FML: SEC: F-42 (18) **25th August, 2026**

To,	To,
BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001.	**National Stock Exchange of India Ltd.** Exchange Plaza, 5th Floor, Plot No.C-1, G Block Bandra-Kurla Complex, Bandra (East), Mumbai 400 051.
Scrip Code: 500033	**NSE Symbol: FORCEMOT**

Sub: Regulation 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (LODR Regulations) - Notice of the 67th Annual General Meeting (AGM) along with Annual Report for the Financial Year 2025-26, of Force Motors Limited.

Dear Sir / Madam,

Pursuant to Regulation 30 and 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015; please find enclosed the following documents sent today to the Members/Shareholders of the Company through electronic mode who have registered their e-mail IDs with the Company's Registrar to an Issue and Share Transfer Agent (RTA)/Depository Participant:

1. Notice of the 67th AGM to be held on **Wednesday, 16th September, 2026**; and
2. Annual Report for the Financial Year 2025-26.

The Notice of the AGM along with the Annual Report for the Financial Year 2025-26, is also available on the website of the Company viz. www.forcemotors.com. Further, the Notice of AGM is also available on the website of National Securities Depository Limited at www.evoting.nsdl.com

Further, pursuant to Regulation 36(1)(b) of the LODR Regulations the Company has dispatched letters to those Shareholders whose email addresses are not registered with Company/Depository Participants, providing the web-link, including the exact path, where complete details of the Annual Report is available. A copy of the letter sent to the shareholders is also enclosed herewith.

Kindly take the aforesaid on records.

Thanking you,

Yours faithfully,

For **Force Motors Limited**

ROHAN SAMPAT Digitally signed by ROHAN SAMPAT Date: 2026.08.25 23:10:41 +05'30'

Rohan Sampat
Company Secretary & Compliance Officer
M. No.: F14037

Encl.: A/a.

Copy to:

National Securities Depository Limited Trade World, A Wing, 4th Floor, Kamala Mills Compound, Lower Parel, Mumbai – 400013	**Central Depository Services (India) Limited** Marathon Futurex, A-Wing, 25th Floor, NM Joshi Marg, Lower Parel, Mumbai - 400013
MUFG Intime India Private Limited (formerly Link Intime India Private Limited) C 101, 247 Park, L.B.S. Marg, Vikhroli (West), Mumbai – 400083	

RESET
REALIGN
RISE

ONE JOURNEY.
ENDLESS POSSIBILITIES.

ANNUAL REPORT
2025-26

FORCE MOTORS

The pioneering vision of
Shri Navalmal Kundanmal Firodia
laid the foundation of an industrial
enterprise built on innovation, resilience
and nation-building.
As the Dr. Abhay Firodia Group
marks 80 years of this remarkable legacy,
Force Motors continues to build on
those principles through a transformation
that is strengthening the business
for the future.

'Reset Realign Rise'
captures the essence of this journey. Together, these three pillars provide the strategic framework through which we are strengthening our business, aligning our organisation for the future and driving sustainable growth. They continue to shape the way we make decisions, respond to change and create long-term value through innovation, operational excellence and resilience.

80 YEARS OF
LEGACY.
FUTURE READY.

Built on values. Driven by purpose.

RESET:

More than a strategic course correction, Reset reflects our resolve to challenge convention, sharpen our priorities and build on our core strengths. It represents a conscious shift towards businesses where Force Motors possesses distinctive capabilities, competitive advantage and the ability to create sustainable value. By strengthening the fundamentals of the business, adopting a disciplined approach to capital allocation and focusing on profitable growth, we have laid the foundation for a stronger and more resilient organisation.

REALIGN:

Realign represents the next phase of our transformation - aligning our strategy, operations, people and technology with the evolving needs of customers and the future of mobility. It reflects our commitment to digital transformation, manufacturing excellence, sustainability, organisational agility and stronger governance. By creating greater alignment across the organisation, we are building an enterprise that is more responsive, collaborative and prepared to seize emerging opportunities.

RISE:

Rise represents the outcomes of this transformation - translating strategic intent into stronger business performance, enhanced customer confidence and sustainable long-term growth. It reflects our ability to convert these efforts into measurable outcomes through improved financial performance, expanding global presence and continued product innovation. As we strengthen our leadership across key segments while deepening our presence in premium mobility, we continue to create value for customers, partners, employees and shareholders alike. Rise is therefore not merely about growth in scale, but about growing responsibly, competitively and sustainably.

Together, these three pillars have enabled Force Motors to strengthen its market position and deliver its strongest-ever performance in FY2025-26. More importantly, **'Reset Realign Rise'** is not a destination, but a continuous cycle of improvement - one that encourages us to constantly reassess, adapt and evolve in response to a changing business environment. As a long-term strategic framework, it will continue to guide the Company's evolution, ensuring that growth is built on resilience, innovation and operational excellence.

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CIN	L34102PN1958PLC011172
BSE Code	500033
NSE Symbol	FORCEMOT
AGM Date	September 16, 2026, 3:00 p.m.
AGM Mode	Video Conference ('VC') / Other Audio Visual Means ('OAVM')

TRIBUTE TO THE FOUNDER

SHRI NAVALMAL KUNDANMAL FIRODIA

A freedom fighter, industrialist and philanthropist - was a nationalist visionary whose ideas were far ahead of his time. With academic foundations in Science and Law, he combined analytical thinking with a deep sense of ethics and purpose, shaping a lifelong commitment to nation-building through industry.

A VISIONARY AHEAD OF HIS TIME

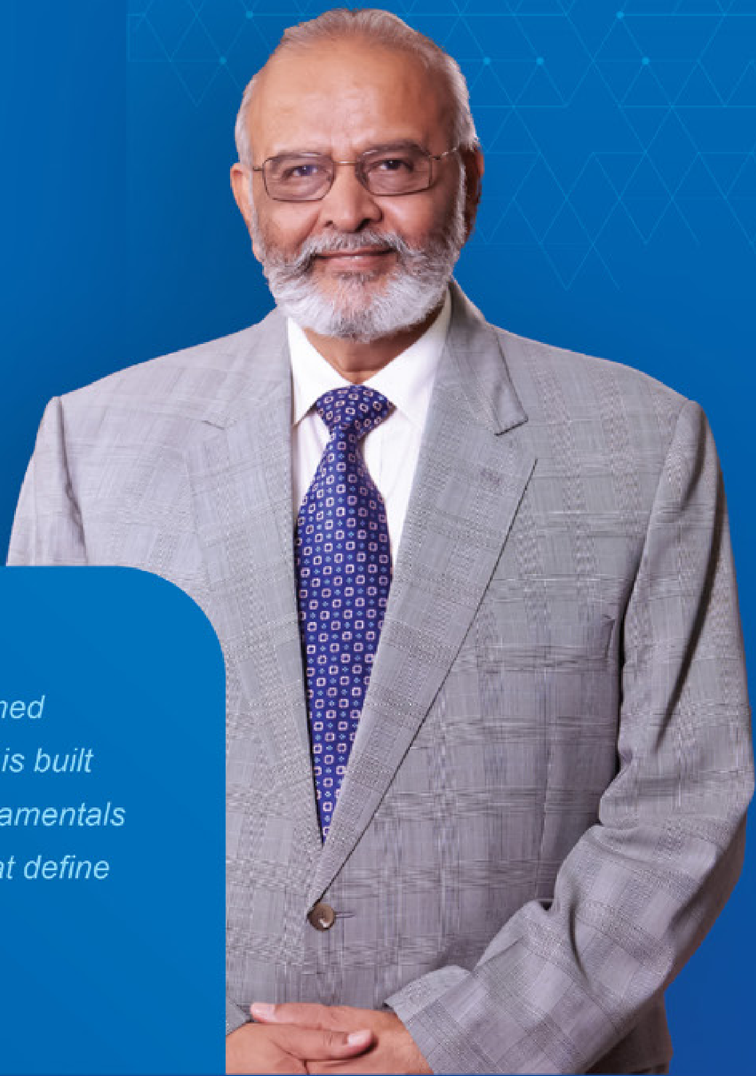
An active participant in Mahatma Gandhi's Non-Cooperation and Quit India movements between 1932 and 1944, he spent four years in prison for India's freedom struggle. As the nation prepared for independence, he recognised that industrialisation would be fundamental to building a self-reliant India. Acting on this conviction, he left a successful legal practice to establish Jaya Hind Industries in 1946.

