sheet date, based on discussions with the respective counter-parties and internal assessment of their credit worthiness, the management assesses the recoverability and expected credit loss of outstanding receivables and advances. Such assessment requires significant management judgement based on financial position of the counter-parties, market information and other relevant factor.
- **Classification of assets and liabilities into current and non-current** – The management classifies the assets and liabilities into current and non-current categories based on management's expectation of the timing of realisation of the assets or timing of contractual settlement of liabilities.
- **Warranty provision** – The management makes estimate of costs that would be incurred with respect to warranties given on products. The provision requires use of several estimates based on past data and expectations of future.
- **Impairment of non-financial assets** – The evaluation of applicability of indicators of impairment of assets requires assessment of several external and internal factors which could result in deterioration of recoverable amount of the assets.
- **Impairment of financial assets** – The company estimates the recoverable amount of trade receivables and other financial assets where collection of the full amount is expected to be no longer probable. For individually significant amounts, this estimation is performed on an individual basis considering the length of time past due, financial condition of the counter-party, impending legal disputes, if any and other relevant factors.
- **Useful lives of depreciable/ amortisable assets (Property plant and equipment and intangible)** – Management reviews its estimate of the useful lives of depreciable/ amortisable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical and economic obsolescence that may change the utility of certain software and other plant and equipment.
- **Revenue recognition** – The Company uses the Input method (percentage completion method) in accounting for its revenue from construction services. The use of percentage-of-completion method requires the Company to

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

estimate costs expended to date as a proportion of the total costs to be expended. Costs expended have been used to measure progress towards completion as there is a direct relationship between input and output.

- **Contract estimates** – The Company, being a part of construction industry, prepares budgets in respect of each project to compute project profitability. The two major components of contract estimate are 'claims arising during construction period' (described below) and 'budgeted costs to complete the contract'. While estimating these components various assumptions are considered by the management such as (i) Work will be executed in the manner expected so that the project is completed timely (ii) consumption norms will remain same (iii) Assets will operate at the same level of productivity as determined (iv) Wastage will not exceed the normal % as determined etc. (v) Estimates for contingencies (vi) There will be no change in design and the geological factors will be same as communicated and (vii) price escalations etc. Due to such complexities involved in the budgeting process, contract estimates are highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.
- **Recoverability of claims** – The Company has claims in respect of cost over-run arising due to client caused delays, suspension of projects, deviation in design and change in scope of work etc., which are at various stages of negotiation/discussion with the clients or under arbitration. The realisability of these claims are estimated based on contractual terms, historical experience with similar claims as well as legal opinion obtained from internal and external experts, wherever necessary. Changes in facts of the case or the legal framework may impact realisability of these claims.
- **Defined benefit obligation (DBO)** – Management's estimate of the DBO is based on a number of critical underlying assumptions such as standard rates of inflation, trends, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the DBO amount and the annual defined benefit expenses.
- **Fair value measurements** – Management applies valuation techniques to determine the fair value of financial instruments (where active market quotes are not available). This involves developing estimates and assumptions consistent with how market participants would price the instrument. Management bases its assumptions on observable data as far as possible but this is not always available. In that case management uses the best information available.

2.3 Material accounting policies

a) Revenue recognition

The Company recognises revenue from contracts with customers when it satisfies a performance obligation by transferring promised goods or service to a customer. The revenue is recognised to the extent of transaction price allocated to the performance obligation satisfied. Performance obligation is satisfied over time when the transfer of control of good or service to a customer is done over time and in other cases, performance obligation is satisfied at a point in time. For performance obligation satisfied over time, the revenue recognition is done by measuring the progress towards complete satisfaction of performance obligation. The progress is measured in terms of a proportion of actual cost incurred to-date, to the total estimated cost attributable to the performance obligation.

Transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring goods or services to a customer excluding amounts collected on behalf of a third party. Variable consideration is estimated using the expected value method or most likely amount as appropriate in a given circumstance. Payment terms agreed with a customer are as per business practice and the financing component, if significant, is separated from the transaction price and accounted as interest income.

Costs to obtain a contract which are incurred regardless of whether the contract was obtained are charged-off in the Statement of Profit and Loss immediately in the period in which such costs are incurred. Incremental costs of obtaining a contract, if any, and costs incurred to fulfil a contract are amortised over the period of execution of the contract in proportion to the progress measured in terms of a proportion of actual cost incurred to-date, to the total estimated cost attributable to the performance obligation.

Significant judgments are used in:

- Determining the revenue to be recognised in case of performance obligation satisfied over a period of time. Revenue recognition is done by measuring the progress towards complete satisfaction of performance obligation. The progress is measured in terms of a proportion of actual cost incurred to-date, to the total estimated cost attributable to the performance obligation.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

- Determining the estimated losses, which are recognised in the period in which such losses become probable based on the expected total contract cost as at the reporting date.
- i. **Revenue from engineering services**

Fixed price contracts: Contract revenue is recognised over time to the extent of performance obligation satisfied and control is transferred to the customer. Contract revenue is recognised at allocable transaction price which represents the cost of work performed on the contract plus proportionate margin, using the percentage of completion method. Percentage of completion is the proportion of cost of work performed to-date, to the total estimated contract costs.

Impairment loss (termed as provision for foreseeable losses) is recognised in profit or loss to the extent the carrying amount of the contract asset exceeds the remaining amount of consideration that the Company expects to receive towards remaining performance obligations (after deducting the costs that relate directly to fulfil such remaining performance obligations). In addition, the Company recognises impairment loss (termed as provision for expected credit loss in the financial statements) on account of credit risk in respect of a contract asset using expected credit loss model on similar basis as applicable to trade receivables.

Contract revenue earned in excess of billing has been reflected under “Other financial assets” and billing in excess of contract revenue has been reflected under “Other current liabilities” in the Balance Sheet. As the outcome of the contracts cannot be measured reliably during the early stages of the project, contract revenue is recognised only to the extent of costs incurred in the statement of profit and loss unless the actual cost reaches a minimum threshold of 10% of total estimated cost of the project.

Liquidated damages/ penalties, interest, warranties and contingencies are provided for, based on management’s assessment of the estimated liability, as per contractual terms and/or acceptance.
 - ii. **Revenue from operation and maintenance services**

Revenue from maintenance contracts and renting of equipments are recognised over the period of the contract as and when services are rendered in accordance with the terms of the respective contract.
 - iii. **Income from professional and data processing services**

Income from professional and data processing services is recognized as and when the customer receives the benefit of the Company’s performance and the Company has an enforceable right to payment for services transferred.
 - iv. **Revenue from operation of plant**

Revenue from operation of plant is recognised on transfer of significant risks and rewards of ownership to the buyer, which is when delivered, and measured on an accrual basis based on the rates in accordance with the provisions of the Power Purchase Agreements (PPAs) entered into by the Company with the procurer’s of power. Claims for delayed payment charges and other claims are accounted by the Company on accrual basis in accordance with the provisions of the PPAs only when it is reasonable to expect ultimate collection. Excise Duty is not applicable on generation and sale of power. Sales exclude sales tax and value added tax, where applicable.
 - v. **Revenue from sale of goods**

Revenue is recognised when the control of the same is transferred to the customer and it is probable that the Company will collect the consideration to which it is entitled for the exchanged goods. Performance obligations in respect of contracts for sale of goods is considered as satisfied at a point in time when the control of the same is transferred to the customer and where there is an alternative use of the asset or the Company does not have either explicit or implicit right of payment for performance completed till date. In case where there is no alternative use of the asset and the Company has either explicit or implicit right of payment considering legal precedents, performance obligation is considered as satisfied over a period of time and revenue is recognized over time. The Company collects goods and service tax (GST) (as applicable) on behalf of the government and, therefore, these are not economic benefits flowing to the Company.
 - vi. **Other income**
 - Interest income on investments and loans is accrued on a time basis by reference to the principal outstanding and the effective interest rate including interest on investments classified as fair value through profit or loss or fair value through other comprehensive income. Interest receivable on customer dues is recognised as income in the Statement of Profit and Loss on accrual basis provided there is no uncertainty towards its realisation.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

- Dividend income is accounted in the period in which the right to receive the same is established.
- Income from export incentives such as duty drawback is recognized on accrual basis when no significant uncertainties as to the amount of consideration that would be derived and as to its ultimate collection exist.
- Other items of income are accounted as and when the right to receive such income arises and it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably.

b) Foreign currencies and operations**i. Functional and presentation currency**

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The financial statements are presented in Indian rupee (INR), which is the Company's functional and presentation currency. All amounts have been rounded off to the nearest lakhs, unless otherwise stated.

ii. Foreign currency transactions and balances

Foreign currency transactions are recorded in the functional currency (Indian Rupee) by applying to the foreign currency amount the exchange rate between the functional currency and the foreign currency on the date of the transaction (spot exchange rate).

All monetary items denominated in foreign currency are converted into Indian Rupees at the year-end exchange rate. The exchange differences arising on such conversion and on settlement of the transactions are recognised in the statement of profit and loss.

Non-monetary items in terms of historical cost denominated in a foreign currency are reported using the exchange rate prevailing on the date of the transaction.

c) Joint operations

The Company enters into certain joint arrangements when the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Such arrangements are considered to be joint operations, and the Company recognises the following in relation to its interest in a joint operation:

- its assets, including its share of any assets held jointly;
- its liabilities, including its share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output arising from the joint operation;
- its share of the revenue from the sale of the output by the joint operation; and
- its expenses, including its share of any expenses incurred jointly.

d) Property, plant and equipment (PPE)**i. Initial recognition**

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any.

Cost comprises the purchase price and any attributable / allocable cost of bringing the asset to its working condition for its intended use. The cost also includes direct cost and other related incidental expenses.

When significant components of property, plant and equipment are required to be replaced at intervals, recognition is made for such replacement of components as individual assets with specific useful life and depreciation as if these components are initially recognized as separate asset. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company. All other repair and maintenance costs are recognised in profit or loss as incurred.

ii. Subsequent measurement

Depreciation is provided from the date the assets are ready to be put to use, on straight line method as per the useful life of the assets as prescribed under Part C of Schedule II of the Companies Act, 2013 except for leasehold land which is amortised over the lease term on straight line basis.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

Particulars	Useful life (Straight line method)
Building	10-60 Years
Office equipment	5 Years
Plant and equipment	8-25 Years
Computers	3-6 Years
Furniture and fixtures	8-10 Years
Vehicles	8-10 Years
Leasehold land	Over the lease term on straight line basis.

Depreciation method, useful life and residual value are reviewed periodically.

Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognized in profit or loss within 'other income' or 'other expenses' respectively.

e) Intangible assets

Intangible assets include Computer software which is stated at cost less accumulated amortisation. This software is amortised on a straight line basis over the estimated useful life of five to six years, as determined by the management.

f) Investments

Investment in equity instruments of subsidiaries and associates are measured at cost as per Ind AS 27 'Separate Financial Statements'.

g) Leases

i. Where the Company is lessee – Right of use assets and lease liabilities

For any new contracts entered into on or after 1 April 2019, the Company considers whether a contract is, or contains a lease (the transition approach has been explained and disclosed in notes). A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Classification of leases

The Company enters into leasing arrangements for various assets. The assessment of the lease is based on several factors, including, but not limited to, transfer of ownership of leased asset at end of lease term, lessee's option to extend/purchase etc.

Recognition and initial measurement

At lease commencement date, the Company recognises a right-of-use asset and a lease liability on the balance sheet. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Company, an estimate of any costs to dismantle and remove the asset at the end of the lease (if any), and any lease payments made in advance of the lease commencement date (net of any incentives received).

Subsequent measurement

The Company depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Company also assesses the right-of-use asset for impairment when such indicators exist.

At lease commencement date, the Company measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Company's incremental borrowing rate. Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed payments) and variable payments based on an index or rate. Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is re-measured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is re-measured, the corresponding adjustment is reflected in the right-of-use asset.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

The Company has elected to account for short-term leases using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in statement of profit and loss on a straight-line basis over the lease term.

ii. Where the Company is lessor

Leases in which the Company does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases. Rental income from operating lease is recognized on a straight-line basis over the term of the relevant lease, except when the lease rentals, increase are in line with general inflation index. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Leases are classified as finance leases when substantially all of the risks and rewards of ownership transfer from the Company to the lessee. Amounts due from lessees under finance leases are recorded as receivables at the Company's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the net investment outstanding in respect of the lease.

h) 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.

i. Initial measurement, recognition and derecognition

Financial assets and financial liabilities are recognized when the Company becomes a party to the contractual provisions of the financial instrument and are measured initially at fair value adjusted by transaction costs, except for those carried at fair value through profit or loss which are measured initially at fair value.

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 (1) the Company has transferred substantially all the risks and rewards of the asset, or (2) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

ii. Classification and subsequent measurement of financial assets

For the purpose of subsequent measurement, financial assets are classified into the following categories upon initial recognition:

- Debt instruments at Amortised cost
- Debt instruments at Fair value through other comprehensive income (FVTOCI)
- Debt instruments, derivatives and equity instruments at Fair value through profit or loss (FVTPL)
- Equity instruments measured at Fair value through other comprehensive income (FVTOCI)
- Equity instruments measured at Fair value through profit or loss (FVTPL)

➤ Debt instruments at amortised cost

A 'debt instrument' is measured at the amortised cost if both the following conditions are met:

1. The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
2. 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.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the profit or loss. The losses arising from impairment are recognised in the profit or loss.

➤ **Debt instruments at fair value through other comprehensive income**

A 'debt instrument' is classified as at the FVTOCI if both of the following criteria are met:

1. The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and
2. The asset's contractual cash flows represent SPPI.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognized in the other comprehensive income (OCI). However, the Company recognizes interest income, impairment losses & reversals and foreign exchange gain or loss in the statement of profit and loss. On derecognition of the asset, cumulative gain or loss previously recognised in OCI is reclassified from the equity to statement of profit and loss. Interest earned whilst holding FVTOCI debt instrument is reported as interest income using the EIR method.

➤ **Debt instruments at fair value through profit or loss**

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').

Debt instruments included within the FVTPL category are measured at fair value with all changes recognized in the statement of profit and loss.

➤ **Equity instruments**

All equity investments in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at FVTPL. 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.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the statement of profit and loss.

If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognized in OCI. There is no recycling of the amounts from OCI to statement of profit and loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity.

iii. **Classification and subsequent measurement of financial liabilities**

All financial liabilities are recognised initially at its fair value adjusted by directly attributable transaction costs.

The measurement of financial liabilities depends on their classification, as described below:

➤ **Financial liabilities at fair value through profit or loss**

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. Gains or losses on liabilities held for trading are recognised in the profit or loss.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

The Company has not designated any financial liability as at fair value through profit and loss.

➤ **Financial liabilities measured at amortised cost**

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.

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.

➤ **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.

iv. 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 on the following financial assets and credit risk exposure:

- a) Financial assets that are debt instruments, and are measured at amortised cost.
- b) Trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115
- c) Loan commitments which are not measured as at FVTPL
- d) Financial guarantee contracts which are not measured as at FVTPL

The Company follows 'simplified approach' for recognition of impairment loss allowance on trade receivables or contract revenue receivables; and the application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

The Company does not have any purchased or originated credit-impaired (POCI) financial assets, i.e., financial assets which are credit impaired on purchase/ origination.

i) Equity shares

Equity shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

j) Reserve and surplus

Nature and purpose of reserves;

i. General reserve

General reserves can be used for the purpose and as per guidelines prescribed in the Companies Act, 2013.

ii. Securities premium reserve

Securities premium is used to record the premium on issue of shares or debentures. The reserve will be utilised in accordance with the provisions of the Act.

iii. Net gain on fair value of defined benefit plans

The Company has recognised remeasurement gains/ (loss) on defined benefit plans in Other Comprehensive Income (OCI). These changes are accumulated within the OCI reserve within other equity.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

The Company transfers amounts from this reserve to retained earnings when the relevant obligations are derecognised.

iv. Employee stock option plan reserves

The Company has six types of Option schemes under which options to subscribe for the Company's share have been granted to certain employees. The Employee Stock Option Plan Reserves is used to recognise the value of equity settled share based payments provided to employees. Refer note 27.2 for further details of these plans.

k) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments (original maturity less than 3 months) that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above as they are considered an integral part of the Company's cash management.

l) Income taxes

Tax expense recognised in statement of profit and loss comprises the sum of deferred tax and current tax not recognised in Other Comprehensive Income ('OCI') or directly in equity.

Current income-tax is measured at the amount expected to be paid to the tax authorities in accordance with the Income Tax Act, 1961. Current income-tax relating to items recognised outside statement of profit and loss is recognised outside statement of profit and loss (either in OCI 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 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 generally recognised in full for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that the underlying tax loss, unused tax credits or deductible temporary difference will be utilised against future taxable income. This is assessed based on the Company's forecast of future operating results, adjusted for significant non-taxable income and expenses and specific limits on the use of any unused tax loss or credit. Deferred tax assets or liability arising during tax holiday period is not recognised to the extent it reverses out within the tax holiday period. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date. Deferred tax relating to items recognised outside statement of profit and loss is recognised outside statement of profit and loss (either in OCI 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.

m) Fair value measurement

The Company measures financial instruments at fair value on initial recognition

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. A fair

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

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.

n) Impairment of non-financial assets

At each reporting date, the Company assesses whether there is any indication based on internal / external factors, that an asset may be impaired. If any such indication exists, the recoverable amount of the asset or the cash generating unit (CGU) is estimated. If such recoverable amount of the asset or CGU to which the asset belongs is less than its carrying amount, the carrying amount is reduced to its recoverable amount and the reduction is treated as an impairment loss and is recognized in the Standalone Statement of Profit and Loss. If, at the reporting date, there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount is reassessed and the asset is reflected at the recoverable amount. Impairment losses previously recognized are accordingly reversed in the Standalone Statement of Profit and Loss. An asset is deemed impairable when recoverable value is less than its carrying cost and the difference between the two represents provisioning exigency.

o) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is determined on a first-in-first-out basis and includes all applicable overheads in bringing the inventories to their present location and condition. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and to make the sale.

p) Provisions, contingent liabilities and contingent assets

Provisions are measured at the management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. If the effect of the time value of money is material, provisions are discounted using a current 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. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement.

A provision is recognised when:

- The Company has a present obligation 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.

The Company does not recognise contingent liabilities but it is disclosed in the financial statements unless the possibility of an outflow of resources embodying economic benefits is remote.

Contingent assets are neither recognized nor disclosed. However, when realization of income is virtually certain, related asset is recognized.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

q) Employee benefits

i. Short-term employee benefits

All employee benefits payable wholly within twelve months of rendering the service are classified as short term employee benefits. Benefits such as salaries, wages, performance incentives, etc. are recognised at actual amounts due in the period in which the employee renders the related service.

ii. Post-employment benefits

1. **Defined contribution plans:** The Company makes payments made to defined contribution plans such as provident fund and employees' state insurance. The Company has no further payment obligations once the contributions have been paid. The contributions are accounted for as defined contribution plans and the contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

2. **Defined benefit plans:** The liability is accounted for on the basis of actuarial valuation as per Ind AS 19 'Employee Benefits'. Liability recognized in the Standalone Balance Sheet in respect of gratuity is the present value of the defined benefit obligation at the end of each reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of defined benefit is determined by discounting the estimated future cash outflows by reference to market yield at the end of each reporting period on government bonds that have terms approximate to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the Standalone Statement of Profit and Loss.

Actuarial gain / loss pertaining to gratuity, post separation benefits are accounted for as OCI. All remaining components of costs are accounted for in Standalone Statement of Profit and Loss.

3. **Other long-term employee benefits:** Other long-term employee benefits are recognised as an expense in the Statement of Profit and Loss as and when they accrue. The Company determines the liability using the Projected Unit Credit Method, with actuarial valuations carried out as at the balance sheet date. Actuarial gains and losses in respect of such benefits are charged to the Statement of Profit and Loss.

r) Borrowing costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Other borrowing costs are expensed in the period in which they are incurred. Also, the effective interest rate (EIR) amortization is included in finance costs.

s) Earnings per share

Basic earnings per share is calculated by dividing the net profit / (loss) for the year attributable to equity shareholders by weighted average number of equity shares outstanding during the year.

For the purpose of calculating diluted earnings per share, the net profit / (loss) for the year attributable to equity shareholders and the weighted average numbers of shares outstanding during the year are adjusted for the effects of all dilutive potential equity shares.

t) Segment reporting

The Company's operating businesses are organized and managed separately according to the nature of services, with each segment representing a strategic business unit that offers different services to different markets. The Company has three operating/reportable segments, i.e., engineering services, Power generation projects and others represents trading of goods, and renting of equipments.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

The operating segments are managed separately as each involves different regulations, marketing approaches and other resources. These operating segments are monitored by the Company's chief operating decision maker and strategic decisions are made on the basis of segment operating results. All inter-segment transfers are carried out at arm's length prices based on prices charged to unrelated customers in standalone sales of identical goods or services.

For management purposes, the Company uses the same measurement policies as those used in its financial statements. In addition, corporate assets which are not directly attributable to the business activities of any operating segment are not allocated to a segment.

No asymmetrical allocations have been applied between segments.

u) Share based payment

The fair value of options granted under Employee Stock Option Plan is recognised as an employee benefits expense with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options. The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognises the impact of the revision to original estimates, if any, in statement of profit and loss, with a corresponding adjustment to equity.

v) Current/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.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

w) Exceptional items

When items of income and expense within profit or loss from ordinary activities are of such size, nature or incidence that their disclosure is relevant to explain the performance of the enterprise for the period, the nature and amount of such material items are disclosed separately as exceptional items.

2.4 Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

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.

Summary of material accounting policies and other explanatory information to the standalone Financial statements for the year ended March 31, 2026

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, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.
2. Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. 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 amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and require companies to disclose that they have applied the relief. This relief is immediate and applies retrospectively. The amendments also require companies to provide new disclosures to compensate for potential loss of information resulting from the relief. Such disclosures are to be provided for annual reporting periods beginning on or after April 1, 2025. The Company has applied the mandatory relief and will evaluate the new disclosure requirement relating to annual financial statements, as appropriate and disclose accordingly..

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 3: PROPERTY, PLANT AND EQUIPMENT, RIGHT OF USE ASSET AND CAPITAL WORK IN PROGRESS

	Free- hold land	Leasehold improve- ment	Computers	Build- ings	Plant and equipment	Furniture and fix- tures	Vehicles	Office equip- ment	Total	Right of use asset (Refer Note 42)	Capital work in progress
Gross carrying amount:											
Balance as at April 1, 2024	508.18	26.00	469.43	3,723.40	12,660.59	126.77	1,361.20	526.29	19,401.86	94.89	27,756.87
Additions	-	-	6.07	-	134.72	-	3.22	0.54	144.56	-	75.60
Disposal/adjustments	-	-	-	-	-	-	(48.97)	-	(48.97)	-	-
Balance as at March 31, 2025	508.18	26.00	475.50	3,723.40	12,795.31	126.77	1,315.45	526.83	19,497.45	94.89	27,832.47
Additions	-	-	1.14	-	60.93	0.22	-	0.11	62.40	84.89	32.73
Disposal/adjustments	-	-	-	-	-	-	(13.34)	-	(13.34)	-	-
Balance as at March 31, 2026	508.18	26.00	476.64	3,723.40	12,856.24	126.99	1,302.11	526.94	19,546.51	179.78	27,865.20
Accumulated depreciation, amortisation and impairment:											
Balance as at April 1, 2024	-	26.00	465.59	3,457.06	12,463.94	126.61	1,359.55	525.04	18,423.80	76.34	26,788.49
Depreciation/amortisation	-	-	2.64	5.48	88.67	0.13	3.15	0.61	100.68	11.58	-
Disposal/adjustments	-	-	-	-	-	-	(48.97)	-	(48.97)	-	-
Balance as at March 31, 2025	-	26.00	468.23	3,462.54	12,552.61	126.74	1,313.73	525.65	18,475.51	87.92	26,788.49
Depreciation/amortisation	-	-	4.58	5.48	106.86	0.08	1.71	0.35	119.06	13.73	-
Impairment	-	-	-	-	-	-	-	-	-	-	660.38
Disposal/adjustments	-	-	-	-	-	-	(13.34)	-	(13.34)	-	-
Balance as at March 31, 2026	-	26.00	472.81	3,468.02	12,659.47	126.82	1,302.10	526.00	18,581.23	101.65	27,448.87
Net carrying amount:											
Balance as at March 31, 2026	508.18	-	3.83	255.38	196.77	0.17	0.01	0.94	965.28	78.13	416.33
Balance as at March 31, 2025	508.18	-	7.27	260.86	242.70	0.03	1.72	1.18	1,021.94	6.97	1,043.98

Note 3.1: Power plant litigation and Impairment

In respect of the disputes with the said sugar mills relating to cogeneration power plants, the Company had earlier filed petitions under Section 11 of the Arbitration and Conciliation Act, 1996 before the High Court of Punjab and Haryana for appointment of an independent arbitrator.

The disputes primarily relate to various contractual matters, including claims pertaining to guaranteed returns, repair and maintenance of boilers, and electricity procured for operating the plants. Earlier in 2021, arbitral awards amounting to INR 7,234.73 lakhs and interest thereon were passed by the Additional Registrar against the Company. The Company has challenged the said award under Section 34 of the Arbitration and Conciliation Act, 1996 before the District & Sessions Court, Chandigarh on the basis that the Registrar is not an Independent Arbitrator under the meaning of section 11 of Arbitration and Conciliation Act, 1996, and the matter is currently pending adjudication."

Further, due to disputes with the sugar mills, access of the Company's personnel to the respective power plant premises has been restricted. The Company has taken appropriate legal action in this regard.

Considering the ongoing disputes, uncertainty over recoverability of assets, and restricted access to the plants, the management had, in earlier periods, assessed the carrying value of the cogeneration power plants set up on a Build, Own, Operate and Transfer (BOOT) basis and recorded a full impairment.

Furthermore, on 05.12.2025, High Court of Punjab and Haryana appointed a Sole Arbitrator for resolution of the said disputes and the arbitration proceedings are currently in progress before the Sole Arbitrator.

Note 3.2: Contractual commitments

The Company does not have any outstanding contractual commitments to purchase any items of property, plant and equipment (including capital work in progress).

Note 3.3: Property, plant and equipment are pledged as collateral for borrowings from banks and financial institutions (Refer Note 17 and Note 20).

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 3.4: Capital work in progress

Assets under construction comprises of expenditure in the course of construction. The amount of expenditure recognised in carrying amount of capital work in progress are as under.

	As at March 31, 2026	As at March 31, 2025
Buildings under construction/civil work	190.04	190.04
Plant equipment's under erection	18,325.88	18,293.15
Borrowing costs capitalised		
Interest	5,179.50	5,179.50
Amortisation of ancillary borrowing cost	225.05	225.05
Other expenses (directly attributable to construction/erection of assets)		
Rent	107.24	107.24
Legal and professional charges	406.08	406.08
Employee benefit expense	991.56	991.56
Depreciation	334.8	334.8
Insurance charges	70.8	70.8
Power and fuel	158.67	158.67
Repair and maintenance charges	145.65	145.65
Test run expenses	1,515.94	1,515.94
Other miscellaneous expenses	213.99	213.99
Less:- Impairment (Refer note 3.1)	(27,448.87)	(26,788.49)
Total	416.33	1,043.98

Capital work-in-progress ageing schedule for the year ended March 31, 2026 is as follows:

PPE	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	-	-	-	-	-
Projects temporarily suspended	19.49	17.3	138.82	240.72	416.33
Total	19.49	17.3	138.82	240.72	416.33

Capital work-in-progress ageing schedule for the year ended March 31, 2025 is as follows:

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	75.60	289.91	538.76	139.71	1,043.98
Projects temporarily suspended	-	-	-	-	-
Total	75.60	289.91	538.76	139.71	1,043.98

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

Note 4 : INTANGIBLE ASSETS

	Computer Software	Total
Gross carrying amount:		
Balance as at April 01, 2024	532.53	532.53
Additions	-	-
Disposal/adjustments	-	-
Balance as at March 31, 2025	532.53	532.53
Additions	-	-
Disposal/adjustments	(532.53)	(532.53)
Balance as at March 31, 2026	-	-
Amortisation and impairment:		
Balance as at April 01, 2024	532.53	532.53
Amortisation for the year	-	-
Disposal/adjustments	-	-
Balance as at March 31, 2025	532.53	532.53
Amortisation for the year	-	-
Disposal/adjustments	(532.53)	(532.53)
Balance as at March 31, 2026	-	-
Net carrying amount:		
Balance as at March 31, 2026	-	-
Balance as at March 31, 2025	-	-

Note 4.1: The Company does not have any outstanding contractual commitments to purchase any items of intangible assets.**Note 5 : NON-CURRENT INVESTMENTS**

	As at March 31, 2026	As at March 31, 2025
Carrying amount		
I. Investments in equity instruments		
(i) Subsidiary companies	7,534.81	7,556.87
(ii) Associate companies	21,903.50	14,212.16
	29,438.31	21,769.03
II. Investments in preference shares (debt portion)		
(i) Subsidiary company	311.49	311.49
(ii) Associate company	1,333.29	9,024.63
	1,644.78	9,336.12
III. Provision for impairment in value of non-current investment		
(i) Subsidiary companies	(1,647.39)	(1,647.39)
(ii) Associate companies	(23,236.79)	(23,236.79)
	(24,884.18)	(24,884.18)
Total	6,198.91	6,220.97

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 5.1 Details of investments:

	As at March 31, 2026	As at March 31, 2025
I. Investment in equity instruments [Valued at cost]:		
(i) Subsidiary companies [Unquoted]:		
A. In fully paid-up equity shares :		
3,580,410 (March 31, 2025 : 3,580,410) equity shares of INR 10 each in A2Z Infraservices Limited	6,072.29	6,072.29
125,000 (March 31, 2025 : 125,000) equity shares of INR 10 each in A2Z Powercom Limited	10.00	10.00
30,000 (March 31, 2025 : 30,000) equity shares of INR 10 each in Blackrock Waste Processing Private Limited	3.00	3.00
50,000 (March 31, 2025 : 50,000) equity shares of INR 10 each in Mansi Bijlee & Rice Mills Limited	5.00	5.00
	6,090.29	6,090.29
B. Investment in preference shares (equity portion)		
14,958,000 (March 31, 2025 : 14,958,000) fully paid up, 0.01% Non participative cumulative redeemable preference shares of INR 10 each in Mansi Bijlee & Rice Mills Limited	1,335.90	1,335.90
	1,335.90	1,335.90
C. Investment in subsidiaries, other than in shares (Refer note 5.1.2)	108.62	130.68
	108.62	130.68
	7,534.81	7,556.87
D. Provision for impairment in value of non-current investment		
Mansi Bijlee & Rice Mills Limited (in preference share - equity portion)	(1,335.90)	(1,335.90)
	(1,335.90)	(1,335.90)
(ii) Associates companies [Unquoted]:		
A. In fully paid-up equity shares :		
9,693,987 (March 31, 2025 : 9,693,987) equity shares of INR 10 each in Greeneffect Waste Management Limited	969.40	969.40
24,000 (March 31, 2025 : 24,000) equity shares of INR 10 each in A2Z Waste Management (Nainital) Private Limited	2.40	2.40
10,000 (March 31, 2025 : 10,000) equity shares of INR 10 each in A2Z Waste Management (Jaipur) Limited	1.00	1.00
	972.80	972.80
B. Investment in preference shares (equity portion)		
171,200,000 (March 31, 2025 : 171,200,000) fully paid-up, 0.01%, Non participative cumulative redeemable preference shares of INR 10 each in Greeneffect Waste Management Limited	20,888.95	13,197.61
	20,888.95	13,197.61
C. Investment in associates, other than in shares (Refer note 5.1.2 & 5.1.3)	41.75	41.75
	41.75	41.75
	21,903.50	14,212.16

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	As at March 31, 2026	As at March 31, 2025
D. Provision for impairment in value of non-current investment		
Provision for impairment in value of non-current investment		
A2Z Waste Management (Nainital) Private Limited	(2.40)	(2.40)
Greeneffect Waste Management Limited	(21,858.35)	(14,167.01)
Investment in associates, other than in shares	(41.75)	(41.75)
A2Z Waste Management (Jaipur) Limited	(1.00)	(1.00)
	(21,903.50)	(14,212.16)
II. Investment in preference shares (Debt portion)		
[Valued at amortised cost]:		
Subsidiary companies [unquoted]:		
14,958,000 (March 31, 2025 : 14,958,000) fully paid up, 0.01% Non participative cumulative redeemable preference shares of INR 10 each in Mansi Bijlee & Rice Mills Limited	311.49	311.49
Associates companies [unquoted]:		
171,200,000 (March 31, 2025 : 171,200,000) fully paid-up, 0.01%, Non participative cumulative redeemable preference shares of INR 10 each in Greeneffect Waste Management Limited(refer note 5.1.4)	1,333.29	9,024.63
	1,644.78	9,336.12
Provision for impairment in value of non-current investment		
Mansi Bijlee & Rice Mills Limited (In preference share - debt portion)	(311.49)	(311.49)
Greeneffect Waste Management Limited	(1,333.29)	(9,024.63)
	(1,644.78)	(9,336.12)
Total	31,083.09	31,105.15
Aggregate amount of unquoted investments	31,083.09	31,105.15
Aggregate amount of impairment in value of investments	(24,884.18)	(24,884.18)
Note 5.1.1	The management has committed to provide continued operational and financial support to its subsidiaries/associates for meeting their working capital and other financial requirements and based upon approved future projections of the subsidiaries/associates, believes that no impairment exist in excess of the provision already created and accordingly, no further adjustment is considered necessary in respect of carrying value of investments.	
Note 5.1.2	Investment in subsidiaries and associates, other than in shares, represents employee stock option granted to employees of subsidiaries and associates.	
Note 5.1.3	This amount pertains to employee stock option granted to employees of the subsidiary companies which were earlier subsidiaries and now have become associates of the company.	
Note 5.1.4	During the year, pursuant to a request from the associate company citing current business conditions and financial constraints, and with the approval of Board of Directors of the Company, the redemption period of 0.001% non-participative cumulative redeemable preference shares held in the subsidiaries were extended from original period of 15 years for a further period of 5 years. Consequently, the carrying amount of the debit portion of preference shares was remeasured based on the revised cash flows. As the modification was undertaken by the Holding Company in its capacity as a shareholder, the resultant reduction in the carrying amount of the financial asset has been recognised as a Notional additional investment in the associate, rather than being recorded in the Statement of Profit and Loss.	
Note 5.2	Investments pledged as collateral for borrowings from banks (Refer Note 17 and Note 20)	
Note 5.3	The Company does not have any quoted investments.	

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 6 : CURRENT LOANS

(Unsecured considered good, unless otherwise stated)

	As at March 31, 2026	As at March 31, 2025
Loans to related parties (Refer Note 6.1 and 6.2)		
Subsidiaries		
Considered good	-	-
Credit impaired	4,280.57	4,262.58
Less: Provision for impairment	(4,280.57)	(4,262.58)
Associates		
Considered good	-	-
Credit impaired	719.95	738.00
Less: Provision for impairment	(719.95)	(738.00)
	-	-
Total	-	-

Note 6.1 Disclosure pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 in respect of loans and advances to in nature of loans:

Particulars*	As at March 31, 2026		As at March 31, 2025	
	Amount outstanding**	Maximum amount outstanding during the year	Amount outstanding**	Maximum amount outstanding during the year
Subsidiaries:				
a) Mansi Bijlee & Rice Mills Limited	-	2,709.75	-	2,694.98
b) A2Z Maintenance & Engineering Services Limited and Satya Builder ("AOP")	-	915.14	-	918.14
c) A2Z Waste Management (Ludhiana) Limited	-	641.53	-	641.53
d) A2Z Powercom Limited	-	14.14	-	12.78
	-	4,280.57	-	4,267.43
Associates:				
a) Greeneffect Waste Management Limited ('GWML')	-	84.67	-	84.67
b) A2Z Waste Management (Dhanbad) Private Limited	--	230.56	-	230.56
c) A2Z Waste Management (Ranchi) Limited	-	350.00	-	350.00
d) A2Z Waste Management (Varanasi) Limited	-	72.77	-	72.77
	-	738.00	-	738.00
Total	-	5,018.57	-	5,005.44

* All the above loans are repayable on demand

** Net of impairment written off

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

Note 6.2 : Disclosure pursuant to section 186(4) of the Companies Act 2013:

	As at March 31, 2026	As At March 31, 2025
Nature of the transactions (loans given/investment made/guarantee given) #		
(A) Guarantees:*		
Subsidiaries:		
a) A2Z Infraservices Limited	2,723.00	3,846.00
	2,723.00	3,846.00
Associates:		
a) Greeneffect Waste Management Limited ('GWML')	-	8,715.00
b) A2Z Waste Management (Merrut) Limited	1,100.00	1,100.00
c) A2Z Waste Management (Moradabad) Limited	480.00	480.00
d) A2Z Waste Management (Varanasi) Limited	2,000.00	2,000.00
	3,580.00	12,295.00

(B) Investment in fully paid equity instruments Refer Note 5

All transactions are in the ordinary course of business.

* Also Refer Note 40

Type of Borrower	As at March 31, 2026		As at March 31, 2025	
	Amount of loan or advance in the nature of loan outstanding	Percentage to the total Loan and Advances in the nature of loans	Amount of loan or advance in the nature of loan outstanding	Percentage to the total Loans and Advances in the the nature of loan
Promoter	-	0.0%	-	0.0%
Directors	-	0.0%	-	0.0%
KMPs	-	0.0%	-	0.0%
Related Parties	-	0.0%	-	0.0%
Total	-	0.0%	-	0.0%

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 7 : OTHER FINANCIAL ASSETS

	As at March 31, 2026		As at March 31, 2025	
	Current	Non - Current	Current	Non - Current
(Unsecured, considered good unless otherwise stated)				
Earnest money deposit				
Considered good	-	-	-	-
Considered doubtful	226.88	-	226.88	-
Less: Provision for doubtful deposit	(226.88)	-	(226.88)	-
	-	-	-	-
Other assets				
Considered good	6,564.26	-	7,116.19	466.27
Considered doubtful	369.58	466.33	369.79	-
Less: Provision for doubtful assets	(369.58)	(466.33)	(369.79)	-
	6,564.26	-	7,116.19	466.27
Contract revenue in excess of billings (Refer Note 7.1)				
Considered good	911.54	-	383.91	-
Considered doubtful	-	-	-	-
Less: Provision for doubtful assets	-	-	-	-
	911.54	-	383.91	-
Recoverable from associates and subsidiaries				
Considered good	336.70	-	336.69	-
Considered doubtful	21,139.46	-	13,140.18	-
Less: Provision for doubtful assets	(21,139.46)	-	(13,140.18)	-
	336.70	-	336.69	-
Security deposits				
Considered good	56.69	52.70	455.85	80.79
Credit impaired	197.20	76.89	169.48	50.30
Less: Provision for impairment	(197.20)	(76.89)	(169.48)	(50.30)
	56.69	52.70	455.85	80.79
Bank deposits with more than 12 months maturity*	-	170.58	-	171.30
Total	7,869.19	223.28	8,292.64	718.36

*Held as margin money against bank guarantees and as debt service reserve account against term loan from banks.

Note 7.1: Contract revenue in excess of billings, pertain to revenue recognized by the Company till year end, representing amounts billable to, and receivable from the customers towards work done on certain EPC contracts under execution by the Company in accordance with the terms implicit in the contracts.

Note 8 : DEFERRED TAX ASSETS (NET)

	As at March 31, 2024	Charge to statement of profit and loss	As at March 31, 2025	Charge to statement of profit and loss	As at March 31, 2026
Deferred tax assets					
Provision for doubtful debts and unbilled receivables	6.29	-	6.29	(5.09)	11.38
Total	6.29	-	6.29	(5.09)	11.38

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

Note 9 The Company has not recognised deferred tax asset in respect of losses and unabsorbed depreciation of INR 12,995.92 lakhs and INR 10,998.31 lakhs, respectively (March 31, 2025: INR 17,711.70 lakhs and INR 11,158.47 lakhs respectively) as there is no reasonable certainty supported by convincing evidences of their recoverability in the near future. (Refer Note 32.1)

Note 10 : NON-CURRENT TAX ASSETS (NET)

	As at March 31, 2026	As at March 31, 2025
Tax deposited (net of provision)	935.94	819.24
Total	935.94	819.24

Note 11 : OTHER ASSETS

	As at March 31, 2026		As at March 31, 2025	
	Current	Non - Current	Current	Non - Current
[Unsecured, considered good unless otherwise stated]				
Capital advances				
Considered good	-	0.12	-	0.13
Considered doubtful	-	12.60	-	12.60
Less: Provision for doubtful advances	-	(12.60)	-	(12.60)
	-	0.12	-	0.13
Other advances				
Considered good	5,203.63	-	5,616.18	-
Considered doubtful	2,106.78	-	1,685.63	-
Less: Provision for doubtful advances	(2,106.78)	-	(1,685.63)	-
	5,203.63	-	5,616.18	-
Balances with government authorities				
Considered good (Refer note 12)	1,174.47	-	691.05	-
Considered doubtful	2,735.68	-	2,735.68	-
Less: Provision for doubtful balances	(2,735.68)	-	(2,735.68)	-
	1,174.47	-	691.05	-
Total	6,378.10	0.12	6,307.23	0.13

Note 12 : The Tanzania branch has a contract with Rural Energy Agency (REA) for supply and installation of medium and low voltage lines, distribution transformers and connections to un-electrified rural areas in Dodoma Region (Bahi, Kongwa and Chemba districts) on Turnkey basis for Lot 1 and supply and installation of medium and low voltage lines, distribution of transformers and connections to un-electrified rural areas in Dodoma Region (Chamwino, Kondoia and Mpwapwa districts) on a Turnkey basis for Lot 2. Lot -01 districts Bahi, Kongwa and Chemba are completed as on 21st April 2022, 10th April 2022 and 31st August 2022 and defect liability period is applicable for next 12 months. Lot -02 districts Chamwino, Kondoia and Mpwapwa are completed as on 2nd August 2023 and defect liability period is applicable for next 12 months. The contract allows further period of 12 months after completion for handing over the project and the company is in the process of closing the project.