Driven by a vision to provide affordable and efficient mobility solutions for a newly independent India, Shri N.K. Firodia pioneered the concept of replacing the traditional cycle rickshaw with a motorised alternative. In doing so, he not only developed the vehicle but also coined the term "autorickshaw" - a name that has since become synonymous with one of India's most ubiquitous modes of transport. He subsequently industrialised the autorickshaw through a joint venture between Jaya Hind Industries and Bachraj Trading, an enterprise that is today known as Bajaj Auto Ltd.

In the same year, he introduced the three-wheeled Tempo vehicle, laying the foundation for India's light commercial vehicle segment. This pioneering concept was subsequently indigenised and scaled through Bajaj Tempo Ltd., now known as Force Motors Limited.

Building on this pioneering spirit, Shri N.K. Firodia founded Force Motors in 1958. Today, the company continues to carry forward his legacy of innovation, entrepreneurship and nation-building - one that has transformed mobility and helped shape the evolution of India's automotive industry.

FROM THE CHAIRMAN'S DESK



Over the years, one belief has remained constant for us - that lasting success is built by continually strengthening the fundamentals while remaining true to the values that define an institution

Dear Stakeholders,

Eight decades ago, our Founder, Shri Navalmal Kundanmal Firodia, laid the foundation of an organisation inspired by the conviction that industrial self-reliance would be fundamental to building a modern and progressive India. Over the past eighty years, that vision has evolved into the Dr. Abhay Firodia Group, with Force Motors at the forefront of carrying forward this legacy of engineering excellence, technological capability and nation-building. The values on which our Founder built this enterprise continue to guide the way we think, innovate and create value for our customers, partners and stakeholders.

I believe India today stands at another defining phase of its industrial and manufacturing journey. Sustained investments in infrastructure, expanding manufacturing capabilities and increasing integration with global value chains are creating new opportunities for Indian industry. This momentum was clearly reflected during FY2025-26, when commercial vehicle sales in India rose by 12.6% to 10,79,871 units, crossing the one-million mark for the first time. The automotive sector continues to be one of the strongest contributors to the country's progress, serving not only as an engine of economic growth but also as a catalyst for manufacturing excellence, technological advancement and employment generation. It is during such periods of industrial transformation that the strength of an institution's foundation is truly tested.

Over the years, one belief has remained constant for us - that lasting success is built by continually strengthening the fundamentals while remaining true to the values that define an institution. At Force Motors, we have never believed in pursuing every opportunity or chasing growth for its own sake. Instead, we have focused on patiently building capabilities, reinforcing our core strengths and making disciplined choices that create long-term competitiveness.

I see this belief reflected in the Force Motors we have built today. We have established leadership across our chosen segments, strengthened our position in premium mobility and built engineering and manufacturing capabilities that meet global standards. Our focus on differentiated mobility solutions, together with sustained investment in technology and manufacturing excellence, has reinforced the confidence of leading global automotive manufacturers in our capabilities, creating a stronger, more focused and future-ready organisation.

The performance of FY2025-26 validated this disciplined approach. In a year when the Indian commercial vehicle industry recorded its strongest-ever performance, Force Motors also delivered its best financial performance to date, with consolidated revenue crossing ₹9,000 crore and profit after tax increasing by over 50% compared to the previous year. While these financial milestones are certainly gratifying, what gives me greater satisfaction is the validation they provide - that disciplined execution, prudent decision-making and sustained investment in long-term capabilities continue to create lasting value.

As we look ahead, the mobility landscape will continue to evolve, driven by technological advancement, changing customer expectations and an increasing emphasis on sustainable solutions. At Force Motors, we remain committed to evolving alongside these changes by strengthening our capabilities, advancing innovation and staying true to the values that have shaped us over the years.

I extend my sincere gratitude to our employees for their dedication, to our dealers, suppliers and service partners for their unwavering support, to our global collaborators for their continued confidence in our capabilities, to our customers for the trust they place in our products, and to you, our shareholders, for your steadfast faith in our long-term vision.

Warm Regards,

Dr. Abhaykumar Navalmal Firodia

Chairman, Force Motors Limited

FORCE

MESSAGE FROM THE MANAGING DIRECTOR

Our product portfolio continues to be the strongest expression of our strategy. Rather than competing across every segment, we have consistently focused on creating differentiated mobility solutions that address evolving customer requirements.

Dear Stakeholders,

FY2025–26 was a defining year in Force Motors' journey. While it stands out as our strongest year on record, I see it as something more significant - the year in which years of purposeful transformation translated into measurable outcomes across every aspect of our business. The progress we have achieved is not the result of a single initiative or favourable market conditions alone. It is the outcome of a conscious effort to strengthen our fundamentals, sharpen our strategic focus and align the organisation with the opportunities that matter most.

Over the past few years, we have taken several difficult yet necessary decisions to prepare the company for long-term growth. We have focused on businesses where Force Motors possesses clear competitive strengths, invested in capabilities that will remain relevant over time and continuously improved the way we engineer, manufacture and serve our customers. This disciplined approach has enabled us to build a stronger, more agile organisation - one that is better equipped to respond to changing customer expectations, navigate challenging business environments and create sustainable value for all stakeholders.

The results of these efforts were visible throughout FY2025–26. Revenue from operations crossed ₹9,000 crore for the first time, while consolidated profit after tax increased by over 50% to exceed ₹1,200 crore. Domestic wholesales grew by 20%, supported by broad-based demand, an improved product mix and better operating leverage. Equally satisfying was our ability to deliver these results while maintaining a debt-free balance sheet and preserving the financial discipline that has become a hallmark of our organisation.

Our product portfolio continues to be the strongest expression of our strategy. Rather than competing across every segment, we have consistently focused on creating differentiated mobility solutions that address evolving customer requirements. This philosophy has enabled Force Motors to build leadership positions across several of the segments in which we operate.

Traveller continued to reinforce this leadership, commanding over 70% market share in its segment and remaining the preferred choice across shared mobility, school transportation, ambulance services and institutional applications. Its continued success reflects the trust that customers place in the product and validates our focus on reliability, performance and total cost of ownership.