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 13 : TRADE RECEIVABLES

	As at March 31, 2026	As at March 31, 2025
Trade receivables - (Unsecured):		
From other than related parties		
Considered good	5,395.05	6,194.24
Credit impaired	22,405.20	23,261.25
	27,800.25	29,455.49
From related parties		
Considered good	-	-
Credit impaired	25.96	25.96
	25.96	25.96
Less: Loss allowance (Refer Note 13.2)	(22,431.16)	(23,287.21)
Total	5,395.05	6,194.24

Note 13.1 : Trade receivables include retention money of INR 1,401.35 lakhs (March 31, 2025 INR 1,493.06 lakhs) which are due on completion of erection / contracts / final acceptance by the customers.

Note 13.2 : The movements in the loss allowance is presented below:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Balance as at the beginning of the year	23,287.21	23,483.56
Changes in loss allowance:-		
Add: Provided for / (written back) during the year	(763.88)	(196.35)
Less: Receivables written off during the year	(92.17)	-
Balance as at the end of year	22,431.16	23,287.21

All trade receivables are short-term. The effect of any difference between the effective interest rate applied and the estimated current market rate is not significant. Allowance for credit losses has been recorded accordingly within other expenses, and is based on the expected credit loss methodology. The doubtful trade receivables are mostly due from customers in the business-to-business market that are experiencing financial difficulties.

Note 14 : AGEING OF TRADE RECEIVABLES

Ageing of trade receivables at March 31, 2026

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months -1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables						
- considered good	221.82	18.33	71.83	24.97	126.96	463.91
- which have significant increase in credit risk	-	-	-	-	4,977.09	4,977.09
- credit impaired	-	2.23	-	74.00	3,528.75	3,604.98
Disputed trade receivables						
- considered good	934.93	308.40	866.06	29.04	-	2,138.42
- which have significant increase in credit risk	729.20	481.32	881.07	2,202.96	7,873.03	12,167.58
- credit impaired	-	-	61.73	1,305.00	3,107.51	4,474.23
	1,885.94	810.27	1,880.69	3,635.97	19,613.34	27,826.21
Less : Loss allowance						22,431.16
Total						5,395.05

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

Ageing of trade receivables at March 31, 2025

Particulars	Outstanding for following periods from due date of payment					
	Less than 6 months	6 months -1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed trade receivables						
- considered good	1,581.98	1,798.03	59.74	80.84	82.50	3,603.09
- which have significant increase in credit risk	983.62	426.68	2,308.72	1,288.77	12,010.60	17,018.39
- credit impaired	-	-	74.00	57.82	3,264.30	3,396.12
Disputed trade receivables	-	-	-	-	-	
- considered good	-	-	-	-	-	-
- which have significant increase in credit risk	-	-	-	-	-	-
- credit impaired	-	52.06	1,409.62	21.71	3,980.46	5,463.85
	2,565.60	2,276.77	3,852.08	1,449.14	19,337.86	29,481.45
Less : Loss allowance						23,287.21
Total						6,194.24

Note 15 : CASH AND CASH EQUIVALENTS

	As at March 31, 2026	As at March 31, 2025
Balances with banks in current account	234.10	193.61
Cash in hand	0.14	0.15
Total	234.24	193.76

Note 16 : EQUITY SHARE CAPITAL

	Number of Shares	Amount
(i) Authorised share capital		
Equity shares of INR 10 each		
Balance as at April 1, 2024	24,00,00,000	24,000.00
Changes in equity share capital	-	-
Balance as at March 31, 2025	24,00,00,000	24,000.00
Changes in equity share capital	-	-
Balance as at March 31, 2026	24,00,00,000	24,000.00
(ii) Issued, subscribed and fully paid up		
Equity Shares of INR 10 each fully paid up		
Balance as at April 1, 2024	17,61,19,858	17,611.99
Issue of equity share capital	-	-
Balance as at March 31, 2025	17,61,19,858	17,611.99
Issue of equity share capital	-	-
Balance as at March 31, 2026	17,61,19,858	17,611.99

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

(iii) Reconciliation of equity shares outstanding at the beginning and at the end of the reporting period:-

	As at March 31, 2026		As at March 31, 2025	
	Number of Shares	Amount	Number of Shares	Amount
Balance as at the beginning of the year	17,61,19,858	17,611.99	17,61,19,858	17,611.99
Balance as at the end of the year	17,61,19,858	17,611.99	17,61,19,858	17,611.99

(iv) Rights, preferences and restrictions attached to equity shares:

The Company has only one class of equity shares having a par value of INR 10 per share. Each shareholder is eligible for one vote per share held. The Company declares and pays dividend 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, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

- (v) No shares have been allotted as fully paid up pursuant to contracts without payment being received in cash or as bonus shares for the period of 5 years immediately preceding March 31, 2026 and March 31, 2025.
- (vi) No equity shares of INR 10.00 each bought back pursuant to Section 68, 69 and 70 of the Companies Act, 2013 for the period of 5 years immediately preceding March 31, 2026 and March 31, 2025.

(vii) Shares reserved for issue under options

Information relating to Employee option plan, including details of options issues, exercised and lapsed during the financial year and options outstanding at the end of the reporting period, is set out in Note 27.2.

(viii) Details of shares held by shareholders holding more than 5% equity shares of the Company:

	As at March 31, 2026		As at March 31, 2025	
	Number of shares held	Holding	Number of shares held	Holding
Equity shares of INR 10 each fully paid up				
Amit Mittal	2,73,50,601	15.53%	2,73,50,601	15.53%
Mestric Consultants Private Limited	2,22,00,000	12.61%	2,22,00,000	12.61%
	4,95,50,601	28.13%	4,95,50,601	28.13%

(ix) Shares held by promoters and promoter group at the end of the year:

	As at March 31, 2026		As at March 31, 2025		% change during the year
	Number of shares held	Holding	Number of shares held	Holding	
Equity shares of INR 10 each fully paid up					
Amit Mittal	2,73,50,601	15.53%	2,73,50,601	15.53%	0.00%
Mestric Consultants Private Limited	2,22,00,000	12.61%	2,22,00,000	12.61%	0.00%
Priya Goel	10,382	0.01%	10,382	0.01%	0.00%
	4,95,60,983	28.14%	4,95,60,983	28.14%	0.00%

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

Note 17 : NON- CURRENT BORROWINGS*

	As at March 31, 2026	As at March 31, 2025
Carried at amortised cost-secured		
Term loans from banks (Refer Note 17.2 and 17.4)	142.37	241.00
Working capital term loans from banks (Refer Note 17.3 (a) and 17.4)	354.30	354.30
Funded interest term loans from banks (Refer Note 17.3 (b) and 17.4)	202.05	298.01
	698.72	893.31
Less: Amount disclosed under current borrowings as 'Current maturities of long-term borrowings' (Refer Note 20)	698.72	893.31
Total	-	-

*Refer Note 22.1

Note 17.1: Restructuring of borrowings under Corporate Debt Restructuring Scheme (CDR Scheme):

The Corporate Debt Restructuring (CDR) proposal to re-structure the debt obligations, including interest, additional funding and other terms (hereafter referred to as "the CDR Scheme") of the Company, having January 01, 2013 as the "cut-off date", was approved by the CDR Cell vide its Letter of Approval (LOA) dated December 28, 2013 as further modified dated February 03, 2014. From the "cut-off date" the interest on the restructured debts has been recomputed and provided at the effective interest rates as per the CDR Scheme.

Details of terms of repayment for the non-current borrowings (including current maturities) and security provided in respect of secured non-current borrowings:

Note 17.2: Term loans from banks:

- 1) Term loans from banks amounting to INR 101.37 lakhs (March 31, 2025 INR 169.48 lakhs) having interest rate of 10.15% - 10.75% per annum during the year are repayable in 28 quarterly installments, first installment was due in March 2016. The above loan is secured against:
 - (i) First charge ranking pari passu on present and future fixed assets of the Power projects situated at Fazlika, Nakodar and Morinda in the state of Punjab.
 - (ii) Second charge ranking pari passu on present and future current assets of the Power projects situated at Fazlika, Nakodar and Morinda in the state of Punjab.
 - (iii) Second charge ranking pari passu on both present and future current assets, as well as fixed assets of Company other than assets exclusively financed to other lenders.
- 2) Term loans from banks amounting to INR 41.00 lakhs (March 31, 2025 INR 71.52 lakhs) having interest rate from 10.15% - 10.75% per annum during the year are repayable in 21 quarterly installments, first installment was due in March 2016. The above loan is secured against:
 - (i) First charge ranking pari passu on both present and future current assets as well as fixed assets of the Company other than assets exclusively charged to other lenders.
 - (ii) Second charge ranking pari passu on both present and future current assets of the power projects situated at Fazlika, Nakodar and Morinda in the state of Punjab.

Note 17.3 (a) : Working capital term loan:

Working capital term loans from bank amounting to INR 354.30 lakhs (March 31, 2025 INR 354.30 lakhs) having an interest rate of 10.15% - 10.75% per annum as per CDR Scheme are repayable in 29 quarterly installments. First installment was due in March 2015. The above loan is secured against:

- (i) First pari passu charge on both present and future fixed assets as well as current assets of the Company or Borrower other than assets exclusively charged to other lenders.
- (ii) Second pari passu charge on both present and future current assets as well as fixed assets of the Power projects situated at Fazlika, Nakodar and Morinda in the state of Punjab."

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 17.3 (b) : Funded interest term loan -1 (EPC):

Funded interest term loans from bank amounting to INR 202.05 lakhs (March 31, 2025 INR 298.01 lakhs) having an interest rate of 10.15% - 10.75% per annum as per CDR Scheme are repayable in 25 quarterly installments. First installment was due in March 2015. The above loan is secured against:

- (i) First charge by way of mortgage ranking pari passu on both present and future fixed assets as well as current assets of the Company other than assets exclusively charged to other lenders.
- (ii) Second charge ranking pari passu on both present and future current assets as well as fixed assets of the Power projects situated at Fazlika, Nakodar and Morinda in the state of Punjab.

Note 17.4: The Company has defaulted in repayment of principal and interest in respect of loans from banks as mentioned below:

	As at March 31, 2026	As at March 31, 2025
Banks:		
- Principal		
0-3 Months	-	-
3-6 Months	-	-
6-12 Months	-	-
> 12 Months	698.72	698.72
- Interest		
0-3 Months	50.37	47.49
3-6 Months	51.07	31.40
6-12 Months	116.11	108.13
> 12 Months	575.14	388.11

Note 18 : LEASE LIABILITY

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non -Current
Lease liability (Refer Note 42)	28.06	50.93	7.70	-
	28.06	50.93	7.70	-

Note 19 : NON-CURRENT PROVISIONS

	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits		
Provision for gratuity (Refer Note 19.ii)	29.63	23.92
Others		
Provision for warranty (Refer Note 19.i)	1,805.09	1,888.31
Total	1,834.72	1,912.23

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Movements in provisions:	As at March 31, 2026 Amount	As at March 31, 2025 Amount
i) Movement in provision for warranty during the financial year are as follows:		
Balance as at beginning of the year	1,888.31	2,032.37
Charged/ (credited) to profit or loss		
Additional provision recognised	67.55	15.00
Amount reversed during the year	(150.77)	(159.06)
Balance as at end of the year	1,805.09	1,888.31

A provision is recognised for expected warranty claims, based on past experience, for expected cost of meeting obligations of rectification/replacement. The Company accounts for the provision for warranty on the basis of the information available with the management duly taking into account the current and past technical estimates / trends. These estimates are established using historical information on the nature and average cost of warranty claims and management estimates regarding possible future incidence based on corrective actions on product failures. The timing of outflows will vary as and when warranty claim will arise.

ii) Defined benefit plan and long term employment benefit

A General description:

Gratuity [Defined benefit plan]:

Gratuity liability is defined benefit obligation and is provided for on the basis of an actuarial valuation on projected unit credit method made at the end of each financial year. The gratuity plan is governed by the Payment of Gratuity Act, 1972. 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 scheme is funded with an insurance company (Kotak Life Insurance) in the form of a qualifying insurance policy.

A reconciliation of the Company's defined benefit obligation (DBO) and plan assets, i.e. the gratuity plan, to the amounts presented in the statement of financial position for each of the reporting periods is presented below:

Assets and liability (Balance sheet position)

	As at March 31, 2026	As at March 31, 2025
Present value of obligation	(31.01)	(25.42)
Fair value of plan assets	1.38	1.50
Net liability	(29.63)	(23.92)

Expenses recognised during the year

	For the year ended March 31, 2026	For the year ended March 31, 2025
In statement of profit and loss	11.70	5.08
In other comprehensive income	10.98	15.20
Total expenses recognized during the year	22.68	20.28

Defined benefit obligation

The details of the Company's DBO are as follows:

Changes in the present value of obligation

	For the year ended March 31, 2026	For the year ended March 31, 2025
Present value of obligation as at the beginning	25.42	21.98
Current service cost	10.10	3.61
Interest expense	1.70	1.57
Re-measurement or actuarial (gain) / loss arising from:		
- change in demographic assumptions	-	(1.87)
- change in financial assumptions	(2.66)	0.58
- experience adjustments	13.42	16.45
Benefits paid	(16.97)	(16.90)
Present value of obligation as at the end of the year	31.01	25.42

Bifurcation of net liability

	As at March 31, 2026	As at March 31, 2025
Current liability (short term)	-	-
Non-current liability (long term)	29.63	23.92
Net liability	29.63	23.92

Plan assets

The reconciliation of the balance of the assets held for the Company's defined benefit plan is presented below:

Changes in the fair value of plan assets

	As at March 31, 2026	As at March 31, 2025
Fair value of plan assets as at the beginning	1.50	1.44
Interest income	0.10	0.10
Return on plan assets (excluding amount recognised as interest income)	(0.22)	(0.04)
Fair value of plan assets as at the year end	1.38	1.50

Expenses recognised in the profit and loss statement

	For the year ended March 31, 2026	For the year ended March 31, 2025
Current service cost	10.10	3.61
Net interest cost	1.60	1.47
Expenses recognised in the profit and loss statement	11.70	5.08

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

Other comprehensive income

	For the year ended March 31, 2026	For the year ended March 31, 2025
Actuarial (gains) / losses		
- change in demographic assumptions	-	(1.87)
- change in financial assumptions	(2.66)	0.58
- experience variance (i.e. Actual experience vs assumptions)	13.42	16.45
Return on plan assets (excluding amount recognised as interest income)	0.22	0.04
Components of defined benefit costs recognised in other comprehensive income	10.98	15.20

Financial assumptions

The principal financial assumptions used in the valuation are shown in the table below:

	As at March 31, 2026	As at March 31, 2025
Discount rate (per annum)	7.50%	6.70%
Salary growth rate (per annum)	8.00%	8.00%

Demographic assumptions

	As at March 31, 2026	As at March 31, 2025
Mortality Rate (% of IALM 12-14)	100.00%	100.00%
Normal Retirement age	60 Years	60 Years
Withdrawal Rate	2.00%	2.00%

These assumptions were developed by management with the assistance of independent actuaries. Discount factors are determined close to each year-end by reference to market yields of applicable bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related pension obligation. Other assumptions are based on current actuarial benchmarks and management's historical experience.

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 has been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting year, while holding all other assumptions constant. The result of sensitivity analysis is given below:

	As at March 31, 2026	As at March 31, 2025
Defined benefit obligation (Base)	31.01	25.42

	As at March 31, 2026		As at March 31, 2025	
	Decrease	Increase	Decrease	Increase
Discount Rate (- / + 1%)	34.34	28.16	27.34	23.72
(% change compared to base due to sensitivity)	10.70%	-9.20%	7.50%	-6.70%
Salary Growth Rate (- / + 1%)	28.94	33.44	24.59	26.35
(% change compared to base due to sensitivity)	-6.70%	7.80%	-3.30%	3.60%
Attrition Rate (- / + 50%)	31.02	31.00	25.13	25.71
(% change compared to base due to sensitivity)	0.00%	0.00%	-1.20%	1.10%
Mortality Rate (- / + 10%)	30.99	31.03	25.40	25.45
(% change compared to base due to sensitivity)	-0.10%	0.10%	-0.10%	0.10%

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

There is no change in the method of valuation from the prior period.

The following payments are expected contributions to the defined benefit plan in future years:

	As at March 31, 2026	As at March 31, 2025
Within the next 12 months [next annual reporting period]	0.78	0.87
Between 2 and 5 years	9.11	13.65
Between 6 and 10 years	26.04	3.29
Beyond 10 years	44.24	26.85
Total expected payments	80.17	44.66

The average duration of the defined benefit plan obligation at the end of the reporting period is 10 years (March 31, 2025: 7 years).

Note 20 : CURRENT BORROWINGS*

	As at March 31, 2026	As at March 31, 2025
Carried at amortised cost		
From banks (secured) (Refer Note 20.1 and 20.2)		
Working capital loans	677.47	712.47
Cash credit facilities	2,992.75	4,916.18
Current maturities of long term debt (Refer Note 17, 22.1 & 20.2)	698.72	893.31
Other borrowings	4,553.33	-
Total	8,922.27	6,521.96

*Refer Note 22.1

Note 20.1: Working capital loans from banks and other secured loans

- a) The working capital loans of INR 677.47 lakhs (March 31, 2025 INR 712.47 lakhs) and Cash credit facilities of INR 2,992.75 lakhs (March 31, 2025 INR 4,916.17 lakhs) from banks are secured against whole of the assets (both current as well as fixed) of the Company, namely stock of raw material, stock in process, semi-finished and finished goods, stores and spares (consumable stores and spares), bills receivables and book debts and all other movables and fixed assets (except fixed assets exclusively financed by other lenders) both present and future stored or to be stored at the Company's godown, premises and division at O-116, First Floor Shopping mall, Arjun Marg, DLF City Phase - I, Gurugram or wherever else the same may be by way of first pari - passu charge amongst the consortium members. The charge is also additionally secured by first charge over immovable properties i.e.
- Plot No. G-1030 A having 1500 sq mtr. area situated at Industrial Area, Bhiwadi Phase-III, Bhiwadi, Rajasthan in the name of Shree Balaji Pottery Private Limited;
 - Plot No. G-1030 having 1500 sq mtr. area situated at Industrial Area, Bhiwadi Phase-III, Bhiwadi, Rajasthan in the name of Shree Hari Om Utensils Private Limited;
 - Office space on 7th Floor of a B+G+7 storied commercial building on east side of LA-VIDA Mall at CK-3,4, 48, 49 Salt Lake City, Sector-II, Kolkata
 - Mortgage of following properties :
 - Land measuring 17 Bigha-1 Biswa, situated at village Morinda, Tehsil Chamkur Sahib, District Roop Nagar, Punjab;
 - Land measuring about 5.309 Hectare situated at village Palsora, District Indore;
 - Land with Boundary wall, Khasra No. 70, Vill Sherpur Madho urf Ghania Khara, Near India Brick Kiln, Pargana & Tehsil Bilari, District Moradabad admeasuring about 1.465 Hectare or 3.62 acre;

Notes to standalone financial statements for the year ended March 31, 2026**(Unless otherwise stated, all amounts are in INR Lakhs)**

V) Additionally, the following properties in the name of personal guarantor's has also been secured by way of first charge:

- (a) Flat, 401, Block A-3, Unitech Apartment, Unitech World, Gurgaon
- (b) Flat, A-126, Type Chancellor on 12th Floor in Regency Park I along with PA-114, DLF City Gurgaon
- (c) Flat, 1706 located at valley view Apartments, Gurgaon
- (d) Flat, 1606 located at valley view Apartments, Gurgaon
- (e) O-116, Shopping Mall, DLF Phase -1, Arjun Marg, Gurgaon

Further secured by Corporate Guarantees of Shree Hariom Utensils Private Limited and Balaji Pottery Private Limited. The rate of interest vary from 10.15% - 13.25% per annum and these loans are repayable on demand.

b) Second charge on pari-passu basis over all rights, titles, interest, benefits, claims and demands in respect of projects and insurance contracts and over all movable and immoveable properties, accounts, plant and machinery, all other tangible moveable assets both present and future, project book debts, operating cash flows, receivables, commissions, revenues of whatsoever nature in respect of project.

c) The unsecured borrowing is repayable on demand and having an interest rate of 10.75% - 19.14 % per annum.

Note 20.2: The Company has defaulted in repayment of principal and interest in respect of loans from banks as mentioned below:

	As at March 31, 2026	As at March 31, 2025
Banks:		
-Principal		
0-3 Months	-	361.01
3-6 Months	-	-
6-12 Months	-	-
> 12 Months	2,301.66	2,094.66
-Interest		
0-3 Months	197.72	180.82
3-6 Months	202.28	119.93
6-12 Months	460.35	414.61
> 12 Months	2,900.15	2,184.79

Note 21 : TRADE PAYABLES

	As at March 31, 2026	As at March 31, 2025
Total outstanding dues of micro enterprises and small enterprises (Refer note 21.1)	11.54	10.16
Total outstanding dues of creditors other than micro enterprises and small enterprises	12,754.18	16,341.60
Total	12,765.72	16,351.76

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 21.1 *Disclosures under Micro, Small and Medium Enterprises Development Act, 2006 (27 of 2006) ("MSMED Act, 2006"):

The micro and small enterprises have been identified by the Company from the available information. According to such identification, the disclosures in respect to Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 is as follows:

	As at March 31, 2026	As at March 31, 2025
Details of dues to micro and small enterprises as per MSMED Act, 2006 the principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
- principal amount	4.90	4.90
- interest amount	1.38	1.21
The amount of interest paid by the buyer in terms of section 16, of the Micro Small and Medium Enterprise Development Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year.	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro Small and Medium Enterprise Development Act, 2006.	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year; and	6.64	5.26
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the Micro Small and Medium Enterprise Development Act, 2006	-	-

* The information has been given in respect of such vendors to the extent they could be identify as "Micro, Small & Medium Enterprises" on the basis of information available with the Company.

Note 21.2 Ageing of trade payables

Ageing of trade payables as at March 31, 2026

Particulars	Outstanding for following periods from due date of payment					
	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	-	1.38	1.21	0.81	8.14	11.54
(ii) Others	7,478.87	1,052.88	17.51	1,214.57	2,961.35	12,725.18
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	29.00	29.00
Total	7,478.87	1,054.24	18.72	1,215.38	2,998.49	12,765.72

Ageing of trade payables as at March 31, 2025

Particulars	Outstanding for following periods from due date of payment					
	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	-	1.21	0.81	3.24	4.90	10.16
(ii) Others	9,476.96	1,861.85	1,380.36	2,360.31	1,233.12	16,312.60
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	29.00	29.00
Total	9,476.96	1,863.06	1,381.17	2,363.55	1,267.02	16,351.76

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 22 : OTHER CURRENT FINANCIAL LIABILITIES

	As at March 31, 2026	As at March 31, 2025
Interest accrued (Refer Note 22.1)	1,570.01	1,334.97
Security deposits received	537.14	488.78
Payable against purchase of property, plant and equipment	21.64	21.60
Others	155.00	-
TOTAL	2,283.79	1,845.35

Note 22.1 The loan accounts of the Company have been classified as Non- Performing Assets by certain banks and no interest has been charged on the said accounts. Further, the Company has also not charged any interest on the said borrowings, therefore provision for interest has not been made in the books of accounts and to that extent interest costs and loan liabilities have been understated. The extent of exact amount is under determination and reconciliation with the bank, however as per the details available, the amount of unaccrued interest, on approximate basis, on the said loans amounts to INR 1,038.82 lakhs and INR 3,935.93 lakhs for the year ended March 31, 2026 and as at March 31, 2026 respectively (INR 1,339.08 lakhs and INR 3788.34 lakhs for the year ended March 31, 2025 and as at March 31, 2025 respectively). The Company has made one time settlement with certain lenders or already in discussion with the said banks for settlement of their dues.

Note 23 : OTHER CURRENT LIABILITIES

	As at March 31, 2026	As at March 31, 2025
Advances from customers	829.86	838.23
Billing in excess of contract revenue	1,016.61	2,106.42
Other payables	279.82	255.41
Statutory dues payable	242.20	244.49
Total	2,368.49	3,444.55

Note 24 : REVENUE FROM OPERATIONS*

	For the year ended March 31, 2026	For the year ended March 31, 2025
Operating revenues:		
Sale/rendering of services		
Revenue from engineering services	11,393.66	4,854.93
Total	11,393.66	4,854.93

* Refer Note- 41

Note 25 : OTHER INCOME

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest income		
on fixed deposits	0.52	0.41
on income tax refund	189.85	7.58
on others	-	1.60
Other non-operating income		
Profit on sale of property, plant and equipment	0.85	1.19
Scrap sales	2.72	-
Liabilities written back	-	244.98
Provision for bad and doubtful debts written back	-	196.35
Provision for contract revenue in excess of billing written back	-	157.62
Foreign exchange fluctuation(net)	8.01	54.74
Miscellaneous	61.32	39.09
Total	263.27	703.56

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 26 : COST OF MATERIALS CONSUMED

	For the year ended March 31, 2026	For the year ended March 31, 2025
Purchases/ Sub contractor / erection expenses and technical consultancy for projects during the year	9,098.37	3,234.88
Freight and cartage	31.77	40.76
Labour charges	-	7.32
Site expenditure	86.31	454.28
Other direct cost	18.01	24.49
Total	9,234.46	3,761.73

Note 27 : EMPLOYEE BENEFITS EXPENSE

	For the year ended March 31, 2026	For the year ended March 31, 2025
Salaries and bonus including directors' remuneration	345.94	217.05
Contribution to provident and other funds (Refer Note 27.1)	13.41	5.64
Gratuity (Refer Note 19 ii)	11.70	5.08
Share-based payments (Refer Note 27.2)	22.06	34.21
Staff welfare expenses	8.87	10.47
Total	401.98	272.45

The Company makes Provident Fund contributions to defined contribution retirement benefit plans for qualifying employees, as specified under the law. The contributions are paid to the respective Regional Provident Fund Commissioner under the Pension Scheme. The Company is generally liable for annual contribution and any shortfall in the trust fund assets based on the government specified minimum rate of return and recognises such contribution and shortfall, if any, as an expense in the year it is incurred.

Note 27.1 Defined contribution plan

The Company has certain defined contribution plans. The contributions are made to provident fund in India for employees at the rate of 12% of the basis salary as per regulations. The contributions are made to registered provident fund administered by the government. The obligation of the company is limited to the amount contributed and it has no further contractual nor any constructive obligation the expense recognised during the year towards the defined contribution plan is INR 13.41 Lakhs (March 31, 2025 INR 5.64 Lakhs).

Note 27.2 Share-based employee remuneration

(a) A2Z Employees Stock Option Plan, 2013 & 2014 (Regrant I)

The Nomination and remuneration Committee in its meeting held on August 17, 2017 has regranted 1,760,000 number of stock options (788,000 against stock option lapses under A2Z Employee Stock Options Plan, 2013 and 972,000 against stock options lapses under A2Z Employee Stock Options Plan, 2014) convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 36.90 each which is NSE closing market price on August 16, 2017 (i.e. previous trading day of the grant date). The entire granted stock options shall vest and will be exercisable 30% on the first anniversary, 30% on the second anniversary and 40% on the third anniversary of the grant date till completion of five years since then.

(b) A2Z Employees Stock Option Plan, 2018- Tranche I

The members of the Company vide special resolution at the Annual General Meeting held on September 29, 2018 had approved the A2Z Employees Stock Option Plan, 2018. The ESOP Compensation Committee in its meeting held on October 24, 2018 has granted 3,800,000 stock options convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 30% on the first anniversary, 30% on the second anniversary and 40% on the third anniversary of the grant date till completion of five years since then.

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

(c) A2Z Employees Stock Option Plan, 2018- Tranche II

The members of the Company vide special resolution at the Annual General Meeting held on September 29, 2018 had approved the A2Z Employees Stock Option Plan, 2018. The ESOP Compensation Committee in its meeting held on April 8, 2019 has granted 1,200,000 stock options convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 50% on the first anniversary and 50% on the second anniversary of the grant date till completion of five years since then.

(d) A2Z Employees Stock Option Plan, 2013 & 2014 (Regrant II)

The Nomination and remuneration Committee in its meeting held on January 3, 2022 has regranted 1,098,000 number of stock options (105,000 against stock option lapses under A2Z Employee Stock Options Plan, 2013 and 993,000 against stock options lapses under A2Z Employee Stock Options Plan, 2014) convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 30% on the first anniversary, 30% on the second anniversary and 40% on the third anniversary of the grant date till completion of five years since then.

(e) A2Z Employees Stock Option Plan, 2018 (Regrant I)

The Nomination and remuneration Committee in its meeting held on January 3, 2022 has regranted 3,50,000 number of stock options against stock options lapses under A2Z Employee Stock Options Plan, 2018 convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 30% on the first anniversary, 30% on the second anniversary and 40% on the third anniversary of the grant date till completion of five years since then.

(f) A2Z Employees Stock Option Plan, 2013 & 2014 (Regrant III)

The Nomination and remuneration Committee in its meeting held on February 14, 2023 has regranted 1,735,000 number of stock options (367,000 against stock option lapses under A2Z Employee Stock Options Plan, 2013 and 1,368,000 against stock options lapses under A2Z Employee Stock Options Plan, 2014) convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 50% on the first anniversary and 50% on the second anniversary of the grant date till completion of five years since then.

(g) A2Z Employees Stock Option Plan, 2018 (Regrant II)

The Nomination and remuneration Committee in its meeting held on February 14, 2023 has regranted 7,55,000 number of stock options against stock options lapses under A2Z Employee Stock Options Plan, 2018 convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 50% on the first anniversary and 50% on the second anniversary of the grant date till completion of five years since then.

	ESOP 2013 & 2014 (Regrant I) Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2018-I Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2018-II Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2013 & 2014 (Regrant II) Plan (Number of shares)
Outstanding as at April 1, 2024	5,07,500	36.90	23,50,000	10.00	12,00,000	10.00	9,30,000
Granted	-	-	-	-	-	-	-
Lapsed/forfeited	2,17,500	36.90	7,05,000	10.00	-	-	15,000
Exercised	-	-	-	-	-	-	-
Outstanding as at March 31, 2025	2,90,000	36.90	16,45,000	10.00	12,00,000	10.00	9,15,000
Granted	-	-	-	-	-	-	-
Lapsed/forfeited	2,90,000	36.90	7,25,000	10.00	6,00,000	-	1,05,000
Exercised	-	-	-	-	-	-	-
Outstanding as at March 31, 2026	-	-	9,20,000	10.00	6,00,000	10.00	8,10,000
Exercisable at March 31, 2025	2,90,000	36.90	16,45,000	10.00	12,00,000	10.00	9,15,000
Exercisable at March 31, 2026	-	-	9,20,000	10.00	6,00,000	10.00	8,10,000

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	Programme weighted average exercise price per share	ESOP 2018 (Regrant I) Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2013 & 2014 (Regrant III) Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2018 (Regrant II) Plan (Number of shares)	Programme weighted average exercise price per share
Outstanding as at April 1, 2024	10.00	1,85,000	10.00	17,35,000	10.00	7,55,000	10.00
Granted	-	-	-	-	-	-	-
Lapsed/forfeited	10.00	10,000	10.00	-	-	-	-
Exercised	-	-	-	-	-	-	-
Outstanding as at March 31, 2025	10.00	1,75,000	10.00	17,35,000	10.00	7,55,000	10.00
Granted	-	-	-	-	-	-	-
Lapsed/forfeited	10.00	30,000	10.00	-	-	-	-
Exercised	-	-	-	-	-	-	-
Outstanding as at March 31, 2026	10.00	1,45,000	10.00	17,35,000	10.00	7,55,000	10.00
Exercisable at March 31, 2025	10.00	1,75,000	10.00	17,35,000	10.00	7,55,000	10.00
Exercisable at March 31, 2026	10.00	1,45,000	10.00	17,35,000	10.00	7,55,000	10.00

The following table lists the inputs to the models used for the ESOP plans as at March 31, 2026:

	ESOP 2013 & 2014 (Regrant I) Plan	ESOP 2018-I Plan	ESOP 2018-II Plan	ESOP 2013 & 2014 (Regrant II) Plan	ESOP 2018 (Regrant I) Plan	ESOP 2013 & 2014 (Regrant III) Plan	ESOP 2018 (Regrant II) Plan
Grant date	August 17, 2017	October 24, 2018	April 8, 2019	January 3, 2022	January 3, 2022	February 14, 2023	February 14, 2023
Vesting period ends	August 16, 2020	October 23, 2021	April 7, 2021	January 2, 2025	January 2, 2025	February 13, 2025	February 13, 2025
Share price at date of grant	INR 39.40	INR 10.40	INR 18.75	INR 9.95	INR 9.95	INR 8.45	INR 8.45
Volatility	50.14%	61.62%	58.73%	58.74%	58.74%	50.14%	50.14%
Option life	8 years	8 years	7 years	8 years	8 years	7 years	7 years
Dividend yield	0%	0%	0%	0%	0%	0%	0%
Risk-free investment rate	6.74%	7.38%	6.67%	5.20%	5.20%	6.96%	6.96%
Fair value at grant date	INR 24.81	INR 6.09	INR 12.81	INR 5.11	INR 5.11	INR 3.67	INR 3.67
Exercise price at date of grant	INR 36.90	INR 10.00	INR 10.00	INR 10.00	INR 10.00	INR 10.00	INR 10.00
Exercisable from	August 17, 2020	October 24, 2021	April 8, 2021	January 3, 2025	January 3, 2025	February 14, 2025	February 14, 2025
Exercisable till	August 16, 2025	October 23, 2026	April 7, 2026	January 2, 2030	January 2, 2030	February 13, 2030	February 13, 2030
Weighted average remaining contractual life (In years)	-	0.22	0.01	2.86	2.86	3.38	3.38
Model used	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

The following table lists the inputs to the models used for the ESOP plans as at March 31, 2025:

	ESOP 2013 & 2014 (Regrant I) Plan	ESOP 2018-I Plan	ESOP 2018-II Plan	ESOP 2013 & 2014 (Regrant II) Plan	ESOP 2018 (Regrant I) Plan	ESOP 2013 & 2014 (Regrant III) Plan	ESOP 2018 (Regrant II) Plan
Grant date	August 17, 2017	October 24, 2018	April 8, 2019	January 3, 2022	January 3, 2022	February 14, 2023	February 14, 2023
Vesting period ends	August 16, 2020	October 23, 2021	April 7, 2021	January 2, 2025	January 2, 2025	February 13, 2025	February 13, 2025
Share price at date of grant	INR 39.40	INR 10.40	INR 18.75	INR 9.95	INR 9.95	INR 8.45	INR 8.45
Volatility	50.14%	61.62%	58.73%	58.74%	58.74%	50.14%	50.14%
Option life	8 years	8 years	7 years	8 years	8 years	7 years	7 years
Dividend yield	0%	0%	0%	0%	0%	0%	0%
Risk-free investment rate	6.74%	7.38%	6.67%	5.20%	5.20%	6.96%	6.96%
Fair value at grant date	INR 24.81	INR 6.09	INR 12.81	INR 5.11	INR 5.11	INR 3.67	INR 3.67
Exercise price at date of grant	INR 36.90	INR 10.00	INR 10.00	INR 10.00	INR 10.00	INR 10.00	INR 10.00
Exercisable from	August 17, 2020	October 24, 2021	April 8, 2021	January 3, 2025	January 3, 2025	February 14, 2025	February 14, 2025
Exercisable till	August 16, 2025	October 23, 2026	April 7, 2026	January 2, 2030	January 2, 2030	February 13, 2030	February 13, 2030
Weighted average remaining contractual life (In years)	0.15	0.79	0.52	3.86	3.86	4.38	4.38
Model used	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes

Note 28 : FINANCE COSTS

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest expense (Refer Note 22.1)[*]	275.00	208.22
Other borrowing costs		
Bank commission and other charges	0.28	24.83
Total	275.28	233.05
[*] The break up of interest expense into major heads is given below:		
On other bank loans	2.79	36.39
On others	272.21	171.83
Total	275.00	208.22

Note 29 : DEPRECIATION AND AMORTISATION EXPENSES

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of property, plant and equipment (Refer Note 3)	119.06	100.68
Depreciation on Right of use asset (Refer Note 3)	13.73	11.58
Total	132.79	112.26

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 30 : OTHER EXPENSES

	For the year ended March 31, 2026	For the year ended March 31, 2025
Electricity	2.94	3.39
Rent (Refer Note 42)	58.71	72.12
Rates and taxes	67.87	7.64
Insurance	0.34	2.40
Repair and maintenance - Others	23.69	3.73
Traveling expenses	179.66	314.08
Communication expenses	6.10	6.61
Printing and stationery	7.45	6.24
Legal and professional fees	593.87	670.56
Director sitting fees	21.25	16.25
Payment to auditors (Refer Note 30.1)	18.27	18.17
Provision for bad and doubtful loans and advances	964.53	104.40
Fees and subscription / inspection charges	-	1.70
Advertisement Expenses	3.69	-
Business promotion	0.11	11.47
Commission & Brokerage	0.71	0.09
Warranty expense (Refer Note 19.i)	67.55	15.00
Account written off	-	1.73
Miscellaneous expenses	32.98	21.87
Total	2,049.72	1,277.45

Note 30.1 : Details of payment to auditors*

	For the year ended March 31, 2026	For the year ended March 31, 2025
As Auditor		
Statutory audit fee	6.00	6.00
Audit fee for consolidated financial statements		
Limited review fee	9.00	9.00
Other matters**	3.27	3.17
Total	18.27	18.17

* Excluding Goods and Service Tax, as applicable.

** Including INR 3.27 lakhs as audit fee of branch auditor (March 31, 2025 INR 3.17 lakhs)

Note 31:

The Company has incurred a net loss after tax of INR 279.25 lakhs for the year ended March 31, 2026 (March 31, 2025 INR 105.35 lakhs) and has accumulated losses amounting INR 1,07,659.78 lakhs as at March 31, 2026 (March 31, 2025 INR 1,07,569.40 lakhs). At present, company is facing acute liquidity issues on account of delayed realization of trade receivables from the clients. Also, certain lenders have filed an application with the Debt Recovery Tribunal for recovery of its dues for which management believes that no additional liability shall devolve on the Company in addition to the carrying value of such liability as at March 31, 2026. Further, two parties have also filed applications with the National Company Law Tribunal (NCLT) for recovery of their dues. The said outstandings are disputed in nature, and Company is pursuing the same before the NCLT hence at present the said matters are sub-judice. Conditions explained above, indicate existence of uncertainties that may cast significant doubt on the Company's

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

ability to continue as a going concern due to which the Company may not be able to realise its assets and discharge its liabilities in the normal course of business in future. However, the management is evaluating various options and has entered into one-time settlement agreements with various lenders, including interest and other related terms and conditions apart from further negotiating the terms with the remaining lenders for settlement of its existing debt obligations. Further the management is in discussions with certain customers for an immediate recovery of the amount due from them and believes that the substantial portion of such trade receivables shall be realized within the upcoming year. Management believes that the Company will be able to settle its remaining debts in the due course and in view of the proposed settlement of debt obligations together with the expected increased realisation from the trade receivables, no adjustments are required in the standalone financial statements and accordingly, these have been prepared on a going concern basis.

Note 32 : TAX EXPENSE

	For the year ended March 31, 2026	For the year ended March 31, 2025
Current tax		
Current tax expense *	-	-
Tax pertaining to earlier years	(82.72)	324.18
	(82.72)	324.18
Deferred tax		
Deferred tax expenses (Refer Note 8)	(5.09)	-
Tax expense	(87.81)	324.18

***Reconciliation of tax expense and the accounting profit multiplied by India's tax rate:**

	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit/(Loss) before tax	(367.06)	218.83
Corporate tax rate as per income tax act, 1961	25.17%	25.17%
Tax on accounting profit	(92.39)	55.08
i) Tax effect on non deductible expenses/non taxable income	83.53	2.39
ii) Tax pertaining to prior period	(82.72)	324.18
iii) Tax effect on temporary timing differences on which deferred tax not created	8.86	(53.83)
iv) Tax effect on losses of current year on which no deferred tax is created	-	-
v) Tax effect on temporary timing differences on which deferred tax was not created but now created in current year	(5.09)	-
vi) Others	-	(3.64)
Tax expense	(87.81)	324.18

Note 32.1: a) Detail of unused tax losses for which no deferred tax is recognised in balance sheet:

	As at March 31, 2026			As at March 31, 2025		
	Base amount	Deferred tax	Expiry date (Assessment year)	Base amount	Deferred tax	Expiry date (Assessment year)
Tax losses						
Assessment Year 2018-19	-	-	March 31, 2027	1,482.24	373.08	March 31, 2027
Assessment Year 2019-20	12,206.71	3,072.43	March 31, 2028	21,852.36	5,500.24	March 31, 2028
Assessment Year 2020-21	5,846.44	1,471.55	March 31, 2029	5,846.44	1,471.55	March 31, 2029
Assessment Year 2021-22	2,228.83	561.00	March 31, 2030	2,228.83	561.00	March 31, 2030
Assessment Year 2025-26	-	-	March 31, 2034	(13,698.16)	(3,447.83)	March 31, 2034
Assessment Year 2026-27	(7,286.06)	(1,833.90)	March 31, 2035			
Total	12,995.92	3,271.08		17,711.70	4,458.04	

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

- b) Detail of unrecognised deductible temporary differences and unabsorbed depreciation for which no deferred tax asset is recognised in standalone financial statements:

	As at March 31, 2026			As at March 31, 2025		
	Base amount	Deferred tax	Expiry date (Assessment year)	Base amount	Deferred tax	Expiry date (Assessment year)
Unabsorbed depreciation	10,998.31	2,768.28	Not applicable	11,158.47	2,808.59	Not applicable
Provision for doubtful advances and investments	54,480.41	13,712.72	Not applicable	45,539.62	11,462.32	Not applicable
Impairment loss on Capital work in progress	27,448.87	6,908.88	Not applicable	26,788.49	6,742.66	Not applicable
Provision for trade receivable	22,431.16	5,645.92	Not applicable	23,287.21	5,861.39	Not applicable
	1,15,358.76	29,035.80		1,06,773.79	26,874.96	

Note 33 : EARNINGS PER SHARE (EPS)

Both the basic and diluted earnings per share have been calculated using the Profit/(loss) attributable to shareholders of the Company as the numerator, i.e. no adjustments to profit/(loss) were necessary in year ended March 31, 2026 or March 31, 2025.

The reconciliation of the weighted average number of shares for the purposes of diluted earnings per share to the weighted average number of ordinary shares used in the calculation of basic earnings per share is as follows:

	As at March 31, 2026	As at March 31, 2025
Weighted average number of shares used in basic earnings per share	17,61,19,858	17,61,19,858
Shares deemed to be issued for no consideration in respect of share-based payments	-	-
Weighted average number of shares used in diluted earnings per share	17,61,19,858	17,61,19,858

The numerators and denominators used to calculate the basic and diluted EPS are as follows:

(Loss)/Profit attributable to shareholders	INR in Lakhs	(279.25)	(105.35)
Weighted average number of equity shares outstanding during the year	Numbers	17,61,19,858	17,61,19,858
Nominal value of equity share	INR	10.00	10.00
Basic EPS	INR	(0.16)	(0.06)
Diluted EPS	INR	(0.16)	(0.06)

Notes to standalone financial statements for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

Note 34: INFORMATION ABOUT INTEREST IN SUBSIDIARIES, ASSOCIATES AND JOINT VENTURE**A) Interest in subsidiaries**

The Company's interest and share in subsidiaries including step down subsidiaries.

S. No.	Name	Principal place of business	Proportion of ownership interest as at March 31, 2026	Proportion of ownership interest as at March 31, 2025
I	Subsidiary companies			
1	A2Z Infraservices Limited	India	93.83%	93.83%
2	A2Z Powercom Limited	India	100.00%	100.00%
3	Mansi Bijlee & Rice Mills Limited	India	100.00%	100.00%
4	Blackrock Waste Processing Private Limited	India	60.00%	60.00%
5	A2Z Maintenance & Engineering Services Limited and Satya Builders (Association of person)	India	60.00%	60.00%
II	Step down subsidiaries			
A	Subsidiaries of A2Z Infraservices Limited			
1	Ecogreen Envirotech Solutions Limited	India	49.00%	49.00%
2	A2Z Waste Management (Aligarh) Limited	India	80.00%	80.00%
3	A2Z Waste Management (Ludhiana) Limited	India	70.00%	70.00%
4	Vsapients Techno Services Private Limited (strike off w.e.f 09.01.2025) (Refer note 34.3)	India	0.00%	0.00%
5	Vswach Environment (Aligarh) Private Limited (strike off w.e.f 09.01.2025) (Refer note 34.3)	India	0.00%	0.00%
B	Subsidiary of A2Z Waste Management (Ludhiana) Limited			
1	Magic Genie Smartech Solutions Limited	India	100.00%	100.00%
2	Rishikesh Waste Management Limited	India	100.00%	100.00%

B) Associates

The Company's interest and share in Associate Companies

No.	Name	Principal place of business	Proportion of ownership interest as at March 31, 2026	Proportion of ownership interest as at March 31, 2025
I	Associate Companies			
1	Greeneffect Waste Management Limited	India	42.61%	42.61%
2	A2Z Waste Management (Nainital) Private Limited (Refer Note 34.1)	India	48.00%	48.00%
3	A2Z Waste Management (Jaipur) Limited (Refer Note 34.2)	India	20.00%	20.00%
II	Subsidiaries of Greeneffect Waste Management Limited			
1	A2Z Waste Management (Moradabad) Limited	India	80.00%	80.00%
2	A2Z Waste Management (Merrut) Limited	India	80.00%	80.00%
3	A2Z Waste Management (Varanasi) Limited	India	80.00%	80.00%
4	A2Z Waste Management (Jaunpur) Limited	India	100.00%	100.00%
5	A2Z Waste Management (Badaun) Limited	India	100.00%	100.00%
6	A2Z Waste Management (Sambhal) Limited	India	100.00%	100.00%
7	A2Z Waste Management (Mirzapur) Limited	India	100.00%	100.00%

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

No.	Name	Principal place of business	Proportion of ownership interest as at March 31, 2026	Proportion of ownership interest as at March 31, 2025
8	A2Z Waste Management (Balia) Limited	India	100.00%	100.00%
9	A2Z Waste Management (Fatehpur) Limited	India	100.00%	100.00%
10	A2Z Waste Management (Ranchi) Limited	India	100.00%	100.00%
11	A2Z Waste Management (Dhanbad) Private Limited	India	100.00%	100.00%
12	Shree Balaji Pottery Private Limited	India	100.00%	100.00%
13	Shree Hari Om Utensils Private Limited	India	100.00%	100.00%
14	A2Z Waste Management (Jaipur) Limited (Refer Note 34.2)	India	80.00%	80.00%
15	Earth Environment Management Services Private Limited	India	100.00%	100.00%
III Associate of Greeneffect Waste Management Limited				
1	A2Z Waste Management (Ludhiana) Limited	India	30.00%	30.00%
2	A2Z Waste Management (Nainital) Private Limited (Refer Note 34.1)	India	26.00%	26.00%
IV Associate of A2Z Waste Management (Ludhiana) Limited				
1	Ecogreen Envirotech Solutions Limited	India	51.00%	51.00%
V Associate of A2Z Infraserivices Limited				
1	Blyss Infinitaas Limited (w.e.f 20.03.2026)	India	40.00%	0.00%

Note 34.1: The Company directly holds 48% (March 31, 2025 : 48%) of the share capital and 26% (March 31, 2025 : 26%) indirectly through its associate, Greeneffect Waste Management Limited.

Note 34.2: The Company directly holds 20% (March 31, 2025 : 20%) of the share capital and 80% (March 31, 2025 : 80%) indirectly through its associate, Greeneffect Waste Management Limited.

Note 34.3: During the previous year, Vsapients Techno Services Private Limited and Vswach Environment (Aligarh) Private Limited has been struck off w.e.f January 9, 2025.

C) Interest in joint ventures

The Company's interest and share in joint ventures in the jointly controlled operations as at March 31, 2026 and March 31, 2025 are as follows:

S. No.	Name of joint venture partner	Description of interest	Nature of project	Ownership interest	Country of incorporation
1	M/s Southern Petrochemical Industries Corporation Limited (SPIC - SMO)	Jointly controlled operations	A Joint Venture Agreement effective from January 21, 2008. The principal activity of the Venture is to bid for tender and enter into contract with Power Development Department, J & K for Turnkey Package of 220kv D/C Wagoora-Budgam Zainakot Transmission Line in Kashmir Valley.	See Note 34(c). 1 below	*
2	M/s Southern Petrochemical Industries Corporation Limited (SPIC-SMO)	Jointly controlled operations	A Joint Venture Agreement effective from February 15, 2008. The principal activity of the Venture is to bid for tender and enter into contract with Power Development Department, J & K for Turnkey Package of Construction of 1x20 MVA, 132/33 KV Grid Sub-Station at Chandak, District Poonch (J&K).	See Note 34(c). 1 below	*
3	M/s Southern Petrochemical Industries Corporation Limited (SPIC-SMO)	Jointly controlled operations	A Joint Venture Agreement effective from November 15, 2007. The principal activity of the Venture is to bid for tender and enter into contract with Power Development Department, J & K for Turnkey Package for Survey, Engineering, Design, Fabrication of Lattice Type Structures Galvanisation Supply of Structures, Laying of foundation, Protection Works, Erection of Towers, laying & stringing of ACSR PANTHER Conductor, Testing and Commissioning of Transmission lines from Badampora – Bandipora and from Lassipora – Sopian.	See Note 34(c). 1 below	*

*Country of Incorporation not applicable, as these are unincorporated Joint Ventures.

Notes to standalone financial statements for the year ended March 31, 2026**(Unless otherwise stated, all amounts are in INR Lakhs)**

Note 34(c).1: As per joint venture agreements, the scope and value of work of each partner has been clearly defined and accepted by the clients. The Company's share in assets, liabilities, income and expenses are duly accounted for in the accounts of the Company in accordance with such division of work and therefore does not require separate disclosure. However, joint venture partners are jointly and severally liable to clients for any claims in these projects.

Note 35: DISCLOSURE OF RELATED PARTIES /RELATED PARTY TRANSACTIONS PURSUANT TO IND AS 24 "RELATED PARTY DISCLOSURES"

A Name of the related parties and nature of the related party relationship:

1 Subsidiary companies

- a) A2Z Infraservices Limited
- b) A2Z Powercom Limited
- c) Mansi Bijlee & Rice Mills Limited
- d) Magic Genie Services Limited (Strike off w.e.f June 26, 2024)
- e) Blackrock Waste Processing Private Limited
- f) A2Z Maintenance & Engineering Services Limited and Satya Builders (Association of person)

2 Associate Companies

- a) Greeneffect Waste Management Limited
- b) A2Z Waste Management (Nainital) Private Limited
- c) A2Z Waste Management (Jaipur) Limited

3 Subsidiaries of Greeneffect Waste Management Limited

- a) A2Z Waste Management (Merrut) Limited
- b) A2Z Waste Management (Moradabad) Limited
- c) A2Z Waste Management (Varanasi) Limited
- d) A2Z Waste Management (Badaun) Limited
- e) A2Z Waste Management (Balai) Limited
- f) A2Z Waste Management (Fatehpur) Limited
- g) A2Z Waste Management (Jaunpur) Limited
- h) A2Z Waste Management (Mirzapur) Limited
- i) A2Z Waste Management (Ranchi) Limited
- j) A2Z Waste Management (Sambhal) Limited
- k) A2Z Waste Management (Dhanbad) Private Limited
- l) A2Z Waste Management (Jaipur) Limited
- m) A2Z Waste Management (Ahmedabad) Limited (Strike off w.e.f. June 11, 2024)
- n) Earth Environment Management Services Private Limited
- o) Shree Balaji Pottery Private Limited
- p) Shree Hari Om Utensils Private Limited

4 Subsidiaries of A2Z Infraservices Limited

- a) Ecogreen Envirotech Solutions Limited
- b) A2Z Waste Management (Ludhiana) Limited
- c) A2Z Waste Management (Aligarh) Limited
- d) Vswach Environment (Aligarh) Private Limited (Strike off w.e.f. January 09, 2025)
- e) Vsapients Techno Services Private Limited (Strike off w.e.f. January 09, 2025)

5 Subsidiaries of A2Z Waste Management (Ludhiana) Limited

- a) Magic Genie Smartech Solutions Limited
- b) Rishikesh Waste Management Limited

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

6 Associate of A2Z Infraservices Limited

- a) Blyss Infinitaas Limited (w.e.f. March 20, 2026)

7 Joint Venture (unincorporated)

- a) M/s Southern Petrochemical Industries Corporation Limited (SPIC - SMO)

8 Key Management Personnel ('KMP')

- a) Mr. Amit Mittal (Managing Director cum Chief Executive Officer)
- b) Ms. Atima Khanna (Non-Executive Independent director)
- c) Mr. Parmatma Singh Rathor (Non-Executive Independent Director)
- d) Ms. Ritu Goyal (Non-Executive Independent Director)
- e) Mrs. Dipali Mittal (Non-Executive Director)
- f) Mr. Arun Gaur (Non-Executive Director)
- g) Mr. Manoj Tiwari (Non-Executive Director)
- h) Mr. Atul Kumar Agarwal (Company Secretary)
- i) Mr. Lalit Kumar (Chief Financial Officer)

9 Relatives of Key Management Personnel

- a) Mrs. Sudha Mittal (Mother of Mr. Amit Mittal)

10 Enterprise in control of KMP or their relatives

Mr. Amit Mittal or his Relatives

- a) Zahav Trading And Consultants Private Limited
- b) Gurukuber Trading And Consultants Private Limited

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

B. Transactions with related parties:

The following transactions were carried out with the related parties in the ordinary course of business:

	For the year ended March 31, 2026						For the year ended March 31, 2025					
	Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors		Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors	
Loan settled on behalf of associate												
- Greeneffect Waste Management Limited	-	6,360.90	-	-	-	-	-	4,993.20	-	-	-	-
Subcontractor expenses												
- A2Z Infraservices Limited	3,197.37	-	-	-	-	-	416.01	-	-	-	-	-
Rent expense												
- Sudha Mittal	-	-	-	-	-	-	-	-	-	-	-	2.76
- Dipali Mittal	-	-	-	-	-	12.40	-	-	-	-	-	12.00
- A2Z Infraservices Limited	11.10	-	-	-	-	-	10.80	-	-	-	-	-
Interest Expense												
- Dipali Mittal	-	-	-	-	-	74.82	-	-	-	-	-	-
- Zahav Trading and Consultants Private Limited	-	-	-	117.19	-	-	-	-	-	-	-	-
- Gurukuber Trading And Consultants Private Limited	-	-	-	69.15	-	-	-	-	-	-	-	-
Share based payment expenses (refer note 5.1.2)												
- A2Z Infraservices Limited	11.38	-	-	-	-	-	0.79	-	-	-	-	-
- A2Z Waste Management (Ludhiana) Limited	-	-	-	-	-	-	0.05	-	-	-	-	-
- Mansi Bijlee & Rice Mills Limited	-	-	-	-	-	-	0.05	-	-	-	-	-
- Magic Genie Smartech Solutions Limited	-	-	-	-	-	-	0.03	-	-	-	-	-
- A2Z Powercom Limited	0.36	-	-	-	-	-	-	-	-	-	-	-
Reversal of ESOP option to employees												
- Ecogreen Envirotech Solution Limited	32.18	-	-	-	-	-	7.19	-	-	-	-	-
- Rishikesh Waste Management Limited	0.91	-	-	-	-	-	0.91	-	-	-	-	-
- Magic Genie Smartech Solutions Limited	0.26	-	-	-	-	-	-	-	-	-	-	-
- A2Z Waste Management (Aligarh) Limited	0.46	-	-	-	-	-	0.46	-	-	-	-	-
- A2Z Powercom Limited	-	-	-	-	-	-	0.91	-	-	-	-	-
- Atul Kumar Agarwal	-	-	-	-	-	28.98	-	-	-	-	-	11.47

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

B. Transactions with related parties:

The following transactions were carried out with the related parties in the ordinary course of business:

	For the year ended March 31, 2026						For the year ended March 31, 2025				
	Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors		Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors
Fund transferred / includes expenses incurred on behalf of related party											
- Greentech Waste Management Limited	-	1,638.38	-	-	-		-	208.00	-	-	-
- A2Z Infraservices Limited	3,388.34	-	-	-	-		1,096.60	-	-	-	-
- A2Z Powercom Limited	3.22	-	-	-	-		3.12	-	-	-	-
- Mansi Bijlee & Rice Mills Limited	14.77	-	-	-	-		12.91	-	-	-	-
- A2Z Waste Management (Ranchi) Limited	-	4.95	-	-	-		-	-	-	-	-
- A2Z Maintenance & Engineering Services Limited and Satya Builders (AOP)	-	-	-	-	-		4.11	-	-	-	-
Fund received / includes expenses incurred on behalf of Company											
- A2Z Maintenance & Engineering Services Limited and Satya Builders (AOP)	-	-	-	-	-		3.00	-	-	-	-
- SPIC-SMO	-	-	-	-	-		-	-	25.07	-	-
- A2Z Waste Management (Ranchi) Limited	-	23.00	-	-	-		-	-	-	-	-
Rent expenses paid											
- Dipali Mittal	-	-	-	-	-		-	-	-	-	2.70
- Sudha mittal	-	-	-	-	-		-	-	-	-	2.98
- A2Z Infraservices Limited	20.90	-	-	-	-		1.94	-	-	-	-
Provision Created/Write off of Loans and Advances											
- Greentech Waste Management Limited	-	7,999.28	-	-	-		-	5,557.87	-	-	-
- Mansi Bijlee & Rice Mills Limited	14.77	-	-	-	-		17.35	-	-	-	-
- A2Z Maintenance & Engineering Services Limited and Satya Builders (AOP)	-	-	-	-	-		11.33	-	-	-	-
- A2Z Waste Management (Ludhiana) Limited	-	-	-	-	-		667.49	-	-	-	-
- A2Z Waste Management (Dhanbad) Pvt. Limited	-	-	-	-	-		-	230.56	-	-	-
- A2Z Waste Management (Varanasi) Limited	-	-	-	-	-		-	72.77	-	-	-
- A2Z Powercom Limited	3.22	-	-	-	-		10.92	-	-	-	-
- A2Z Waste Management (Ranchi) Limited	-	-	-	-	-		-	350.00	-	-	-

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

B. Transactions with related parties:

The following transactions were carried out with the related parties in the ordinary course of business:

	For the year ended March 31, 2026						For the year ended March 31, 2025				
	Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors		Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors
<u>Provision write back of loans and advances</u>											
- A2Z Waste Management (Ranchi) Limited	-	18.05	-	-	-		-	-	-	-	-
- SPIC-SMO	-	-	-	-	-		-	-	25.07	-	-
<u>Provision created for investments</u>											
- Greeneffect Waste Management Limited	-	-	-	-	-		-	7,992.84	-	-	-
- A2Z Waste Management (Merrut) Limited	-	-	-	-	-		-	19.19	-	-	-
- A2Z Waste Management (Ballia) Limited	-	-	-	-	-		-	12.11	-	-	-
<u>Loan taken</u>											
- Dipali Mittal	-	-	-	-	900.00		-	-	-	-	-
- Zahav Trading and Consultants Private Limited	-	-	-	1,800.00	-		-	-	-	-	-
- Gurukuber Trading And Consultants Private Limited	-	-	-	1,800.00	-		-	-	-	-	-
<u>Guarantees reduced on behalf of subsidiaries</u>											
- A2Z Infraservices Limited	1,123.00	-	-	-	-		-	-	-	-	-
- Greeneffect Waste Management Limited	-	8,715.00	-	-	-		-	-	-	-	-
<u>Remuneration/sitting fee</u>											
- Dipali Mittal	-	-	-	-	3.00		-	-	-	-	2.50
- Atima Khanna	-	-	-	-	4.75		-	-	-	-	3.75
- Arun Gaur	-	-	-	-	4.50		-	-	-	-	3.50
- Manoj Tiwari	-	-	-	-	2.25		-	-	-	-	1.50
- Parmatma Singh Rathor	-	-	-	-	3.00		-	-	-	-	2.25
- Ritu Goyal	-	-	-	-	3.75		-	-	-	-	2.75
- Atul Kumar Agarwal	-	-	-	-	50.49		-	-	-	-	50.49
- Lalit Kumar	-	-	-	-	36.01		-	-	-	-	33.66

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

C. Balance outstanding at the end of the year

	For the year ended March 31, 2026					For the year ended March 31, 2025				
	Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors	Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors
Loan/advances given										
- Greeneffect Waste Management Limited	-	84.67	-	-	-	-	84.67	-	-	-
- Mansi Bijlee & Rice Mills Limited	2,709.75	-	-	-	-	2,694.98	-	-	-	-
- A2Z Waste Management (Ludhiana) Limited	641.53	-	-	-	-	641.53	-	-	-	-
- A2Z Waste Management (Dhanbad) Private Limited	-	230.56	-	-	-	-	230.56	-	-	-
- A2Z Waste Management (Ranchi) Limited	-	331.95	-	-	-	-	350.00	-	-	-
- A2Z Waste Management (Varanasi) Limited	-	72.77	-	-	-	-	72.77	-	-	-
- A2Z Powercom Limited	14.14	-	-	-	-	10.92	-	-	-	-
- A2Z Maintenance & Engineering Services Limited and Satya Builder - (AOP)	915.14	-	-	-	-	915.14	-	-	-	-
Investment in equity shares (net of provision)										
- A2Z Infraservices Limited	6,072.29	-	-	-	-	6,072.29	-	-	-	-
- A2Z Powercom Limited	10.00	-	-	-	-	10.00	-	-	-	-
- Mansi Bijlee & Rice Mills Limited	5.00	-	-	-	-	5.00	-	-	-	-
- Blackrock Waste Processing Private Limited	3.00	-	-	-	-	3.00	-	-	-	-
Investment in shares - ESOP Scheme (net of provision)										
- A2Z Powercom Limited	45.85	-	-	-	-	45.49	-	-	-	-
- A2Z Infraservices Limited	53.98	-	-	-	-	42.60	-	-	-	-
- A2Z Waste Management (Ludhiana) Limited	1.24	-	-	-	-	1.24	-	-	-	-
- Ecogreen Envirotech Solution Limited	5.21	-	-	-	-	37.39	-	-	-	-
- Rishikesh Waste Management Limited	1.22	-	-	-	-	2.13	-	-	-	-
- A2Z Waste Management (Aligarh) Limited	0.61	-	-	-	-	1.07	-	-	-	-
- Mansi Bijlee & Rice Mills Limited	0.51	-	-	-	-	0.51	-	-	-	-
- Magic Genie Smartech Solutions Limited	-	-	-	-	-	0.26	-	-	-	-
Trade receivable / advances recoverable										
- Greeneffect Waste Management Limited	-	21,139.46	-	-	-	-	13,140.18	-	-	-
- A2Z Waste Management (Merrut) Limited	-	70.03	-	-	-	-	70.03	-	-	-
- A2Z Waste Management (Varanasi) Limited	-	218.85	-	-	-	-	218.85	-	-	-
- A2Z Waste Management (Moradabad) Limited	-	47.81	-	-	-	-	47.81	-	-	-
- A2Z Waste Management (Ludhiana) Limited	25.96	-	-	-	-	25.96	-	-	-	-

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

C. Balance outstanding at the end of the year

	For the year ended March 31, 2026						For the year ended March 31, 2025					
	Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors		Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors	
Provision for doubtful debts/advances												
- Greeneffect Waste Management Limited	-	21,139.46	-	-	-	-	-	13,140.18	-	-	-	-
- A2Z Waste Management (Ludhiana) Limited	25.96	-	-	-	-	-	25.96	-	-	-	-	-
Provision for Loans and Advances												
- A2Z Maintenance & Engineering Services Limited and Satya Builders (AOP)	915.14	-	-	-	-	-	915.14	-	-	-	-	-
- Mansi Bijlee & Rice Mills Limited	2,709.75	-	-	-	-	-	2,694.98	-	-	-	-	-
- A2Z Waste Management (Ludhiana) Limited	641.53	-	-	-	-	-	641.53	-	-	-	-	-
- Greeneffect Waste Management Limited	-	84.67	-	-	-	-	-	84.67	-	-	-	-
- A2Z Waste Management (Dhanbad) Pvt. Limited	-	230.56	-	-	-	-	-	230.56	-	-	-	-
- A2Z Waste Management (Varanasi) Limited	-	72.77	-	-	-	-	-	72.77	-	-	-	-
- A2Z Powercom Limited	14.14	-	-	-	-	-	10.92	-	-	-	-	-
- A2Z Waste Management (Ranchi) Limited	-	331.95	-	-	-	-	-	350.00	-	-	-	-
Borrowings												
- Dipali Mittal	-	-	-	-	-	900.00	-	-	-	-	-	-
- Zahav Trading and Consultants Private Limited	-	-	-	1,800.00	-	-	-	-	-	-	-	-
- Gurukuber Trading And Consultants Private Limited	-	-	-	1,800.00	-	-	-	-	-	-	-	-
Interest payable on borrowings												
- Dipali Mittal	-	-	-	-	-	67.34	-	-	-	-	-	-
- Zahav Trading and Consultants Private Limited	-	-	-	105.47	-	-	-	-	-	-	-	-
- Gurukuber Trading And Consultants Private Limited	-	-	-	62.24	-	-	-	-	-	-	-	-
Remuneration/sitting fees payable												
- Dipali Mittal	-	-	-	-	-	3.63	-	-	-	-	-	2.93
- Atima khanna	-	-	-	-	-	1.35	-	-	-	-	-	1.13
- Arun Gaur	-	-	-	-	-	5.20	-	-	-	-	-	3.15
- Manoj Tiwari	-	-	-	-	-	1.38	-	-	-	-	-	1.35

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

C. Balance outstanding at the end of the year

	For the year ended March 31, 2026						For the year ended March 31, 2025				
	Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors		Subsidiary Companies	Associates Companies	Joint Ventures	Enterprise in control of Relatives of KMP	KMP/ Relative of KMP/ Directors
- Parmatma Singh Rathor	-	-	-	-	0.90		-	-	-	-	0.68
- Ritu Goyal	-	-	-	-	1.13		-	-	-	-	0.90
- Atul Kumar Agarwal	-	-	-	-	9.05		-	-	-	-	8.73
- Lalit Kumar	-	-	-	-	8.33		-	-	-	-	6.71
Trade payable/imprest payable											
- AZZ Infraservices Limited	2.12	-	-	-	-		202.88	-	-	-	-
- Dipali Mittal	-	-	-	-	18.36		-	-	-	-	9.90
- Sudha Mittal	-	-	-	-	0.69		-	-	-	-	0.69
Guarantees given on behalf of subsidiaries/ associates (Refer Note 40)											
- AZZ Infraservices Limited	2,723.00	-	-	-	-		3,846.00	-	-	-	-
- Greeneffect Waste Management Limited	-	-	-	-	-		-	8,715.00	-	-	-
- AZZ Waste Management (Merrut) Limited	-	1,100.00	-	-	-		-	1,100.00	-	-	-
- AZZ Waste Management (Moradabad) Limited	-	480.00	-	-	-		-	480.00	-	-	-
- AZZ Waste Management (Varanasi) Limited	-	2,000.00	-	-	-		-	2,000.00	-	-	-

Note 35.1: In the opinion of the management, the transactions reported herein are on arm's length basis.

Note 35.2: Details relating to persons referred to as key managerial personnel above:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Short term employee benefits	86.50	84.15
Defined contribution/ benefit plan*	-	-
Share-based payment expenses/(reversal)	(28.98)	(11.47)
Sitting fees	21.25	16.25
Total compensation paid/payable to key management personnel	78.77	88.93

* In the absence of employee wise details of the defined contribution/ benefit plan, the amount considered is INR Nil (March 31, 2025: Nil)

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 36 : FINANCIAL RISK MANAGEMENT

(i) Financial instruments by category

For amortised cost instruments, carrying value represents the best estimate of fair value.

	As at March 31, 2026		
	FVTPL	FVTOCI	Amortised cost
Financial assets			
Trade receivables	-	-	5,395.05
Cash and cash equivalents	-	-	234.24
Other financial assets	-	-	8,092.47
Total	-	-	13,721.76
Financial liabilities			
Borrowings	-	-	8,922.27
Lease liability	-	-	78.99
Trade payables	-	-	12,765.72
Other financial liabilities	-	-	2,283.79
Total	-	-	24,050.77

	As at March 31, 2025		
	FVTPL	FVTOCI	Amortised cost
Financial assets			
Trade receivables	-	-	6,194.24
Cash and cash equivalents	-	-	193.76
Other financial assets	-	-	9,011.00
Total	-	-	15,399.00
Financial liabilities			
Borrowings	-	-	6,521.96
Lease liability	-	-	7.70
Trade payables	-	-	16,351.76
Other financial liabilities	-	-	1,845.35
Total	-	-	24,726.77

(ii) Risk management

The Company's activities expose it to market risk, liquidity risk and credit risk. This note explains the sources of risk which the entity is exposed to and how the entity manages the risk and the related impact in the financial statements

Risk	Exposure arising from	Measurement	Management
Credit risk	Cash and cash equivalents, trade receivables, financial assets measured at amortised cost	Aging analysis	Bank deposits, diversification of asset base, credit limits and collateral.
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Analysis of committed credit lines and borrowing facilities
Market risk - foreign exchange	Recognised financial assets and liabilities not denominated in Indian rupee (INR)	Cash flow forecasting	Risk limits
Market risk - interest rate	Long-term borrowings at variable rates	Sensitivity analysis	Risk limits
Market risk - security price	Investments in equity securities	Sensitivity analysis	Risk limits

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

The Company's risk management is carried out by a central treasury department (of the company) under policies approved by the board of directors. The board of directors provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and investment of excess liquidity.

A. Credit risk

Credit risk is the risk that a counterparty fails to discharge an obligation to the Company. The. Credit risk arises from cash and cash equivalents, trade receivables, investments carried at amortised cost and deposits with banks and financial institutions. The Company's maximum exposure to credit risk is limited to the carrying amount of financial assets recognised at the reporting date.

The Company continuously monitors defaults of customers and other counterparties, identified either individually or by the Company, and incorporates this information into its credit risk controls. Where available at reasonable cost, external credit ratings and/or reports on customers and other counterparties are obtained and used. The Company's policy is to deal only with creditworthy counterparties.

The Company's receivables comprises of trade receivables. During the periods presented, the Company does not expect to receive future cash flows or recoveries from collection of cash flows from written off. The Company has certain trade receivables that have not been settled by the contractual due date, as given below:

	As at March 31, 2026	As at March 31, 2025
Not more than 30 days	576.57	256.42
More than 30 days but not more than 60 days	305.64	685.25
More than 60 days but not more than 90 days	580.04	563.13
More than 90 days	26,363.96	27,976.65
	27,826.21	29,481.45
Less: Provision for impairment	(22,431.16)	(23,287.21)
Total	5,395.05	6,194.24

In respect of trade and other receivables, the Company is not exposed to any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. Trade receivables consist of a large number of customers in various industries and geographical areas. Based on historical information about customer default rates management consider the credit quality of trade receivables that are not past due or impaired to be good. The Company recognizes lifetime expected credit losses on specific trade receivables using a simplified approach and uses historical information to arrive at loss percentage relevant to each category of trade receivables. Further, specific provision is made for any individual debtors which are considered to be doubtful and non-recoverable in part or in full. The reconciliation of expected credit losses on trade receivables is given below.

	As at March 31, 2026	As at March 31, 2025
Balance as at the beginning of the year	23,287.21	23,483.56
Changes in provisions		
Additional/(reversal) Provision	(763.88)	(196.35)
Reversal/Write-off	(92.17)	-
Balance as at the end of the year	22,431.16	23,287.21

The credit risk for other financial assets is considered negligible, since the counterparties are reputable organisations with high quality external credit ratings. However, specific provision is made in case a particular receivable is considered to be non-recoverable.

B. Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. Due to the nature of the business, the Company maintains flexibility in funding by maintaining availability under committed facilities.

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Management monitors rolling forecasts of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows. The Company takes into account the liquidity of the market in which the entity operates. In addition, the Company's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans.

Maturities of financial liabilities

The tables below analyse the company's financial liabilities into relevant maturity groupings based on their contractual maturities for all non-derivative financial liabilities. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

As at March 31, 2026	Less than 1 year	1-2 year	2-3 year	More than 3 years	Total
Non-derivative financial liabilities					
Borrowings (including estimated future interest)	8,922.27	-	-	-	8,922.27
Trade payables	12,765.72	-	-	-	12,765.72
Lease liability	34.80	55.46	-	-	90.26
Other financial liabilities	2,283.79	-	-	-	2,283.79
Total	24,006.58	55.46	-	-	24,062.04

As at March 31, 2025	Less than 1 year	1-2 year	2-3 year	More than 3 years	Total
Non-derivative financial liabilities					
Borrowings (including estimated future interest)	6,521.96	-	-	-	6,521.96
Trade payables	16,351.76	-	-	-	16,351.76
Lease liability	8.00	-	-	-	8.00
Other financial liabilities	1,845.35	-	-	-	1,845.35
Total	24,727.07	-	-	-	24,727.07

C. Market risk

(a) Interest rate risk

(i) Liabilities

The Company's policy is to minimise interest rate cash flow risk exposures on long-term financing. As at March 31, 2026, the Company is exposed to changes in market interest rates through bank borrowings at variable interest rates. The Company's investments in fixed deposits all pay fixed interest rates.

Interest rate risk exposure

Below is the overall exposure of the Company to interest rate risk:

	As at March 31, 2026	As at March 31, 2025
Variable rate borrowing	8,922.27	6,521.96
Fixed rate borrowing	-	-
Total borrowings	8,922.27	6,521.96

Sensitivity

Below is the sensitivity of profit or loss and equity changes in interest rates.

	As at March 31, 2026	As at March 31, 2025
Interest sensitivity*		
Interest rates – increase by 100 basis points (100 bps)	(66.77)	(48.80)
Interest rates – decrease by 100 basis points (100 bps)	66.77	48.80

* Holding all other variables constant

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

(b) Foreign exchange risk

The Company is exposed to foreign exchange risk arising from foreign currency transactions, primarily with respect to the US Dollar, Ugandan Shillings and Tanzania Shillings. Foreign exchange risk arises from recognised assets and liabilities denominated in a currency that is not the Company's functional currency.

Unhedged foreign currency exposure

The Company's exposure to foreign currency risk at the end of the reporting period expressed are as follows:

	As at March 31, 2026			
	Currency	Amount in foreign currency	Exchange rate	Amount in INR
Cash and cash equivalents	USD	0.06	94.31	5.43
	Uganda Shillings	9.28	0.03	0.24
	NPR	0.32	0.62	0.20
	Tanzania Shillings	2,278.82	0.04	83.82
Trade payables	USD	0.04	94.31	4.18
	Uganda Shillings	615.20	0.03	15.67

	As at March 31, 2025			
	Currency	Amount in foreign currency	Exchange rate	Amount in INR
Cash and cash equivalents	USD	0.06	85.53	4.97
	Uganda Shillings	9.28	0.02	0.21
	NPR	0.32	0.62	0.19
	Tanzania Shillings	2577.08	0.03	83.76
Trade payables	USD	0.10	85.53	8.20
	Uganda Shillings	622.88	0.02	14.38

Sensitivity

The sensitivity of profit or loss and equity to changes in the exchange rates arises mainly from foreign currency denominated financial instruments.

	As at March 31, 2026	As at March 31, 2025
USD sensitivity		
IINR/USD- increase by 6.82% (for previous year - 6.82%)	0.06	(0.16)
INR/USD- decrease by 6.82%(for previous year - 6.82%)	(0.06)	0.16
Uganda Shillings (UGX) sensitivity		
INR/UGX- increase by 6.05% (for previous year - 6.05%)	(0.70)	(0.64)
INR/UGX- decrease by 6.05% (for previous year - 6.05%)	0.70	0.64
NPR sensitivity		
INR/NPR- increase by 12.26% (for previous year - 12.26%)	0.02	0.02
INR/NPR- decrease by 12.26% (for previous year - 12.26%)	(0.02)	(0.02)
TZS sensitivity		
INR/TZS- increase by 6.41% (for previous year - 6.41%)	4.02	4.02
INR/TZS- decrease by 6.41% (for previous year - 6.41%)	(4.02)	(4.02))

* Holding all other variables constant

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 37 : CAPITAL MANAGEMENT POLICIES AND PROCEDURES

For the purpose of the Company's capital management, capital includes issued equity share capital, security premium and all other equity reserves attributable to the equity holders of the Company.

The Company's capital management objectives are:

- to ensure the Company's ability to continue as a going concern
- to provide an adequate return to shareholders by pricing products and services commensurately with the level of risk.

The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Company includes within net debt, interest bearing loans and borrowings, less cash and cash equivalents, excluding discontinued operations.

	As at March 31, 2026	As at March 31, 2025
Borrowings	8,922.27	6,521.96
Less: cash and cash equivalents	234.24	193.76
Net debt	8,688.03	6,328.20
Equity	451.97	742.20
Capital and net debt	9,140.00	7,070.40
Gearing ratio	95.06%	89.50%

In order to achieve this overall objective, the Company's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements.

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2026 and March 31, 2025.

Note 38 : FINANCIAL RATIOS

Particulars	Numerator	Denominator	31-Mar-26	31-Mar-25	Variance	Reason for variance
Current ratio	Current assets	Current liabilities	0.75	0.75	1.18%	No Major Variance
Debt-equity ratio	Total debt	Shareholder's equity	19.74	8.79	124.65%	Due to borrowings taken in current year.
Debt service coverage ratio	Earnings available for debt service*	Debt Service**	-0.04	0.07	-161.49%	Due to borrowings taken in current year.
Return on equity ratio	Net profit after taxes	Average shareholder's equity	-0.47	-0.13	250.56%	Due to higher loss in previous year as compared to current year.
Inventory turnover ratio	Cost of goods sold or sales	Average Inventory	NA	NA	NA	NA
Trade receivables turnover ratio	Sales	Average Trade Receivables	1.97	0.56	249.88%	Due to higher revenue in current year.
Trade payables turnover ratio	Purchases	Average Trade Payables	0.63	0.21	205.65%	Due to higher cost in current year.

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Net capital turnover ratio	Sales	Working Capital	-1.76	-0.68	159.69%	Due to increase in revenue in current year.
Net profit ratio	Net profit after tax	Sales	-0.02	-0.02	12.95%	No Major Variance
Return on capital employed	Earnings before interest and Taxes	Capital employed****	-0.02	0.02	-193.28%	Due to higher loss in previous year as compared to current year.
"Return on Investment (%)"	Current value of investment - Cost of investment	Cost of investment	1	1	0.00%	No Major Variance

* Earning for Debt Service = Net Profit after taxes*** + Non-cash operating expenses like depreciation and other amortizations + Interest + other adjustments like loss on sale of Fixed assets etc.

** Debt service = Interest & Lease Payments + Principal Repayments

*** "Net Profit after tax" means reported amount of "Profit / (loss) for the period" and it does not include items of other comprehensive income.

**** Capital Employed = Tangible Net Worth + Total Debt + Deferred Tax Liability

Note 39 : SEGMENT REPORTING

In line with the provisions of Ind AS 108 — Operating Segments and on the basis of review of operations being done by the management of the company, the operations of the company falls under Engineering services, which is considered to be the only reportable segment by the management.

The revenue from customers (having more than 10% of total revenue) during the year is INR 10,386.55 lakhs (March 31, 2025 INR 4,292.12 lakhs) arising from revenue from engineering services.

Note 40 : CONTINGENT LIABILITIES AND COMMITMENTS

a) The details of contingent liabilities are as follows:

	As at March 31, 2026	As at March 31, 2025
Corporate guarantees given to banks on account of facilities granted by said banks to subsidiaries, associates	6,303.00	16,141.00
Litigations under workmen compensation act*	17.46	17.46
Litigations with contractors and others*	39.69	39.69
Sales tax demand under dispute* (net of amount paid under protest)	2,771.25	8,413.48
GST demand under dispute (net of amount paid under protest)	6,776.57	3,156.00
Income tax demand under dispute**	-	2,371.38
	15,907.96	30,139.00

*Based on discussions with the solicitors / favourable decisions in similar cases/legal opinions taken by the Company, the management believes that the Company has a good chance of success in above-mentioned cases and hence, no provision is considered necessary.

**The Income tax authorities conducted a search and survey at certain premises of the Company under section 132 and 133 of the Income Tax Act, 1961 in April 2012. During the year ended March 31, 2015, the Company received the assessment orders for the assessment years 2009-10 to 2013-14 from the Deputy Commissioner of Income Tax (DCIT) demanding additional tax liability.

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

During the year ended March 31, 2015 the Company had filed appeals with Commissioner of Income Tax (CIT) (Appeals) challenging these orders against which the said authority had granted partial relief to the Company. The Company has further filed appeals with Income Tax Appellate Tribunal (ITAT) challenging the orders for these assessment years in respect of the matters, where the CIT(A) has not accepted the Company's contention. Additionally, the DCIT has also filed appeals with the ITAT against the matters where the relief has been given to the Company.

Further, during the year ended March 31, 2018, the Company had received penalty orders for the Assessment year 2009-10 to 2013-14 from DCIT and for the Assessment year 2008-09 from CIT demanding additional tax liability of INR 1,277.64 lakhs against which the CIT (Appeals) had not granted relief to the Company.

During the year ended March 31, 2019, the Company has received orders from CIT (Appeals) quashing the penalty orders aggregating INR 477.71 lakhs out of the aforementioned and upholding the rest. During the year ended March 31, 2023, the company has received order from ITAT quashing the penalty order and quantum order is still pending at ITAT level. During the current year, the company received a favourable order in the matter. Accordingly, the related contingent liability has been reduced to NIL.

Note 41 : DISCLOSURE PURSUANT TO IND AS 115 "REVENUE FROM CONTRACTS WITH CUSTOMERS"

(a) Disaggregation of revenue into operating segments and geographical areas

i. For the year ended March 31, 2026 :

Segment	Revenue as per Ind AS 115	Total
Operating revenues:		
Sale/rendering of services		
Revenue from engineering services	11,393.66	11,393.66
Total	11,393.66	11,393.66

ii. For the year ended March 31, 2025:

Segment	Revenue as per Ind AS 115	Total
Operating revenues:		
Sale/rendering of services		
Revenue from engineering services	4,854.93	4,854.93
Total	4,854.93	4,854.93

(b) Out of the total revenue recognised under IND AS-115 during the year, INR 11,393.66 lakhs (March 31, 2025 : INR 4,854.93 lakhs) is recognised over a period of time and INR Nil (March 31, 2025 : INR Nil) is recognised at a point in time.