Urbania further strengthened its position as India's benchmark for premium shared mobility. The strong growth witnessed during the year reaffirms our belief that customer expectations are evolving beyond basic transportation towards superior comfort, safety, refinement and operating efficiency. Urbania represents this shift and reflects our long-term commitment to premiumization across the mobility landscape.

Trax, too, delivered another year of robust growth, particularly across rural and semi-urban markets. By identifying emerging customer needs and developing purpose-built mobility solutions, we continue to create new opportunities rather than merely compete in existing markets. This ability to anticipate changing mobility needs remains one of Force Motors' defining strengths.

Our growing presence in specialised mobility further diversified the business during the year. The commencement of deliveries under our defence programme marked another important milestone, demonstrating the confidence placed in Force Motors' engineering capabilities and our ability to deliver reliable mobility solutions for demanding applications.

Our manufacturing capabilities continue to be recognised by some of the world's most respected automotive companies. Our long-standing partnerships with BMW, Mercedes-Benz and Rolls-Royce Power Systems AG reflect the confidence these global leaders place in Force Motors' engineering expertise, manufacturing precision and unwavering quality standards. During the year, we also achieved the significant milestone of manufacturing the 100,000th engine for BMW India, reaffirming our ability to deliver world-class manufacturing at scale. Our continued collaboration with these partners reinforces India's growing position as a globally competitive hub for advanced automotive engineering and manufacturing.

Alongside product and manufacturing excellence, we continued to strengthen the digital and organisational capabilities that will power our future growth. Under Project DigiForce, we are accelerating digital transformation through cloud-based CRM (Customer Relationship Management) and Dealer Management Systems (DMS), while expanding connected vehicle capabilities through Force iPulse. Together with Project Lakshya, which continues to strengthen leadership and organisational capability, these initiatives are enabling a more agile, customer-centric and future-ready Force Motors.

Just as we continue to invest in technology and people, we remain equally committed to building a more sustainable organisation. During the year, we increased the share of renewable electricity to 31%, reduced Scope 1 and 2 emission intensity by 21%, lowered water consumption per equivalent vehicle by 9%, and diverted more than 85% of our waste from landfill. These milestones represent meaningful progress towards our long-term sustainability commitments, including achieving 50% net renewable electricity by 2027, zero waste to landfill by 2030, and net-zero greenhouse gas emissions by 2050.

Looking back, what gives me the greatest satisfaction is not merely the scale of our achievements, but the strength of the foundation built over generations for the future. We have reinforced our leadership in core businesses, expanded into new growth opportunities and strengthened our capabilities across products, manufacturing, technology and customer experience. As the mobility landscape continues to evolve, we remain committed to continuously improving every aspect of our business while investing in innovation, engineering excellence and sustainable growth. I am confident that this mindset will enable Force Motors to seize emerging opportunities and build an even stronger, more competitive organisation.

I extend my sincere gratitude to our employees for their dedication and commitment, to our customers for their continued trust, to our dealers, suppliers and business partners for their unwavering support, and to our shareholders for their continued confidence in Force Motors. Together, we look forward to building on the momentum of FY2025–26 and shaping the next chapter of our growth journey.

Warm Regards,

Prasan Firodia

Managing Director, Force Motors Limited

TRANSFORMING TO RISE

Force Motors Limited ('Force Motors', 'FML' or 'the Company') is a fully integrated automobile manufacturer with end-to-end capabilities spanning engineering, development and manufacturing of vehicles, aggregates and components. Its diversified portfolio includes light commercial vehicles, multi-utility vehicles and super-specialty vehicles, delivering purpose-built mobility solutions that address the evolving needs of industries, institutions and customers across domestic and international markets.

Guided by its strategic philosophy of 'Reset Realign Rise', Force Motors is strengthening its core business while building capabilities for the future. The Company is focused on creating a more resilient, agile and future-ready enterprise by resetting priorities towards profitable growth, while realigning its operations with emerging mobility trends. Force Motors continues to rise towards greater heights of excellence through innovation, manufacturing excellence and customer-centricity.

The Company's state-of-the-art Research & Development Centre in Pune is central to this transformation. The Centre drives product innovation, engineering excellence and technology-led solutions, creating a business proposition that is empowered to meet future needs. Complemented by a highly localised manufacturing ecosystem, Force Motors combines global quality standards with the flexibility to develop market-specific products, serving customers across India and more than 25 countries in the Middle East, Asia, Latin America and Africa.

The Company is also a trusted manufacturing partner to some of the world's most respected automotive brands. Its High-Tech Aggregates Business manufactures and supplies advanced engines to BMW Group India, as well as engines and axles for Mercedes-Benz India. Through Force MTU Power Systems Private Limited, its joint venture with Rolls-Royce Power Systems AG, the Company also manufactures high-performance 10-cylinder and 12-cylinder Series 1600 engines at its advanced Chakan facility, the only facility in the world to manufacture these engines for the global market. These long-standing partnerships reflect Force Motors' advanced engineering capabilities, manufacturing precision and commitment to delivering world-class quality.

A Rich Legacy

Force Motors, established in 1958 by visionary industrialist Shri Navalmal Kundanmal Firodia, is the flagship company of the Dr. Abhay Firodia Group.

The Group, which marks 80 years of industrial excellence in 2026, is built on a legacy of innovation, resilience and nation-building. It has, through the years, evolved into a diversified automotive enterprise with capabilities spanning vehicle manufacturing, precision aluminium castings, high-technology tooling and power generation.

Today, this legacy continues to guide Force Motors as it resets its priorities towards sustainable and profitable growth, realigns its core capabilities with the evolving needs of mobility through innovation, operational excellence and digital transformation, and rises as a stronger, more agile and future-ready organisation. Anchored in this strategic framework, the Company remains committed to creating long-term value for its customers, partners, employees and shareholders.

Vision

To be one of the world's most preferred providers of shared passenger mobility solutions and rank among the top ten van manufacturers globally

Mission

Our goal is to provide safe, sustainable and reliable shared passenger mobility solutions that delight customers worldwide

OUR STRENGTH

Largest Manufacturer of Vans in India	
5 Manufacturing units	1,000+ Engineers at R&D centre (Pune)
10,000+ Employees across operations	300+ Sales and service outlets

KEY FINANCIAL HIGHLIGHTS FY26

₹9,167 Cr.
Revenue
13% YoY Growth ↑

₹1,593 Cr.
EBITDA
39% YoY growth ↑

₹1,304 Cr.
PBT (Before Exceptional Item)
55% YoY Growth ↑

₹1,211 Cr.
PAT
51% YoY Growth ↑

36,536 Units
Domestic Sales
20% YoY Growth ↑

ZERO Debt

MANUFACTURING EXCELLENCE AND GLOBAL PRESENCE

Manufacturing excellence lies at the core of Force Motors' 'Reset Realign Rise' journey, enabling the Company to build a resilient, agile and future-ready production ecosystem. By resetting its focus on operational efficiency, realigning manufacturing capabilities with evolving customer expectations and global quality standards, and rising through continuous improvement and engineering excellence, Force Motors continues to strengthen its competitive advantage across domestic and international markets.