(c) Movement in expected Credit loss during the year:

Particulars	Provision on Trade receivables covered under Ind AS 115		Provision on Contract assets	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Opening balance as at April 1	23,287.21	23,483.56	-	269.48
Changes in allowance for expected credit loss:				
Provision/(reversal) of allowance for expected credit loss	(763.88)	(196.35)	-	(157.62)
Write off as bad debts/ (written back) (Refer Note-36 (ii)(A))	(92.17)	-	-	(111.86)
Closing balance as at March 31	22,431.16	23,287.21	-	-

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

(d) Contract Balance

(i) Movement in Contract balances during the year

Particulars	As at March 31, 2026			As at March 31, 2025		
	Trade Receivable	Contract assets *	Contract liabilities	Trade Receivable*	Contract assets *	Contract liabilities
Opening balance as at April 1	6,194.24	383.91	2,944.65	11,083.90	3,440.83	4,675.37
Closing balance as at March 31	5,395.05	911.54	1,846.47	6,194.24	383.91	2,944.65
Net (decrease)/ increase	(799.19)	527.63	(1,098.18)	(4,889.66)	(3,056.92)	(1,730.72)

(ii) Revenue recognised during the year from the performance obligation satisfied in previous year (arising out of contract modifications) amounts to Nil (March 31, 2025: NIL)

(e) Cost to obtain the contract :

(i) Amount of amortisation recognised in Profit and Loss : NIL (March 31, 2025: NIL)

(ii) Amount recognised as assets as at March 31, 2026: NIL (March 31, 2025: NIL)

(f) Reconciliation of contracted price with revenue during the year:

Particulars	March 31, 2026	March 31, 2025
Opening contracted price of orders as at April 1*	2,17,313.19	2,17,313.18
Add:		
Change in orders (net)	7,500.00	-
Annual Maintenance Order	4,948.44	2,564.52
Less:		
Orders completed during the year	4,948.44	2,564.52
Closing contracted price of orders as at March 31*	2,24,813.19	2,17,313.18
Total Revenue recognised during the year:	11,393.66	4,854.93
Less: Revenue out of orders completed during the year	5,098.43	3,127.34
Revenue out of orders under execution at the end of the year (I)	6,295.23	1,727.59
Revenue recognised upto previous year (from orders pending completion at the end of the year) (II)	2,04,060.23	2,02,332.64
Balance revenue to be recognised in future viz. Order book (III)	14,457.73	13,252.95
Closing contracted price of orders as at March 31* (I+II+III)	2,24,813.19	2,17,313.18

*including full value of partially executed contracts.

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

(g) Remaining performance obligations

The aggregate amount of transaction price allocated to remaining performance obligations and expected conversion of the same into revenue is as follows:

As at March 31, 2026

Particulars	Total	Expected conversion in revenue	
		Upto 1 Year	More than 1 Year
Transaction price allocated to remaining performance obligation	14,457.73	14,457.73	-

As at March 31, 2025

Particulars	Total	Expected conversion in revenue	
		Upto 1 Year	More than 1 Year
Transaction price allocated to remaining performance obligation	13,252.95	13,252.95	-

- (h) The Company has a process whereby periodically long term contracts are assessed for material foreseeable losses. At the year end, the Company has reviewed and ensured that adequate provision as required under the law/accounting standards for the material foreseeable losses on such long term contracts has been made in the books of accounts.

Note 42 : DISCLOSURE PURSUANT TO IND AS 116 “LEASES”

The Company's lease asset classes primarily consist of leases for land and buildings. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether: (i) the contract involves the use of an identified asset (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease. Gross rental expenses aggregate to INR 58.71 Lakhs (March 31, 2025: INR 72.12 Lakhs).

Lease payments not included in measurement of lease liability:

The expense relating to payments not included in the measurement of the lease liability is as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Short-term leases	58.71	72.12
Leases of low value assets	-	-
Variable lease payments	-	-
Closing Balance	58.71	72.12

The changes in the carrying value of ROU assets for the year ended March 31, 2026 are as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Opening Balance	6.97	18.55
Addition during the year	84.89	-
Depreciation during the year	13.73	11.58
Closing Balance	78.13	6.97

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

The movement in lease liabilities during the year ended March 31, 2026 is as follows:

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening Balance	7.70	19.62
Addition during the year	84.89	-
Finance cost accrued during the year	2.24	1.40
Payment of lease liabilities	15.84	13.32
Closing Balance	78.99	7.70

The break-up of current and non-current lease liabilities as at March 31, 2026 is as follows:

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Current lease liabilities	28.06	7.70
Non-current lease liabilities	50.93	-
Total	78.99	7.70

The details of the contractual maturities of lease liabilities as at March 31, 2026 on an undiscounted basis are as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Less than one year	34.80	8.00
One to five years	55.46	-
More than five years	-	-
Total	90.26	8.00

The information about extension and termination options are as follows:

Particulars	Office premises
Number of leases	3.00
Range of remaining term (in years)	2.42-2.96
Average remaining lease term (in years)	2.46
Number of leases with extension option	Nil
Number of leases with purchase option	Nil
Number of leases with termination option	1.00

Note 43: EXCEPTIONAL ITEMS

	For the year ended March 31, 2026	For the year ended March 31, 2025
One time settlement with banks and financial institutions (refer note 43.1)	825.87	9,372.13
Liabilities written back	1,084.25	592.49
Loan settled on behalf of subsidiary and associate on account of corporate guarantee	6,360.90	4,993.20
Unbilled earlier written off now written back	-	1,238.71
Provision on debtors written back	763.88	-
Unbilled provision/write off	-	(962.77)
Capital work-in-progress impaired/written off	(660.38)	-
Amount paid/payable towards settlement liability	(305.00)	-
Provision on loans and advances from associates and subsidiary	(7,999.28)	(6,892.34)
Investment provision/written off	-	(8,024.14)
Total	70.24	317.28

Note 43.1: Gain on one time settlement agreements with banks for borrowings pertains to excess of outstanding loan liabilities against the settlement consideration paid under the settlement agreement entered by the Company.

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 44 : DISCLOSURE PURSUANT TO IND AS - 7 “STATEMENT OF CASH FLOWS”- CHANGE IN LIABILITIES ARISING FROM FINANCING ACTIVITIES:

	Non-Current borrowings (Including current maturities) (Refer Note 17 & 22)	Current borrowings (Refer Note 20)	Interest accrued on borrowings (Refer Note 22)	Total
Balance as at April 1, 2024	1,686.76	15,631.25	2,960.06	20,278.07
(a) Changes from financing cash flow	(300.00)	(3,207.53)	(47.27)	(3,554.80)
(b) Other changes				
(i) Reclassification within categories	(493.45)	2,113.13	(1,619.68)	-
(ii) Interest charge to statement of profit and loss	-	-	208.22	208.22
(iii) Reclassification with other liabilities/assets	-	463.93	(166.36)	297.57
(iv) One time settlement				
Gain on one time settlement with banks of borrowing and financial institutions	-	(9,372.13)	-	(9,372.13)
Balance as at March 31, 2025	893.31	5,628.65	1,334.97	7,856.93
(a) Changes from financing cash flow	-	3,125.75	-	3,125.75
(b) Other changes				
(i) Reclassification within categories	(194.59)	204.07	(9.48)	-
(ii) Interest charges to statement of profit and loss	-	-	275.00	275.00
(iii) Reclassification with other liabilities/assets	-	90.95	(30.48)	60.47
(iv) One time settlement (Refer Note 43.1)				
Gain on one time settlement with banks of borrowing and financial institutions	-	(825.87)	-	(825.87)
Balance as at March 31, 2026	698.72	8,223.55	1,570.01	10,492.28

Note 45 : OTHER STATUTORY INFORMATION

- (i) The Company does not have any benami property, where any proceeding has been initiated or pending against the Company for holding any benami property.
- (ii) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- (iii) During the current year, the Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (ultimate beneficiaries) or
 - (b) provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries.
- (iv) During the current year, the Company has not received any fund from any person(s) or entity(ies), including foreign entities (funding party) with the understanding (whether recorded in writing or otherwise) that the Company shall:
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the funding party (ultimate beneficiaries) or
 - (b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries.
- (v) The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- (vi) The Company has complied with the number of layers prescribed under clause (87) of section 2 of the Act read with the Companies (Restriction on number of Layers) Rules, 2017.
- (vii) The Company is not declared wilful defaulter by any bank or financials institution or lender during the year.
- (viii) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- (ix) The title deeds of all the immovable properties, (other than immovable properties where the Company is the lessee and the

Notes to standalone financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

lease agreements are duly executed in favour of the Company) disclosed in the financial statements included in property, plant and equipment and capital work-in progress are held in the name of the Company as at the balance sheet date.

- (x) The Company has not had any transactions with struck off companies under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956.
- (xi) Quarterly returns or statements of current assets are not filed with banks because the working capital facilities has become NPA.
- (xii) The Company has used the borrowings from banks and financial institutions for the specific purpose for which it was obtained

Note 46 : CORPORATE SOCIAL RESPONSIBILITY (CSR)

Company is not fulfilling the criteria as specified under Section 135 of the Companies Act, 2013 in the preceding financial year. Hence, the provisions of Section 135 are not applicable on the Company for the Financial year 2025-2026.

Note 47 :

Figures for the previous year have been regrouped/reclassified to conform to the figures of the current year.

Note 48 : POST-REPORTING DATE EVENTS

No adjusting or significant non-adjusting events have occurred between the March 31, 2026 reporting date and the date of authorisation July 14, 2026 except as disclosed below.

However Subsequent to the year end, on May 13, 2026, Mr. Amit Mittal, Managing Director cum CEO of A2Z Infra Engineering Limited and Non-Executive Director of one of its subsidiary "A2Z Infraserivies Ltd", was taken into judicial custody by the Economic Offence Wing – Anti Corruption Bureau, Chhattisgarh, in connection with an investigation relating to certain contracts executed by A2Z Infraserivies Limited with Chhattisgarh State Marketing Corporation Limited during the financial years 2019-20 to 2023-24 for supply of manpower in the State of Chhattisgarh. Further, Mr. Amit Mittal has been released on bail by the order of Hon'ble High Court of Chhattisgarh via Order dated July 03, 2026.

Further Para 52 of the Hon'ble High Court's Order dated July 03, 2026 states as follows:

In the present case, apart from the applicant being one of the Directors of the Company, no independent material has been pointed out demonstrating that he personally instructed payment of illegal commission, prepared forged documents, handled the alleged cash transactions or participated in the alleged conspiracy.

Further Para 55 of the Hon'ble High Court's Order dated July 03, 2026 states as follows:

Having regard to the cumulative effect of the aforesaid circumstances, namely, that the applicant was not named in the FIR; he appeared before the Investigating Officer on every occasion pursuant to summons and fully cooperated with the investigation; he was arrested after several months despite such cooperation; the investigation already stands concluded and the charge-sheet has been filed; the evidence is predominantly documentary in nature; no recovery remains to be effected from him; the operational control of the Company appears, prima facie, to have been exercised by Mr. N. Uday Rao; criminal liability cannot be fastened merely because the applicant held the office of Director; and the applicant is suffering from serious medical ailments requiring continuous treatment, this Court is of the considered opinion that further custodial detention of the applicant would not serve any useful purpose.

The subsidiary company has invoked Arbitration clause in the said contract against Chhattisgarh State Marketing Corporation Limited for recovery of its dues. Based on the assessment, the management believes that the Company has reasonable chances of succeeding before the Arbitral Tribunal and does not foresee any material liability. Pending the final decision on the matter, no further adjustment has been made in the standalone financial statements.

Note 49 : AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements for the year ended March 31, 2026 (including comparatives) were approved by the board of directors on July 14, 2026.

For **MRKS and Associates**
Chartered Accountants
Firm Registration No.: 023711N
Sd/-
Saurabh Kuchhal
Partner
Membership No. 512362

For and on behalf of the Board of Directors

Sd/-
Amit Mittal
Managing Director and CEO
(DIN 00058944)

Sd/-
Dipali Mittal
Non Executive Director
(DIN 00872628)

Sd/-
Lalit Kumar
Chief Financial Officer

Sd/-
Atul Kumar Agarwal
Company Secretary
M. No.: FCS - 6453

Place : Gurugram
Date : July 14, 2026

Independent Auditor's Report

To the Members of A2Z Infra Engineering Limited

Report on the Audit of the Consolidated financial statements

Disclaimer of Opinion

1. We were engaged to audit the accompanying consolidated financial statements of A2Z Infra Engineering Limited ('the Holding Company') and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group') and its associates, as listed in Annexure 1, which comprise the Balance Sheet as at 31 March 2026, the Statement of Profit and Loss (including Other Comprehensive Income), the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and a summary of the significant accounting policies and other explanatory information.
2. We do not express an opinion on the accompanying consolidated financial statements of the Group and its associate companies. Because of the significance of the matters described in the Basis for Disclaimer of Opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated financial statements.

Basis for Disclaimer of Opinion

3. a. As stated in Note 50 to the accompanying consolidated financial statements, the Holding Company has incurred a net loss after tax of Rs. 279.25 lakhs during the year ended 31 March 2026, and as of that date, the Holding Company's accumulated losses amount to Rs. 1,07,659.78 lakhs, which have resulted in substantial erosion of its net worth, and the current liabilities exceed current assets by Rs. 6,491.75 lakhs. Also, certain lenders have filed applications with the Debt Recovery Tribunal (DRT) for recovery of their dues as detailed in Note 50. The Holding Company has also delayed in repayment of borrowings as further detailed in Note 49. As confirmed by the management, the Holding Company has been in discussions with the lenders regarding settlement of their outstanding borrowings/dues. Further, the expected realisation of the amounts outstanding from certain customers, within the next 12 months, with whom the Holding Company is in discussions is uncertain in the absence of any confirmations from such customers. Such events and conditions & its possible impact of the associated uncertainties on management's assumptions, and other matters as set forth in the Note 50, cast significant doubt on the Holding Company's ability to continue as a going concern. In the absence of sufficient appropriate audit evidence to support the management's assessment with respect to restructuring of borrowings/dues and availability of funds, we are unable to comment on the ability of the Holding Company to continue as a going concern. Further, as detailed in Note 43, Management indicates that a material uncertainty exists that may cast significant doubt on Tanzania Branch's ability

to continue as going concern. Our report on the consolidated financial statements for the year ended 31 March 2025 also included a disclaimer of opinion in respect of this matter.

3. b. As stated in Note 49 to the accompanying consolidated financial statements, the Holding Company has borrowings from banks (referred to as 'the Lenders') which have been classified as non-performing assets ('NPA borrowings'). In respect of the aforementioned NPA borrowings, the Holding Company has not recognised interest for the year ended 31 March 2026 aggregating to Rs. 1,038.82 lakhs (accumulated interest as at 31 March 2026 being Rs. 3,935.93 lakhs) payable under the terms of the said agreements, as estimated by the management, on the basis of expected re-negotiation with the Lenders.

Pending confirmations/ reconciliations from the Lenders and in the absence of sufficient appropriate evidence to substantiate management's assessment, we are unable to comment on the adjustments, if any, that may be required to the carrying values of the aforesaid borrowings and dues (including interest) payable to the Lenders in accordance with the terms of loan agreements and Settlement Agreements, and the consequential impact of such adjustments on the accompanying consolidated financial statements. Our report on the consolidated financial statements for the year ended 31 March 2025 also included a disclaimer of opinion in respect of this matter.

Emphasis of Matters

4. We draw attention to:
 - a. Note 3.1 to the accompanying consolidated financial statement, which describes disputes between the Holding company and certain sugar mills relating to three cogeneration power plants. Arbitral awards aggregating Rs. 7,234.73 lakhs, together with interest thereon, passed against the Holding company in 2021, have been challenged by the Holding company under Section 34 of the Arbitration and Conciliation Act, 1996 before the District & Sessions Court, Chandigarh and the matter is pending adjudication. The Hon'ble High Court of Punjab and Haryana has, vide order dated 05.12.2025, appointed a Sole Arbitrator to adjudicate the disputes between the parties, and the arbitration proceedings are currently in progress. In view of the above, the management has, in earlier periods, fully impaired the carrying value of the said power plants. The final outcome of these matters is presently unascertainable.
 - b. Note 54 to the accompanying consolidated financial statement, which describes the proceedings arising out of the investigation conducted by the Economic Offences Wing (EOW) - Anti-Corruption Bureau (ACB), Chhattisgarh, in relation to certain contracts executed and transactions entered into by the

subsidiary company ("A2Z InfraserVICES Ltd") during earlier years with Chhattisgarh State Marketing Corporation Limited. The note also describes the legal proceedings involving Non-Executive Director of the subsidiary company, who is also Managing Director of the Holding company, who has since been granted bail.

As explained in the said note, the investigation is presently pending before the competent court and the subsidiary company has invoked arbitration clause in the said contract against Chhattisgarh State Marketing Corporation Limited. The final outcome of this matter is presently unascertainable.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

5. The accompanying consolidated financial statements have been approved by the Holding Company's Board of Directors. The Holding Company's Board of Directors is responsible for the matters stated in section 134(5) of the Companies Act, 2013 ('the Act') with respect to the preparation of these consolidated financial statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, changes in equity and cash flows of the Group and its associates in accordance with the accounting principles generally accepted in India, including the Ind AS specified under section 133 of the Act. The respective Board of Directors/management of the companies included in the Group and its associates are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Group and its associates 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, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Holding Company, as aforesaid.
6. In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group and its associates are responsible for assessing the ability of the Group and of its associates continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.
7. Those Board of Directors are also responsible for overseeing the financial reporting process of the companies included in the Group and of its associates.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

8. Our responsibility is to conduct an audit of the accompanying consolidated financial statements in accordance with Standards on Auditing specified under section 143(10) of the Act, and to issue an auditor's report. However, because of the matters described in the Basis for Disclaimer of Opinion section of our report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated financial statements. We are independent of the Group and its associates in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('the ICAI') together with the ethical requirements that are relevant to our audit of the consolidated 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.

Other Matter

9. We did not audit the financial statements of ten subsidiaries, whose financial statements reflect total assets of Rs. 26,561.72 lakhs and net assets of Rs. 2,337.90 lakhs as at 31 March 2026, total revenues of Rs. 30,447.49 lakhs and net cash outflows amounting to Rs. 87.23 lakhs for the year ended on that date, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net loss (including other comprehensive income) of Rs. 3 lakhs for the year ended 31 March 2026, as considered in the consolidated financial statements, in respect of 18 associates, whose financial statements have not been audited by us. These financial statements have been audited by other auditors whose reports have been furnished to us by the management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and associates, and our report in terms of subsection (3) of section 143 of the Act, in so far as it relates to the aforesaid subsidiaries and associates, are based solely on the reports of the other auditors.

Further three branches, as specified in Annexure 2 are located outside India, whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in their respective countries.

We also did not audit the financial statements of one branch included in the standalone audited financial statements of Holding Company, whose financial statements reflects total assets and net assets of Rs. 9.16 lakhs and Rs. (162.01) lakhs respectively as at 31 March 2026, total revenues of Rs. (1.28) lakhs, total net loss after tax of Rs. 2.41 lakhs, total comprehensive loss of Rs. 2.41 lakhs, and net cash inflows (net) of Rs. Nil lakhs for the year ended on that date, as considered in the standalone audited financial statements of the Holding Company. This branch has been audited by branch auditor under generally accepted auditing standards as applicable in their respective countries. The Holding Company's management has converted the financial statements of such branch from accounting principles generally accepted in their country to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. This report, in so far as

it relates to the balances and affairs of this branch, is based on the audit report of branch auditors and the conversion adjustments prepared by the management of the Holding company and audited by us.

The standalone audited financial statements of Holding Company includes the financial statement and information of the remaining two branches, which has not been audited by branch auditor, and whose financial information reflects total revenues of Rs. 9.29 lakhs, total net profit after tax of Rs. 9.23 lakhs and total comprehensive income of Rs. 9.23 lakhs for the year ended 31st March 2026, as considered in the standalone audited financial statements of Holding Company. This report, in so far as it relates to the balances and affairs of these two branches, is based solely on such financial statement and information, as certified and provided by the management. According to the information and explanations given to us by the management, there would not be any consequential material impact on the financial statements of the Company.

Report on Other Legal and Regulatory Requirements

10. As required by section 197(16) of the Act, based on our audit and on the consideration of the reports of the other auditors, referred to in paragraph 9 above, on separate financial statements of the subsidiaries and associates, we

report that one subsidiary company covered under the Act paid remuneration to their respective directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act. Further, we report that Holding company, ten subsidiary companies and eighteen associate companies, have not paid or provided for any managerial remuneration during the year above the limit prescribed under section 197(16) of the Act.

11. With respect to matters specified in paragraph 3 (xxi) and 4 of the Companies (Auditor's Report) Order, 2020 ("the Order" or "CARO"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, according to the information and explanations given to us and based on the CARO reports issued by the respective auditors of companies included in the consolidated financial statements, to which reporting under CARO is applicable, we report as under:

Qualifications or adverse remarks by the respective auditors in the Companies (Auditors Report) Order (CARO) reports of the companies included in the consolidated financial statements are:

S. No.	Name of Company	Holding/subsidiary/ associate/	Clause number of the CARO report which is qualified or is adverse
1.	A2Z Infra Engineering Limited	Holding	vii(a), ix(a), xix
2.	Ecogreen Envirotech Solutions Limited	Subsidiary	vii(a)
3.	A2Z Waste Management (Dhanbad) Private Limited	Associate	vii(a)
4.	A2Z Waste Management (Moradabad) Limited	Associate	ix(a)
5.	A2Z Waste Management (Varanasi) Limited	Associate	ix(a)
6.	A2Z Waste Management (Ranchi) Limited	Associate	vii(a)
7.	A2Z Waste Management (Meerut) Limited	Associate	ix(a)

12. As required by Section 143 (3) of the Act, based on our audit and on the consideration of the reports of the other auditors on separate financial statements and other financial information of the subsidiaries and associates, we report, to the extent applicable, that:

- as described in the Basis for Disclaimer of Opinion section, we sought but were unable to obtain all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
- due to the possible effects of the matters described in the Basis for Disclaimer of Opinion section, we are unable to state whether proper books of account as required by law have been kept by the Holding Company so far as it appears from our examination of those books and the reports of the other auditors. Proper returns adequate for the purposes of our audit have been received from the branches not visited by us;
- the reports on the accounts of the one branch office of the Holding Company audited under section 143(8)

of the Act by the branch auditors have been sent to us and have been properly dealt with by us in preparing this report;

- the consolidated financial statements dealt with by this report are in agreement with the books of account and with the returns received from the branches not visited by us;
- due to the possible effects of the matters described in the Basis for Disclaimer of Opinion section, we are unable to state whether the aforesaid consolidated financial statements comply with the Ind AS specified under section 133 of the Act;
- the matters described in Paragraph 3 and 4 in the Basis for Disclaimer of Opinion / Emphasis of Matter section, in our opinion, may have an adverse effect on the functioning of the Holding Company;
- on the basis of the written representations received from the directors of the Holding Company and taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies and associate companies covered under the Act, none of the directors of the

Group companies and its associate companies covered under the Act, are disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164(2) of the Act;

- h) the reservations relating to the maintenance of accounts and other matters connected therewith are as stated in the Basis for Disclaimer of Opinion section, read with paragraph 11(b) above;
- i) we were also engaged to audit the internal financial controls with reference to consolidated financial statements of the Holding Company as on 31 March 2026 in conjunction with our audit of the consolidated financial statements of the Holding Company, its subsidiary companies and associate companies for the year ended on that date and our report dated 14 July 2026 as per Annexure A expressed disclaimer of opinion; and
- j) with respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditors on separate financial statements as also the other financial information of the subsidiaries and associates:
 - i. due to the possible effects of the matters described in the Basis for Disclaimer of Opinion section, we are unable to state whether the consolidated financial statements disclose fully the impact of pending litigations on the consolidated financial position of the Group and its associates as at 31 March 2026;
 - ii. due to the possible effects of the matters described in the Basis for Disclaimer of Opinion section, we are unable to state whether the Group and its associates has made adequate provision as at 31 March 2026, as required under the applicable law or Ind AS, for material foreseeable losses, if any, on long-term contracts including derivative contracts;
 - iii. there were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Holding Company and its subsidiary companies and associate companies covered under the Act during the year ended 31 March 2026; and
 - iv. (a) The respective managements of the Holding Company, its subsidiaries and associates, have represented to us and the other auditors of such subsidiaries and associates respectively that to the best of its knowledge and belief, as disclosed in note no. 39(iii) to the consolidated financial statement, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiaries and associates to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding,

whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the respective Holding Company or any of such subsidiaries and associates ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

- (b) The respective managements of the Holding Company, its subsidiaries and associates, have represented to us and the other auditors of such subsidiaries and associates respectively that to the best of its knowledge and belief, as disclosed in note no.39(iv), to the consolidated financial statement, no funds have been received by the Holding Company or any of such subsidiaries and associates from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiaries and associates shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
- (c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries and associates, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) contain any material mis-statement.
- v. The Group has not declared/paid dividend during the year, accordingly compliance u/s 123 of the Act is not applicable to the Group.
- vi. Based on our examination, which includes test checks, the group has used the accounting software for maintaining its books of account which has a feature of recording audit trail / edit log facility and the same has been operated throughout the year for all the relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with and the audit trail has been preserved by the group as per the statutory requirements for record retention.

For MRKS AND ASSOCIATES

Chartered Accountants
(ICAI Registration No. 023711N)

Saurabh Kuchhal

Partner
Membership No. 512362

Date: 14.07.2026

Place: Gurgaon

UDIN: 26512362DWXDBF1282

Annexure 1

List of entities included in the Consolidated financial statements

S. No.	Name	Relation
1	A2Z Infraservices Limited	Subsidiary
2	A2Z Powercom Limited	Subsidiary
3	Rishikesh Waste Management Limited	Subsidiary
4	Mansi Bijlee & Rice Mills Limited	Subsidiary
5	Blackrock Waste Processing Private Limited	Subsidiary
6	A2Z Maintenance & Engineering Services Limited and Satya Builders (Association of person)	Subsidiary
7	Ecogreen Envirotech Solutions Limited	Subsidiary
8	A2Z Waste Management (Aligarh) Limited	Subsidiary
9	A2Z Waste Management (Ludhiana) Limited	Subsidiary
10	Magic Genie Smartech Solutions Limited	Subsidiary
11	Blyss Infinitaas Limited	Associate (w.e.f. 20.03.2026)
12	Greeneffect Waste Management Limited	Associate
13	A2Z Waste Management (Nainital) Private Limited	Associate
14	A2Z Waste Management (Moradabad) Limited	Associate
15	A2Z Waste Management (Meerut) Limited	Associate
16	A2Z Waste Management (Varanasi) Limited	Associate
17	A2Z Waste Management (Jaunpur) Limited	Associate
18	A2Z Waste Management (Badaun) Limited	Associate
19	A2Z Waste Management (Sambhal) Limited	Associate
20	A2Z Waste Management (Mirzapur) Limited	Associate
21	A2Z Waste Management (Balai) Limited	Associate
22	A2Z Waste Management (Fatehpur) Limited	Associate
23	A2Z Waste Management (Ranchi) Limited	Associate
24	A2Z Waste Management (Dhanbad) Private Limited	Associate
25	Shree Balaji Pottery Private Limited	Associate
26	Shree Hari Om Utensils Private Limited	Associate
27	A2Z Waste Management (Jaipur) Limited	Associate
28	Earth Environment Management Services Private Limited	Associate

Annexure 2

S. No.	Name	Country of Operations	Audited/Management Certified	Name of auditing standard
1	A2Z Infra Engineering Limited (Tanzania Branch)	Tanzania	Management Certified	International Standards Auditing
2	A2Z Infra Engineering Limited (Nepal Branch)	Nepal	Management Certified	Nepal Standards Auditing
3	A2Z Infra Engineering Limited (Uganda Branch)	Uganda	Audited	International Standards Auditing

Annexure A to the Independent Auditor's Report of even date to the members of A2Z Infra Engineering Limited on the consolidated financial statements for the year ended 31 March 2026

1. We were engaged to audit the internal financial controls with reference to consolidated financial statements of A2Z Infra Engineering Limited ('the Holding Company') and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), and its associates as at 31 March 2026 in conjunction with our audit of the consolidated financial statements of the Group and its associates as at and for the year ended on that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The respective Board of Directors of the Holding Company, its subsidiary companies and its associate companies, which are companies covered under the Act, are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting (the 'Guidance Note') issued by the Institute of Chartered Accountants of India ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Consolidated Financial Statements

3. Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements of the Holding Company, its subsidiary companies and its associate companies, as aforesaid, based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note issued by the ICAI.
4. Because of the matter described in Disclaimer of Opinion paragraph below, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on internal financial controls with reference to consolidated financial statements of the Group and its associates.

Meaning of Internal Financial Controls with Reference to Consolidated Financial Statements

5. A company's internal financial controls with reference to consolidated financial statements is a process designed

to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to consolidated 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 consolidated 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 consolidated financial statements.

Disclaimer of Opinion

6. Because of the matters described below, according to the information and explanations given to us, and based on our audit and consideration of the report of the other auditor on internal financial controls with reference to financial statements of subsidiaries and associates, we are unable to obtain sufficient appropriate audit evidence to provide a basis for our opinion on whether the Holding company's internal financial controls with reference to consolidated financial statements were operating effectively as at 31 March 2026:

The Holding Company's internal financial controls with reference to financial statements with respect to (a) financial statements closure process towards assessing the Holding Company's ability to continue as going concern were not operating effectively, which could lead to potential material misstatements in the carrying value and classification of assets and liabilities; (b) accrual of interest expenditure in accordance with Ind AS 23 'Borrowing Costs' and reconciliation of outstanding borrowings with lenders, were not operating effectively, which has resulted in a material misstatement in the amount of finance costs and other financial liabilities.

7. We have considered the disclaimer reported above in determining the nature, timing, and extent of audit tests applied in our audit of the consolidated financial statements of the Group and its associates as at and for the year ended 31 March 2026, and the disclaimer has affected our opinion on the consolidated financial statements of the Group and its associates and we have issued a disclaimer of opinion on such consolidated financial statements.

Other Matter

8. We did not audit the internal financial controls with reference to financial statements in so far as it relates to ten

subsidiary companies, which are companies covered under the Act, whose financial statements reflects total assets of Rs. 26,561.72 lakhs and net assets of Rs.2,337.90 lakhs as at 31 March 2026, total revenues of Rs. 30,447.49 lakhs and net cash outflows amounting to Rs. 87.23 lakhs for the year ended on that date, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net loss (including other comprehensive income) of Rs. 3 lakhs for the year ended 31 March 2026, in respect of 18 associate companies, which are companies covered under the Act, whose internal financial controls with reference to financial statements have not been audited by us. The internal financial controls with reference to financial statements in so far as it relates to such subsidiary companies and associate companies have been audited by other auditors whose reports have been furnished to us by the management and our report on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial

statements for the Holding Company, its subsidiary companies and its associate companies, as aforesaid, under Section 143(3)(i) of the Act in so far as it relates to such subsidiary companies and associate companies is based solely on the reports of the auditors of such companies.

For MRKS AND ASSOCIATES

Chartered Accountants

(ICAI Registration No. 023711N)

Saurabh Kuchhal

Partner

Membership No.512362

Date: 14.07.2026**Place:** Gurgaon**UDIN:** 26512362DWXDBF1282

Consolidated Balance Sheet as at March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	Note No.	As at March 31, 2026	As at March 31, 2025
ASSETS:			
Non-current assets:			
Property, plant and equipment	3	2,779.50	3,731.06
Right of use asset	3	78.13	6.97
Capital work-in-progress	3	552.29	1,766.94
Goodwill	4	3,563.65	3,563.65
Intangible assets	4	1.90	0.54
Intangible assets under development	4	21.66	-
Investments accounted for using the equity method	6	-	-
Financial assets:			
Investments	6	49.80	-
Other financial assets	8	2,428.77	2,430.14
Deferred tax assets (net)	9	1,145.94	1,138.52
Non-current tax assets (net)	11	3,298.93	4,102.18
Other non-current assets	12	90.53	88.05
Total non-current assets		14,011.10	16,828.05
Current assets:			
Financial assets:			
Trade receivables	13	8,030.73	10,479.71
Cash and cash equivalents	14	352.24	398.99
Other bank balances	15	122.32	116.05
Loans	7	3,908.24	2,012.37
Other financial assets	8	11,469.68	13,156.73
Other current assets	12	8,172.54	6,850.53
Total current assets		32,055.75	33,014.38
Total assets		46,066.85	49,842.43
EQUITY AND LIABILITIES			
Equity:			
Equity share capital	16	17,611.99	17,611.99
Other equity		(12,664.63)	(13,095.39)
Equity attributable to equity holders of the Company		4,947.36	4,516.60
Non-controlling interests		(1,745.00)	(1,858.95)
Total equity		3,202.36	2,657.65
Liabilities:			
Non-current liabilities:			
Financial liabilities:			
Borrowings	17	75.11	69.26
Lease liability	18	50.93	-
Provisions	20	2,326.25	2,461.13
Deferred tax liabilities (net)	9	-	-
Other non-current liabilities	21	2,012.82	2,012.82
Total non-current liabilities		4,465.11	4,543.21
Current liabilities:			
Financial liabilities:			
Borrowings	22	9,510.80	9,085.29
Lease liability	18	28.06	7.70
Trade payables	23		
Total outstanding dues of micro and small enterprises		28.83	487.25
Total outstanding dues of creditors other than micro and small enterprises		21,780.12	24,487.33
Other financial liabilities	19	3,657.10	3,374.59
Other current liabilities	21	3,370.34	5,166.04
Provisions	20	14.43	23.67
Current tax liabilities (net)	24	9.70	9.70
Total current liabilities		38,399.38	42,641.57
Total liabilities		42,864.49	47,184.78
Total equity and liabilities		46,066.85	49,842.43

Summary of material accounting policies

2

The summary of material accounting policies and other explanatory notes are an integral part of the consolidated financial statements.

This is the consolidated balance sheet referred to in our report of even date.

For **MRKS and Associates**

Chartered Accountants

Firm Registration No.: 023711N

Sd/-

Saurabh Kuchhal

Partner

Membership No. 512362

For and on behalf of the Board of Directors

Sd/-

Amit Mittal

Managing Director and CEO
(DIN 00058944)

Sd/-

Lalit Kumar

Chief Financial Officer

Sd/-

Dipali Mittal

Non Executive Director
(DIN 00872628)

Sd/-

Atul Kumar Agarwal

Company Secretary
M. No.: FCS - 6453

Place : Gurugram

Date : July 14, 2026

Consolidated Statement of Profit and Loss for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	Note No.	For the year ended March 31, 2026	For the year ended March 31, 2025
Income:			
Revenue from operations	25	38,643.79	33,626.75
Other income	26	1,630.03	2,159.24
Total income		40,273.82	35,785.99
Expenses:			
Cost of materials consumed	27	17,882.29	13,324.30
Employee benefits expenses	28	15,451.54	16,726.27
Finance costs	29	735.10	795.61
Depreciation and amortisation expenses	30	477.64	493.10
Other expenses	31	4,441.84	2,710.88
Total expenses		38,988.41	34,050.16
Profit before exceptional items, share of loss from associates and tax		1,285.41	1,735.83
Add: Loss share from associate accounted through equity method		(3.00)	(198.73)
Profit before exceptional items and tax		1,282.41	1,537.10
Exceptional items	42	(516.76)	(533.01)
Profit before tax		765.65	1,004.09
Tax expense	32		
Current tax		334.78	499.42
Tax expense pertaining to earlier years		(82.72)	324.18
Deferred tax (net)		(10.02)	77.05
		242.04	900.65
Profit for the year		523.61	103.44
Other comprehensive income:			
Items that will not be reclassified to profit and loss			
a) Remeasurement of defined benefit obligations		23.70	511.05
b) Income tax relating to items that will not be reclassified to profit or loss		(2.60)	(68.96)
Total other comprehensive income for the year		21.10	442.09
Total comprehensive income for the year		544.71	545.53
Profit/(Loss) is attributable to:			
Equity holders of the Company		437.29	897.31
Non-controlling interests		86.32	(793.87)
Other comprehensive income is attributable to:			
Equity holders of the Company		(6.53)	375.68
Non-controlling interests		27.63	66.41
Total comprehensive income is attributable to:			
Equity holders of the Company		430.76	1,272.99
Non-controlling interests		113.95	(727.46)
Profit per equity share (INR) :	33		
(Nominal value of shares INR 10)			
Basic		0.25	0.51
Diluted		0.25	0.51
Summary of material accounting policies	2		

The summary of material accounting policies and other explanatory notes are an integral part of the consolidated financial statements.

This is the consolidated statement of profit and loss referred to in our report of even date.

For **MRKS and Associates**
Chartered Accountants
Firm Registration No.: 023711N
Sd/-
Saurabh Kuchhal
Partner
Membership No. 512362

For and on behalf of the Board of Directors

Sd/-
Amit Mittal
Managing Director and CEO
(DIN 00058944)

Sd/-
Dipali Mittal
Non Executive Director
(DIN 00872628)

Sd/-
Lalit Kumar
Chief Financial Officer

Sd/-
Atul Kumar Agarwal
Company Secretary
M. No.: FCS - 6453

Place : Gurugram
Date : July 14, 2026

Consolidated Statement of Change in Equity for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	Note No.	Number of Share	Amount						
A. Equity share capital									
Issued, subscribed and fully paid up									
Equity shares of INR 10 each									
Balance as at April 1, 2024	16	17,61,19,858	17,611.99						
Changes during the year		-	-						
Balance as at March 31, 2025	16	17,61,19,858	17,611.99						
Changes during the year		-	-						
Balance as at March 31, 2026	16	17,61,19,858	17,611.99						
B. Other equity									
	Attributable to equity holders of the Company								
		Reserves and Surplus*							
	Equity component of compound financial instruments	Securities premium account	Capital reserve	General reserve	Employee stock option plan reserve	Retained earnings	Total other equity	Non-controlling interests	Total
Balance as at April 1, 2024	465.54	89,586.56	14.57	640.14	545.30	(105,646.15)	(14,394.04)	(1,131.49)	(15,525.53)
Profit/ (Loss) for the year	-	-	-	-	-	897.31	897.31	(793.87)	103.44
Other comprehensive income (net of tax)	-	-	-	-	-	375.68	375.68	66.41	442.09
Total comprehensive income	-	-	-	-	-	1,272.99	1,272.99	(727.46)	545.53
Transfer from Employee stock option plan reserve on lapse	-	-	-	-	(98.04)	98.04	-	-	-
Transactions with owners in their capacity as owners:									
Employee stock option (ESOP) expense for the year (Refer Note 28.2)	-	-	-	-	25.66	-	25.66	-	25.66
Balance as at March 31, 2025	465.54	89,586.56	14.57	640.14	472.92	(104,275.12)	(13,095.39)	(1,858.95)	(14,954.34)
Profit/(Loss) for the year	-	-	-	-	-	437.29	437.29	86.32	523.61
Other comprehensive income (net of tax)	-	-	-	-	-	(6.53)	(6.53)	27.63	21.10
Total comprehensive income	-	-	-	-	-	430.76	430.76	113.95	544.71
Transfer from Employee stock option plan reserve on lapse	-	-	-	-	(199.85)	199.85	-	-	-
Transactions with owners in their capacity as owners:									
Employee stock option (ESOP) expense for the year (Refer Note 28.2)	-	-	-	-	-	-	-	-	-
Balance as at March 31, 2026	465.54	89,586.56	14.57	640.14	273.07	(103,644.51)	(12,664.63)	(1,745.00)	(14,409.63)

*Refer Note 2(j) for nature and purpose of reserves.

The summary of material accounting policies and other explanatory notes are an integral part of the consolidated financial statements.

This is the consolidated statement of changes in equity referred to in our report of even date.

For **MRKS and Associates**
Chartered Accountants
Firm Registration No.: 023711N
Sd/-
Saurabh Kuchhal
Partner
Membership No. 512362

For and on behalf of the Board of Directors

Sd/-
Amit Mittal
Managing Director and CEO
(DIN 00058944)

Sd/-
Dipali Mittal
Non Executive Director
(DIN 00872628)

Sd/-
Lalit Kumar
Chief Financial Officer

Sd/-
Atul Kumar Agarwal
Company Secretary
M. No.: FCS - 6453

Place : Gurugram
Date : July 14, 2026

Consolidated Cash Flow Statement for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
A. Cash flows from operating activities :		
Profit before tax and non-controlling interest (after exceptional items)	765.65	1,004.09
Adjustments :		
Exceptional items - loss	516.76	533.01
Share of associates	3.00	198.73
Depreciation and amortisation expense	477.64	493.10
Interest expense	669.62	708.42
Interest income	(833.66)	(105.23)
Profit on sale of property, plant and equipment (net)	(401.39)	(10.91)
Loss on fair value of mutual fund	5.20	-
(Reversal)/Provision for contract revenue in excess of billing (net)	-	(157.62)
Subsidy written back	-	(431.96)
LER written back	-	(364.46)
Provision/(Reversal) for bad and doubtful debts, loans, advances and other receivables (net)	923.34	(85.85)
Assets written off	82.45	1.73
Provision for warranty	67.55	15.00
Provisions/liabilities written back	(211.62)	(529.08)
Remeasurement of defined benefit obligations	23.70	511.05
Recognition of share based payments at fair value	-	25.66
Operating profit before working capital changes	2,088.24	1,805.68
Net changes in working capital		
Change in trade receivables	3,078.52	5,984.53
Change in loans	(1,877.82)	(589.78)
Change in other financial assets	95.57	3,142.96
Change in other assets	(1,743.16)	(572.62)
Change in trade payables	(1,804.69)	(2,675.03)
Change in other financial liabilities	289.93	43.32
Change in other liabilities	(2,127.56)	(1,110.61)
Change in provisions	(211.67)	(519.49)
Net changes in working capital:	(4,300.88)	3,703.28
Cash (used in) / flow from operations	(2,212.64)	5,508.96
Current taxes (paid)/refund (net)	551.19	(87.53)
Net cash (used in) / flow from operating activities (A)	(1,661.45)	5,421.43

Consolidated Cash Flow Statement for the year ended March 31, 2026

(Unless otherwise stated, all amounts are in INR Lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
B Cash flows from investing activities:		
Purchase of property, plant and equipment (including capital work in progress)	(145.94)	(333.43)
Purchase of investment	(58.00)	-
Purchase for intangible asset	(24.06)	-
Proceeds from sale of property, plant and equipment	1,000.85	10.91
Fixed deposits (purchased)/ matured - (net)	(497.15)	(996.29)
Interest received	833.66	76.20
Net cash flow from /(used in) investing activities (B)	1,109.36	(1,242.61)
C Cash flows from financing activities:		
Proceeds from long term borrowings	-	-
Repayment of long term borrowings	(41.07)	(345.71)
Proceeds/ (Repayments) of short term borrowings (net)	1,192.01	(3,256.00)
Principal payment of lease liabilities	(13.60)	(11.92)
Interest payment of lease liabilities	(2.24)	(1.40)
Interest paid	(629.76)	(308.86)
Net cash flow from/(used) in financing activities (C)	505.34	(3,923.89)
Net (decrease)/increase in cash and cash equivalents (A+B+C)	(46.75)	254.93
Cash and cash equivalents at the beginning of the year	398.99	144.06
Cash and cash equivalents at the end of the year	352.24	398.99
Reconciliation of cash and cash equivalents as per the cash flow statement (Refer Note 14)		
	As at March 31, 2026	As at March 31, 2025
Cash and cash equivalents as per above comprises of the following :		
a. Cash in hand	1.55	7.41
b. Balances with banks		
- in current account	292.28	247.02
- in other account	52.64	138.41
- in fixed deposit account (less than 3 month maturity)	5.77	6.15
	352.24	398.99

Note: The above Consolidated Statement of Cash Flows has been prepared under the 'Indirect Method' as set out in Ind AS 7, 'Statement of Cash Flows'. All figures in brackets are outflows.