MANUFACTURING FOOTPRINT

Force Motors- Pithampur

Force Motors- Akurdi, Pune

Force Motors- Chennai

Force Motors- Chakan, Pune

Force MTU JV- Chakan, Pune

The Company's integrated manufacturing ecosystem comprises five advanced manufacturing facilities and a robust nationwide sales and service network, structured to deliver reliable, high-quality mobility solutions at scale. These state-of-the-art plants cater to domestic demand while supporting exports to more than 25 countries across Asia, the Middle East, Latin America and Africa, reflecting Force Motors' growing global footprint.

Every manufacturing facility is certified to internationally recognised standards, including ISO 14001 for Environmental Management Systems, IATF 16949 for Automotive Quality Management Systems and ISO 45001 for Occupational Health and Safety Management Systems. Further reinforcing its commitment to quality and precision, the Material Testing Laboratory at the Pithampur plant is NABL-accredited, making Force Motors among the first Indian automotive OEMs to achieve this distinction. The facility supports advanced material testing and calibration, ensuring consistency, reliability and product excellence across operations.

The Company's manufacturing strength is further reinforced by one of India's largest in-house Tool Rooms, enabling high-precision tooling and efficient production of complex components. This capability supports consistent quality across manufacturing operations while also delivering advanced tooling solutions to leading automotive OEMs.

These capabilities are seamlessly integrated with Force Motors' state-of-the-art Research & Development ecosystem, enabling faster innovation and efficient translation of design into production. With end-to-end capabilities spanning product design, Computer-Aided Engineering (CAE), Computational Fluid Dynamics (CFD), Noise, Vibration and Harshness (NVH) analysis and vehicle validation, supported by NABL-accredited ISO/IEC 17025 testing laboratories and a dedicated durability test track, the Company ensures that every product meets the highest standards of safety, durability, quality and performance before reaching customers.

EXPORT PRESENCE

OUR MILESTONE JOURNEY

1948

Shri N.K. Firodia showcased India's first auto-rickshaw to Prime Minister Pandit Jawaharlal Nehru

1958

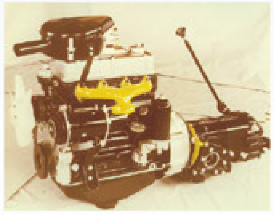
Started production of Tempo 3-wheeler Hanseat in Mumbai

1969

Launched Matador, India's first diesel Light Commercial Vehicle

1975

Collaboration with Daimler-Benz AG



2018

Formed a JV with Rolls- Royce Power Systems AG to manufacture Series 1600 MTU engines in India for the global market

2019

Introduced Monobus

2020

Launched all New Gurkha

2022

Introduced Urbania- a ground-up monocoque platform designed for shared mobility applications in both Indian and global market

2025

Rolled out the 100,000th BMW engine from the Chennai facility, marking a decade of partnership with BMW Group India

2026

Rolled out the 200,000th Mercedes-Benz engine from the Chakan facility, marking another milestone in a longstanding partnership of over 5 decades

1987

Tempo Traveller Production commenced at Pithampur

1988

Introduced Tempo Trax - a rough-road vehicle

1996

Minidor 6-seater autorickshaw introduced

1997

Tempo entered the field of agricultural tractors with Balwan

2003

Entered into an alliance with MAN Nutzfahrzeuge AG

2005

Tempo renamed as FORCE

2015

Inaugurated state-of-the-art engine manufacturing plant in Chennai, dedicated to BMW India

2016

Inaugurated state-of-the- art engine and axle manufacturing plant in Chakan, dedicated to Mercedes-Benz India

2026

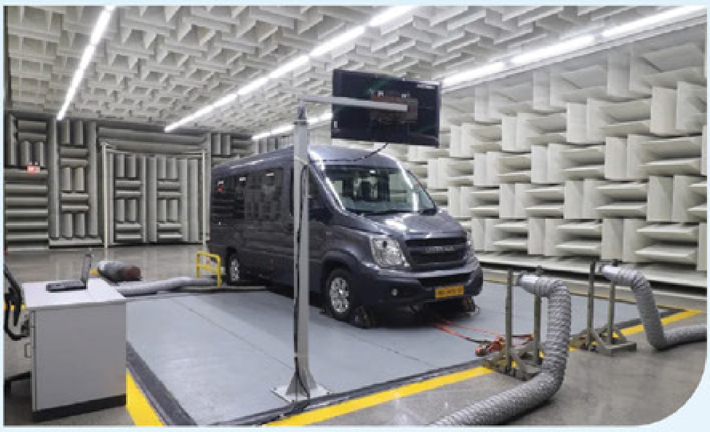
Force Motors launched New Force Traveller N Range - Reimagined for the future of shared passenger mobility

2026

Force Motors launched the New Urbania Deluxe, Reinforcing its leadership in premium shared mobility

COMPREHENSIVE MOBILITY SOLUTIONS

Force Motors offers a comprehensive portfolio of mobility and engineering solutions, reflecting its commitment to purposeful innovation, operational excellence and customer-centricity. Guided by its 'Reset Realign Rise' strategy, the Company continues to strengthen its core businesses, align its capabilities with evolving mobility needs, and create sustainable value through advanced engineering, precision manufacturing and long-standing global partnerships.



The Vehicle Business delivers a versatile range of mobility solutions for passenger transportation, cargo movement, emergency response and specialised applications, purpose-built to address the diverse operating requirements of domestic and international markets. Designed with a strong focus on reliability, durability and performance, these solutions continue to evolve in line with changing customer expectations and industry trends.

The High-Tech Aggregates Business manufactures advanced engines and axles for leading global OEMs, including BMW Group India and Mercedes-Benz India, demonstrating Force Motors' engineering precision and manufacturing excellence.

Force MTU Power Systems Private Limited, the Company's joint venture with Rolls-Royce Power Systems AG, strengthens our global capabilities. It manufactures 10-cylinder and 12-cylinder Series 1600 engines at its advanced Chakan facility - the only manufacturing facility worldwide producing Series 1600 engines for the global market.

Our business verticals support our transformation into a future-ready, fully integrated automotive company with end-to-end capabilities that span advanced engineering, R&D, and precision manufacturing. Force Motors' remains a trusted Indian engineering and manufacturing partner for global automotive leaders, with whom the Company has lasting partnerships. Our business strength is rooted in excellence, precision, consistent quality, and dependable collaborations.

OUR PRODUCT OFFERINGS

Commercial Vehicles

Built around modular, scalable platforms, our commercial vehicles are designed to enable seamless people and goods' movement.

TRAVELLER N

STRENGTHENING THE CORE

The introduction of the Traveller N range marks an important step in the continued evolution of one of Force Motors' most established and successful mobility platforms. Building on the Traveller's longstanding leadership, with a market share of over 70% in its segment, the new range reflects a renewed focus on strengthening our core. Traveller N brings meaningful advancements across the product while retaining the fundamental strengths that have made the Traveller a trusted choice across passenger mobility applications. It represents our approach to progress - building on what has worked, while renewing the product to remain relevant to changing customer and market requirements.

URBANIA DX

ALIGNING WITH CHANGING EXPECTATIONS

The launch of Urbania DX marks the next phase in Force Motors' premium shared mobility journey, building on the strong success of the Urbania platform. During FY2025–26, Urbania recorded more than 100% growth, gaining traction across tour and travel, hospitality and staff transport applications, while expanding its presence in international markets.

Building on this momentum, Urbania DX takes the platform a step further with a more refined and premium passenger experience, enhanced comfort and convenience, and upgraded features designed around evolving customer and passenger expectations. It reflects Force Motors' focus on continuously evolving its products, realigning with changing mobility needs and raising the benchmark for premium shared mobility.

TRAX CRUISER

Expanding rural & semi-urban reach

This rugged utility vehicle platform, suited for rural and last-mile transport, is known for its durability and performance across tough terrain. The range, which serves both commercial and public sector needs, has expanded its reach in rural and semi-urban markets.

The platform showed strong traction in FY26, delivering over 70% growth. With an eye on widening the market opportunity for the platform, we are preparing to expand the lineup with an all-new variant, aimed primarily at fleet operators and government departments.

TRAVELLER

E-Traveller Smart Citibus EV

The e-Traveller SMART CITIBUS EV marks Force Motors' entry into electric mobility, bringing its expertise in shared passenger transportation to cleaner and more sustainable urban mobility. This 14-seater, monocoque panel e-Van is designed for city operations, last-mile connectivity and employee transport, offering a quiet and efficient zero-emission mobility solution while contributing to the reduction of carbon footprint.

TRAVELLER MONOBUS LX

Designed for safe passenger travel

India's first 33-seater and 41-seater monocoque bus, this is an efficient mid-size bus designed for safe and reliable passenger travel. Its monocoque body enhances stability, comfort and fuel efficiency, making it a preferred choice for transportation. The range is powered by a Euro VI-compliant, Mercedes derived engine, delivering strong fuel efficiency, excellent ride quality, superior handling, and robust performance.

SPECIAL APPLICATION VEHICLES

Force Motors offers mission-specific solutions such as Mobile Medical Units, Police Vans, Prison Vans, Troop Carriers, and Safari Vehicles, customised on the Traveller and Trax platforms for institutional and government use.

GURKHA

Offering unmatched all-terrain performance

Available in 3-door and 5-door variants, Force Gurkha is known for its rugged build and off-road capabilities. It is built to conquer the toughest terrains with ease. Designed for adventure, it delivers durability, power, and unmatched all-terrain performance.

HIGH-TECHNOLOGY AGGREGATE BUSINESS

Engines & Cooling Module Production

Our dedicated engine assembly facility in Chennai for BMW India has been manufacturing engines and cooling modules for all BMW cars and SUVs made in India since 2015.

6
Cylinder Engine Petrol and Diesel

4
Cylinder Engine Petrol and Diesel

Engines and Axles Production

Our dedicated facility in Chakan for Mercedes-Benz is

6
Cylinder Engine Petrol and Diesel

4
Cylinder Engine Petrol and Diesel

FORCE MTU POWER SYSTEMS PRIVATE LIMITED (FMTU)

A Rolls-Royce solution

FMTU is a joint venture established between Force Motors (51%) and Rolls-Royce Power Systems AG (49%) in 2018. It specialises in producing 10- and 12-cylinder Series 1600 engines, ranging from 545 hp to 1050 hp, at our manufacturing facility in Chakan, Pune. These engines are supplied globally for power generation and underfloor rail applications.

Series 1600 Engine

CELEBRATING MILESTONE MOMENTS

The past one year has been a pivotal period in FML's transformation journey. The Company crossed a series of notable milestones, enabling a reset of its priorities to focus consciously on profitable growth, backed by a strategic realignment towards evolving customer needs, and setting the stage for it to rise further in its growth trajectory. During FY26, we delivered many operational achievements, and expanded our growth frontiers not just on the business front but also in terms of harnessing emerging opportunity and strengthening customer centricity.

Mercedes-Benz

Celebrating 200,000 Engines and a Legacy of Partnership

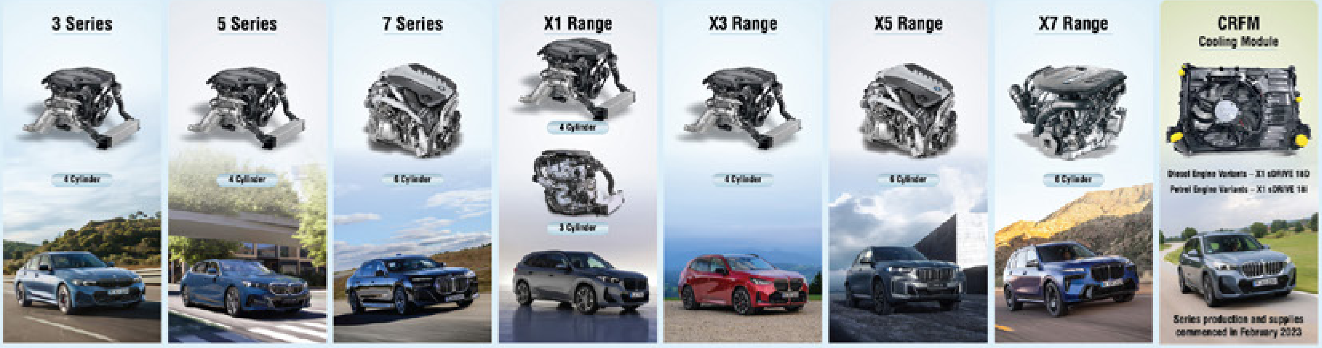
The milestone was graced by Members of the Board of Management of Mercedes-Benz Group AG, Mr. Michael Schiebe, Dr. Joerg Burzer, and Mr. Mathias Geisen, along with Mr. Prasan Firodia.

The roll-out of the 200,000th engine marked another significant milestone in Force Motors' long-standing manufacturing relationship with Mercedes-Benz. The Force Motors Chakan facility manufactures engines and axles for Mercedes-Benz cars and SUVs produced in India, meeting the brand's exacting global standards. The special milestone was commemorated in the presence of the Members of the Board of Management of Mercedes-Benz Group AG- Dr. Joerg Burzer, Chief Technology Officer, Development & Procurement; Mr. Michael Schiebe, Production, Quality & Supply Chain Management; and Mr. Mathias Geisen, Sales & Customer Experience.

Spanning over five decades, the association between Force Motors and Mercedes-Benz is a story of trust, cooperation and continuous evolution. The partnership reflects Force Motors' ability to evolve with changing needs while staying true to its fundamentals of precision, quality and reliability. Through continuous investment in technology, manufacturing and people, the relationship has grown stronger over the decades. The 200,000th engine is therefore more than a production milestone; it represents a partnership that continues to reset, realign and rise, setting new benchmarks in manufacturing excellence.

BMW Group India

Celebrating 100,000 Engines and a Decade of Partnership



Force Motors and BMW Group India marked the rollout of the 100,000th engine from the Chennai facility, a milestone that coincided with a decade of the partnership. Established exclusively to manufacture engines for BMW vehicles produced in India, the facility has become an important part of BMW Group's localisation strategy, combining advanced automation, stringent quality standards and skilled manufacturing capabilities. The occasion was marked in the presence of Mr. Marcus Wollens, Vice President, BMW Production Network 2, BMW AG, and Mr. Thomas Dose, Managing Director, BMW Group Plant Chennai. The milestone reflects a decade of collaboration, precision and shared commitment to Make in India.