The summary of material accounting policies and other explanatory notes are an integral part of the consolidated financial statements.

For **MRKS and Associates**
Chartered Accountants
Firm Registration No.: 023711N
Sd/-
Saurabh Kuchhal
Partner
Membership No. 512362

For and on behalf of the Board of Directors

Sd/-
Amit Mittal
Managing Director and CEO
(DIN 00058944)

Sd/-
Dipali Mittal
Non Executive Director
(DIN 00872628)

Sd/-
Lalit Kumar
Chief Financial Officer

Sd/-
Atul Kumar Agarwal
Company Secretary
M. No.: FCS - 6453

Place : Gurugram
Date : July 14, 2026

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

1. CORPORATE INFORMATION

A2Z Infra Engineering Limited ('A2Z or the Holding Company') was incorporated at National Capital Territory of Delhi and Haryana on January 7, 2002 for providing maintenance and engineering services. The Holding Company commenced its business with the facility management services and entered into engineering business during the year 2005-06.

The Group's engineering business segment primarily includes supply, erection and maintenance of electrical transmission lines including laying and maintenance of Optic Fiber Cable (OFC) and allied services to power distribution companies.

These consolidated financial statements ('financial statements') for the year ended March 31, 2026 were authorized and approved for issue by the Board of Directors on July 14, 2026. The revisions to the consolidated financial statements are permitted by the Board of Directors of the Holding Company after obtaining necessary approvals or at the instance of regulatory authorities as per provisions of the Act.

2. MATERIAL ACCOUNTING POLICIES AND KEY ACCOUNTING ESTIMATES AND JUDGEMENTS

2.1 Statement of compliance

These consolidated financial statements of the Group have been prepared in accordance with the Indian Accounting Standards (Ind AS) as prescribed under section 133 of the Companies act, 2013 ("The Act") read with rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standards) Amendment Rules 2016 issued by Ministry of Corporate Affairs ('MCA'). All other relevant provisions of the Act, as amended, are also complied with in these financial Statements. The Group has prepared these financial statements which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, the Statement of Cash Flows and the Statement of Changes in Equity for the year ended March 31, 2026, and a summary of the material accounting policies and other explanatory information (together hereinafter referred to as 'Consolidated financial statements').

The consolidated financial statements have been prepared on going concern basis using a historical cost convention, except certain financial assets and financial liabilities which are measured at fair value as explained in relevant accounting policies.

The consolidated financial statements are presented in INR which is assessed to be the functional currency of the Group in accordance with Ind AS. All values are rounded to the nearest lakhs (INR 00,000), except when otherwise indicated.

The Group has uniformly applied the accounting policies during the period presented.

2.2 Use of estimates and judgments

The preparation of financial statements in conformity with Ind AS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income, expenses and disclosures of contingent assets and liabilities at the date of these consolidated financial statements. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed at each balance sheet date. Any revision to accounting estimates and assumptions are recognised prospectively i.e. recognised in the period in which the estimate is revised and future periods affected.

In particular, information about material judgements and areas of estimation uncertainty in applying accounting policies that have the most material effect on the amounts recognised in the financial statements are discussed below:

Material management judgements

The following are material management judgements in applying the accounting policies of the Group that have the most material effect on the financial statements.

- **Recognition of deferred tax assets** - The extent to which deferred tax assets can be recognized is based on an assessment of the probability of the Group's future taxable income against which the deferred tax assets can be utilized.
- **Evaluation of indicators for impairment of assets** – The evaluation of applicability of indicators of impairment of assets requires assessment of several external and internal factors which could result in deterioration of recoverable amount of the assets.
- **Classification of leases** – The Group enters into leasing arrangements for various premises. The assessment (including measurement) of the lease is based on several factors, including, but not limited to, transfer of ownership of leased asset at end of lease term, lessee's option to extend/terminate etc. After the commencement date, the group reassesses the lease term if there is a material event or change in circumstances that is within its control and affects its ability to exercise

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

or not to exercise the option to extend or to terminate.

- **Contingencies**

In the normal course of business, contingent liabilities may arise from litigation, taxation and other claims against the Group. A tax provision is recognised when the Group has a present obligation as a result of a past event; it is probable that the Group will be required to settle that obligation. Where it is management's assessment that the outcome cannot be reliably quantified or is uncertain the claims are disclosed as contingent liabilities unless the likelihood of an adverse outcome is remote. Such liabilities are disclosed in the notes but are not provided for in the financial statements.

When considering the classification of a legal or tax cases as probable, possible or remote there is judgement involved. This pertains to the application of the legislation, which in certain cases is based upon management's interpretation of country specific tax law, in particular India, and the likelihood of settlement. Management uses in-house and external legal professionals to inform their decision.

Although there can be no assurance regarding the final outcome of the legal proceedings, the Group does not expect them to have a materially adverse impact on the Group's financial position or profitability.

- **Provisions**

At each balance sheet date basis the management judgment, changes in facts and legal aspects, the Group assesses the requirement of provisions against the outstanding contingent liabilities. However, the actual future outcome may be different from this judgement.

- **Going Concern**

The management has made an assessment of the Group's ability to continue as going concern and is satisfied that the Group has resources to continue in business for the foreseeable future. Further, management is not aware of any material uncertainties that may cast material doubt upon the Group's ability to continue as going concern, read with note 31.

- **Estimation uncertainty**

Information about estimates and assumptions that have the most material effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

- **Recoverability of advances/ receivables** – At each balance sheet date, based on discussions with the respective counter-parties and internal assessment of their credit worthiness, the management assesses the recoverability and expected credit loss of outstanding receivables and advances. Such assessment requires material management judgement based on financial position of the counter-parties, market information and other relevant factor.
- **Classification of assets and liabilities into current and non-current** – The management classifies the assets and liabilities into current and non-current categories based on management's expectation of the timing of realisation of the assets or timing of contractual settlement of liabilities.
- **Warranty provision** – The management makes estimate of costs that would be incurred with respect to warranties given on products. The provision requires use of several estimates based on past data and expectations of future.
- **Impairment of non-financial assets** – The evaluation of applicability of indicators of impairment of assets requires assessment of several external and internal factors which could result in deterioration of recoverable amount of the assets.
- **Impairment of financial assets** – The group estimates the recoverable amount of trade receivables and other financial assets where collection of the full amount is expected to be no longer probable. For individually material amounts, this estimation is performed on an individual basis considering the length of time past due, financial condition of the counter-party, impending legal disputes, if any and other relevant factors.
- **Useful lives of depreciable/ amortisable assets (Property plant and equipment and intangible)** – Management reviews its estimate of the useful lives of depreciable/ amortisable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical and economic obsolescence that may change the utility of certain software and other plant and equipment.
- **Revenue recognition** – The Group uses the Input method (percentage completion method) in accounting for its revenue from construction services. The use of percentage-of-completion method requires the Group to estimate costs expended to date as a proportion of the total costs to be expended. Costs expended have been used to measure progress towards completion as there is a direct relationship between input and output.
- **Contract estimates** – The Group, being a part of construction industry, prepares budgets in respect of each project

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

to compute project profitability. The two major components of contract estimate are 'claims arising during construction period' (described below) and 'budgeted costs to complete the contract'. While estimating these components various assumptions are considered by the management such as (i) Work will be executed in the manner expected so that the project is completed timely (ii) consumption norms will remain same (iii) Assets will operate at the same level of productivity as determined (iv) Wastage will not exceed the normal % as determined etc. (v) Estimates for contingencies (vi) There will be no change in design and the geological factors will be same as communicated and (vii) price escalations etc. Due to such complexities involved in the budgeting process, contract estimates are highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

- **Recoverability of claims** – The Group has claims in respect of cost over-run arising due to client caused delays, suspension of projects, deviation in design and change in scope of work etc., which are at various stages of negotiation/discussion with the clients or under arbitration. The realisability of these claims are estimated based on contractual terms, historical experience with similar claims as well as legal opinion obtained from internal and external experts, wherever necessary. Changes in facts of the case or the legal framework may impact realisability of these claims.
- **Defined benefit obligation (DBO)** – Management's estimate of the DBO is based on a number of critical underlying assumptions such as standard rates of inflation, trends, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may materially impact the DBO amount and the annual defined benefit expenses.
- **Fair value measurements** – Management applies valuation techniques to determine the fair value of financial instruments (where active market quotes are not available). This involves developing estimates and assumptions consistent with how market participants would price the instrument. Management bases its assumptions on observable data as far as possible but this is not always available. In that case management uses the best information available.

2.3 Material accounting policies

a) Revenue recognition

The Group recognises revenue from contracts with customers when it satisfies a performance obligation by transferring promised goods or service to a customer. The revenue is recognised to the extent of transaction price allocated to the performance obligation satisfied. Performance obligation is satisfied over time when the transfer of control of good or service to a customer is done over time and in other cases, performance obligation is satisfied at a point in time. For performance obligation satisfied over time, the revenue recognition is done by measuring the progress towards complete satisfaction of performance obligation. The progress is measured in terms of a proportion of actual cost incurred to-date, to the total estimated cost attributable to the performance obligation.

Transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring goods or services to a customer excluding amounts collected on behalf of a third party. Variable consideration is estimated using the expected value method or most likely amount as appropriate in a given circumstance. Payment terms agreed with a customer are as per business practice and the financing component, if material, is separated from the transaction price and accounted as interest income.

Costs to obtain a contract which are incurred regardless of whether the contract was obtained are charged-off in the Statement of Profit and Loss immediately in the period in which such costs are incurred. Incremental costs of obtaining a contract, if any, and costs incurred to fulfil a contract are amortised over the period of execution of the contract in proportion to the progress measured in terms of a proportion of actual cost incurred to-date, to the total estimated cost attributable to the performance obligation.

Material judgments are used in:

- Determining the revenue to be recognised in case of performance obligation satisfied over a period of time. Revenue recognition is done by measuring the progress towards complete satisfaction of performance obligation. The progress is measured in terms of a proportion of actual cost incurred to-date, to the total estimated cost attributable to the performance obligation.
- Determining the estimated losses, which are recognised in the period in which such losses become probable based on the expected total contract cost as at the reporting date.

i. Revenue from engineering services

Fixed price contracts: Contract revenue is recognised over time to the extent of performance obligation satisfied and control is transferred to the customer. Contract revenue is recognised at allocable transaction price which represents the cost of work performed on the contract plus proportionate margin, using the percentage of completion method. Percentage of completion is the proportion of cost of work performed to-date, to the total estimated contract costs.

Impairment loss (termed as provision for foreseeable losses) is recognised in profit or loss to the extent the carrying amount

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

of the contract asset exceeds the remaining amount of consideration that the Group expects to receive towards remaining performance obligations (after deducting the costs that relate directly to fulfil such remaining performance obligations). In addition, the Group recognises impairment loss (termed as provision for expected credit loss in the financial statements) on account of credit risk in respect of a contract asset using expected credit loss model on similar basis as applicable to trade receivables.

Contract revenue earned in excess of billing has been reflected under "Other financial assets" and billing in excess of contract revenue has been reflected under "Other current liabilities" in the Balance Sheet. As the outcome of the contracts cannot be measured reliably during the early stages of the project, contract revenue is recognised only to the extent of costs incurred in the statement of profit and loss unless the actual cost reaches a minimum threshold of 10% of total estimated cost of the project.

Liquidated damages/ penalties, interest, warranties and contingencies are provided for, based on management's assessment of the estimated liability, as per contractual terms and/or acceptance.

ii. Revenue from operation and maintenance services

Revenue from maintenance contracts and renting of equipments are recognised over the period of the contract as and when services are rendered in accordance with the terms of the respective contract.

iii. Income from professional and data processing services

Income from professional and data processing services is recognized as and when the customer receives the benefit of the Group's performance and the Group has an enforceable right to payment for services transferred.

iv. Revenue from operation of plant

Revenue from operation of plant is recognised on transfer of material risks and rewards of ownership to the buyer, which is when delivered, and measured on an accrual basis based on the rates in accordance with the provisions of the Power Purchase Agreements (PPAs) entered into by the Group with the procurer's of power. Claims for delayed payment charges and other claims are accounted by the Group on accrual basis in accordance with the provisions of the PPAs only when it is reasonable to expect ultimate collection. Excise Duty is not applicable on generation and sale of power. Sales exclude sales tax and value added tax, where applicable.

v. Revenue from sale of goods

Revenue is recognised when the control of the same is transferred to the customer and it is probable that the Group will collect the consideration to which it is entitled for the exchanged goods. Performance obligations in respect of contracts for sale of goods is considered as satisfied at a point in time when the control of the same is transferred to the customer and where there is an alternative use of the asset or the Group does not have either explicit or implicit right of payment for performance completed till date. In case where there is no alternative use of the asset and the Group has either explicit or implicit right of payment considering legal precedents, performance obligation is considered as satisfied over a period of time and revenue is recognized over time. The Group collects goods and service tax (GST) (as applicable) on behalf of the government and, therefore, these are not economic benefits flowing to the Group.

vi. Other income

- Interest income on investments and loans is accrued on a time basis by reference to the principal outstanding and the effective interest rate including interest on investments classified as fair value through profit or loss or fair value through other comprehensive income. Interest receivable on customer dues is recognised as income in the Statement of Profit and Loss on accrual basis provided there is no uncertainty towards its realisation.
- Dividend income is accounted in the period in which the right to receive the same is established.
- Income from export incentives such as duty drawback is recognized on accrual basis when no material uncertainties as to the amount of consideration that would be derived and as to its ultimate collection exist.
- Other items of income are accounted as and when the right to receive such income arises and it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably.

b) Foreign currencies and operations

i. Functional and presentation currency

Items included in the financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates ('the functional currency'). The financial statements are presented in Indian rupee (INR), which is the Group's functional and presentation currency. All amounts have been rounded off to the nearest lakhs, unless otherwise stated.

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

ii. Foreign currency transactions and balances

Foreign currency transactions are recorded in the functional currency (Indian Rupee) by applying to the foreign currency amount the exchange rate between the functional currency and the foreign currency on the date of the transaction (spot exchange rate).

All monetary items denominated in foreign currency are converted into Indian Rupees at the year-end exchange rate. The exchange differences arising on such conversion and on settlement of the transactions are recognised in the statement of profit and loss.

Non-monetary items in terms of historical cost denominated in a foreign currency are reported using the exchange rate prevailing on the date of the transaction.

c) Joint operations

The Group enters into certain joint arrangements when the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Such arrangements are considered to be joint operations, and the Group recognises the following in relation to its interest in a joint operation:

- its assets, including its share of any assets held jointly;
- its liabilities, including its share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output arising from the joint operation;
- its share of the revenue from the sale of the output by the joint operation; and
- its expenses, including its share of any expenses incurred jointly.

d) Property, plant and equipment (PPE)**i. Initial recognition**

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any.

Cost comprises the purchase price and any attributable / allocable cost of bringing the asset to its working condition for its intended use. The cost also includes direct cost and other related incidental expenses.

When material components of property, plant and equipment are required to be replaced at intervals, recognition is made for such replacement of components as individual assets with specific useful life and depreciation as if these components are initially recognized as separate asset. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group. All other repair and maintenance costs are recognised in profit or loss as incurred.

ii. Subsequent measurement

Depreciation is provided from the date the assets are ready to be put to use, on straight line method as per the useful life of the assets as prescribed under Part C of Schedule II of the Companies Act, 2013 except for leasehold land which is amortised over the lease term on straight line basis..

Particulars	Useful life (Straight line method)
Building	10-60 Years
Office equipment	5 Years
Plant and equipment	8-25 Years
Computers	3-6 Years
Furniture and fixtures	8-10 Years
Vehicles	8-10 Years
Leasehold land	Over the lease term on straight line basis.

Depreciation method, useful life and residual value are reviewed periodically.

Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognized in profit or loss within 'other income' or 'other expenses' respectively.

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

e) Intangible assets

Intangible assets include Computer software which is stated at cost less accumulated amortisation. This software is amortised on a straight line basis over the estimated useful life of five to six years, as determined by the management.

f) Investment

Investment in equity instruments of subsidiaries and associates are measured at cost as per Ind AS 27 'Separate Financial Statements'.

g) Leases

i. Where the Group is lessee – Right of use assets and lease liabilities

For any new contracts entered into on or after 1 April 2019, the Group considers whether a contract is, or contains a lease (the transition approach has been explained and disclosed in notes). A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Classification of leases

The Group enters into leasing arrangements for various assets. The assessment of the lease is based on several factors, including, but not limited to, transfer of ownership of leased asset at end of lease term, lessee's option to extend/purchase etc.

Recognition and initial measurement

At lease commencement date, the Group recognises a right-of-use asset and a lease liability on the balance sheet. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group, an estimate of any costs to dismantle and remove the asset at the end of the lease (if any), and any lease payments made in advance of the lease commencement date (net of any incentives received).

Subsequent measurement

The Group depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Group also assesses the right-of-use asset for impairment when such indicators exist.

At lease commencement date, the Group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Group's incremental borrowing rate. Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed payments) and variable payments based on an index or rate. Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is re-measured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is re-measured, the corresponding adjustment is reflected in the right-of-use asset.

The Group has elected to account for short-term leases using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in statement of profit and loss on a straight-line basis over the lease term.

ii. Where the Group is lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases. Rental income from operating lease is recognized on a straight-line basis over the term of the relevant lease, except when the lease rentals, increase are in line with general inflation index. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Leases are classified as finance leases when substantially all of the risks and rewards of ownership transfer from the Group to the lessee. Amounts due from lessees under finance leases are recorded as receivables at the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the net investment outstanding in respect of the lease.

h) 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.

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

i. Initial measurement, recognition and derecognition

Financial assets and financial liabilities are recognized when the Group becomes a party to the contractual provisions of the financial instrument and are measured initially at fair value adjusted by transaction costs, except for those carried at fair value through profit or loss which are measured initially at fair value.

A financial asset (or, where applicable, a part of a financial asset or part of a Group of similar financial assets) is primarily derecognised (i.e. removed from the Group's balance sheet) when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (1) the Group has transferred substantially all the risks and rewards of the asset, or (2) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

ii. Classification and subsequent measurement of financial assets

For the purpose of subsequent measurement, financial assets are classified into the following categories upon initial recognition:

- Debt instruments at Amortised cost
- Debt instruments at Fair value through other comprehensive income (FVTOCI)
- Debt instruments, derivatives and equity instruments at Fair value through profit or loss (FVTPL)
- Equity instruments measured at Fair value through other comprehensive income (FVTOCI)
- Equity instruments measured at Fair value through profit or loss (FVTPL)

➤ Debt instruments at amortised cost

A 'debt instrument' is measured at the amortised cost if both the following conditions are met:

1. The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
2. 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.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the profit or loss. The losses arising from impairment are recognised in the profit or loss.

➤ Debt instruments at fair value through other comprehensive income

A 'debt instrument' is classified as at the FVTOCI if both of the following criteria are met:

1. The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and
2. The asset's contractual cash flows represent SPPI.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognized in the other comprehensive income (OCI). However, the Group recognizes interest income, impairment losses & reversals and foreign exchange gain or loss in the statement of profit and loss. On derecognition of the asset, cumulative gain or loss previously recognised in OCI is reclassified from the equity to statement of profit and loss. Interest earned whilst holding FVTOCI debt instrument is reported as interest income using the EIR method.

➤ Debt instruments at fair value through profit or loss

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 Group 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').

Debt instruments included within the FVTPL category are measured at fair value with all changes recognized in the statement of profit and loss.

➤ Equity instruments

All equity investments in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

are classified as at FVTPL. For all other equity instruments, the Group may make an irrevocable election to present in other comprehensive income subsequent changes in the fair value. The Group makes such election on an instrument by-instrument basis. The classification is made on initial recognition and is irrevocable.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the statement of profit and loss.

If the Group decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognized in OCI. There is no recycling of the amounts from OCI to statement of profit and loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity.

iii. Classification and subsequent measurement of financial liabilities

All financial liabilities are recognised initially at its fair value adjusted by directly attributable transaction costs.

The measurement of financial liabilities depends on their classification, as described below:

➤ Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. Gains or losses on liabilities held for trading are recognised in the profit or loss.

The Group has not designated any financial liability as at fair value through profit and loss.

➤ Financial liabilities measured at amortised cost

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.

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.

➤ 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.

iv. Impairment of financial assets

In accordance with Ind AS 109, the Group applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

- Financial assets that are debt instruments, and are measured at amortised cost.
- Trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115
- Loan commitments which are not measured as at FVTPL
- Financial guarantee contracts which are not measured as at FVTPL

The Group follows 'simplified approach' for recognition of impairment loss allowance on trade receivables or contract revenue receivables; and the application of simplified approach does not require the Group to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets and risk exposure, the Group determines that whether there has been a material increase in the credit risk since initial recognition. If credit risk has not increased materially, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased materially, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a material increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

The Group does not have any purchased or originated credit-impaired (POCI) financial assets, i.e., financial assets which are credit impaired on purchase/ origination.

i) Equity shares

Equity shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

j) Reserve and surplus

Nature and purpose of reserves;

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

i. General reserve

General reserves can be used for the purpose and as per guidelines prescribed in the Companies Act, 2013.

ii. Securities premium reserve

Securities premium is used to record the premium on issue of shares or debentures. The reserve will be utilised in accordance with the provisions of the Act.

iii. Net gain on fair value of defined benefit plans

The Group has recognised premeasurement gains/ (loss) on defined benefit plans in Other Comprehensive Income (OCI). These changes are accumulated within the OCI reserve within other equity. The Group transfers amounts from this reserve to retained earnings when the relevant obligations are derecognised.

iv. Employee stock option plan reserves

The Group has six types of Option schemes under which options to subscribe for the Group's share have been granted to certain employees. The Employee Stock Option Plan Reserves is used to recognise the value of equity settled share based payments provided to employees. Refer note 27.2 for further details of these plans.

k) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments (original maturity less than 3 months) that are readily convertible into known amounts of cash and which are subject to an in material risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above as they are considered an integral part of the Group's cash management.

l) Income taxes

Tax expense recognised in statement of profit and loss comprises the sum of deferred tax and current tax not recognised in Other Comprehensive Income ('OCI') or directly in equity.

Current income-tax is measured at the amount expected to be paid to the tax authorities in accordance with the Income Tax Act, 1961. Current income-tax relating to items recognised outside statement of profit and loss is recognised outside statement of profit and loss (either in OCI 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 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 generally recognised in full for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that the underlying tax loss, unused tax credits or deductible temporary difference will be utilised against future taxable income. This is assessed based on the Group's forecast of future operating results, adjusted for material non-taxable income and expenses and specific limits on the use of any unused tax loss or credit. Deferred tax assets or liability arising during tax holiday period is not recognised to the extent it reverses out within the tax holiday period. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date. Deferred tax relating to items recognised outside statement of profit and loss is recognised outside statement of profit and loss (either in OCI 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.

m) Fair value measurement

The Group measures financial instruments at fair value on initial recognition

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 Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

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 material to the fair value measurement is directly or indirectly observable.
- Level 3 — Valuation techniques for which the lowest level input that is material to the fair value measurement is unobservable.

n) Impairment of non-financial assets

At each reporting date, the Group assesses whether there is any indication based on internal / external factors, that an asset may be impaired. If any such indication exists, the recoverable amount of the asset or the cash generating unit (CGU) is estimated. If such recoverable amount of the asset or CGU to which the asset belongs is less than its carrying amount, the carrying amount is reduced to its recoverable amount and the reduction is treated as an impairment loss and is recognized in the Consolidated Statement of Profit and Loss. If, at the reporting date, there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount is reassessed and the asset is reflected at the recoverable amount. Impairment losses previously recognized are accordingly reversed in the Consolidated Statement of Profit and Loss. An asset is deemed impairable when recoverable value is less than its carrying cost and the difference between the two represents provisioning exigency.

o) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is determined on a first-in-first-out basis and includes all applicable overheads in bringing the inventories to their present location and condition. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and to make the sale.

p) Provisions, contingent liabilities and contingent assets

Provisions are measured at the management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. If the effect of the time value of money is material, provisions are discounted using a current 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. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement.

A provision is recognised when:

- The Group has a present obligation 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.

The Group does not recognise contingent liabilities but it is disclosed in the financial statements unless the possibility of an outflow of resources embodying economic benefits is remote.

Contingent assets are neither recognized nor disclosed. However, when realization of income is virtually certain, related asset is recognized.

q) Employee benefits

i. Short-term employee benefits

All employee benefits payable wholly within twelve months of rendering the service are classified as short term employee benefits. Benefits such as salaries, wages, performance incentives, etc. are recognised at actual amounts due in the period in which the employee renders the related service.

ii. Post-employment benefits

1. **Defined contribution plans:** The Group makes payments made to defined contribution plans such as provident fund and employees' state insurance. The Group has no further payment obligations once the

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

contributions have been paid. The contributions are accounted for as defined contribution plans and the contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

2. **Defined benefit plans:** The liability is accounted for on the basis of actuarial valuation as per Ind AS 19 'Employee Benefits'. Liability recognized in the Consolidated Balance Sheet in respect of gratuity is the present value of the defined benefit obligation at the end of each reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of defined benefit is determined by discounting the estimated future cash outflows by reference to market yield at the end of each reporting period on government bonds that have terms approximate to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the Consolidated Statement of Profit and Loss.

Actuarial gain / loss pertaining to gratuity, post separation benefits are accounted for as OCI. All remaining components of costs are accounted for in Consolidated Statement of Profit and Loss.

3. **Other long-term employee benefits:** Other long-term employee benefits are recognised as an expense in the Statement of Profit and Loss as and when they accrue. The Group determines the liability using the Projected Unit Credit Method, with actuarial valuations carried out as at the balance sheet date. Actuarial gains and losses in respect of such benefits are charged to the Statement of Profit and Loss.

r) Borrowing costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Other borrowing costs are expensed in the period in which they are incurred. Also, the effective interest rate (EIR) amortization is included in finance costs.

s) Earnings per share

Basic earnings per share is calculated by dividing the net profit / (loss) for the year attributable to equity shareholders by weighted average number of equity shares outstanding during the year.

For the purpose of calculating diluted earnings per share, the net profit / (loss) for the year attributable to equity shareholders and the weighted average numbers of shares outstanding during the year are adjusted for the effects of all dilutive potential equity shares.

t) Segment reporting

The Group's operating businesses are organized and managed separately according to the nature of services, with each segment representing a strategic business unit that offers different services to different markets. The Group has three operating/reportable segments, i.e., engineering services, Power generation projects and others represents trading of goods, and renting of equipments.

The operating segments are managed separately as each involves different regulations, marketing approaches and other resources. These operating segments are monitored by the Group's chief operating decision maker and strategic decisions are made on the basis of segment operating results. All inter-segment transfers are carried out at arm's length prices based on prices charged to unrelated customers in consolidated sales of identical goods or services.

For management purposes, the Group uses the same measurement policies as those used in its financial statements. In addition, corporate assets which are not directly attributable to the business activities of any operating segment are not allocated to a segment.

No asymmetrical allocations have been applied between segments.

u) Share based payments

The fair value of options granted under Employee Stock Option Plan is recognised as an employee benefits expense with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options. The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognises the impact of the revision to original estimates, if any, in statement of profit and loss, with a corresponding adjustment to equity.

Summary of material accounting policies and other explanatory information to the consolidated financial statements for the year ended March 31, 2026

v) Current/non-current classification

The Group 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.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

w) Exceptional items

When items of income and expense within profit or loss from ordinary activities are of such size, nature or incidence that their disclosure is relevant to explain the performance of the enterprise for the period, the nature and amount of such material items are disclosed separately as exceptional items.

2.4 Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

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, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.
2. Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. 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 amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and require companies to disclose that they have applied the relief. This relief is immediate and applies retrospectively. The amendments also require companies to provide new disclosures to compensate for potential loss of information resulting from the relief. Such disclosures are to be provided for annual reporting periods beginning on or after April 1, 2025. The Company has applied the mandatory relief and will evaluate the new disclosure requirement relating to annual financial statements, as appropriate and disclose accordingly.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 3: PROPERTY, PLANT AND EQUIPMENT, RIGHT OF USE OF ASSET AND CAPITAL WORK IN PROGRESS

	Freehold land	Lease-hold improvement	Computers	Buildings	Plant and equipment	Furniture and fixtures	Vehicles	Tools and equipment	Office equipment	Total	Right of use Asset (Refer Note 52)	Capital work in progress
Gross carrying amount:												
Balance as at April 1, 2024	508.18	73.47	945.34	5,877.14	16,696.16	326.84	3,123.93	277.90	735.36	28,564.32	113.24	32,554.37
Additions	-	-	9.50	-	145.60	5.78	89.11	-	6.57	256.56	-	75.59
Disposals/adjustment	-	(47.47)	(235.77)	-	(218.45)	(36.60)	44.74	-	(56.21)	(549.76)	-	-
Balance as at March 31, 2025	508.18	26.00	719.07	5,877.14	16,623.31	296.02	3,257.78	277.90	685.72	28,271.12	113.24	32,629.96
Additions	-	-	1.13	-	65.11	35.69	-	-	8.83	110.76	84.89	32.73
Disposals/adjustment	-	-	-	(626.45)	-	-	(13.34)	-	-	(639.79)	-	-
Balance as at March 31, 2026	508.18	26.00	720.20	5,250.69	16,688.42	331.71	3,244.44	277.90	694.55	27,742.09	198.13	32,662.69
Accumulated depreciation, amortisation and impairment:												
Balance as at April 1, 2024	-	73.47	934.63	4,050.07	15,484.05	315.69	2,759.99	271.86	719.76	24,609.52	94.69	26,788.49
Depreciation	-	-	7.61	66.79	311.09	3.01	83.81	3.50	4.49	480.30	11.58	-
Impairment	-	-	-	-	-	-	-	-	-	-	-	4,074.53
Disposals/adjustment	-	(47.47)	(235.77)	-	(218.45)	(36.60)	44.74	-	(56.21)	(549.77)	-	-
Balance as at March 31, 2025	-	26.00	706.47	4,116.86	15,576.69	282.10	2,888.54	275.36	668.04	24,540.06	106.27	30,863.02
Depreciation	-	-	9.15	64.92	290.78	6.75	85.08	0.40	5.78	462.86	13.73	-
Impairment	-	-	-	-	-	-	-	-	-	-	-	1,247.38
Disposals/adjustment	-	-	-	(26.99)	-	-	(13.34)	-	-	(40.33)	-	-
Balance as at March 31, 2026	-	26.00	715.62	4,154.79	15,867.47	288.85	2,960.28	275.76	673.82	24,962.59	120.00	32,110.40
Net carrying amount:												
Balance as at March 31, 2026	508.18	-	4.58	1,095.90	820.95	42.86	284.16	2.14	20.73	2,779.50	78.13	552.29
Balance as at March 31, 2025	508.18	-	12.60	1,760.28	1,046.62	13.92	369.24	2.54	17.68	3,731.06	6.97	1,766.94

Note 3.1 : Power plant litigation and Impairment

In respect of the disputes with the said sugar mills relating to cogeneration power plants, the Holding Company had earlier filed petitions under Section 11 of the Arbitration and Conciliation Act, 1996 before the High Court of Punjab and Haryana for appointment of an independent arbitrator.

The disputes primarily relate to various contractual matters, including claims pertaining to guaranteed returns, repair and maintenance of boilers, and electricity procured for operating the plants. Earlier in 2021, arbitral awards amounting to INR 7,234.73 lakhs and interest thereon were passed by the Additional Registrar against the Company. The Holding Company has challenged the said award under Section 34 of the Arbitration and Conciliation Act, 1996 before the District & Sessions Court, Chandigarh on the basis that the Registrar is not an Independent Arbitrator under the meaning of section 11 of Arbitration and Conciliation Act, 1996, and the matter is currently pending adjudication.

Further, due to disputes with the sugar mills, access of the Holding Company's personnel to the respective power plant premises has been restricted. The Holding Company has taken appropriate legal action in this regard.

Considering the ongoing disputes, uncertainty over recoverability of assets, and restricted access to the plants, the management had, in earlier periods, assessed the carrying value of the cogeneration power plants set up on a Build, Own, Operate and Transfer (BOOT) basis and recorded a full impairment.

Furthermore, on 05.12.2025, High Court of Punjab and Haryana appointed a Sole Arbitrator for resolution of the said disputes and the arbitration proceedings are currently in progress before the Sole Arbitrator.

Note 3.2: Contractual commitments

The Group does not have any outstanding contractual commitments to purchase any items of property, plant and equipment (including capital work in progress).

Note 3.3: Property, plant and equipment are pledged as collateral for borrowings from banks (Refer Note 17 and Note 22).

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 3.4: Capital work in progress

Assets under construction comprises of expenditure in the course of construction. The amount of expenditure recognised in carrying amount of capital work in progress are as under.

	As at March 31, 2026	As at March 31, 2025
Buildings under construction	1,302.02	1,302.02
Power plant equipment's under erection	20,972.09	20,939.36
Borrowing costs capitalised	184.87	184.87
Other expenses (directly attributable to construction/erection of assets)		
Employee benefit expense	1,099.37	1,099.37
Depreciation	491.36	491.36
Other directly attributable expenses (including trial/test run expenses)	8,828.45	8,828.45
Less:- Revenue recognised during trial run period	(215.47)	(215.47)
Less:- Impairment (Refer Note 3.1)	(32,110.40)	(30,863.02)
Total	552.29	1,766.94

Capital work-in-progress ageing schedule for the year ended March 31, 2026 is as follows:

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	-	-	-	-	-
Projects temporarily suspended	19.49	17.30	138.82	376.69	552.29
Total	19.49	17.30	138.82	376.69	552.29

Capital work-in-progress ageing schedule for the year ended March 31, 2025 is as follows:

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	75.59	289.91	538.76	139.71	1,043.97
Projects temporarily suspended	-	-	-	722.97	722.97
Total	75.59	289.91	538.76	862.68	1,766.94

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 4 : OTHER INTANGIBLE ASSETS

	Computer Software	Intangibles assets under development	Goodwill (Refer Note 5)
Gross carrying amount:			
Balance as at April 1, 2024	797.55	-	3,563.65
Additions	202.50	-	-
Disposal/adjustments	-	-	-
Balance as at March 31, 2025	1,000.05	-	3,563.65
Additions	2.40	21.66	-
Disposal/adjustments	(532.53)	-	-
Balance as at March 31, 2026	469.92	21.66	3,563.65
Amortisation and impairment:			
Balance as at April 1, 2024	795.79	-	-
Amortisation	1.22	-	-
Disposal/adjustments	202.50	-	-
Balance as at March 31, 2025	999.51	-	-
Amortisation	1.04	-	-
Disposal/adjustments	(532.53)	-	-
Balance as at March 31, 2026	468.02	-	-
Net carrying amount:			
Balance as at March 31, 2026	1.90	21.66	3,563.65
Balance as at March 31, 2025	0.54	-	3,563.65

Note 4.1: The Group does not have any outstanding contractual commitments to purchase any items of intangible assets.

Note 4.2: Amortisation of intangible assets is included under depreciation and amortisation expense in the Statement of Profit and Loss. Intangible assets under development represent expenditure incurred on the development and implementation of software and are not amortised until such assets are available for their intended use.

Note 5 : IMPAIRMENT TESTING OF GOODWILL

Goodwill acquired through business combinations has been allocated to the cash generating units (CGU) below, which are also operating and reportable segments, for impairment testing:

(i) Facility management services (FMS)

Carrying amount of goodwill allocated to each CGUs are as under;

	As at March 31, 2026	As at March 31, 2025
(i) Facility management services (FMS)	3,563.65	3,563.65
	3,563.65	3,563.65

The Group performed its impairment test for the goodwill assessment. The Group considers the relationship between recoverable value which is calculated based on future discounted cash flows/net sale price, as applicable and its book value, among other factors, when reviewing for indicators of impairment.

Facility management services (FMS)

The recoverable amount of this segment was determined based on value-in-use calculations, covering a detailed five-year forecast, followed by an extrapolation of expected cash flows for the remaining useful lives using a declining growth rate determined by the management. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 6: INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

	As at March 31, 2026	As at March 31, 2025
A. Investment accounted for using the equity method		
Carrying amount		
I. Investments in equity instruments	-	-
II. Investments in preference shares (Debt portion)	-	-
III. Investments in debentures (Debt portion)	-	-
Total	-	-
B. Investments In Equity Mutual Fund (Quoted) - at fair value through profit and loss (FVTPL)		
I. Investment in mutual fund	49.80	-
Total	49.80	-
Details of investments:		
I. Investment in equity instruments [Valued at cost]:		
Associate companies [Unquoted]:		
a. In fully paid-up equity shares :		
9,693,987 (March 31, 2025 9,693,987) equity shares of INR 10 each in Greeneffect Waste Management Limited	969.40	969.40
10,000 (March 31, 2025 10,000) equity shares of INR 10 each in A2Z Waste Management (Jaipur) Limited	1.00	1.00
24,000 (March 31, 2025 24,000) equity shares of INR 10 each in A2Z Waste Management (Nainital) Private Limited	2.40	2.40
30,000 (Previous Year - Nil) equity shares of Rs. 10 each, fully paid up in Blyss Infinitaas Limited	3.00	-
	975.80	972.80
b. Investment in preference shares (Equity portion) (Refer Note 6.3)		
171,200,000 (March 31, 2025 171,200,000) fully paid-up, 0.01%, Non participative cumulative redeemable preference share of INR 10 each in Greeneffect Waste Management Limited	20,888.95	13,197.61
	20,888.95	13,197.61
c. Investment in debentures (Equity portion)		
1,475,000 (March 31, 2025 1,475,000) fully paid-up, Zero Coupon debenture of INR 10 each in Greeneffect Waste Management Limited	1,461.04	1,461.04
	1,461.04	1,461.04
d. Investment in Associate, other than in shares (Refer Note 6.1)		
	41.75	41.75
	41.75	41.75
Less: Share of loss from associate accounted through equity method	(3.00)	-
Less: Provision for impairment in value of non-current investments		
A2Z Waste Management (Nainital) Private Limited	(2.40)	(2.40)
Greeneffect Waste Management Limited	(23,319.39)	(15,628.05)
Investment in associates, other than in shares	(41.75)	(41.75)
A2Z Waste Management (Jaipur) Limited	(1.00)	(1.00)
	-	-
II. Investment in preference shares (Debt portion) [Valued at amortised cost]:		
Subsidiary companies [Unquoted] (Refer Note 6.3) :		
171,200,000 (March 31, 2025 171,200,000) fully paid-up, 0.01%, Non participative cumulative redeemable preference share of INR 10 each in Greeneffect Waste Management Limited	1,333.29	9,024.63
Less: Provision for impairment in value of non-current investments	(1,333.29)	(9,024.63)
	-	-

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	As at March 31, 2026	As at March 31, 2025
III. Investment in debentures (Debt portion) [Valued at amortised cost]:		
1,475,000 (March 31, 2025 1,475,000) fully paid-up, Zero Coupon debenture of INR 10 each in Greeneffect Waste Management Limited	40.54	40.54
Less: Provision for impairment in value of non-current investments	(40.54)	(40.54)
	-	-
B. Investments In Equity Mutual Fund (Quoted) - at fair value through profit and loss (FVTPL)		
5,49,972.501 (March 31, 2025 Nil) Units of SBI Quality Fund-Regular Growth of FV 10 each	49.80	-
	49.80	-
Aggregate amount of quoted investments - At cost	55.00	-
Aggregate amount of quoted investments - At market value	49.80	-
Aggregate amount of unquoted investments	24,738.37	24,738.37
Aggregate amount of impairment in value of investment	(24,738.37)	(24,738.37)

Note 6.1 Investment in associates, other than in shares, represents employee stock option exercised by employees of associates. This amount pertains to employee stock option granted to employees of the Group which were earlier subsidiaries and now have become associates of the Group.

Note 6.2 The management has committed to provide continued operational and financial support to its subsidiaries/associates for meeting their working capital and other financial requirements and based upon approved future projections of the associates, believes that no impairment exist in excess of the provision already created and accordingly, no further adjustment is considered necessary in respect of carrying value of investments.

Note 6.3 During the year, pursuant to a request from the associate company citing current business conditions and financial constraints, and with the approval of Board of Directors of the Company, the redemption period of 0.001% non-participative cumulative redeemable preference shares held in the subsidiaries were extended from original period of 15 years for a further period of 5 years.

Consequently, the carrying amount of the debit portion of preference shares was remeasured based on the revised cash flows. As the modification was undertaken by the Holding Company in its capacity as a shareholder, the resultant reduction in the carrying amount of the financial asset has been recognised as a Notional additional investment in the associate, rather than being recorded in the Statement of Profit and Loss.

Note 7 : LOANS

	As at March 31, 2026	As at March 31, 2025
[Unsecured considered good, unless otherwise stated]		
Loans to associate companies including accrued interest (Refer Note 7.1 and Note 7.2)	3,908.24	2,012.37
Total	3,908.24	2,012.37

Note 7.1 Disclosure pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 in respect of loans and advances to in nature of loans:

Particulars	As at March 31, 2026		As at March 31, 2025	
	Amount outstanding*	Maximum amount outstanding during the year (Gross)	Amount outstanding*	Maximum amount outstanding during the year (Gross)
Associates:				
Greeneffect Waste Management Limited	370.86	4,172.10	-	4,255.21
A2Z Waste Management (Dhanbad) Private Limited	-	230.56	-	230.56
A2Z Waste Management (Ranchi) Limited	0.48	350.48	0.48	350.48
A2Z Waste Management (Varanasi) Limited	10.48	83.25	10.48	83.25
A2Z Waste Management (Merrut) Limited	8.92	8.92	8.92	8.92
Shree Balaji Pottery Private Limited	0.25	0.25	0.25	0.25
Shree Hari Om Utensils Private Limited	1.02	1.02	1.02	1.02
Earth Environment Management Services Private Limited	3,509.59	3,509.59	1,984.58	1,984.58
A2Z Waste Management (Moradabad) Limited	6.64	6.64	6.64	6.64
	3,908.24	8,362.81	2,012.37	6,920.91

* net of impairment

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 7.2 : Disclosure pursuant to section 186(4) of the Companies Act 2013:

Nature of the transactions (loans given/investment made/guarantee given/security provided) #		As at March 31, 2026	As at March 31, 2025
(A) Loan and advances:			
Associates:			
Greeneffect Waste Management Limited		370.86	-
A2Z Waste Management (Ranchi) Limited		0.48	0.48
A2Z Waste Management (Varanasi) Limited		10.48	10.48
A2Z Waste Management (Merrut) Limited		8.92	8.92
Shree Balaji Pottery Private Limited		0.25	0.25
Shree Hari Om Utensils Private Limited		1.02	1.02
Earth Environment Management Services Private Limited		3,509.59	1,984.58
A2Z Waste Management (Moradabad) Limited		6.64	6.64
Total		3,908.24	2,012.37
(B) Guarantees:*			
Associates:			
Greeneffect Waste Management Limited		-	8,715.00
A2Z Waste Management (Merrut) Limited		1,100.00	1,100.00
A2Z Waste Management (Moradabad) Limited		480.00	480.00
A2Z Waste Management (Varanasi) Limited		2,000.00	2,000.00
		3,580.00	12,295.00

All transactions are in ordinary course of business

* Also Refer Note 41

Type of Borrower	As at March 31, 2026		As at March 31, 2025	
	Amount of loan or advance in the nature of loan outstanding	Percentage to the total Loan and Advances in the nature of loans	Amount of loan or advance in the nature of loan outstanding	Percentage to the total Loans and Advances in the the nature of loan
Promoter	-	0.0%	-	0.0%
Directors	-	0.0%	-	0.0%
KMPs	-	0.00%	-	0.00%
Related Parties	3,908.24	100%	2,012.37	100%
Total	3,908.24	100.0%	2,012.37	100%

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 8 : OTHER FINANCIAL ASSETS

	As at March 31, 2026		As at March 31, 2025	
	Current	Non - Current	Current	Non - Current
[Unsecured, considered good unless otherwise stated]				
Earnest money deposit				
Considered good	259.61	-	239.01	-
Considered doubtful	226.88	-	226.88	-
Less: Provisions for doubtful assets	(226.88)	-	(226.88)	-
	259.61	-	239.01	-
Other assets				
Considered good	7,280.25	-	7,894.85	466.27
Considered doubtful	369.58	466.33	369.80	-
Less: Provisions for doubtful assets	(369.58)	(466.33)	(369.79)	-
	7,280.25	-	7,894.86	466.27
Contract revenue in excess of billings (Refer Note 8.1)				
Considered good	2,407.37	-	2,939.28	-
Considered doubtful assets	391.86	-	391.86	-
Less: Provisions for doubtful assets	(391.86)	-	(391.86)	-
	2,407.37	-	2,939.28	-
Amount recoverable from associates and its subsidiaries				
Considered good	336.97	-	665.59	-
Considered doubtful	22,427.90	-	14,503.71	-
Less: Provisions for doubtful assets	(22,427.90)	-	(14,503.71)	-
	336.97	-	665.59	-
Security deposits				
Considered good	1,128.35	357.32	1,382.64	383.34
Credit impaired	197.20	76.89	169.48	50.30
Less: Provisions for impairment	(197.20)	(76.89)	(169.48)	(50.30)
	1,128.35	357.32	1,382.64	383.34
Interest accrued on fixed deposits	57.13	0.22	35.35	0.18
Bank deposits with more than 12 months maturity*	-	2,071.23	-	1,580.35
Total	11,469.68	2,428.77	13,156.73	2,430.14

* Held as margin money against bank guarantees, letter of credit and as debt service reserve account against term loan from banks.

Note 8.1: Contract revenue in excess of billings, pertain to revenue recognized by the Group, representing amounts billable to, and receivable from the customers towards work done.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 9: DEFERRED TAX

	As at March 31, 2024	Credit /Charge to statement of profit and loss and comprehen- sive income	As at March 31, 2025	Credit /Charge to statement of profit and loss and comprehen- sive income	As at March 31, 2026
(a) Deferred tax assets (net)					
Deferred tax liabilities/ (assets)					
Property, plant and equipment	28.09	13.25	41.34	(37.27)	4.07
	28.09	13.25	41.34	(37.27)	4.07
Deferred tax assets					
Provision for doubtful advances and others*	872.12	(0.07)	872.05	(12.33)	859.72
Provision for doubtful debts and unbilled receivables	143.98	(64.57)	79.41	18.16	97.57
Other provisions for expense allowance on payment basis under income tax act (net)	296.58	(68.18)	228.40	(35.68)	192.72
	1,312.68	(132.82)	1,179.86	(29.85)	1,150.01
Total	1,284.59	(146.07)	1,138.52	7.42	1,145.94

* Includes deferred tax charged to other comprehensive income INR 2.60 lakhs (March 31, 2025 : INR 68.96 lakhs)

	As at March 31, 2024	Credit /Charge to statement of profit and loss and comprehen- sive income	As at March 31, 2025	Credit /Charge to statement of profit and loss and comprehen- sive income	As at March 31, 2026
(b) Deferred tax liabilities (net)					
Deferred tax liabilities					
Depreciation	0.04	(0.04)	-	-	-
Total	0.04	0.04	-	-	-

Note 10 : The group has not recognised deferred tax asset in respect of losses and unabsorbed depreciation & other items of INR 14,097.20 lakhs and INR 12,835.63 lakhs, respectively (March 31, 2025: INR 32,805.16 lakhs and INR 12,597.88 lakhs, respectively) as there is no reasonable certainty supported by convincing evidences of their recoverability in the near future. (Refer Note 32.1)

Note 11 : NON-CURRENT TAX ASSETS (NET)

	As at March 31, 2026	As at March 31, 2025
Tax deposited (net of provision)	3,298.93	4,102.18
Total	3,298.93	4,102.18

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 12 : OTHER ASSETS

	As at March 31, 2026		As at March 31, 2025	
	Current	Non - Current	Current	Non - Current
[Unsecured, considered good unless otherwise stated]				
Capital advances				
Considered good	-	90.53	-	88.05
Considered doubtful	-	280.12	-	280.12
Less: Provision for doubtful advances	-	(280.12)	-	(280.12)
	-	90.53	-	88.05
Other advances				
Considered good	6,347.83	-	5,735.18	-
Considered doubtful	2,106.78	-	1,685.63	-
Less: Provision for doubtful advances	(2,106.78)	-	(1,685.63)	-
	6,347.83	-	5,735.18	-
Prepaid expenses	69.03	-	83.12	-
Balances with government authorities				
Considered good	1,755.68	50.68	1,032.23	50.68
Considered doubtful	2,735.68	-	2,735.68	-
Less: Provision for doubtful advances	(2,735.68)	(50.68)	(2,735.68)	(50.68)
Total	8,172.54	90.53	6,850.53	88.05

Note 13 : TRADE RECEIVABLES

	As at March 31, 2026	As at March 31, 2025
Trade receivables - (Unsecured):		
[Unsecured, considered good unless otherwise stated]		
From other than related parties		
Considered good	7,748.70	10,221.52
Credit impaired	24,204.59	25,008.76
	31,953.29	35,230.28
From related parties		
Considered good	283.26	285.37
Credit impaired	3.72	3.72
	286.98	289.09
Less: Loss allowance (Refer Note 13.3)	(24,209.54)	(25,039.66)
Total	8,030.73	10,479.71

Note 13.1 : Trade receivables include retention money of INR 1,401.35 lakhs (March 31, 2025 INR 1,493.06 lakhs) which are due on completion of erection / contracts / final acceptance by the customers.

Note 13.2 : All trade receivables are short-term. The effect of any difference between the effective interest rate applied and the estimated current market rate is not significant. Allowance for credit losses has been recorded accordingly within other expenses, and is based on the expected credit loss methodology. The doubtful trade receivables are mostly due from customers in the business-to-business market that are experiencing financial difficulties.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 13.3 : The movements in the loss allowance is presented below:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Balance as at the beginning of the year	25,039.66	25,499.56
Changes in loss allowance:-		
Add: Provided during the year	(737.95)	(459.90)
Less: Receivables written off during the year	(92.17)	-
Balance as at the end of the year	24,209.54	25,039.66

Note 13.4 : Ageing of trade receivables

Ageing of trade receivables at March 31, 2026

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables						
- considered good	2,002.55	46.66	94.16	37.99	676.00	2,857.36
- which have significant increase in credit risk	-	-	-	-	6,591.96	6,591.96
- credit impaired	-	2.23	-	74.00	3,528.75	3,604.97
Disputed trade receivables						
- considered good	934.93	308.40	866.06	29.04	405.74	2,544.16
- which have significant increase in credit risk	729.20	481.32	881.07	2,202.96	7,873.03	12,167.58
- credit impaired	-	-	61.73	1,305.00	3,107.51	4,474.23
	3,666.67	838.60	1,903.02	3,648.99	22,183.00	32,240.27
Less - Loss Allowances						24,209.54
Total						8,030.73

Ageing of trade receivables at March 31, 2025

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables						
- considered good	4,501.53	2,121.00	260.42	139.99	675.79	7,698.73
- which have significant increase in credit risk	983.62	426.68	2,308.72	1,288.77	13,547.15	18,554.95
- credit impaired	-	-	74.00	57.82	3,264.30	3,396.12
Disputed trade receivables						
- considered good	-	-	-	-	405.74	405.74
- which have significant increase in credit risk	-	-	-	-	-	-
- credit impaired		52.06	1,409.62	21.71	3,980.46	5,463.85
	5,485.15	2,599.74	4,052.76	1,508.29	21,873.44	35,519.37
Less - Loss Allowances						25,039.66
Total						10,479.71

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 14 : CASH AND CASH EQUIVALENTS

	As at March 31, 2026	As at March 31, 2025
Balances with banks in current account(Refer Note 14.1)	350.69	391.58
Cash in hand	1.55	7.41
Total	352.24	398.99
Note 14.1 Balances with banks include:		
i Balance in current account	292.28	247.02
ii Balance in other account	52.64	138.41
iii Balances with Banks in deposits account having original maturity of less than three months	5.77	6.15
	350.69	391.58

Note 15 : OTHER BANK BALANCES

	As at March 31, 2026	As at March 31, 2025
Fixed deposit with bank having original maturity of more than three months less than a year [^]	122.32	116.05
Total	122.32	116.05

[^] Fixed deposits with banks held as margin money for issue of bank guarantees and as debt service reserve account against term loans from banks.

Note 16 : EQUITY SHARE CAPITAL

	Number of Shares	Amount
(i) Authorised share capital		
Equity shares of INR 10 each		
Balance as at April 01, 2024	24,00,00,000	24,000.00
Changes in equity share capital	-	-
Balance as at March 31, 2025	24,00,00,000	24,000.00
Changes in equity share capital	-	-
Balance as at March 31, 2026	24,00,00,000	24,000.00
(ii) Issued, subscribed and fully paid up		
Equity Shares of INR 10 each		
Balance as at April 01, 2024	17,61,19,858	17,611.99
Issue of equity share capital	-	-
Balance as at March 31, 2025	17,61,19,858	17,611.99
Issue of equity share capital	-	-
Balance as at March 31, 2026	17,61,19,858	17,611.99

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

(iii) Reconciliation of equity shares outstanding at the beginning and at the end of the reporting year:-

	As at March 31, 2026		As at March 31, 2025	
	Number of Shares	Amount	Number of Shares	Amount
Balance as at the beginning of the year	17,61,19,858	17,611.99	17,61,19,858	17,611.99
Balance as at the end of the year	17,61,19,858	17,611.99	17,61,19,858	17,611.99

(iv) Rights, preferences and restrictions attached to equity shares:

Terms/rights attached to equity shares

The Company has only one class of equity shares having a par value of INR 10 per share. Each shareholder is eligible for one vote per share held. The Company declares and pays dividend 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, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

(v) No shares have been allotted as fully paid up pursuant to contracts without payment being received in cash or as bonus shares for the period of 5 years immediately preceding March 31, 2026 and March 31, 2025.

(vi) No equity shares of INR 10.00 each bought back pursuant to Section 68, 69 and 70 of the Companies Act, 2013 for the period of 5 years immediately preceding March 31, 2026 and March 31, 2025.

(vii) Shares reserved for issue under options

Information relating to Employee option plan, including details of options issues, exercised and lapsed during the financial year and options outstanding at the end of the reporting period, is set out in Note 28.2

(viii) Details of shares held by shareholders holding more than 5% equity shares of the Company:

	As at March 31, 2026		As at March 31, 2025	
	Number of shares held	Holding	Number of shares held	Holding
Equity shares of INR 10 each fully paid up				
Amit Mittal	2,73,50,601	15.53%	2,73,50,601	15.53%
Mestric Consultantss Private Limited (Formerly known as Mestric Consultants Private Limited)	2,22,00,000	12.61%	2,22,00,000	12.61%
	4,95,50,601	28.13%	4,95,50,601	28.13%

(ix) Shares held by promoters and promoter group at the end of the year:

	As at March 31, 2026		As at March 31, 2025		% Holding during the year
	Number of shares held	Holding	Number of shares held	Holding	
Equity shares of INR 10 each fully paid up					
Amit Mittal	2,73,50,601	15.53%	2,73,50,601	15.53%	0.00%
Mestric Consultantss Private Limited (Formerly known as Mestric Consultants Private Limited)	2,22,00,000	12.61%	2,22,00,000	12.61%	0.00%
Priya Goel	10,382	0.01%	10,382	0.01%	0.00%
	4,95,60,983	28.14%	4,95,60,983	28.14%	0.00%

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 17 : NON- CURRENT BORROWINGS*

	As at March 31, 2026		As at March 31, 2025	
	Current	Non - Current	Current	Non - Current
Carried at amortised cost-secured				
Term loans				
From banks (Refer Note 17.2 and Refer Note 17.7)	142.37	-	241.00	-
Working capital term loans				
From banks (Refer Note 17.3 and Refer Note 17.7)	354.30	-	354.30	-
Funded interest term loans				
From banks (Refer Note 17.4 and 17.7)	202.05	-	298.01	-
Vehicle loans				
From financial institution (Refer Note 17.5)	-	-	41.07	-
Carried at amortised cost - Unsecured				
Debt portion of debentures (Refer Note 17.6)	-	75.11	-	69.26
	698.72	75.11	934.38	69.26
Less: Amount disclosed under current borrowings as 'Current maturities of long-term borrowings' (Refer Note 22)	698.72	-	934.38	-
Total	-	75.11	-	69.26

* Refer Note 49

Note 17.1: Restructuring of borrowings under Corporate Debt Restructuring Scheme (CDR Scheme):

The Corporate Debt Restructuring (CDR) proposal to re-structure the debt obligations, including interest, additional funding and other terms (hereafter referred to as "the CDR Scheme") of the Holding Company, having January 01, 2013 as the "cut-off date", was approved by the CDR Cell vide its Letter of Approval (LOA) dated December 28, 2013 as further modified dated February 03, 2014. From the "cut-off date" the interest on the restructured debts has been recomputed and provided at the effective interest rates as per the CDR Scheme.

Details of terms of repayment for the non-current borrowings (including current maturities) and security provided in respect of secured non-current borrowings:

Note 17.2: Term loans from banks:

- 1) Term loans from banks amounting to INR 101.37 lakhs (March 31, 2025 INR 169.48 lakhs) having interest rate of 10.15% - 10.75% per annum during the year are repayable in 28 quarterly instalments, first installment was due in March 2016.

The above loan is secured against:

- (i) First charge ranking pari passu on present and future fixed assets of the Power projects situated at Fazilka, Nakodar and Morinda in the state of Punjab.
- (ii) Second charge ranking pari passu on present and future current assets of the Power projects situated at Fazilka, Nakodar and Morinda in the state of Punjab.
- (iii) Second charge ranking pari passu on both present and future current assets, as well as fixed assets of Company other than assets exclusively financed to other lenders.

- 2) Term loans from banks amounting to INR 41.00 lakhs (March 31, 2025 INR 71.52 lakhs) having interest rate from 10.15% - 10.75% per annum during the year are repayable in 21 quarterly instalments, first installment was due in March 2016.

The above loan is secured against:

- (i) First charge ranking pari passu on both present and future current assets as well as fixed assets of the Company other than assets exclusively charged to other lenders.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

- (ii) Second charge ranking pari passu on both present and future current assets of the power projects situated at Fazilka, Nakodar and Morinda in the state of Punjab.

Note 17.3 : Working Capital Term Loan

Working capital term loans from bank amounting to INR 354.30 lakhs (March 31, 2025 INR 354.30 lakhs) having an interest rate of 10.15% - 10.75% per annum as per CDR Scheme are repayable in 29 quarterly instalments. First instalment was due in March 2015.

The above loan is secured against:

- (i) First pari passu charge on both present and future fixed assets as well as current assets of the Company or Borrower other than assets exclusively charged to other lenders.
- (ii) Second pari passu charge on both present and future current assets as well as fixed assets of the Power projects situated at Fazilka, Nakodar and Morinda in the state of Punjab.

Note 17.4 : Funded Interest Term Loan -1 (EPC)

Funded interest term loans from bank amounting to INR 202.05 lakhs (March 31, 2025 INR 298.01 lakhs) having an interest rate of 10.15% - 10.75% per annum as per CDR Scheme are repayable in 25 quarterly instalments. First instalment was due in March 2015.

The above loan is secured against:

- (i) First charge by way of mortgage ranking pari passu on both present and future fixed assets as well as current assets of the Company other than assets exclusively charged to other lenders.
- (ii) Second charge ranking pari passu on both present and future current assets as well as fixed assets of the Power projects situated at Fazilka, Nakodar and Morinda in the state of Punjab.

Note 17.5: Vehicle loans:

- 1) Term loan outstanding of aggregate INR Nil (March 31, 2025 INR 41.07 lakhs), in case of Ecogreen Envirotech Solutions Limited, from Kogta Financial (India) Limited is secured by charge on all the respective vehicle. The loan is repayable in 48 and 36 equal monthly instalment and carries an interest rate of 17.81% p.a. and 17.41% p.a.

Note 17.6: Debt portion of debentures

1. Zero coupon debentures issued by Rishikesh Waste Management Limited (subsidiary company) of INR 470.00 (March 31, 2025 INR 470.00 lakhs) lakhs issued to Greeneffect waste Management Limited on April 1, 2016 till October 1, 2056. This being compound financial instrument, the same has been discounted and debt portion amounting INR 15.77 lakhs (March 31, 2025 INR 15.14 lakhs) is shown as borrowing in the consolidated financial statement.
2. Zero coupon debentures convertible to 0.01% Non-Participative Cumulative Redeemable Preference Share were issued by A2Z Waste management (Aligarh) Limited (subsidiary company) of INR 630.00 lakhs to A2Z Waste management (Ranchi) Limited on October 1, 2016 till September 30, 2056. This being compound financial instrument, the same has been discounted and debt portion amounting INR 59.34 lakhs (March 31, 2025 INR 54.12 lakhs) is shown as borrowing in the consolidated financial statement.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 17.7: The Group has defaulted in repayment of principal and interest in respect of loans from banks and financial institutions as mentioned below:

	As at March 31, 2026	As at March 31, 2025
Banks:		
- Principal		
0-3 Months	-	-
3-6 Months	-	-
6-12 Months	-	-
> 12 months	698.72	698.72
- Interest		
0-3 Months	50.37	47.49
3-6 Months	51.07	31.40
6-12 Months	116.11	108.13
> 12 months	575.14	388.11

Note 18 : LEASE LIABILITY

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non -Current
Lease liability (Refer Note 52)	28.06	50.93	7.70	-
	28.06	50.93	7.70	-

Note 19 : OTHER CURRENT FINANCIAL LIABILITIES

	As at March 31, 2026	As at March 31, 2025
Interest accrued (Refer Note 49)	1,642.88	1,650.32
Book overdrafts	49.70	12.64
Security deposits received	966.60	864.24
Payable against purchase of property, plant and equipment	86.38	86.34
Payable to related parties	755.90	752.43
Payable to others	155.64	8.62
Total	3,657.10	3,374.59

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 20: PROVISIONS

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non -Current
Provisions for employee benefit:				
Provision for gratuity (Refer Note 20 ii)	14.43	521.16	23.67	572.82
Others				
Provision for warranty (Refer Note 20 i)	-	1,805.09	-	1,888.31
Total	14.43	2,326.25	23.67	2,461.13

Movements in provisions:

i) Movement in provision for warranty/liquidated damages during the financial year are as follows:

	Warranty
As at April 01, 2024	2,032.37
Charged/ (credited) to profit /loss	
Additional provision recognized	15.00
Amount added / (reversed) during the year	(159.06)
As at March 31, 2025	1,888.31
Charged/ (credited) to profit /loss	
Additional provision recognized	67.55
Amount added / (reversed) during the year	(150.77)
As at March 31, 2026	1,805.09

A provision is recognised for expected warranty claims, based on past experience, for expected cost of meeting obligations of rectification/replacement. The Company accounts for the provision for warranty on the basis of the information available with the management duly taking into account the current and past technical estimates / trends. These estimates are established using historical information on the nature and average cost of warranty claims and management estimates regarding possible future incidence based on corrective actions on product failures. The timing of outflows will vary as and when warranty claim will arise.

ii) Defined benefit plan and long term employment benefit

A General description:

Gratuity [Defined benefit plan]:

Gratuity liability is defined benefit obligation and is provided for on the basis of an actuarial valuation on projected unit credit method made at the end of each financial year. The gratuity plan is governed by the Payment of Gratuity Act, 1972. 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 scheme is funded with an insurance company in the form of a qualifying insurance policy.

A reconciliation of the Group's defined benefit obligation (DBO) and plan assets, i.e. the gratuity plan, to the amounts presented in the statement of financial position for each of the reporting periods is presented below:

Assets and liability (Balance sheet position)

	As at March 31, 2026	As at March 31, 2025
Present value of obligation	549.42	609.90
Fair value of plan assets	13.83	13.41
Net liability	535.59	596.49

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Expenses recognised during the year

	For the year ended March 31, 2026	For the year ended March 31, 2025
In statement of profit and loss	163.48	243.00
In other comprehensive income	(23.70)	(511.05)
Total expenses/(income) recognized during the year	139.77	(268.05)

Defined benefit obligation

The details of the Group's DBO are as follows:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Present value of obligation as at the beginning	609.90	969.77
Current service cost	124.29	174.48
Interest expense	40.09	69.44
Re-measurement or actuarial (gain) / loss arising from:		
- change in demographic assumptions	-	1.65
- change in financial assumptions	(45.77)	(135.52)
- experience adjustments	21.59	(377.54)
Benefits paid	(200.68)	(92.38)
Present value of obligation as at the year end	549.42	609.90

Bifurcation of net liability

	As at March 31, 2026	As at March 31, 2025
Current liability	14.43	23.67
Non-current liability	521.16	572.82
Net liability	535.59	596.49

Plan assets

The reconciliation of the balance of the assets held for the Group's defined benefit plan is presented below:

Changes in the fair value of plan assets

	For the year ended March 31, 2026	For the year ended March 31, 2025
Fair value of plan assets as at the beginning	13.41	12.85
Investment Income	0.90	0.92
Return on plan assets (excluding amount recognised in net interest expense)	(0.48)	(0.36)
Fair value of plan assets as at the year end	13.83	13.41

Expenses recognised in the profit and loss statement

	For the year ended March 31, 2026	For the year ended March 31, 2025
Current service cost	124.29	174.48
Net interest cost / (income) on the net defined benefit liability / (asset)	39.19	68.52
Expenses recognised in the statement of profit and loss	163.48	243.00

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Other comprehensive income

	For the year ended March 31, 2026	For the year ended March 31, 2025
Actuarial (gains) / losses		
- change in demographic assumptions	-	1.65
- change in financial assumptions	(45.77)	(135.52)
- experience variance (i.e. Actual experience vs assumptions)	21.59	(377.54)
Return on plan assets (excluding amount recognised in net interest expense)	0.48	0.36
Components of defined benefit costs recognised in other comprehensive income	(23.70)	(511.05)

Financial assumptions

The principal financial assumptions used in the valuation are shown in the table below:

	As at March 31, 2026	As at March 31, 2025
Discount rate (per annum)	7.05%-7.60%	6.70%-6.80%
Salary growth rate (per annum)	5% - 8%	5% - 8%

Demographic assumptions

	As at March 31, 2026	As at March 31, 2025
Mortality Rate (% of IALM 06-08)	100.00%	100.00%
Normal Retirement age	60 Years	60 Years
Withdrawal rates, based on service years: (per annum)		
4 and below years	2-20%	2-20%
Above 4 years	2.00%	2.00%

These assumptions were developed by management with the assistance of independent actuaries. Discount factors are determined close to each year-end by reference to market yields of applicable bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related pension obligation. Other assumptions are based on current actuarial benchmarks and management's historical experience.

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:

	As at March 31, 2026	As at March 31, 2025
Defined benefit obligation (Base)	549.42	609.90

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	As at March 31, 2026		As at March 31, 2025	
	Decrease	Increase	Decrease	Increase
Discount Rate (- / + 1%) (% change compared to base due to sensitivity)	618.34 12.55%	489.78 (10.85%)	691.27 13.50%	540.39 (11.27%)
Salary Growth Rate (- / + 1%) (% change compared to base due to sensitivity)	488.90 (11.01%)	618.38 12.55%	539.68 (11.39%)	690.87 13.44%
Attrition Rate (- / + 50%) (% change compared to base due to sensitivity)	539.25 (1.85%)	555.22 1.06%	604.62 (0.72%)	611.26 0.37%
Mortality Rate (- / + 10%) (% change compared to base due to sensitivity)	548.09 (0.24%)	549.00 (0.08%)	608.62 (0.07%)	609.43 0.07%

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

There is no change in the method of valuation for the prior period.

The following payments are expected contributions to the defined benefit plan in future years:

	As at March 31, 2026	As at March 31, 2025
Within the next 12 months [next annual reporting period]	14.34	23.66
Between 2 and 5 years	136.94	135.46
Between 5 and 10 years	261.75	235.17
Beyond 10 years	1,175.44	1,271.01
Total expected payments	1,588.47	1,665.30

The average duration of the defined benefit plan obligation at the end of reporting period is 7-15 years (March 31, 2025 7-15 years).

Note 21 : OTHER LIABILITIES

	As at March 31, 2026		As at March 31, 2025	
	Current	Non - Current	Current	Non- Current
Advances from customers	859.79	-	867.57	-
Billing in excess of contract revenue	1,143.49	-	2,233.30	-
Statutory dues payable	615.20	-	1,239.15	-
Subsidy (Refer Note 21.1)	-	2,012.82	-	2,012.82
Others	751.86	-	826.02	-
Total	3,370.34	2,012.82	5,166.04	2,012.82

Note 21.1: Government grants are related to setup of Collection, Transportation and Processing of Municipal and Solid waste at various locations in India. There are no unfulfilled conditions or other contingencies attached to these grants. The group did not benefit directly from any other forms of government assistance.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 22 : CURRENT BORROWINGS *

	As at March 31, 2026	As at March 31, 2025
Carried at amortised cost		
Secured borrowings from banks (Refer Note 22.1 and 22.3)		
Working capital loans	677.47	712.47
Cash credit facilities	2,992.75	4,916.17
Current maturities of long term debt (Refer Note 17 and Note 49)	698.72	934.38
Secured borrowings from		
Others	335.48	-
Other borrowings (Refer Note 22.2)		
From others	4,806.38	2,522.27
Total	9,510.80	9,085.29

* Refer Note 49

Note 22.1: Working capital loans from banks and other secured loans

- a) The working capital loans of INR 677.47 lakhs (March 31, 2025 INR 712.47 lakhs) and Cash credit facilities of INR 2,992.75 lakhs (March 31, 2025 INR 4,916.17 lakhs) from banks are secured against whole of the assets (both current as well as fixed) of the Company, namely stock of raw material, stock in process, semi-finished and finished goods, stores and spares (consumable stores and spares), bills receivables and book debts and all other movables and fixed assets (except fixed assets exclusively financed by other lenders) both present and future stored or to be stored at the Company's godown, premises and division at O-116, First Floor Shopping mall, Arjun Marg, DLF City Phase - I, Gurugram or wherever else the same may be by way of first pari - passu charge amongst the consortium members. The charge is also additionally secured by first charge over immovable properties i.e.
- I) Plot No. G-1030 A having 1500 sq mtr. area situated at Industrial Area, Bhiwadi Phase-III, Bhiwadi, Rajasthan in the name of Shree Balaji Pottery Private Limited;
 - II) Plot No. G-1030 having 1500 sq mtr. area situated at Industrial Area, Bhiwadi Phase-III, Bhiwadi, Rajasthan in the name of Shree Hari Om Utensils Private Limited;
 - III) Office space on 7th Floor of a B+G+7 storied commercial building on east side of LA-VIDA Mall at CK-3,4, 48, 49 Salt Lake City, Sector-II, Kolkata
 - IV) Mortgage of following properties :
 - (a) Land measuring 17 Bigha-1 Biswa, situated at village Morinda, Tehsil Chamkur Sahib, District Roop Nagar, Punjab
 - (b) Land measuring about 5.309 Hectare situated at village Palsora, District Indore;
 - (c) Land with Boundary wall, Khasra No. 70, Vill Sherpur Madho urf Ghania Khera, Near India Brick Kiln, Pargana & Tehsil Bilari, District Moradabad admeasuring about 1.465 Hectare or 3.62 acre;
 - V) Additionally, the following properties in the name of personal guarantor's has also been secured by way of first charge:
 - (a) Flat, 401, Block A-3, Unitech Apartment, Unitech World, Gurgaon
 - (b) Flat, A-126, Type Chancellor on 12th Floor in Regency Park I along with PA-114, DLF City Gurgaon
 - (c) Flat, 1706 located at valley view Apartments, Gurgaon
 - (d) Flat, 1606 located at valley view Apartments, Gurgaon
 - (e) O-116, Shopping Mall, DLF Phase -1, Arjun Marg, Gurgaon

Further secured by Corporate Guarantees of Shree Hari Om Utensils Private Limited and Shree Balaji Pottery Private Limited. The rate of interest vary from 10.15% - 13.25% per annum and these loans are repayable on demand.

b) Second charge on pari-passu basis over all rights, titles, interest, benefits, claims and demands in respect of projects and insurance contracts and over all movable and immoveable properties, accounts, plant and machinery, all other tangible moveable assets both present and future, project book debts, operating cash flows, receivables, commissions, revenues of whatsoever nature in respect of project.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 22.2: The borrowing from others is repayable on demand and having an interest rate of 10.75% - 19.14 % per annum.

Note 22.3: The Group has defaulted in repayment of principal and interest in respect of loans from banks and financial institutions as mentioned below:

	As at March 31, 2026	As at March 31, 2025
Banks:		
-Principal		
0-3 Months	-	361.01
3-6 Months	-	-
6-12 Months	-	-
> 12 months	2,301.66	2,094.66
-Interest		
0-3 Months	197.72	180.82
3-6 Months	202.28	119.93
6-12 Months	460.35	414.61
> 12 months	2,900.15	2,184.79

Note 23 : TRADE PAYABLES

	As at March 31, 2026	As at March 31, 2025
Total outstanding dues of micro enterprises and small enterprises (Refer note 23.1)	28.83	487.25
Total outstanding dues of creditors other than micro enterprises and small enterprises	21,780.12	24,487.33
Total	21,808.95	24,974.58

Note 23.1 Disclosures under Micro, Small and Medium Enterprises Development Act, 2006 *

The micro and small enterprises have been identified by the Group from the available information. According to such identification, the disclosures in respect to Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 is as follows:

	As at March 31, 2026	As at March 31, 2025
Details of dues to micro and small enterprises as per MSMED Act, 2006 the principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
- principal amount	22.19	481.99
- interest amount	1.38	1.21
The amount of interest paid by the buyer in terms of section 16, of the Micro, Small and Medium Enterprise Development Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year.	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro, Small and Medium Enterprise Development Act, 2006.	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year; and	6.64	5.26
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the Micro, Small and Medium Enterprise Development Act, 2006	-	-

* The information has been given in respect of such vendors to the extent they could be identify as "Micro, Small & Medium Enterprises" on the basis of information available with the Group.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 23.2 Ageing of trade payables

Ageing of trade payables as at March 31, 2026

Particulars	Outstanding for following periods from due date of payment					
	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSMED	1.38	10.55	1.21	5.20	10.49	28.83
(ii) Others	8,646.56	6,148.62	498.50	1,429.28	5,028.16	21,751.12
(iii) Disputed dues – MSME	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	29.00	29.00
Total	8,647.94	6,159.17	499.71	1,434.48	5,067.65	21,808.95

Ageing of trade payables as at March 31, 2025

Particulars	Outstanding for following periods from due date of payment					
	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSMED	0.47	458.64	11.36	8.60	8.18	487.25
(ii) Others	10,727.14	5,714.75	1,822.75	3,248.51	2,945.18	24,458.33
(iii) Disputed dues – MSME	-	-	-	-	-	-
(iv) Disputed dues – Others	-	-	-	-	29.00	29.00
Total	10,727.61	6,173.38	1,834.11	3,257.11	2,982.36	24,974.58

Note 24 : CURRENT TAX LIABILITIES

	As at March 31, 2026	As at March 31, 2025
Current tax liabilities (net of advance tax)	9.70	9.70
	9.70	9.70

Note 25 : REVENUE FROM OPERATIONS*

	For the year ended March 31, 2026	For the year ended March 31, 2025
Sale/rendering of services		
Revenue from engineering services	11,393.66	4,854.93
Revenue from facility management services	18,643.40	21,341.73
Revenue from collection and transportation of municipal solid waste	8,603.94	7,429.74
Sale of products		
Miscellaneous sale	2.79	0.35
Total	38,643.79	33,626.75

*Refer Note 44

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 26 : OTHER INCOME

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest income:		
on fixed deposits	134.49	90.83
on income tax refund	699.17	10.13
on others	-	4.27
Other non-operating income		
Foreign exchange fluctuation (net)	8.01	54.74
Provision for doubtful debt/advances written back	75.09	459.89
Provision for contract revenue in excess of billing written back	-	157.62
Scrap sales	2.72	-
Liabilities written back	211.62	529.08
LER written back	-	364.46
Subsidy written back	-	431.96
Profit from sale of property, plant and equipment	401.39	10.91
Miscellaneous	97.54	45.35
Total	1,630.03	2,159.24

Note 27: COST OF MATERIALS CONSUMED

	For the year ended March 31, 2026	For the year ended March 31, 2025
Material consumed	1,201.98	1,047.54
Freight and cartage	31.77	40.76
Sub contractor / erection expenses and technical consultancy for projects	11,685.17	8,273.12
Labour charges	-	7.32
Site expenditure	86.41	454.46
Other direct cost	4,876.96	3,501.10
Total	17,882.29	13,324.30

Note 28 : EMPLOYEE BENEFITS EXPENSE

	For the year ended March 31, 2026	For the year ended March 31, 2025
Salaries and bonus including directors' remuneration	14,137.43	15,166.95
Contribution to provident and other funds (Refer Note 28.1)	1,119.23	1,247.97
Gratuity (Refer Note 20 ii)	163.48	243.00
Share-based payments (Refer Note 28.2)	-	25.66
Staff welfare expenses	31.40	42.69
Total	15,451.54	16,726.27

Note 28.1 : Defined contribution plan

The Group has certain defined contribution plans. The contributions are made to provident fund in India for employees at the rate of 12% of the basic salary as per regulations. The contribution are made to registered provident fund administered by the government. The obligation of the Group is limited to the amount contributed and it has no further contractual nor any constructive obligation. The expense recognised during the year towards the defined contribution plan is INR 1,119.23 lakhs (March 31, 2025 INR 1,247.97 lakhs)

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 28.2 : Share-based employee remuneration

(a) A2Z Employees Stock Option Plan, 2013 & 2014 (Regrant I)

The Nomination and remuneration Committee in its meeting held on August 17, 2017 has regranted 1,760,000 number of stock options (788,000 against stock option lapses under A2Z Employee Stock Options Plan, 2013 and 972,000 against stock options lapses under A2Z Employee Stock Options Plan, 2014) convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 36.90 each which is NSE closing market price on August 16, 2017 (i.e. previous trading day of the grant date). The entire granted stock options shall vest and will be exercisable 30% on the first anniversary, 30% on the second anniversary and 40% on the third anniversary of the grant date till completion of five years since then.

(b) A2Z Employees Stock Option Plan, 2018- Tranche I

The members of the Company vide special resolution at the Annual General Meeting held on September 29, 2018 had approved the A2Z Employees Stock Option Plan, 2018. The ESOP Compensation Committee in its meeting held on October 24, 2018 has granted 3,800,000 stock options convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 30% on the first anniversary, 30% on the second anniversary and 40% on the third anniversary of the grant date till completion of five years since then.

(c) A2Z Employees Stock Option Plan, 2018- Tranche II

The members of the Company vide special resolution at the Annual General Meeting held on September 29, 2018 had approved the A2Z Employees Stock Option Plan, 2018. The ESOP Compensation Committee in its meeting held on April 8, 2019 has granted 1,200,000 stock options convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 50% on the first anniversary and 50% on the second anniversary of the grant date till completion of five years since then.

(d) A2Z Employees Stock Option Plan, 2013 & 2014 (Regrant II)

The Nomination and remuneration Committee in its meeting held on January 3, 2022 has regranted 1,098,000 number of stock options (105,000 against stock option lapses under A2Z Employee Stock Options Plan, 2013 and 993,000 against stock options lapses under A2Z Employee Stock Options Plan, 2014) convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 30% on the first anniversary, 30% on the second anniversary and 40% on the third anniversary of the grant date till completion of five years since then.

(e) A2Z Employees Stock Option Plan, 2018 (Regrant I)

The Nomination and remuneration Committee in its meeting held on January 3, 2022 has regranted 3,50,000 number of stock options against stock options lapses under A2Z Employee Stock Options Plan, 2018 convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 30% on the first anniversary, 30% on the second anniversary and 40% on the third anniversary of the grant date till completion of five years since then.

(f) A2Z Employees Stock Option Plan, 2013 & 2014 (Regrant III)

The Nomination and remuneration Committee in its meeting held on February 14, 2023 has regranted 1,735,000 number of stock options (367,000 against stock option lapses under A2Z Employee Stock Options Plan, 2013 and 1,368,000 against stock options lapses under A2Z Employee Stock Options Plan, 2014) convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 50% on the first anniversary and 50% on the second anniversary of the grant date till completion of five years since then.