Indian Defence Force

Roll-out of Initial Batch of **GURKHAS** to Indian Army

Force Motors has successfully supplied an initial batch of Gurkha vehicles to the Indian Army as part of a larger, landmark contract awarded by the Indian Defence Force. FML had, in March 2025, received a procurement order for 2,978 Force Gurkha vehicles to be used by the Indian Army and the Indian Air Force. Deliveries of the vehicles are phased over a three-year period.

The roll-out of the first vehicles, which marks our expansion in the defence and institutional segment through the Special Vehicle Division (SVD), demonstrates the Company's strength across our product portfolio. It reinforces our long-standing association with defence forces and our capability to deliver purpose-built vehicles for challenging terrains and applications.

Notably, all Bofors Guns at India's borders are powered by the Mercedes licensed OM 616 engine made by Force Motors. The Light Strike Vehicles inducted by the Indian Army to conduct surgical strikes are built on Force Gurkha platform.

In a first-of-its-kind initiative in India's commercial vehicle segment, we have introduced a three-year complimentary roadside assistance across our entire product range. This comprehensive Roadside Assistance (RSA) programme reinforces FML's commitment to customer convenience, reliability, and care. It is part of our continued efforts to enhance the ownership experience and ensure round-the-clock customer support across India.

The programme covers a wide range of services, from breakdown support and accident assistance to towing and on-site repairs, aimed at minimising downtime and delivering peace of mind to every customer. Supported by a nationwide partner network, it will ensure quick and professional assistance across India, further strengthening our focus on reliability, service accessibility, and reduced total cost of ownership to build long-term trust.

ENHANCING AGILITY THROUGH DIGITAL REALIGNMENT

DIGIFORCE

Digital transformation for a future ready organization

Even as it focused on resetting its operational focus and realigning its future-driven strategy, Force Motors strengthened its business agility during the year to rise towards enhanced business performance and customer trust, driving sustainable long-term growth. The Company further strengthened its emphasis on digitalisation and automation of its customer-facing and back-end operations.

As part of Project DigiForce, on which we had embarked in June 2024 as a two-year organisation-wide initiative to enhance agility, efficiency and overall stakeholder experience, we initiated new digital programmes in FY26.

INITIATIVES ROLLED OUT IN FY26

Partnership with Zoho for dealer network digitalisation

ZOHO

FML has partnered with Zoho Corporation to power end-to-end digital transformation across its dealer networks. A major milestone in Project DigiForce, the collaboration is focused on deployment of Zoho's Advanced Customer Relationship Management (CRM) and Dealer Management System (DMS), along with a suite of 12 AI-powered front-office applications, across Force Motors' nationwide network.

This integrated, cloud-based solution will replace legacy systems, bringing in cutting-edge capabilities to modernise marketing, sales, service, customer engagement, and internal collaboration. By streamlining dealer operations and creating a unified platform for teams, dealers, and customers, the new solution is set to significantly elevate the overall customer experience at every stage of engagement.

Force Motors operates a vast network of over 200 dealerships, 70 authorised service centers, and 30 parts centers across India, supported by international distributors in more than 25 countries. The new CRM-DMS solution will enable these dealer and distributor partners to operate more efficiently by enhancing sales and service productivity, improving customer satisfaction across every touchpoint and supporting more professional, data-driven business operations.

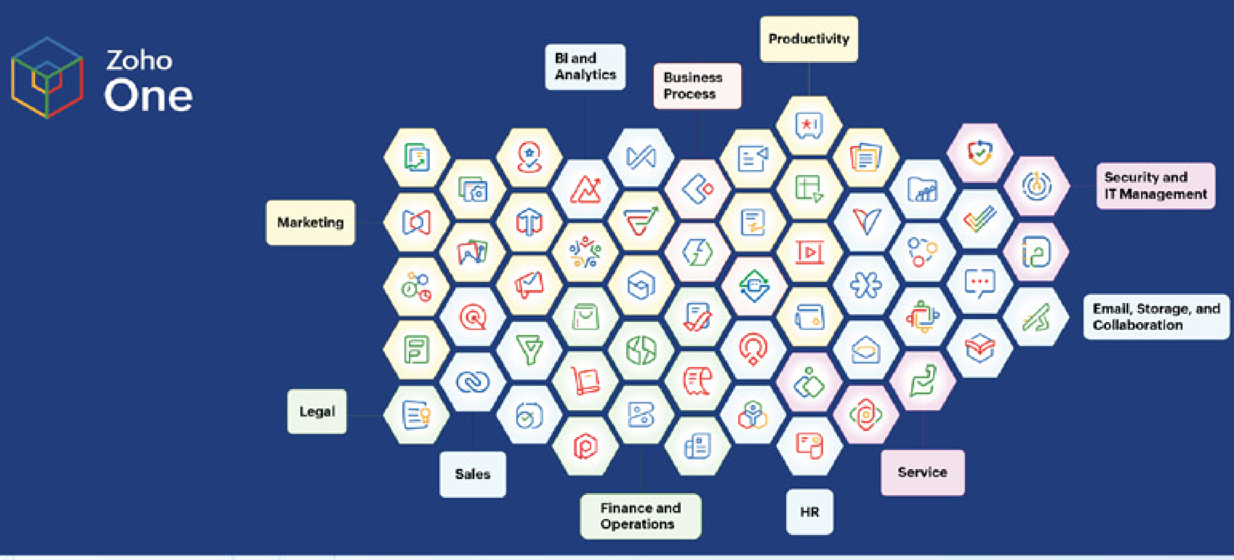
With this collaboration, Force Motors has taken a significant step forward in its digital transformation journey, setting a new benchmark for technology adoption in the Indian automotive sector.

200
Dealerships

70
Authorised service centers

30
Parts centers across India

25
Countries International distributors



In August 2025, we launched Force iPulse - a next-generation connected vehicle platform that introduces a new standard in operational intelligence and vehicle lifecycle management. Developed in collaboration with Intangles, a global pioneer in AI-powered predictive analytics, Force iPulse brings state-of-the-art artificial intelligence and proprietary hybrid analytics to the core of vehicle operations.

Available across our entire range of vehicles, this factory-fitted intelligent platform is designed to transform fleet operations through real-time insights, predictive diagnostics, and enhanced driver comfort and safety.

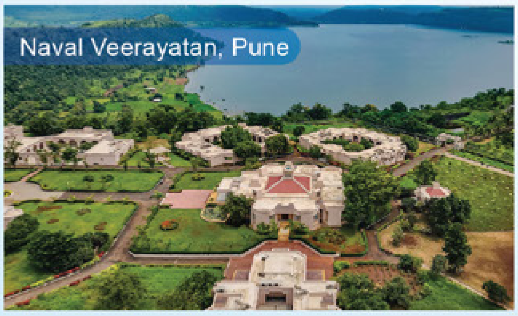
As a flagship offering under Project DigiForce, Force iPulse goes beyond a digital upgrade, representing a foundational shift in how vehicle performance, health, and operational behaviors are understood and managed. The platform continuously ingests and interprets high-resolution vehicular data to power predictive insights, enabling early detection of performance degradation and pre-emptive identification of component failures. Its ability to distinguish between surface-level symptoms and systemic issues empowers fleet operators to act precisely, not reactively.