(g) A2Z Employees Stock Option Plan, 2018 (Regrant II)

The Nomination and remuneration Committee in its meeting held on February 14, 2023 has regranted 7,55,000 number of stock options against stock options lapses under A2Z Employee Stock Options Plan, 2018 convertible into equivalent number of equity shares of INR 10.00 each to the eligible employees/directors of the Company and its subsidiary companies at the exercise price of INR 10.00 each. The entire granted stock options shall vest and will be exercisable 50% on the first anniversary and 50% on the second anniversary of the grant date till completion of five years since then.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	ESOP 2013-2014 (Regent I) Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2018-I Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2018-II Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2013 & 2014 (Regrant -II) Plan (Number of shares)
Outstanding as at April 1, 2024	507,500	36.90	23,50,000	10.00	12,00,000	10.00	930,000
Granted	-	-	-	-	-	-	-
Lapsed/forfeited	217,500	36.90	7,05,000	10.00	-	-	15,000
Exercised	-	-	-	-	-	-	-
Outstanding as at March 31, 2025	2,90,000	36.90	16,45,000	10.00	12,00,000	10.00	9,15,000
Granted	-	-	-	-	-	-	-
Lapsed/forfeited	2,90,000	36.90	7,25,000	10.00	6,00,000	-	1,05,000
Exercised	-	-	-	-	-	-	-
Outstanding as at March 31, 2026	-	-	9,20,000	10.00	6,00,000	10.00	8,10,000
Exercisable at March 31, 2025	2,90,000	36.90	16,45,000	10.00	12,00,000	10.00	9,15,000
Exercisable at March 31, 2026	-	-	9,20,000	10.00	6,00,000	10.00	8,10,000

	Programme weighted average exercise price per share	ESOP 2018 (Regrant I) Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2013 & 2014 (Regrant III) Plan (Number of shares)	Programme weighted average exercise price per share	ESOP 2018 & (Regrant II) Plan (Number of shares)	Programme weighted average exercise price per share
Outstanding as at April 1, 2024	10.00	1,85,000	10.00	17,35,000	10.00	7,55,000	10.00
Granted	-	-	-	-	-	-	-
Lapsed/forfeited	10.00	10,000	10.00	-	-	-	-
Exercised	-	-	-	-	-	-	-
Outstanding as at March 31, 2025	10.00	1,75,000	10.00	17,35,000	10.00	7,55,000	10.00
Granted	-	-	-	-	-	-	-
Lapsed/forfeited	10.00	30,000	10.00	-	-	-	-
Exercised	-	-	-	-	-	-	-
Outstanding as at March 31, 2026	10.00	1,45,000	10.00	17,35,000	10.00	7,55,000	10.00
Exercisable at March 31, 2025	10.00	1,75,000	10.00	17,35,000	10.00	7,55,000	10.00
Exercisable at March 31, 2026	10.00	1,45,000	10.00	17,35,000	10.00	7,55,000	10.00

The following table lists the inputs to the models used for the ESOP plans as at March 31, 2026:

	ESOP 2013 & 2014 (Regrant I) Plan	ESOP 2018 -I Plan	ESOP 2018 -II Plan	ESOP 2013 & 2014 (Regrant II) Plan	ESOP 2018 (Regrant I) Plan	ESOP 2013 & 2014 (Regrant III) Plan	ESOP 2018 (Regrant II) Plan
Grant date	August 17, 2017	October 24, 2018	April 8, 2019	January 3, 2022	January 3, 2022	February 14, 2023	February 14, 2023
Vesting period ends	August 16, 2020	October 23, 2021	April 7, 2021	January 2, 2025	January 2, 2025	February 13, 2025	February 13, 2025
Share price at date of grant	INR 39.40	INR 10.40	INR 18.75	INR 9.95	INR 9.95	INR 8.45	INR 8.45
Volatility	50.14%	61.62%	58.73%	58.74%	58.74%	50.14%	50.14%
Option life	8 years	8 years	7 years	8 years	8 years	7 years	7 years
Dividend yield	0%	0%	0%	0%	0%	0%	0%
Risk-free investment rate	6.74%	7.38%	6.67%	5.20%	5.20%	6.96%	6.96%
Fair value at grant date	INR 24.81	INR 6.09	INR 12.81	INR 5.11	INR 5.11	INR 3.67	INR 3.67
Exercise price at date of grant	INR 36.90	INR 10.00	INR 10.00	INR 10.00	INR 10.00	INR 10.00	INR 10.00
Exercisable from	August 17, 2020	October 24, 2021	April 8, 2021	January 3, 2025	January 3, 2025	February 14, 2025	February 14, 2025
Exercisable till	August 16, 2025	October 23, 2026	April 7, 2026	January 2, 2030	January 2, 2030	February 13, 2030	February 13, 2030
Weighted average remaining contractual life (In years)	-	0.22	0.01	2.86	2.86	3.38	3.38
Model used	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

The following table lists the inputs to the models used for the ESOP plans as at March 31, 2025:

	ESOP 2013 & 2014 (Regrant I) Plan	ESOP 2018-I Plan	ESOP 2018-II Plan	ESOP 2013 & 2014 (Regrant II) Plan	ESOP 2018 (Regrant I) Plan	ESOP 2013 & 2014 (Regrant III) Plan	ESOP 2018 (Regrant II) Plan
Grant date	August 17, 2017	October 24, 2018	April 8, 2019	January 3, 2022	January 3, 2022	February 14, 2023	February 14, 2023
Vesting period ends	August 16, 2020	October 23, 2021	April 7, 2021	January 2, 2025	January 2, 2025	February 13, 2025	February 13, 2025
Share price at date of grant	INR 39.40	INR 10.40	INR 18.75	INR 9.95	INR 9.95	INR 8.45	INR 8.45
Volatility	50.14%	61.62%	58.73%	58.74%	58.74%	50.14%	50.14%
Option life	8 years	8 years	7 years	8 years	8 years	7 years	7 years
Dividend yield	0%	0%	0%	0%	0%	0%	0%
Risk-free investment rate	6.74%	7.38%	6.67%	5.20%	5.20%	6.96%	6.96%
Fair value at grant date	INR 24.81	INR 6.09	INR 12.81	INR 5.11	INR 5.11	INR 3.67	INR 3.67
Exercise price at date of grant	INR 36.90	INR 10.00	INR 10.00	INR 10.00	INR 10.00	INR 10.00	INR 10.00
Exercisable from	August 17, 2020	October 24, 2021	April 8, 2021	January 3, 2025	January 3, 2025	February 14, 2025	February 14, 2025
Exercisable till	August 16, 2025	October 23, 2026	April 7, 2026	January 2, 2030	January 2, 2030	February 13, 2030	February 13, 2030
Weighted average remaining contractual life (In years)	0.15	0.79	0.52	3.86	3.86	4.38	4.38
Model used	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes

Note 29 : FINANCE COSTS

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest expense [*] [^]	669.62	708.42
Other borrowing costs		
Bank commission and charges	65.48	87.19
Total	735.10	795.61
[*] The break up of interest expense into major heads is given below:		
On other bank loans	17.74	154.35
On others	651.88	554.07
Total	669.62	708.42

[^] Refer Note 49

Note 30 : DEPRECIATION AND AMORTISATION EXPENSES

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of property, plant and equipment (Refer Note 3)	462.86	480.30
Depreciation of right to use asset (Refer Note 3)	13.73	11.58
Amortisation of intangible assets (Refer Note 4)	1.04	1.22
Total	477.64	493.10

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 31 : OTHER EXPENSES

	For the year ended March 31, 2026	For the year ended March 31, 2025
Electricity	74.70	79.40
Rent (Refer Note 52)	230.46	178.28
Rates and taxes	99.99	17.08
Insurance	108.28	74.29
Repair and maintenance		
- Plant & machinery	-	11.76
- Vehicles	23.63	20.20
- Others	46.57	3.73
Brokerage	0.71	0.09
Travelling expenses	372.84	524.55
Communication expenses	21.32	32.52
Printing and stationery	18.58	18.69
Legal and Professional fees	716.34	902.61
Director sitting fees	25.55	19.15
Payment to auditors	23.76	23.78
Fees and subscription / inspection charges	14.12	3.08
Business promotion expenses	107.43	112.35
Warranty expense	67.55	15.00
Hiring charges	21.47	69.07
Loss on fair value of mutual fund	5.20	-
Provision for doubtful debt/advances	998.43	374.04
Assets written off	82.45	1.73
Donation and Corporate social responsibility	18.43	14.12
Non - Performances Charges	1,184.71	-
Miscellaneous expenses	179.32	215.36
Total	4,441.84	2,710.88

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 32: TAX EXPENSES

	For the year ended March 31, 2026	For the year ended March 31, 2025
Current tax expense	334.78	499.42
Tax expenses pertaining to earlier years	(82.72)	324.08
Deferred tax charge (Refer Note 9)	(10.02)	77.05
Tax expense	242.04	900.65

Reconciliation of tax expense and the accounting profit multiplied by India's tax rate:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit before tax	765.65	1,004.09
Corporate tax rate as per income tax act, 1961	25.17%	25.17%
Tax on accounting profit	192.70	252.71
i) Tax effect on non deductible expenses/ non-taxable income	71.11	(1,770.25)
ii) Tax effect on temporary timing differences and losses on which deferred tax not created	29.47	2,014.11
iii) Tax effect on other adjustment	36.56	79.90
iv) Tax effect on prior period	(82.72)	324.18
v) Tax effect on temporary timing differences on which deferred tax was not created but now created in current year	(5.09)	-
Tax expense	242.04	900.65

Note 32.1: a) Detail of unused tax losses for which no deferred tax is recognised in balance sheet:

	As at March 31, 2026			As at March 31, 2025		
	Base amount	Deferred tax	Expiry date (Assessment year)	Base amount	Deferred tax	Expiry date (Assessment year)
Tax losses						
Assessment Year 2018-19	-	-	March 31, 2027	1,691.44	425.73	March 31, 2027
Assessment Year 2019-20	12,230.44	3,078.16	March 31, 2028	21,892.86	5,510.43	March 31, 2028
Assessment Year 2020-21	5,848.99	1,472.07	March 31, 2029	5,848.99	1,472.19	March 31, 2029
Assessment Year 2021-22	2,247.78	565.72	March 31, 2030	2,255.39	565.77	March 31, 2030
Assessment Year 2022-23	108.82	27.39	March 31, 2031	122.57	27.42	March 31, 2031
Assessment Year 2023-24	70.02	17.62	March 31, 2032	78.12	17.76	March 31, 2032
Assessment Year 2024-25	548.35	138.01	March 31, 2033	50.54	14.46	March 31, 2033
Assessment Year 2025-26	192.79	48.52	March 31, 2034	865.25	217.95	March 31, 2034
Assessment Year 2026-27	(7,149.98)	(1,799.51)	March 31, 2035			
	14,097.20	3,547.98		32,805.16	8,251.73	

b) Detail of unrecognised deductible temporary differences and unabsorbed depreciation for which no deferred tax asset is recognised in financial statements:

	As at March 31, 2026			As at March 31, 2025		
	Base amount	Deferred tax	Expiry date (Assessment year)	Base amount	Deferred tax	Expiry date (Assessment year)
Unabsorbed depreciation	12,835.63	3,230.73	Not applicable	12,597.88	3,170.89	Not applicable
Impairment loss on Capital work in progress	27,448.87	6,908.88	Not applicable	26,788.49	6,742.66	Not applicable
Provision for doubtful advances and investments	53,601.94	13,491.61	Not applicable	45,202.50	11,377.47	Not applicable
Provision for trade receivables	23,867.11	6,007.35	Not applicable	24,749.11	6,229.35	Not applicable
	117,753.54	29,638.57		109,337.98	27,520.37	

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 33 : EARNINGS PER SHARE (EPS)

Both the basic and diluted earnings per share have been calculated using the Profit/(loss) attributable to equity holders of the parent as the numerator, i.e. no adjustments to profit/loss were necessary in the year ended March 31, 2026 or March 31, 2025.

The reconciliation of the weighted average number of shares for the purposes of diluted earnings per share to the weighted average number of ordinary shares used in the calculation of basic earnings per share is as follows:

	As at March 31, 2026	As at March 31, 2025
Weighted average number of shares used in basic earnings per share	17,61,19,858	17,61,19,858
Shares deemed to be issued for no consideration in respect of share-based payments	-	-
Weighted average number of shares used in diluted earnings per share	17,61,19,858	17,61,19,858

The numerators and denominators used to calculate the basic and diluted EPS are as follows:

Profit /(Loss) attributable to equity holders of the company	INR in lakhs	437.29	897.31
Weighted average number of equity shares outstanding during the year	Numbers	17,61,19,858	17,61,19,858
Nominal value of equity share	INR	10.00	10.00
Basic EPS	INR	0.25	0.51
Diluted EPS	INR	0.25	0.51

Note 34 : INTEREST IN JOINT VENTURES

The Group's interest and share in joint ventures in the jointly controlled operations as at March 31, 2026 and March 31, 2025 are as follows:

S.No.	Name of joint venture partner	Description of interest	Nature of project	Ownership interest	Country of incorporation
1	M/s Southern Petrochemical Industries Corporation Limited (SPIC-SMO)	Jointly Controlled Operations	A Joint Venture Agreement effective from January 21, 2008. The principal activity of the Venture is to bid for tender and enter into contract with Power Development Department, J & K for Turnkey Package of 220kv D/C Wagoora-Budgam Zainakot Transmission Line in Kashmir Valley.	See Note 34(a).1 below	*
2	M/s Southern Petrochemical Industries Corporation Limited (SPIC-SMO)	Jointly Controlled Operations	A Joint Venture Agreement effective from February 15, 2008. The principal activity of the Venture is to bid for tender and enter into contract with Power Development Department, J & K for Turnkey Package of Construction of 1x20 MVA, 132/33 KV Grid Sub-Station at Chandak, District Poonch (J&K).	See Note 34(a).1 below	*
3	M/s Southern Petrochemical Industries Corporation Limited (SPIC-SMO)	Jointly Controlled Operations	A Joint Venture Agreement effective from November 15, 2007. The principal activity of the Venture is to bid for tender and enter into contract with Power Development Department, J & K for Turnkey Package for Survey, Engineering, Design, Fabrication of Lattice Type Structures Galvanisation Supply of Structures, Laying of foundation, Protection Works, Erection of Towers, laying & stringing of ACSR PANTHER Conductor, Testing and Commissioning of Transmission lines from Badampora – Bandipora and from Lassipora – Sopian.	See Note 34(a).1 below	*

*Country of Incorporation not applicable, as these are unincorporated Joint Ventures.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 34(a).1: As per joint venture agreements, the scope and value of work of each partner has been clearly defined and accepted by the clients. The Holding Company's share in assets, liabilities, income and expenses are duly accounted for in the accounts of the Holding Company in accordance with such division of work and therefore does not require separate disclosure. However, joint venture partners are jointly and severally liable to clients for any claims in these projects.

Note 35: DISCLOSURE OF RELATED PARTIES/RELATED PARTY TRANSACTIONS PURSUANT TO IND AS 24 "RELATED PARTY DISCLOSURES"

A Name of the related parties and nature of the related party relationship:

1 Associate Companies

- a) Greeneffect Waste Management Limited
- b) A2Z Waste Management (Nainital) Private Limited
- c) A2Z Waste Management (Jaipur) Limited

2 Subsidiaries of Greeneffect Waste Management Limited

- a) A2Z Waste Management (Merrut) Limited
- b) A2Z Waste Management (Moradabad) Limited
- c) A2Z Waste Management (Varanasi) Limited
- d) A2Z Waste Management (Badaun) Limited
- e) A2Z Waste Management (Balua) Limited
- f) A2Z Waste Management (Fatehpur) Limited
- g) A2Z Waste Management (Jaunpur) Limited
- h) A2Z Waste Management (Mirzapur) Limited
- i) A2Z Waste Management (Ranchi) Limited
- j) A2Z Waste Management (Sambhal) Limited
- k) A2Z Waste Management (Dhanbad) Private Limited
- l) A2Z Waste Management (Jaipur) Limited
- m) A2Z Waste Management (Ahmedabad) Limited (Strike off w.e.f. June 11, 2024)
- n) Earth Environment Management Services Private Limited
- o) Shree Balaji Pottery Private Limited
- p) Shree Hari Om Utensils Private Limited

3 Associate of A2Z Infraservices Limited

- a) Blyss Infinitaas Limited (w.e.f. March 20, 2026)

4 Joint Venture (unincorporated)

- a) M/s Southern Petrochemical Industries Corporation Limited (SPIC - SMO)

5 Key Management Personnel ('KMP')

- a) Mr. Amit Mittal (Managing Director cum Chief Executive Officer)
- b) Ms. Atima Khanna (Non-Executive Independent Director)
- c) Mr. Parmatma Singh Rathor (Non-Executive Independent Director)
- d) Ms. Ritu Goyal (Non-Executive Independent Director)
- e) Ms. Dipali Mittal (Non-Executive Director)
- f) Mr. Arun Gaur (Non-Executive Director)
- g) Mr. Manoj Tiwari (Non-Executive Director)
- h) Mr. Atul Kumar Agarwal (Company Secretary)
- i) Mr. Lalit Kumar (Chief Financial Officer)

6 Relatives of Key Management Personnel

- a) Mrs. Sudha Mittal (Mother of Mr. Amit Mittal)

7. Enterprise in control of KMP or their relatives

Mr Amit Mittal or his Relatives

- a) Zahav Trading And Consultants Private Limited
- b) Gurukuber Trading And Consultants Private Limited

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

B. Transactions with related parties during the year

The following transactions were carried out with the related parties in the ordinary course of business:

	For the year ended March 31, 2026					For the year ended March 31, 2025				
	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP	Joint Ventures	Associate companies
Liability written back										
- Greeneffect Waste Management Limited	-	1.52	-	-	-	4.14	-	-	-	-
- A2Z Waste Management (Ranchi) Limited	-	18.05	-	-	-	-	-	-	-	-
Interest income										
- Greeneffect Waste Management Limited	-	-	-	-	-	2.62	-	-	-	-
Interest expense										
- Greeneffect Waste Management Limited	-	0.64	-	-	-	4.56	-	-	-	-
- A2Z Waste Management (Ranchi) Limited	-	5.22	-	-	-	4.75	-	-	-	-
Loan settled on behalf of associate										
- Greeneffect Waste Management Limited	-	6,360.90	-	-	-	4,993.20	-	-	-	-
Investment in equity shares										
- Blyss Infinitaas Limited	-	3.00	-	-	-	-	-	-	-	-
Rent expense / equipment hiring charges										
- Dipali Mittal	-	-	-	12.40	-	-	-	12.00	-	-
- Sudha Mittal	-	-	-	-	-	-	-	2.76	-	-
Fund transferred (includes expenses incurred on behalf of associate companies)										
- Greeneffect Waste Management Limited	-	1,633.89	-	-	-	461.25	-	-	-	-
- A2Z Waste Management (Nainital) Private Limited	-	24.48	-	-	-	-	-	-	-	-
- Blyss Infinitaas Limited	-	0.27	-	-	-	-	-	-	-	-
- Earth Environment Management Services Private Limited	-	1,525.01	-	-	-	609.58	-	-	-	-
Fund received (includes expenses incurred on behalf of others)										
- A2Z Waste Management (Nainital) Private Limited	-	-	-	-	-	15.50	-	-	-	-
- SPIC-SMO	-	-	-	-	25.07	-	-	-	-	-
- A2Z Waste Management (Ranchi) Limited	-	18.05	-	-	-	-	-	-	-	-
Rent expenses paid										
- Dipali Mittal	-	-	-	2.70	-	-	-	-	-	-
Provision write back of loans and advances										
- SPIC-SMO	-	-	-	-	25.07	-	-	-	-	-
Sundry Balance written off										
- Greeneffect Waste Management Limited	-	453.96	-	-	-	-	-	-	-	-
Provision Created/Write off of Loans and Advances										
- Greeneffect Waste Management Limited	-	8,074.37	-	-	-	7,676.00	-	-	-	-
- A2Z Waste Management (Dhanbad) Private Limited	-	-	-	-	-	230.56	-	-	-	-
- A2Z Waste Management (Varanasi) Limited	-	-	-	-	-	72.77	-	-	-	-
- A2Z Waste Management (Ranchi) Limited	-	-	-	-	-	350.00	-	-	-	-

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

B. Transactions with related parties during the year

The following transactions were carried out with the related parties in the ordinary course of business:

	For the year ended March 31, 2026					For the year ended March 31, 2025				
	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP	Joint Ventures	Associate companies
Reversal of ESOP option to employees										
- Atul Kumar Agarwal	-	-	-	28.98	-	-	-	-	-	-
Provision created for investments										
- Greeneffect Waste Management Limited	-	-	-	-	-	-	-	3,532.45	-	-
- A2Z Waste Management (Merrut) Limited	-	-	-	-	-	-	-	19.19	-	-
- A2Z Waste Management (Balla) Limited	-	-	-	-	-	-	-	12.11	-	-
Loan Taken										
- Amit Mittal	-	-	-	-	-	-	-	-	-	310.00
- Dipali Mittal	-	-	-	-	-	-	-	-	-	685.00
- Zahav Trading and Consultants Private Limited	-	-	1,800.00	-	-	-	-	-	-	-
- Gurukuber Trading And Consultants Private Limited	-	-	1,800.00	-	-	-	-	-	-	-
Loan Repaid(Including Interest)										
- Amit Mittal	-	-	-	1,836.11	-	-	-	-	-	-
- Dipali Mittal	-	-	-	1,332.89	-	-	-	-	-	-
Interest Expenses on Loan taken										
- Amit Mittal	-	-	-	173.26	-	-	-	-	-	161.19
- Dipali Mittal	-	-	-	166.80	-	-	-	-	-	44.40
- Zahav Trading and Consultants Private Limited	-	-	117.19	-	-	-	-	-	-	-
- Gurukuber Trading And Consultants Private Limited	-	-	69.15	-	-	-	-	-	-	-
Guarantees reduced on behalf of subsidiaries										
- Greeneffect Waste Management Limited	-	8,715.00	-	-	-	-	-	-	-	-
Remuneration										
- Dipali Mittal	-	-	-	70.68	-	-	-	-	-	70.18
- Amit Mittal	-	-	-	78.96	-	-	-	-	-	78.96
- Atul Kumar Agarwal	-	-	-	50.49	-	-	-	-	-	50.49
- Manoj Tiwari	-	-	-	6.93	-	-	-	-	-	29.57
- Atima Khanna	-	-	-	7.45	-	-	-	-	-	5.55
- Lalit Kumar	-	-	-	36.01	-	-	-	-	-	33.66
- Chaitali Sharma	-	-	-	-	-	-	-	-	-	1.10
- Parmatma Singh Rathor	-	-	-	3.00	-	-	-	-	-	2.25
- Ritu Goyal	-	-	-	3.75	-	-	-	-	-	2.75
- Arun Gaur	-	-	-	4.50	-	-	-	-	-	3.50

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

C. Balance outstanding at the end of the year

	Balance outstanding as at March 31, 2026				Balance outstanding as at March 31, 2025			
	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP
<u>Investment in equity shares</u>								
- Greeneffect Waste Management Limited	-	969.40	-	-	-	969.40	-	-
- A2Z Waste Management (Jaipur) Limited	-	1.00	-	-	-	1.00	-	-
- A2Z Waste Management (Nainital) Private Limited	-	2.40	-	-	-	2.40	-	-
- Blyss Infinitaas Limited	-	3.00	-	-	-	-	-	-
<u>Provision on investment in equity shares</u>								
- Greeneffect Waste Management Limited	-	(969.40)	-	-	-	(969.40)	-	-
- A2Z Waste Management (Jaipur) Limited	-	(1.00)	-	-	-	(1.00)	-	-
- A2Z Waste Management (Nainital) Private Limited	-	(2.40)	-	-	-	(2.40)	-	-
<u>Investment in preference shares/debentures (debt Portion)</u>								
- Greeneffect Waste Management Limited	-	1,373.83	-	-	-	9,065.17	-	-
<u>Provision on investment in preference shares / debentures (Debt portion)</u>								
- Greeneffect Waste Management Limited	-	(1,373.83)	-	-	-	(9,065.17)	-	-
<u>Investment in preference shares/debentures (equity Portion)</u>								
- Greeneffect Waste Management Limited	-	22,349.99	-	-	-	14,658.65	-	-
<u>Provision on investment in preference shares/debentures (equity Portion)</u>								
- Greeneffect Waste Management Limited	-	(22,349.99)	-	-	-	(14,658.65)	-	-
<u>Investment in shares(ESOP scheme)</u>								
- Greeneffect Waste Management Limited	-	10.45	-	-	-	10.45	-	-
- A2Z Waste Management (Merrut) Limited	-	19.19	-	-	-	19.19	-	-
- A2Z Waste Management (Bailia) Limited	-	12.11	-	-	-	12.11	-	-
<u>Provision for impairment in value of investment in Shares - ESOP Scheme</u>								
- Greeneffect Waste Management Limited	-	(10.45)	-	-	-	(10.45)	-	-
- A2Z Waste Management (Merrut) Limited	-	(19.19)	-	-	-	(19.19)	-	-
- A2Z Waste Management (Bailia) Limited	-	(12.11)	-	-	-	(12.11)	-	-
<u>Non-current borrowing(debt portion of preference shares)</u>								
- Greeneffect Waste Management Limited	-	15.77	-	-	-	15.14	-	-
- A2Z Waste Management (Ranchi) Limited	-	59.34	-	-	-	54.12	-	-
<u>Other equity(equity portion of preference shares)</u>								
- Greeneffect Waste Management Limited	-	465.54	-	-	-	465.54	-	-
<u>Current borrowings</u>								
- Greeneffect Waste Management Limited	-	7.06	-	-	-	7.06	-	-
- A2Z Waste Management (Jaunpur) Limited	-	122.73	-	-	-	122.73	-	-

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

C. Balance outstanding at the end of the year

	Balance outstanding as at March 31, 2026				Balance outstanding as at March 31, 2025			
	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP
- A2Z Waste Management (Nainital) Private Limited	-	11.80	-	-	-	11.80	-	-
- A2Z Waste Management (Ranchi) Limited	-	3.68	-	-	-	3.68	-	-
- Amit Mittal	-	-	-	107.78	-	-	-	1,592.00
- Dipali Mittal	-	-	-	900.00	-	-	-	785.00
- Zahav Trading and Consultants Private Limited	-	-	1,800.00	-	-	-	-	-
- Gurukuber Trading And Consultants Private Limited	-	-	1,800.00	-	-	-	-	-
Interest payable (other financial liabilities)								
- A2Z Waste Management (Merrut) Limited	-	20.52	-	-	-	20.52	-	-
- Greeneffect Waste Management Limited	-	3.74	-	-	-	5.26	-	-
- A2Z Waste Management (Balia) Limited	-	0.04	-	-	-	0.04	-	-
- A2Z Waste Management (Ranchi) Limited	-	2.68	-	-	-	2.68	-	-
- A2Z Waste Management (Moradabad) Limited	-	0.15	-	-	-	0.15	-	-
- A2Z Waste Management (Nainital) Private Limited	-	4.51	-	-	-	8.46	-	-
- Mestric Consultants Private Limited (Formerly known as Mestric Consultants Private Limited)	-	0.02	-	-	-	0.02	-	-
- A2Z Waste Management (Jaunpur) Limited	-	15.65	-	-	-	15.65	-	-
- Amit Mittal	-	-	-	7.19	-	-	-	203.14
- Dipali Mittal	-	-	-	67.34	-	-	-	45.11
- Zahav Trading and Consultants Private Limited	-	-	105.47	-	-	-	-	-
- Gurukuber Trading And Consultants Private Limited	-	-	62.24	-	-	-	-	-
Interest receivable (loans)								
- Greeneffect Waste Management Limited	-	154.06	-	-	-	301.36	-	-
- Shree Balaji Pottery Private Limited	-	0.13	-	-	-	0.13	-	-
- Shree Hari Om Utensils Private Limited	-	0.13	-	-	-	0.13	-	-
- A2Z Waste Management (Moradabad) Limited	-	6.64	-	-	-	6.64	-	-
- A2Z Waste Management (Varanasi) Limited	-	5.76	-	-	-	5.76	-	-
- A2Z Waste Management (Ranchi) Limited	-	0.48	-	-	-	0.48	-	-
Provision for interest								
- Greeneffect Waste Management Limited	-	-	-	-	-	301.36	-	-
Trade receivable / other recoverable								
- A2Z Waste Management (Varanasi) Limited	-	15.74	-	-	-	15.74	-	-
- Greeneffect Waste Management Limited	-	249.04	-	-	-	249.02	-	-
- A2Z Waste Management (Balia) Limited	-	9.02	-	-	-	9.02	-	-
- A2Z Waste Management (Mirzapur) Limited	-	4.33	-	-	-	4.33	-	-
- A2Z Waste Management (Fatehpur) Limited	-	-	-	-	-	2.12	-	-
- A2Z Waste Management (Badaun) Limited	-	1.57	-	-	-	1.57	-	-

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

C. Balance outstanding at the end of the year

	Balance outstanding as at March 31, 2026				Balance outstanding as at March 31, 2025			
	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP
- A2Z Waste Management (Sambhal) Limited	-	2.00	-	-	-	2.00	-	-
- A2Z Waste Management (Dhanbad) Private Limited	-	0.82	-	-	-	0.82	-	-
- A2Z Waste Management (Moradabad) Limited	-	0.74	-	-	-	0.74	-	-
- A2Z Waste Management (Jaunpur) Limited	-	3.72	-	-	-	3.72	-	-
Other recoverable								
- Greeneffect Waste Management Limited	-	22,427.90	-	-	-	14,833.35	-	-
- A2Z Waste Management (Merrut) Limited	-	70.03	-	-	-	70.03	-	-
- A2Z Waste Management (Varanasi) Limited	-	218.85	-	-	-	218.85	-	-
- A2Z Waste Management (Moradabad) Limited	-	47.81	-	-	-	47.81	-	-
- Blyss Infinitaas Limited	-	0.27	-	-	-	-	-	-
Provision for doubtful debts/advances								
- A2Z Waste Management(Jaunpur) Ltd.	-	3.72	-	-	-	3.72	-	-
- Greeneffect Waste Management Limited	-	22,427.90	-	-	-	14,503.71	-	-
Remuneration/ sitting fees payable								
- Dipali Mittal	-	-	-	31.74	-	-	-	20.39
- Amit Mittal	-	-	-	117.15	-	-	-	50.62
- Manoj Tiwari	-	-	-	1.38	-	-	-	15.00
- Atul Kumar Agarwal	-	-	-	9.05	-	-	-	8.73
- Lalit Kumar	-	-	-	8.33	-	-	-	6.71
- Arun Gaur	-	-	-	5.20	-	-	-	3.15
- Parmatma Singh Rathor	-	-	-	0.90	-	-	-	0.68
- Ritu Goyal	-	-	-	1.13	-	-	-	0.90
- Alima Khanna	-	-	-	2.61	-	-	-	1.99
Short term loans and advances								
- A2Z Waste Management (Varanasi) Limited	-	77.48	-	-	-	77.48	-	-
- Greeneffect Waste Management Limited	-	4,018.05	-	-	-	3,953.85	-	-
- Earth Environment Management Services Private Limited	-	3,509.59	-	-	-	1,984.58	-	-
- A2Z Waste Management (Dhanbad) Private Limited	-	230.56	-	-	-	230.56	-	-
- A2Z Waste Management (Ranchi) Limited	-	331.95	-	-	-	350.00	-	-
- A2Z Waste Management (Merrut) Limited	-	8.92	-	-	-	8.92	-	-
- Shree Balaji Pottery Private Limited	-	0.13	-	-	-	0.13	-	-
- Shree Hari Om Utensils Private Limited	-	0.89	-	-	-	0.89	-	-
Provision for Loans								
- Greeneffect Waste Management Limited	-	3,801.25	-	-	-	3,953.85	-	-
- A2Z Waste Management (Dhanbad) Pvt. Limited	-	230.56	-	-	-	230.56	-	-
- A2Z Waste Management (Varanasi) Limited	-	72.77	-	-	-	72.77	-	-

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

C. Balance outstanding at the end of the year

	Balance outstanding as at March 31, 2026			Balance outstanding as at March 31, 2025		
	Joint Ventures	Associate companies	Enterprise in control of KMP or their relatives	KMP / Relative of KMP	Joint Ventures	Associate companies
- A2Z Waste Management (Ranchi) Limited	-	331.95	-	-	-	350.00
Trade payable/imprest payable						
- Dipali Mittal	-	-	-	18.36	-	-
- Sudha Mittal	-	-	-	0.69	-	-
- Greeneffect Waste Management Limited	-	123.91	-	-	-	177.27
- Atul Kumar Aggarwal	-	-	-	0.55	-	-
- A2Z Waste Management (Jaunpur) Limited	-	158.27	-	-	-	158.27
Other financial liability						
- Greeneffect Waste Management Limited	-	572.83	-	-	-	548.86
- A2Z Waste Management (Merrut) Limited	-	59.33	-	-	-	59.33
- A2Z Waste Management (Nainital) Private Limited	-	-	-	-	-	20.50
- A2Z Waste Management (Jaunpur) Limited	-	123.74	-	-	-	123.74
Guarantees given on behalf of associates						
- Greeneffect Waste Management Limited	-	-	-	-	-	8,175.00
- A2Z Waste Management (Merrut) Limited	-	1,100.00	-	-	-	1,100.00
- A2Z Waste Management (Moradabad) Limited	-	480.00	-	-	-	480.00

Note 35.1: In the opinion of the management, the transactions reported herein are on arms' length basis.

Note 35.2: Details relating to persons referred to as key managerial personnel above:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Short term employee benefits	237.82	258.86
Defined contribution/ benefit plan*	-	-
Share-based payment expenses/(reversal)	(28.98)	(11.47)
Sitting fees	23.95	19.15
Total compensation paid/payable to key management personnel	232.79	266.54

* In the absence of employee wise details of the defined contribution/ benefit plan, the amount considered is INR Nil (March 31, 2025: Nil)

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 36: FINANCIAL RISK MANAGEMENT

(i) Financial instruments by category

For amortised cost instruments, carrying value represents the best estimate of fair value.

	As at March 31, 2026		
	FVTPL	FVTOCI	Amortised cost
Financial assets			
Investment in mutual fund	49.80	-	-
Trade receivables	-	-	8,030.73
Loans	-	-	3,908.24
Cash and cash equivalents	-	-	352.24
Other bank balances	-	-	122.32
Other financial assets	-	-	13,898.45
Total	49.80	-	26,311.98
Financial liabilities			
Borrowings	-	-	9,585.91
Lease liability	-	-	78.99
Trade payables	-	-	21,808.95
Other financial liabilities	-	-	3,657.10
Total	-	-	35,130.95

	As at March 31, 2025		
	FVTPL	FVTOCI	Amortised cost
Financial assets			
Trade receivables	-	-	10,479.71
Loans	-	-	2,012.37
Cash and cash equivalents	-	-	398.99
Other bank balances	-	-	116.05
Other financial assets	-	-	15,586.87
Total	-	-	28,593.99
Financial liabilities			
Borrowings	-	-	9,154.55
Lease liability	-	-	7.70
Trade payables	-	-	24,974.58
Other financial liabilities	-	-	3,374.59
Total	-	-	37,511.42

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

(ii) Risk management

The Group's activities expose it to market risk, liquidity risk and credit risk. This note explains the sources of risk which the entity is exposed to and how the entity manages the risk and the related impact in the financial statements.

Risk	Exposure arising from	Measurement	Management
Credit risk	Cash and cash equivalents, trade receivables, financial assets measured at amortised cost	Aging analysis	Bank deposits, diversification of asset base, credit limits and collateral.
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Analysis of committed credit lines and borrowing facilities
Market risk - foreign exchange	Recognised financial assets and liabilities not denominated in Indian Rupee (INR)	Cash flow forecasting	Risk limits
Market risk - interest rate	Long-term borrowings at variable rates	Sensitivity analysis	Risk limits
Market risk - security price	Investments in equity securities	Sensitivity analysis	Risk limits

The Group's risk management is carried out by a central treasury department (of the Group) under policies approved by the board of directors. The board of directors provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and investment of excess liquidity

A. Credit risk

Credit risk is the risk that a counterparty fails to discharge an obligation to the Group. The Credit risk arises from cash and cash equivalents, trade receivables, investments carried at amortised cost and deposits with banks and financial institutions. The Group's maximum exposure to credit risk is limited to the carrying amount of financial assets recognised at the reporting date.

The Group continuously monitors defaults of customers and other counterparties, identified either individually or by the Group, and incorporates this information into its credit risk controls. Where available at reasonable cost, external credit ratings and/or reports on customers and other counterparties are obtained and used. The Group's policy is to deal only with creditworthy counterparties.

The Group's receivables comprises of trade receivables. During the periods presented, the group made no write-offs of trade receivables and it does not expect to receive future cash flows or recoveries from collection of cash flows previously written off. The Group has certain trade receivables that have not been settled by the contractual due date but are not considered to be impaired, as given below:

	As at March 31, 2026	As at March 31, 2025
Not more than 30 days	1,675.72	2,437.76
More than 30 days but not more than 60 days	507.90	896.64
More than 60 days but not more than 90 days	705.40	812.59
More than 90 days	29,351.25	31,372.38
	32,240.27	35,519.37
Less: Provision for impairment	(24,209.54)	(25,039.66)
	8,030.73	10,479.71

In respect of trade and other receivables, the Group is not exposed to any significant credit risk exposure to any single counterparty. Based on historical information about customer default rates management consider the credit quality of trade receivables that are not past due or impaired to be good. The Group recognizes lifetime expected credit losses on trade receivables using a simplified approach and uses historical information to arrive at loss percentage relevant to each category of trade receivables. Further, specific provision is made for any individual debtors which are considered to be doubtful and non-recoverable in part or in full. The reconciliation of expected credit losses on trade receivables is given below.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	As at March 31, 2026	As at March 31, 2025
Balance as at the beginning of the year	25,039.66	25,499.56
Changes in provision		
Additional provision	(737.95)	(459.90)
Reversal / Write-off	(92.17)	-
Balance as at the end of the year	24,209.54	25,039.66

The credit risk for other financial assets is considered negligible, since the counterparties are reputable organisations with high quality external credit ratings. However, specific provision is made in case a particular receivable is considered to be non-recoverable.

B. Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. Due to the nature of the business, the Group maintains flexibility in funding by maintaining availability under committed facilities.

Management monitors rolling forecasts of the Group's liquidity position and cash and cash equivalents on the basis of expected cash flows. The Group takes into account the liquidity of the market in which the entity operates. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans.

Maturities of financial liabilities

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their contractual maturities for all non-derivative financial liabilities. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

As at March 31, 2026	Less than 1 year	1-2 year	2-3 year	More than 3 years	Total
Non-derivative financial liabilities					
Borrowings (including estimated future interest)	9,510.80	-	-	1,100.00	10,610.80
Lease liability	34.80	55.46	-	-	90.26
Trade payables	21,808.95	-	-	-	21,808.95
Other financial liabilities	3,657.10	-	-	-	3,657.10
Total	35,011.65	55.46	-	1,100.00	36,167.11

As at March 31, 2025	Less than 1 year	1-2 year	2-3 year	More than 3 years	Total
Non-derivative financial liabilities					
Borrowings (including estimated future interest)	9,088.16	-	-	1,100.00	10,188.16
Lease liability	8.00	-	-	-	8.00
Trade payables	24,974.58	-	-	-	24,974.58
Other financial liabilities	3,374.59	-	-	-	3,374.59
Total	37,445.33	-	-	1,100.00	38,545.33

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

C. Market Risk

(a) Interest rate risk

(i) Liabilities

The Group's policy is to minimise interest rate cash flow risk exposures on long-term financing. At March 31, 2026, the Group is exposed to changes in market interest rates through bank borrowings at variable interest rates. The Group's investments in fixed deposits all pay fixed interest rates.

Interest rate risk exposure

Below is the overall exposure of the Group to interest rate risk:

	As at March 31, 2026	As at March 31, 2025
Variable rate borrowing	4,493.84	9,154.55
Fixed rate borrowing	5,092.07	-
Total	9,585.91	9,154.55

Sensitivity

Below is the sensitivity of profit or loss and equity changes in interest rates.

	As at March 31, 2026	As at March 31, 2025
Interest sensitivity*		
Interest rates – increase by 100 basis points (100 bps)	(33.63)	(68.50)
Interest rates – decrease by 100 basis points (100 bps)	33.63	68.50

* Holding all other variables constant

(b) Foreign exchange risk

The Group is exposed to foreign exchange risk arising from foreign currency transactions, primarily with respect to the US Dollar (USD), Ugandan Shillings, Nepal Rupee and Tanzania Shillings. Foreign exchange risk arises from recognised assets and liabilities denominated in a currency that is not the Group's functional currency.

Unhedged foreign currency exposure

The Group's exposure to foreign currency risk at the end of the reporting period expressed are as follows:

As at March 31, 2026

	Currency	Amount in foreign currency	Exchange rate	Amount in INR
Cash and cash equivalents	USD	0.06	94.31	5.43
	Uganda Shillings	9.28	0.03	0.24
	NPR	0.32	0.62	0.20
	Tanzania Shillings	2,278.82	0.04	83.82
Trade payables	USD	0.04	94.31	4.18
	Uganda Shillings	615.20	0.03	15.67

As at March 31, 2025

	Currency	Amount in foreign currency	Exchange rate	Amount in INR
Cash and cash equivalents	USD	0.06	85.53	4.97
	Uganda Shillings	9.28	0.02	0.20
	NPR	0.32	0.62	0.19
	Tanzania Shillings	2,577.08	0.03	83.76
Trade payables	USD	0.10	85.53	8.20
	Uganda Shillings	622.88	0.02	14.38

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Sensitivity*

The sensitivity of profit or loss and equity to changes in the exchange rates arises mainly from foreign currency denominated financial instruments.

	As at March 31, 2026	As at March 31, 2025
USD sensitivity		
INR/USD- increase by 6.82% (for previous year - 6.82%)	0.06	(0.16)
INR/USD- decrease by 6.82%(for previous year - 6.82%)	(0.06)	0.16
UGX sensitivity		
INR/UGX- increase by 6.05% (for previous year - 6.05%)	(0.70)	(0.64)
INR/UGX- decrease by 6.05% (for previous year - 6.05%)	0.70	0.64
NPR sensitivity		
INR/NPR increase by 12.26% (for previous year - 12.26%)	0.02	0.02
INR/NPR- decrease by 12.26% (for previous year - 12.26%)	(0.02)	(0.02)
TZS sensitivity		
INR/TZS- increase by 6.41% (for previous year - 6.41%)	4.02	4.02
INR/TZS- decrease by 6.41% (for previous year - 6.41%)	(4.02)	(4.02)

* Holding all other variables constant

Note 37 : FINANCIAL RATIOS

Particulars	Numerator	Denominator	March 31, 2026	March 31, 2025	Variance	Reason for variance
Current ratio	Current assets	Current liabilities	0.83	0.77	7.82%	No Major Variance
Debt-equity ratio	Total debt	Shareholder's equity	1.94	2.03	(4.41%)	No Major Variance
Debt service coverage ratio	Earnings available for debt service*	Debt Service**	(2.64)	0.35	(850.47%)	Due to borrowings taken in current year.
Return on equity ratio	Net profit after taxes	Average shareholder's equity	0.11	0.03	270.57%	Due to higher profit in current year as compared to previous year.
Inventory turnover ratio	Cost of goods sold or sales	Average Inventory	-	-	NA	NA
Trade receivables turnover ratio	Sales	Average Trade Receivables	4.18	2.58	62.03%	Due to higher revenue in current year
Trade payables turnover ratio	Purchases	Average Trade Payables	0.76	0.51	51.30%	Due to higher cost in current year.
Net capital turnover ratio	Sales	Working Capital	(6.09)	(3.49)	74.40%	Due to increase in revenue in current year
Net profit ratio	Net profit after tax	Sales	0.01	0.00	340.48%	Due to higher profit in current year as compared to previous year.
Return on capital employed	Earnings before interest and Taxes	Capital employed****	0.12	0.15	(22.98%)	No Major Variance
Return on Investment (%)	Current value of investment - Cost of investment	Cost of investment	0.09	-	NA	NA

*Earning for Debt Service = Net Profit after taxes*** + Non-cash operating expenses like depreciation and other amortizations + Interest + other adjustments like loss on sale of Fixed assets etc.

**Debt service = Interest & Lease Payments + Principal Repayments

***"Net Profit after tax" means reported amount of "Profit / (loss) for the period" and it does not include items of other comprehensive income.

****Capital Employed = Tangible Net Worth + Total Debt + Deferred Tax Liability

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 38 : CAPITAL MANAGEMENT POLICIES AND PROCEDURES

For the purpose of the Group's capital management, capital includes issued equity capital, convertible preference shares, share premium and all other equity reserves attributable to the equity holders of the Group.