The platform is accessible via both desktop and mobile applications, allowing for seamless, on-the-go visibility and control. The initiative marks another major step in driving customer delight.

STRENGTHENING PEOPLE CAPABILITIES

The Force Motors value proposition is powered by its people, whose capabilities, commitment and shared purpose drive the Company's transformation journey. Guided by the 'Reset Realign Rise' philosophy, we continue to strengthen our talent, foster collaboration, and align our workforce with the organisation's long-term vision, creating the engineering and manufacturing excellence needed to sustain leadership and drive future growth.

We have also partnered with SP Jain School of Global Management to conduct Executive and Advanced Leadership Programmes for high-potential employees, thus strengthening our leadership pipeline.



Naval Veerayatan, Pune

SPJ GLOBAL S P Jain School of Global Management MUMBAI

LAKSHYA

BUILDING AN UNSTOPPABLE FORCE

Through Project Lakshya, we continue to build a future-ready workforce by strengthening organisational capabilities and accelerating people transformation. This strategic Human Resources (HR) initiative is designed to create a digitally empowered, agile and leadership-driven organisation, aligned with the Company's evolving business priorities and long-term growth aspirations. Key focus areas of the project include:

LEARNING AND DEVELOPMENT

Company-wide training and engagement initiatives enhancing functional excellence.

EMPLOYEE ENGAGEMENT

Steering inclusion, ownership, and alignment with organisational goals.

DIGITAL CAPABILITY BUILDING

Nurturing a future-ready digital workforce through the DigiForce Digital Capability Training Programme.

CULTURAL SHIFT EMBEDDING

Values-based culture anchored in agility, accountability, and innovation.

SUSTAINABILITY FOCUS

RISING TOWARDS A BETTER FUTURE

With corporate responsibility integral to its growth strategy, Force Motors has embedded sustainability across the organisational framework. Our efforts remain centred around reducing our environmental footprint through green manufacturing, reduced emissions, enhanced renewable energy adoption, promotion of water efficiency, and development of a workplace culture that fosters people diversity and development.

We have established clear goals to drive our sustainability journey. In FY26, we continued to progress towards the realisation of our Environment, Social and Governance (ESG) goals.

SUSTAINABLE INPUTS

43.5%

ESG-screened suppliers
(The Criteria for evolution of suppliers is internally modified.)

RENEWABLE ENERGY

31%

Electricity from renewables
(Target: 50% by 2027)

EMISSIONS AVOIDED

2.4

Times improvement w.r.t FY 2024-25, and 10-times w.r.t Baseline (FY 2023-24)

WATER EFFICIENCY

10%

(Over FY 2024-25 performance) reduction in water use per equivalent vehicle
(Reduced water consumption per Eq. vehicle by 9%)

GHG EMISSIONS

21%

Reduction in intensity w.r.t FY 2024-25, and 38% w.r.t baseline (FY 2023-24)
(Target: 50% by 2030)

WOMEN WORKFORCE

9%

Representation and 7% (FY 2024-25)
(up from3% in FY 2023–24)

ZERO WASTE TO LANDFILL

85%

Waste diverted
(More than 85% of the waste diverted from landfill)

EMPLOYEE TRAINING

22

Hours per employee
(Target: 32 by 2030)

BOARD OF DIRECTORS

Dr. Abhaykumar Navalmal Firodia
Chairman

Dr. Abhay Firodia is a prominent industrialist and a key figure in the Indian automobile industry. He is the Chairman of Force Motors Limited - India's largest manufacturer of vans and a fully integrated automobile company specializing in the design, development, and production of vehicles, aggregates, and critical automotive components. Dr. Firodia is also the Group Chairman of the Dr. Abhay Firodia Group of Companies - one of India's pioneering industrial houses with a strong focus on the automotive and manufacturing sectors. Today, under the guidance of Dr. Abhay Firodia, the Group has evolved into a diversified engineering conglomerate with an enterprise value in excess of ₹46,000 crore and has an active workforce of over 16,000 employees. He has won numerous awards, including the prestigious Punyabhushan Puraskar 2026 in recognition of a lifetime of visionary leadership, entrepreneurial excellence, and lasting contribution to industry and society.

Mr. Prasan Firodia
Managing Director

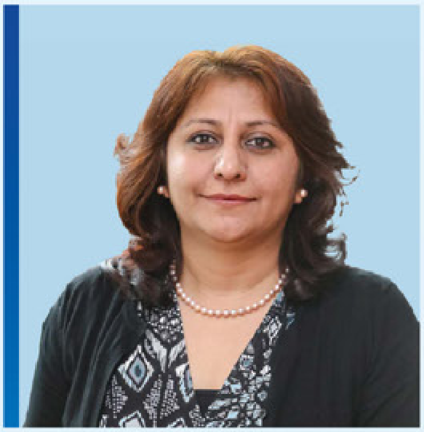
Mr. Prasan Firodia serves as the Managing Director of Force Motors Limited and Jaya Hind Industries Private Limited, and also as the Director of Force MTU Power Systems Private Limited. A visionary and forward-thinking leader, he represents the new generation leading the Dr. Abhay Firodia Group of Companies. Under Mr. Firodia's leadership, Force Motors has strengthened its position as India's largest van manufacturer and a fully integrated automotive company with capabilities spanning vehicle design, development, manufacturing, and aggregates. With over 10,000 employees, five manufacturing plants across India, a state-of-the-art R&D centre in Pune, and an extensive sales and service network, Force Motors has established a strong presence in both domestic and international markets. He has also been recognised with several industry honours, including the 'Turnaround Star of the Year' award at the Forbes India Leadership Awards 2026 and Fortune India's Best CEO for Commercial Vehicles in 2025.

Mr. Vallabh Bhanshali
Independent Director

Mr. Vallabh Bhanshali is the Co-founder and Chairman of Enam Securities, a reputed investment house and formerly a leading investment bank. He has served on several policy-making bodies including the Reserve Bank of India, SEBI, the Bombay Stock Exchange, etc. and is actively involved with NGOs in the fields of education, democracy, scientific spirituality, farmer welfare, and cultural preservation. He is a founding member of the Governing Boards of FLAME University and ISPP and has been a devoted Vipassana meditator for over three decades. Recipient of many honors, which include entry into the Hall of Fame of the Institute of Chartered Accountants and two honorary doctorates, he has also been appreciated for the valuable services rendered as a Trustee of BSE, The Stock Exchange. A man with varied interests and learning, he is playing a leadership role at many impactful NGOs in the fields of education, democracy, Vipassana, scientific inclusive spirituality, farmer upliftment, enhancement of values in society, policy making for accelerated growth of innovative Bharat, etc.