The Group's capital management objectives are:

- to ensure the Group's ability to continue as a going concern
- to provide an adequate return to shareholders by pricing products and services commensurately with the level of risk.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group includes within net debt, interest bearing loans and borrowings, trade and other payables, less cash and cash equivalents, excluding discontinued operations.

	As at March 31, 2026	As at March 31, 2025
Borrowings	9,585.91	9,154.55
Less: cash and cash equivalents	(352.24)	(398.99)
Net debt	9,233.67	8,755.56
Equity	4,947.36	4,516.60
Capital and net debt	14,181.03	13,272.16
Gearing ratio	65.11%	65.97%

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements.

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2026 and March 31, 2025.

Note 39: OTHER STATUTORY INFORMATION

- (i) The Group does not have any benami property, where any proceeding has been initiated or pending against the Group for holding any benami property.
- (ii) The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- (iii) During the current year, the Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall :
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the group (ultimate beneficiaries) or
 - (b) provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries.
- (iv) During the current year, the Group has not received any fund from any person(s) or entity(ies), including foreign entities (funding party) with the understanding (whether recorded in writing or otherwise) that the Group shall:
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the funding party (ultimate beneficiaries) or
 - (b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries.
- (v) The Group does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.
- (vi) The Group has complied with the number of layers prescribed under clause (87) of section 2 of the Act read with the Companies (Restriction on number of Layers) Rules, 2017.
- (vii) The Group is not declared wilful defaulter by and bank or financials institution or lender during the year.
- (viii) The Group does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

- (ix) The title deeds of all the immovable properties, (other than immovable properties where the Group is the lessee and the lease agreements are duly executed in favour of the Group) disclosed in the financial statements included in property, plant and equipment and capital work-in progress are held in the name of the Group as at the balance sheet date.
- (x) The Group has not had any transactions with struck off companies under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956.
- (xi) Quarterly returns or statements of current assets filed by the Group with banks or financial institutions are in agreement with the books of accounts.
- (xii) The Group has used the borrowings from banks and financial institutions for the specific purpose for which it was obtained.

Note 40 : SEGMENT REPORTING

Segmental information

Business segments:

The Group has reported segment information as per Indian Accounting Standard 108 "Operating Segments" (Ind AS 108). The Group is operating into following segments :

- (i) Engineering Service (ES)
- (ii) Facility Management Services (FMS)
- (iii) Municipal Solid Waste Management (MSW)
- (iv) Others represents trading of goods, renting of equipments, manufacturing of electrical equipment Power Generation Project and operation and maintenance services, etc.

	For the year ended March 31, 2026					
	Engineering services	Facility management services	Municipal solid waste management	Others	Elimination	Total
Revenue						
Segment revenue	11,393.66	18,643.40	8,606.72	-	-	38,643.79
Other income	68.08	13.55	699.10	15.64	-	796.37
Intersegment revenue	(22.59)	3,197.37	-	-	3,174.78	-
Total segment revenue	11,439.15	21,854.32	9,305.82	15.64	3,174.78	39,440.16
Cost						
Segment cost	(11,835.22)	(20,732.27)	(8,922.08)	(17.60)	(3,253.87)	(38,253.30)
Total segment cost	(11,835.22)	(20,732.27)	(8,922.08)	(17.60)	(3,253.87)	(38,253.30)
Segment operating (loss)/ profit	(396.07)	1,122.05	383.74	(1.96)	(79.09)	1,186.85
Total reportable segment operating profit/(loss)						1,186.85
Interest income						833.66
Interest expense						(669.62)
Share of loss of associates and bank charges						(68.48)
Exceptional Item (Refer Note 42)						(516.76)
Profit before tax						765.65
Tax expense						
Current tax						334.78
Deferred tax (net)						(10.02)
Tax expense relating to prior years						(82.72)
Profit after tax						523.61
Reclassification of net actuarial gain on employee defined benefit obligations						21.10
Total comprehensive income for the year (comprising loss and other comprehensive income)						544.71

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	For the year ended March 31, 2026					
	Engineering services	Facility management services	Municipal solid waste management	Others	Elimination	Total
Assets						
Segment assets	21,831.38	8,465.61	3,585.80	4,226.17	9,200.80	28,908.16
Unallocable corporate assets	-	-	-	-	-	17,158.69
Total assets	21,831.38	8,465.61	3,585.80	4,226.17	9,200.80	46,066.85
Liabilities						
Segment liabilities	19,439.78	5,841.16	9,422.32	3,010.86	9,613.21	28,100.91
Unallocable corporate liabilities	-	-	-	-	-	14,763.58
Total liabilities	19,439.78	5,841.16	9,422.32	3,010.86	9,613.21	42,864.49
Capital expenditure	95.12	72.43	-	-	-	167.55
Depreciation and amortisation	132.81	155.83	79.81	109.19	-	477.64
Other non-cash expenditure						890.62

	For the year ended March 31, 2025					
	Engineering services	Facility management services	Municipal solid waste management	Others	Elimination	Total
Revenue						
Segment revenue	4,854.93	21,341.73	7,430.09	-	-	33,626.75
Other income	555.30	267.28	1,098.87	132.56	-	2,054.01
Intersegment revenue	-	240.01	-	10.80	250.81	-
Total segment revenue	5,410.23	21,849.02	8,528.96	143.36	250.81	35,680.76
Cost						
Segment cost	(5,570.13)	(20,021.70)	(8,035.75)	(18.45)	(391.48)	(33,254.55)
Total segment cost	(5,570.13)	(20,021.70)	(8,035.75)	(18.45)	(391.48)	(33,254.55)
Segment operating (loss)/profit	(159.90)	1,827.32	493.21	124.91	(140.67)	2,426.21
Total reportable segment operating profit						2,426.21
Interest income						105.23
Interest expense						(708.42)
Share of loss of associates and bank charges						(285.92)
Exceptional Item (Refer Note 42)						(533.01)
Profit before tax						1,004.09
Tax expense						
Current tax						499.42
Deferred tax (net)						77.05
Tax expense relating to prior years						324.18
Profit after tax						103.44
Reclassification of net actuarial gain on employee defined benefit obligations						442.09
Total comprehensive income for the year (comprising loss and other comprehensive income)						545.53

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	As at March 31, 2025					
	Engineering services	Facility management services	Municipal solid waste management	Others	Elimination	Total
Assets						
Segment assets	24,041.80	8,908.34	5,541.00	4,645.07	9,150.57	33,985.64
Unallocable corporate assets	-	-	-	-	-	15,856.79
Total assets	24,041.80	8,908.34	5,541.00	4,645.07	9,150.57	49,842.43
Liabilities						
Segment liabilities	23,431.86	5,529.99	10,116.38	2,857.25	9,724.59	32,210.89
Unallocable corporate liabilities	-	-	-	-	-	14,973.89
Total liabilities	23,431.86	5,529.99	10,116.38	2,857.25	9,724.59	47,184.78
Capital expenditure	220.15	314.19	0.31	-	-	534.65
Depreciation and amortisation	117.93	155.05	92.51	127.61	-	493.10
Other non-cash expenditure	-	-	-	-	-	(1,015.53)

The unallocable assets includes tax receivable from Government authorities.

Finance income and costs, and fair value gains and losses on financial assets are not allocated to individual segments as the underlying instruments are managed on a group basis.

Current taxes, deferred taxes and certain financial assets and liabilities are not allocated to those segments as they are also managed on a group basis.

The revenue from customers (having more than 10% of total revenue) during the year is INR 18,559.06 lakhs (March 31, 2025 INR 10,493.04 lakhs) arising from revenue from engineering services and Municipal solid waste management.

Note 41 : CONTINGENT LIABILITIES

The details of contingent liabilities are as follows:

	As at March 31, 2026	As at March 31, 2025
Corporate guarantees given to banks on account of facilities granted by said banks to associates	3,580.00	12,295.00
Right to recompense (CDR Scheme)	-	-
Litigations under workmen compensation act (Refer Note 41.1)	17.46	17.46
Litigations with contractors and others (Refer Note 41.1)	39.69	39.69
Sales tax demand under dispute (net of amount paid under protest) (Refer Note 41.1)	2,771.25	8,865.50
GST demand under dispute (net of amount paid under protest) (Refer Note 41.1 and Refer Note 41.3)	6,820.20	3,199.63
Income Tax demand under dispute (Refer Note 41.2 and Refer Note 41.3)	1,091.43	3,491.80
	14,320.02	27,909.07

Note 41.1 : Note 41.1 : Based on discussions with the solicitors / favourable decisions in similar cases/legal opinions taken by the Holding Company, the management believes that the Holding Company has a good chance of success in above-mentioned cases and hence, no provision is considered necessary.

Note 41.2 : The Income tax authorities conducted a search and survey at certain premises of the Holding Company under section 132 and 133 of the Income Tax Act, 1961 in April 2012. During the year ended March 31, 2015, the Holding Company received the assessment orders for the assessment years 2009-10 to 2013-14 from the Deputy Commissioner of Income Tax (DCIT) demanding additional tax liability. During the year ended March 31, 2015 the Holding Company had filed appeals with Commissioner of Income Tax (CIT) (Appeals) challenging these orders against which the said authority had granted partial relief to the Holding Company. The Holding Company has further filed appeals with Income Tax Appellate Tribunal (ITAT) challenging the orders for these assessment years in respect of the matters, where the CIT(A) has not accepted the Holding Company's contention. Additionally, the DCIT

has also filed appeals with the ITAT against the matters where the relief has been given to the Holding Company. Further, during the year ended March 31, 2018, the Holding Company had received penalty orders for the Assessment year 2009-10 to 2013-14 from DCIT and for the Assessment year 2008-09 from CIT demanding additional tax liability of INR 1,277.64 lakhs against which the CIT (Appeals) had not granted relief to the Holding Company.

During the year ended March 31, 2019, the Holding Company has received orders from CIT (Appeals) quashing the penalty orders aggregating INR 477.71 lakhs out of the aforementioned and upholding the rest. During the year ended March 31, 2023, the holding company has received order from ITAT quashing the penalty order and quantum order is still pending at ITAT level. During the current year, the holding company received a favourable order in the matter. Accordingly, the related contingent liability has been reduced to NIL.

Note 41.3 : Exclusive of Interest and penalty

Note 42: EXCEPTIONAL ITEMS

	For the year ended March 31, 2026	For the year ended March 31, 2025
One time settlement with banks and financial institutions (Refer Note 42.1)	825.87	9,372.13
Loan settled on behalf of associate	6,360.90	4,993.20
Provision on debtors written back	763.88	-
Unbilled earlier written off, now written back	-	1,238.71
Liabilities written back	1,084.25	592.49
Exception gain (A)	9,034.90	16,196.53
Unbilled provision/write off	-	962.77
Amount paid/payable towards settlement liability	305.00	-
Provision on loans and advances of associates	7,999.28	8,327.22
Capital work-in-progress impaired/written off	1,247.38	4,074.53
Investment provision	-	3,365.02
Exceptional loss (B)	9,551.66	16,729.54
Net exceptional gain/(loss)	(516.76)	(533.01)

Note 42.1: Gain on one time settlement agreements with banks for borrowings pertains to excess of outstanding loan liabilities against the settlement consideration paid under the settlement agreement entered by the Holding company.

Note 43: The Tanzania branch has a contract with Rural Energy Agency (REA) for supply and installation of medium and low voltage lines, distribution transformers and connections to un-electrified rural areas in Dodoma Region (Bahı, Kongwa and Chemba districts) on Turnkey basis for Lot 1 and supply and installation of medium and low voltage lines, distribution of transformers and connections to un-electrified rural areas in Dodoma Region (Chamwino, Kondoia and Mpwapwa districts) on a Turnkey basis for Lot 2. Lot -01 districts Bahı, Kongwa and Chemba are completed as on 21st April 2022, 10th April 2022 and 31st August 2022 and defect liability period is applicable for next 12 months. Lot -02 districts Chamwino, Kondoia and Mpwapwa are completed as on 2nd August 2023 and defect liability period is applicable for next 12 months. The contract allows further period of 12 months after completion for handing over the project and the company is in the process of closing the project.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 44: DISCLOSURE PURSUANT TO IND AS 115 “REVENUE FROM CONTRACTS WITH CUSTOMERS”

(a) Disaggregation of revenue into operating segments and geographical areas for the year ended March 31, 2026 and March 31, 2025

Segment	For the year ended March 31, 2026		For the year ended March 31, 2025	
	Revenue as per Ind AS 115	Total	Revenue as per Ind AS 115	Total
Sale/rendering of services				
Revenue from engineering services	11,393.66	11,393.66	4,854.93	4,854.93
Revenue from facility management services	18,643.40	18,643.40	21,341.73	21,341.73
Revenue from collection and transportation of municipal solid waste	8,603.94	8,603.94	7,429.74	7,429.74
Revenue from sale of products	2.79	2.79	0.35	0.35
Total	38,643.79	38,643.79	33,626.75	33,626.75

(b) Out of the total revenue recognised under IND AS-115 during the year, INR 38,641.00 lakhs (Previous year : INR 33,626.40 lakhs) is recognised over a period of time and INR 2.79 lakhs (Previous year : INR 0.35 lakhs) is recognised at a point in time.

(c) **Movement in Expected Credit Loss during the year:**

Particulars	Provision on Trade receivables covered under Ind AS 115		Provision on Contract assets	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Opening balance as at April 1	25,039.66	25,499.56	391.86	661.34
Changes in allowance for expected credit loss:				
Provision/(reversal) of allowance for expected credit loss	(737.95)	(459.90)	-	(157.62)
Receivables written off during the year	92.17	-	-	(111.86)
Closing balance as at March 31	24,209.54	25,039.66	391.86	391.86

(d) **Contract balances:**

(i) Movement in contract balances during the year:

Particulars	As at March 31, 2026				As at March 31, 2025			
	Trade Receivable*	Contract assets *	Contract liabilities	Net contract balances	Trade Receivable*	Contract assets *	Contract liabilities	Net contract balances
Opening balance as at April 1	10,479.71	2,939.28	867.57	2,071.71	15,619.26	4,781.93	1,369.05	3,412.88
Closing balance as at March 31	8,030.73	2,407.37	859.79	1,547.58	10,479.71	2,939.28	867.57	2,071.71
Net increase/(decrease)	(2,448.98)	(531.91)	(7.78)	(524.13)	(5,139.55)	(1,842.65)	(501.48)	(1,341.17)

(ii) Revenue recognised during the year from the performance obligation satisfied in previous year (arising out of contract modifications) amounts to Nil (March 31, 2025: NIL)

(e) **Cost to obtain the contract :**

(i) Amount of amortisation recognised in Profit and Loss during the year March 31, 2026 : NIL (March 31, 2025: NIL)

(ii) Amount recognised as assets as at March 31, 2026: NIL (March 31, 2025: NIL)

(f) Reconciliation of contracted price with revenue during the year:

Particulars	March 31, 2026	March 31, 2025
Opening contracted price of orders as at April 1*	272,188.63	261,776.90
Add:		
Fresh orders/change orders received (net)	38,550.94	44,197.03
Annual Maintenance Order	4,948.44	2,564.52
Less:		
Orders completed during the year	46,805.77	36,349.84
Closing contracted price of orders as at March 31*	268,882.25	272,188.61
Total Revenue recognised during the year:	38,643.79	33,626.76
Less: Revenue out of orders completed during the year	21,758.13	13,779.00
Revenue out of orders under execution at the end of the year (I)	16,885.66	19,847.76
Revenue recognised upto previous year (from orders pending completion at the end of the year) (II)	220,954.95	225,466.28
Balance revenue to be recognised in future viz. Order book (III)	31,041.64	26,874.58
Closing contracted price of orders as at March 31* (I+II+III)	268,882.25	272,188.61

*including full value of partially executed contracts.

(g) Remaining performance obligations:

The aggregate amount of transaction price allocated to remaining performance obligations and expected conversion of the same into revenue is as follows:

Particulars	As at March 31, 2026			As at March 31, 2025		
	Total	Expected conversion in revenue		Total	Expected conversion in revenue	
		Upto 1 Year	More than 1 Year		Upto 1 Year	More than 1 Year
Transaction price allocated to remaining performance obligation	31,041.64	23,277.81	7,763.83	26,874.58	24,577.29	2,297.29

- (h) The Group has a process whereby periodically long term contracts are assessed for material foreseeable losses. At the year end, the Group has reviewed and ensured that adequate provision as required under the law/accounting standards for the material foreseeable losses on such long term contracts has been made in the books of accounts.

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 45: GROUP INFORMATION:

Consolidated financial statements as at March 31, 2026 comprise the financial statements of A2Z Infra Engineering (the "Company") and its subsidiaries, which are as under:

SI No.	Name	Principal activities	NIC Code	Country of incorporation	Status of Financial Statements at March 31, 2026	Proportion of equity Interest as at March 31, 2026	Proportion of equity Interest as at March 31, 2025
I Subsidiary companies							
1	A2Z Infraserivces Limited	Combined facilities support activities	81100	India	Audited	93.83%	93.83%
2	A2Z Powercom Limited	Engineering Services	42202	India	Audited	100.00%	100.00%
3	Mansi Bijlee & Rice Mills Limited	Electric Power Generation, transmission and distribution	35106	India	Audited	100.00%	100.00%
4	Magic Genie Services Limited (Strike off w.e.f 26.06.2024)*	Facility Management Services Provider	36000	India	Audited	0.00%	0.00%
5	Blackrock Waste Processing Private Limited	Waste management processing facility	38110/38210	India	Audited	60.00%	60.00%
6	A2Z Maintenance & Engineering Services Limited and Satya Builders (Association of person)	Water Waste Management	38110/38210	India	Audited	60.00%	60.00%
II Step down subsidiaries							
Subsidiaries of A2Z Infraserivces Limited							
1	Ecogreen Envirotech Solutions Limited	Waste management processing facility	38110/38210	India	Audited	79.47%	79.47%
2	A2Z Waste Management (Ludhiana) Limited	Waste management processing facility	38110/38210	India	Audited	65.68%	65.68%
3	A2Z Waste Management (Aligarh) Limited	Waste management processing facility	38110/38210	India	Audited	75.06%	75.06%
4	Magic Genie Smartech Solutions Limited	Installation of Sanitation Equipment	43221	India	Audited	65.68%	65.68%
5	Rishikeh Waste Management Limited	Manufacture, Fabricate, develop, and assemble electronic equipments of all description	26109	India	Audited	65.68%	65.68%
6	Vsapients Techno Services Private Limited (strike off w.e.f. 09.01.2025)**	Software designing, development, customization, implementation, maintenance, testing and benchmarking, designing, developing and dealing in computer software and solutions	62091/62099	India	Audited	0.00%	0.00%
7	Vswach Enviroment (Aligarh) Private Limited (strike off w.e.f. 09.01.2025)**	collection, segregation, transportation, trading, processing, composting, recycling, treatment and disposal of all types of waste	38110/38210	India	Audited	0.00%	0.00%
III Associate Companies							
1	Greeneffect Waste Management Limited	India	38110/38210	India	Audited	42.61%	42.61%
2	A2Z Waste Management (Nainital) Private Limited	India	38110/38210	India	Audited	48.00%	48.00%
3	A2Z Waste Management (Jaipur) Limited	India	38110/38210	India	Audited	20.00%	20.00%
4	Blyss Infinitaas Limited (w.e.f., 20.03.2026)***	India	96097/63122	India	Audited	37.53%	0.00%

* During the previous year Magic Genie Services Limited (direct subsidiary) has been strike off w.e.f June 26, 2024.

** During the previous year Vsapients Techno Services Private Limited and Vswach Enviroment (Aligarh) Private Limited has been striked off w.e.f January 9, 2025.

***During the year under review, A2Z Infraserivces Limited ("Infraserivces"), a material subsidiary of A2Z Infra Engineering Limited ("Company"), invested in "Blyss Infinitaas Ltd." ("Blyss"), an Associate of Infraserivces. Infraserivces holds 40% stake in Blyss w.e.f. March 20, 2026

Note 46

(a): Additional information as required by Paragraph 2 of the general instructions for preparation of consolidated financial statements to division II of Schedule III to the Companies Act, 2013 for the year ended March 31, 2026:

		Net Assets i.e. total assets minus total liabilities		Share in profit /(loss)		Share in other comprehensive income		Share in total comprehensive income	
		As % of Consolidated net assets	Amount	% of Consolidated profit /(loss)	Amount	% of Consolidated Profit /(loss)	Amount	% of Consolidated Profit /(loss)	Amount
Parent:									
1	A2Z Infra Engineering Limited	14.11	451.98	(53.33)	(279.25)	(52.04)	(10.98)	(53.28)	(290.23)
Subsidiaries:									
Indian:									
1	A2Z Infraservices Limited	279.2	8,940.79	193.13	1,011.23	(592.70)	(125.06)	162.69	886.17
2	A2Z Powercom Limited	(14.55)	(465.93)	(3.09)	(16.18)	-	-	(2.97)	(16.18)
3	Rishikesh Waste Management Limited	(4.43)	(142.01)	5.81	30.42	37.49	7.91	7.04	38.33
4	Mansi Bijlee & Rice Mills Limited	(29.77)	(953.31)	(108.95)	(570.48)	0.43	0.09	(104.71)	(570.39)
5	A2Z Waste Management (Aligarh) Limited	2.46	78.75	(52.64)	(275.64)	11.75	2.48	(50.15)	(273.16)
6	A2Z Maintenance & Engineering Services Limited and Satya Builders (Association of person)	(36.42)	(1,166.37)	(0.09)	(0.48)	-	-	(0.09)	(0.48)
7	Ecogreen Envirotech Solutions Limited	44.65	1,429.97	118.19	618.88	629.34	132.79	137.99	751.67
8	A2Z Waste Management (Ludhiana) Limited	(161.16)	(5,160.86)	(30.53)	(159.87)	(1.56)	(0.33)	(29.41)	(160.20)
9	Magic Genie Smartech Solutions Limited	(0.27)	(8.64)	5.76	30.18	67.35	14.21	8.15	44.39
10	Blackrock Waste Processing Private Limited	(0.04)	(1.36)	(0.06)	(0.32)	-	-	(0.06)	(0.32)
Associates:									
1	Greeneffect Waste Management Limited (Formerly known as A2Z Green Waste Management Group)#	-	-	-	-	-	-	-	-
2	Blyss Infinitaas Limited (w.e.f. March 20 2026)	-	-	(0.57)	(3.00)	-	-	(0.55)	(3.00)
Total non-controlling interest in all subsidiaries		(54.49)	(1,745.00)	16.49	86.32	130.95	27.63	20.92	113.95
Total eliminations and other consolidation adjustments		60.71	1,944.35	9.89	51.80	(131.00)	(27.64)	4.44	24.16
Total		100.00	3,202.36	100.00	523.61	100.00	21.10	100.00	544.71

Greeneffect Waste Management Limited ('GWML') which has holding in various SPVs under its fold (hereinafter Greeneffect Waste Management Limited together with its subsidiaries is referred to as Greeneffect Waste Management Group).

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

46 (b): Additional information as required by Paragraph 2 of the general instructions for preparation of consolidated financial statements to division II of Schedule III to the Companies Act, 2013 for the year ended March 31, 2025:

	Net Assets i.e. total assets minus total liabilities		Share in profit/ (loss)		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	Amount	% of consolidated profit / (loss)	Amount	% of consolidated profit / (loss)	Amount	% of consolidated profit / (loss)	Amount
Parent:								
A2Z Infra Engineering Limited	27.93	742.20	(101.85)	(105.35)	(3.44)	(15.20)	(22.10)	(120.55)
Subsidiaries:								
Indian:								
1 A2Z Infraservices Limited	302.65	8,043.24	983.75	1,017.59	46.38	205.04	224.12	1,222.63
2 A2Z Powercom Limited	(16.94)	(450.11)	(429.87)	(444.66)	-	-	(81.51)	(444.66)
3 Rishikesh Waste Management Limited	(6.75)	(179.44)	23.37	24.17	0.98	4.33	5.22	28.50
4 Mansi Bijlee & Rice Mills Limited	(14.41)	(382.93)	(1,305.16)	(1,350.06)	0.09	0.38	(247.41)	(1,349.68)
5 Vswach Enviroment (Aligarh) Private Limited (Strike off w.e.f. 09.01.2025)	-	-	(0.60)	(0.62)	-	-	(0.11)	(0.62)
6 A2Z Waste Management (Aligarh) Limited	2.67	71.09	96.87	100.20	1.88	8.29	19.89	108.49
7 A2Z Maintenance & Engineering Services Limited and Satya Builders (Association of person)	(43.92)	(1,167.23)	(3.27)	(3.38)	-	-	(0.62)	(3.38)
8 Ecogreen Envirotech Solutions Limited	26.73	710.49	(1,558.35)	(1,611.96)	52.33	231.33	(253.08)	(1,380.63)
9 A2Z Waste Management (Ludhiana) Limited	(189.57)	(5,038.15)	(4,089.57)	(4,230.25)	0.22	0.98	(775.26)	(4,229.27)
10 Magic Genie Smartech Solutions Limited	(1.99)	(52.78)	(11.58)	(11.98)	1.57	6.94	(0.92)	(5.04)
11 Blackrock Waste Processing Private Limited	(0.04)	(1.04)	(0.39)	(0.40)	-	-	(0.07)	(0.40)
12 Vsapients Techno Services Private Limited(strike off w.e.f. 09.01.2025)	-	-	(0.63)	(0.65)	-	-	(0.12)	(0.65)
Associates:								
1 Greeneffect Waste Management Limited (Formerly known as A2Z Green Waste Management Group)#	-	-	(192.12)	(198.73)	-	-	(36.43)	(198.73)
Total non-controlling interest in all subsidiaries	(69.95)	(1,858.95)	(767.47)	(793.87)	15.02	66.41	(133.35)	(727.46)
Total eliminations and other consolidation adjustments	83.59	2,221.26	7,456.88	7,713.39	(15.02)	(66.41)	1,401.76	7,646.98
Total	100.00	2,657.65	100.00	103.44	100.00	442.09	100.00	545.53

Greeneffect Waste Management Limited ('GWML') which has holding in various SPVs under its fold (hereinafter Greeneffect Waste Management Limited together with its subsidiaries is referred to as Greeneffect Waste Management Group).

Note 47: DISCLOSURE OF SUBSIDIARY HAVING MATERIAL NON-CONTROLLING INTEREST

	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Name of subsidiary	Ecogreen Envirotech Solutions Limited		A2Z Waste Management (Ludhiana) Limited	
Principal place of business	India		India	
Proportion of ownership interest held by non-controlling interests	20.53%	20.53%	34.32%	34.32%
Proportion of voting right held by non-controlling interests	20.53%	20.53%	34.32%	34.32%

	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
i) Summarised balance sheet				
Current assets	5,005.59	4,299.37	356.47	357.05
Current liabilities	3,947.07	4,410.34	2,613.55	2,590.06
Net current assets	1,058.52	(110.97)	(2,257.07)	(2,233.02)
Non-current assets	603.45	1,129.88	194.37	207.42
Non-current liabilities	226.99	303.43	3,093.15	3,007.55
Net non-current assets	376.46	826.45	(2,898.78)	(2,800.14)
Net assets	1,434.99	715.48	(5,155.86)	(5,033.15)
Accumulated non-controlling interest	367.94	213.65	(1,630.68)	(1,575.70)

	For the year ended March 31, 2026	For the year ended March 31, 2025	For the year ended March 31, 2026	For the year ended March 31, 2025
ii) Summarised statement of profit and loss				
Profit /(Loss) for the year	618.89	(1,611.96)	(159.87)	(4,230.25)
Other comprehensive income for the year	132.79	231.33	(0.33)	0.98
Total comprehensive income	751.68	(1,380.64)	(160.20)	(4,229.27)

	For the year ended March 31, 2026	For the year ended March 31, 2025	For the year ended March 31, 2026	For the year ended March 31, 2025
iii) Summarised statement of cash flow				
Cash flow from operating activities	(845.42)	36.14	(0.08)	(9.73)
Cash flow from/ (used in) investing activities	1,000.68	50.49	0.08	9.73
Cash flow from/ (used in) financing activities	(147.24)	(91.32)	-	(0.00)
Net increase/ (decrease) in cash and cash equivalents	8.02	(4.69)	0.00	0.00

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Name of Subsidiary	A2Z Maintenance & Engineering Services and Satya Builders (Association Limited India of person)		A2Z Infraservices Limited	
Principal place of business	India		India	
Proportion of ownership interest held by non-controlling interests	40.00%	40.00%	6.17%	6.17%
Proportion of voting right held by non-controlling interests	40.00%	40.00%	6.17%	6.17%
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
i) Summarised balance sheet				
Current assets	219.44	219.44	8,410.02	8,724.63
Current liabilities	2,170.83	2,170.67	6,109.86	7,854.59
Net current assets	(1,951.39)	(1,951.23)	2,300.16	870.03
Non-current assets	7.78	8.10	7,292.27	7,784.71
Non-current liabilities	-	(0.02)	270.04	229.91
Net non-current assets	7.78	8.12	7,022.23	7,554.80
Net assets	(1,943.61)	(1,943.11)	9,322.40	8,424.83
Accumulated non-controlling interest	(777.40)	(777.21)	572.14	517.43
	For the year ended March 31, 2026	For the year ended March 31, 2025	For the year ended March 31, 2026	For the year ended March 31, 2025
ii) Summarised statement of profit and loss				
(Loss) / Profit for the year	(0.48)	(3.40)	1,011.24	1,017.59
Other comprehensive income for the year	-	-	(125.06)	205.04
Total comprehensive income	(0.48)	(3.40)	886.18	1,222.63
Gain/(loss) allocated to non-controlling interest	(0.19)	(1.33)	54.70	79.07
	For the year ended March 31, 2026	For the year ended March 31, 2025	For the year ended March 31, 2026	For the year ended March 31, 2025
iii) Summarised statement of cash flow				
Cash flow from/ (used in) operating activities	0.01	(1.21)	3,106.19	1,167.91
Cash flow from/ (used in) investing activities	-	-	(521.79)	(1,101.60)
Cash flow from/ (used in) financing activities	(0.00)	1.11	(2,680.00)	76.67
Net (decrease)/ increase in cash and cash equivalents	0.01	(0.08)	(95.60)	142.98

Note 47.1 : All above mention figures are based on consolidated financial statement of the subsidiary company.

Note 48: DISCLOSURE OF SUMMARISED FINANCIAL INFORMATION OF MATERIAL ASSOCIATES

Summarized financial information of the associates, based on its consolidated Ind AS financial statements, and reconciliation with the carrying amount of the investment in consolidated financial statements are set out below:

	As at March 31, 2026	As at March 31, 2025
Name of associate	Greeneffect Waste Management Limited (including its subsidiaries)	
Principal place of business	India	
Proportion of ownership interest held by Holding Company	42.61%	42.61%
Proportion of voting right held by Holding Company	42.61%	42.61%

	As at March 31, 2026	As at March 31, 2025
i) Summarised balance sheet		
Cash and cash equivalents	28.35	33.33
Other assets	2,906.00	2,979.08
Current assets (A)	2,934.35	3,012.41
Non-current assets (B)	13,929.47	14,106.13
Current financial liabilities (excluding trade payables and provisions)	52,926.48	52,277.28
Trade payables and provisions	1,714.98	3,235.26
Current liabilities (C)	54,641.46	55,512.54
Non-current financial liabilities (excluding provisions)	12,604.27	18,752.03
Provisions	6.16	2.40
Non-current liabilities (D)	12,610.43	18,754.43
Net assets (A+B-C-D)	(50,388.07)	(57,148.43)
Equity	2,275.00	2,275.00
Carrying amount of the investment	-	-

	For the year ended March 31, 2026	For the year ended March 31, 2025
ii) Summarised statement of profit and loss		
Revenue	-	-
Other Income	40.62	1,739.44
Total revenue (A)	40.62	1,739.44
Purchases of stock-in-trade	-	38.45
Depreciation and amortisation expenses	188.17	218.06
Employee benefit expense	37.59	36.75
Finance costs	1,543.68	1,863.31
Other expense	102.45	124.45
Total expenses (B)	1,871.89	2,281.02
Loss before tax, exceptional items and share of profit from associate(C=A-B)	(1,831.27)	(541.58)
Exceptional items-gain (D)	-	-
Share of profit of associate (E)	-	-
Tax expense (F)	-	-
Loss for the year (G = C-D-E-F)	(1,831.27)	(541.58)
Other comprehensive income (H)	(3.80)	1.19
Total comprehensive income (G+H)	(1,835.07)	(540.39)
Share of (loss) for the year after loss of control	-	(198.73)

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

Note 49:

The loan accounts of the Holding Company have been classified as Non- Performing Assets by certain banks and no interest has been charged on the said accounts. Further, the Holding Company has also not charged any interest on the said borrowings, therefore provision for interest has not been made in the books of accounts and to that extent interest costs and loan liabilities have been understated. The extent of exact amount is under determination and reconciliation with the bank, however as per the details available, the amount of unaccrued interest, on approximate basis, on the said loans amounts to INR 1,038.82 lakhs and INR 3,935.93 lakhs for the year ended March 31, 2026 and as at March 31, 2026 respectively (INR 1,339.08 lakhs and INR 3,788.34 lakhs for the year ended March 31, 2025 and as at March 31, 2025 respectively). The Holding Company has made one time settlement with certain lenders or already in discussion with the said banks for settlement of their dues.

Note 50:

The Holding Company has incurred a net loss after tax of INR 279.25 lakhs for the year ended March 31, 2026 (March 31, 2025 INR 105.35 lakhs) and has accumulated losses amounting INR 1,07,659.78 lakhs as at March 31, 2026 (March 31, 2025 INR 1,07,569.40 lakhs). At present, Holding Company is facing acute liquidity issues on account of delayed realization of trade receivables from the clients. Also, certain lenders have filed an application with the Debt Recovery Tribunal for recovery of its dues for which management believes that no additional liability shall devolve on the Holding Company in addition to the carrying value of such liability as at March 31, 2026. Further, two parties have also filed applications with the National Company Law Tribunal (NCLT) for recovery of their dues. The said outstandings are disputed in nature, and Holding Company is pursuing the same before the NCLT hence at present the said matters are sub-judice. Conditions explained above, indicate existence of uncertainties that may cast significant doubt on the Holding Company's ability to continue as a going concern due to which the Holding Company may not be able to realise its assets and discharge its liabilities in the normal course of business in future. However, the management is evaluating various options and has entered into one-time settlement agreements with various lenders, including interest and other related terms and conditions apart from further negotiating the terms with the remaining lenders for settlement of its existing debt obligations. Further the management is in discussions with certain customers for an immediate recovery of the amount due from them and believes that the substantial portion of such trade receivables shall be realized within the upcoming year. Management believes that the Holding Company will be able to settle its remaining debts in the due course and in view of the proposed settlement of debt obligations together with the expected increased realisation from the trade receivables, no adjustments are required in the consolidated financial statements and accordingly, these have been prepared on a going concern basis.

Note 51 : DISCLOSURE PURSUANT TO IND AS-7 "STATEMENT OF CASH FLOWS"-CHANGE IN LIABILITIES ARISING FROM FINANCING ACTIVITIES:

	Non- current borrowings (Including current maturities) (Refer Note 17)	Current borrowings (Refer Note 22)	Interest accrued on borrowings (Refer Note 19)	Total
Balance as at April 1, 2024	1,833.49	17,941.99	3,069.82	22,845.30
(a) Changes from financing cash flow	(345.71)	(3,256.00)	(308.86)	(3,910.57)
(b) Other changes				
(i) Reclassification within categories	(493.45)	2,113.13	(1,619.68)	-
(ii) Interest charge to statement of profit and loss	-	-	708.42	708.42
(iii) Reclassification with other liabilities/assets	-	728.06	(188.68)	539.38
(iv) Non-cash changes	9.31	-	(10.71)	(1.40)
(v) One time settlement (Refer Note 42.1) Gain on one time settlement with banks of borrowing and financial institutions	-	(9,372.13)	-	(9,372.13)
(vi) Liabilities written back	-	(4.14)		(4.14)
Balance as at March 31, 2025	1,003.64	8,150.91	1,650.32	10,804.86
(a) Changes from financing cash flow	(41.07)	1,192.01	(629.76)	521.18
(b) Other changes				
(i) Reclassification within categories	-	9.48	(9.48)	-
(ii) Interest charge to statement of profit and loss	-	-	669.62	669.62
(iii) Reclassification from other liabilities/assets	-	90.96	(29.73)	61.24
(iv) Non-cash changes	5.85	-	(8.09)	(2.24)
(v) One time settlement (Refer Note 42.1) Gain on one time settlement with banks of borrowing and financial institutions	(194.59)	(631.29)	-	(825.87)
Closing Balance as at March 31, 2026	773.83	8,812.08	1,642.88	11,228.79

Note 52 : DISCLOSURE PURSUANT TO IND AS 116 “LEASES”

The Group's lease asset classes primarily consist of leases for land and buildings. The Group assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether: (i) the contract involves the use of an identified asset (ii) the Group has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Group has the right to direct the use of the asset.

At the date of commencement of the lease, the Group recognizes a right-of-use asset (“ROU”) and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease. The expense of short term leases and leases with period less than 12 months from initial application date is INR 230.46 lakhs (March 31, 2025: INR 178.28 Lakhs).

Lease payments not included in measurement of lease liability:

The expense relating to payments not included in the measurement of the lease liability is as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Short-term leases	230.46	178.28
Leases of low value assets	-	-
Variable lease payments	-	-
Closing Balance	230.46	178.28

The changes in the carrying value of ROU assets for the year ended March 31, 2026 are as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Opening Balances	6.97	18.57
Addition during the year	84.89	-
Depreciation during the year	13.73	11.58
Closing Balance	78.13	6.97

The movement in lease liabilities during the year ended March 31, 2026 is as follows:

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening Balances	7.70	19.62
Addition during the year	84.89	-
Finance cost accrued during the year	2.24	1.40
Payment of lease liabilities	15.84	13.31
Closing Balance	78.99	7.70

The break-up of current and non-current lease liabilities as at March 31, 2026 is as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Current lease liabilities	28.06	7.70
Non-current lease liabilities	50.93	-
Total	78.99	7.70

The details of the contractual maturities of lease liabilities as at March 31, 2026 on an undiscounted basis are as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Less than one year	34.80	8.00
One to five years	55.46	-
More than five years	-	-
Total	90.26	8.00

Notes to consolidated financial statements for the year ended March 31, 2026
(Unless otherwise stated, all amounts are in INR Lakhs)

The information about extension and termination options are as follows:

Particulars	Office premises
Number of leases	3.00
Range of remaining term (in years)	2.42-2.96
Average remaining lease term (in years)	2.46
Number of leases with extension option	Nil
Number of leases with purchase option	Nil
Number of leases with termination option	1.00

Note 53 : Figures for the previous year have been regrouped/reclassified to conform to the figures of the current year.

Note 54 : POST-REPORTING DATE EVENTS

No adjusting or significant non-adjusting events have occurred between the 31 March 2026 reporting date and the date of authorisation July 14, 2026, except as disclosed below.

However Subsequent to the year end, on May 13, 2026, Mr. Amit Mittal, Managing Director cum CEO of A2Z Infra Engineering Limited and Non-Executive Director of one of its subsidiary "A2Z Infraserivces Ltd", was taken into judicial custody by the Economic Offence Wing – Anti Corruption Bureau, Chhattisgarh, in connection with an investigation relating to certain contracts executed by A2Z Infraserivces Limited with Chhattisgarh State Marketing Corporation Limited during the financial years 2019-20 to 2023-24 for supply of manpower in the State of Chhattisgarh. Further, Mr. Amit Mittal has been released on bail by the order of Hon'ble High Court of Chhattisgarh via Order dated July 03, 2026.

Further Para 52 of the Hon'ble High Court's Order dated July 03, 2026 states as follows:

In the present case, apart from the applicant being one of the Directors of the Company, no independent material has been pointed out demonstrating that he personally instructed payment of illegal commission, prepared forged documents, handled the alleged cash transactions or participated in the alleged conspiracy.

Further Para 55 of the Hon'ble High Court's Order dated July 03, 2026 states as follows:

Having regard to the cumulative effect of the aforesaid circumstances, namely, that the applicant was not named in the FIR; he appeared before the Investigating Officer on every occasion pursuant to summons and fully cooperated with the investigation; he was arrested after several months despite such cooperation; the investigation already stands concluded and the charge-sheet has been filed; the evidence is predominantly documentary in nature; no recovery remains to be effected from him; the operational control of the Company appears, prima facie, to have been exercised by Mr. N. Uday Rao; criminal liability cannot be fastened merely because the applicant held the office of Director; and the applicant is suffering from serious medical ailments requiring continuous treatment, this Court is of the considered opinion that further custodial detention of the applicant would not serve any useful purpose.

The subsidiary company has invoked Arbitration clause in the said contract against Chhattisgarh State Marketing Corporation Limited for recovery of its dues. Based on the assessment, the management believes that the Company has reasonable chances of succeeding before the Arbitral Tribunal and does not foresee any material liability. Pending the final decision on the matter, no further adjustment has been made in the consolidated financial statements.

Note 55 : AUTHORISATION OF FINANCIAL STATEMENTS

The consolidated financial statements for the year ended March 31, 2026 (including comparatives) were approved by the board of directors on July 14, 2026.

For **MRKS and Associates**
Chartered Accountants
Firm Registration No.: 023711N
Sd/-
Saurabh Kuchhal
Partner
Membership No. 512362

For and on behalf of the Board of Directors

Sd/-
Amit Mittal
Managing Director and CEO
(DIN 00058944)

Sd/-
Lalit Kumar
Chief Financial Officer

Sd/-
Dipali Mittal
Non Executive Director
(DIN 00872628)

Sd/-
Atul Kumar Agarwal
Company Secretary
M. No.: FCS - 6453

Place : Gurugram
Date : July 14, 2026

INNOVATIVE IDEAS FOR BEAUTIFICATION BY A2Z TEAM





A2Z INFRA ENGINEERING LTD.

CIN: L74999HR2002PLC034805

REGISTERED OFFICE

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