Mr. Mukesh Patel
Independent Director

Mr. Mukesh Patel is an eminent Advocate and International Tax Expert with nearly five decades of experience. He has made notable contributions in legal practice, taxpayer education, and public discourse, with over 5,000 weekly columns, close to 50 editions of his books, and 500 TV shows to his credit. He has been acclaimed with the Honour as 'Champion of Taxpayer Education' at the All-India Tax Congress. He has served on government-appointed committees, including the Justice Easwar Committee and the task force for drafting a new income-tax law. He has led several industry bodies and received the prestigious 'Order of the Rising Sun' from the Emperor of Japan. In 2024, he was appointed as the first Honorary Consul of Japan in India. He has served as President of Ahmedabad Management Association, Gujarat Chamber of Commerce & Industry, Indian Red Cross Society, Indo-Japan Friendship Association and All Gujarat Federation of Tax Consultants. He has been awarded the President of India's Gold Medal in recognition of his outstanding contribution to the Red Cross Movement, promotion of Voluntary Blood Donation and Thalassemia Care, Awareness and Prevention.



Ms. Sonia Prashar
Independent Director

Ms. Sonia Prashar is an experienced professional with nearly three decades of work in international trade, Indo-European cooperation, and strategic business development. She is the Managing Director of NuernbergMesse India Private Limited and serves as Secretary General of the Federation of European Business in India. A recipient of the German Order of Merit, she holds academic qualifications in Science, Education, German Language and MBA Essentials from the London School of Economics.

Mr. Nitin Kareer
Independent Director

Mr. Nitin Kareer is a retired Indian Administrative Service (IAS) officer and former Chief Secretary to the Government of Maharashtra, with extensive experience in public administration, governance reform and fiscal management. Renowned for his expertise in urban governance, land administration and public finance, Mr. Kareer has played a significant role in strengthening institutional capacity, improving administrative efficiency and shaping policy frameworks across Maharashtra.

Mr. Gautam Bambawale
Independent Director

Mr. Gautam Bambawale is a retired Indian Foreign Service (IFS) officer with extensive experience in diplomacy, international relations and strategic policy. He served as India's Ambassador to China, High Commissioner to Pakistan, and the country's first Consul General in Guangzhou, besides holding key assignments in the Prime Minister's Office and the Ministry of External Affairs. Over his distinguished diplomatic career, he played a significant role in strengthening India's global partnerships, advancing strategic engagement across East Asia, and promoting India's commercial and cultural interests overseas.

Lt. Gen. Vinod Khandare (Retd.)
Independent Director

Lt. Gen. Vinod Gulabrao Khandare (Retd.) is a highly decorated former Indian Army officer with nearly four decades of distinguished service in national defence, strategic planning and military intelligence. He has held key leadership positions, including Principal Adviser in the Ministry of Defence, Military Adviser at the National Security Council Secretariat (NSCS), Director General of the Defence Intelligence Agency, and Deputy Chief of Defence Staff (Intelligence). A recipient of the Param Vishisht Seva Medal (PVSM), Ati Vishisht Seva Medal (AVSM) and Sena Medal, Lt. Gen. Khandare has played a pivotal role in shaping India's defence strategy, intelligence coordination and national security architecture, contributing to several critical strategic and operational initiatives.

Mr. Prashant Inamdar
Executive Director – Operations

Mr. Prashant V. Inamdar joined Force Motors in 1984 as a Junior Engineer, and has since held leadership roles across corporate controlling, production and operations. He has contributed to industrial engineering, HRD, SAP implementation and has led several key projects. Currently, he oversees operations across Force Motors' plants in Akurdi, Pithampur, Chennai and Chakan, and serves on the Board of Force MTU Power Systems Private Limited.

MANAGEMENT TEAM

Prasan Firodia
Managing Director

Prashant Inamdar
Executive Director - Operations

Rakesh Maru
President - Sales, Service, Marketing (Domestic & International Business)

Praveen Karnavat
President - R&D and Strategic Sourcing

Rishi Luharuka
President & Group CFO

Vivek Gosain
VP - Manufacturing Engineering

Anshul Saxena
VP - Corporate Strategy

State of the art Driver Cockpit & Dashboard, Seat Belt with Pretensioners

Best-in-segment Stand-up Height & Width,
Cabin Space & Car-like NVH

All New TFT Digital Instrument Cluster with Vibrant
Graphics, at-a-glance Readability, Gear Indicator,
TPMS, Door-open Alerts & Tell-tale Indicators

URBANIA
BY FORCE MOTORS
TRAVEL WORLD-CLASS

www.forceurbania.co.in

CORPORATE INFORMATION

BOARD OF DIRECTORS

Mr. Abhaykumar Navalmal Firodia,
Chairman

Mr. Prasan Abhaykumar Firodia,
Managing Director

Mr. Vallabh Roopchand Bhanshali,
Independent Director

Mr. Mukesh Mangalbhai Patel,
Independent Director

Ms. Sonia Prashar,
Independent Director

Mr. Gautam Hemant Bambawale,
Independent Director

Mr. Nitin Nandkishor Kareer,
Independent Director

Lt. Gen. Vinod Gulabrao Khandare (Retd.),
Independent Director

Mr. Prashant Vijay Inamdar,
Executive Director - Operations

CHIEF FINANCIAL OFFICER

Mr. Rishi Luharuka

COMPANY SECRETARY & COMPLIANCE OFFICER

Mr. Rohan Sampat

AUDITORS

Statutory Auditors
M/s Kirtane & Pandit LLP,
Chartered Accountants, Pune

Secretarial Auditors
SIUT & Co. LLP,
Practicing Company Secretaries, Pune

Internal Auditors
M/s Capri Assurance and
Advisory Services, Chennai

M/s Jugal S Rathi,
Chartered Accountants, Pune

COST ACCOUNTANTS

M/s Joshi Apte & Associates,
Cost Accountants, Pune

REGISTRAR TO AN ISSUE AND SHARE TRANSFER AGENT (RTA)

MUFG Intime India Private Limited
(formerly Link Intime India Private Limited)

REGISTERED OFFICE

**Mumbai-Pune Road, Akurdi, Pune
411035 Maharashtra**

Notice

NOTICE is hereby given that the **67th** Annual General Meeting (**the** '**AGM**') of the Members of Force Motors Limited (**the 'Company'**) will be held on **Wednesday, September 16, 2026 at 3:00 p.m. (IST) through Video Conference ('VC') / Other Audio Visual Means ('OAVM')**, to transact the following business:

ORDINARY BUSINESS

1. To consider and adopt the Audited Standalone and Consolidated Financial Statements of the Company, for the Financial Year ended on March 31, 2026, together with the Board's Report and Auditors' Report thereon.

2. To declare dividend for the Financial Year ended on March 31, 2026.

3. To appoint a Director in place of Mr. Prasan Abhaykumar Firodia (DIN: 00029664), Managing Director, who retires by rotation and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS

4. **Contribution to bona fide charitable and other funds.**

   To consider and if thought fit, to pass, the following resolution, with or without modification(s), as an **Ordinary Resolution:**

   'RESOLVED THAT pursuant to the provisions of Section 181 of the Companies Act, 2013 ('**the Act**') and other applicable provisions, if any, of the Act, the consent of the Members of the Company be and is hereby accorded to the Board of Directors to contribute, donate or otherwise provide assistance from time to time to any bona fide charitable and other funds etc., as would be approved by the Board of Directors of the Company (hereinafter referred to as the '**Board**', which term shall include any duly constituted Committee(s) thereof or such other person(s) authorized by the Board), in any financial year, in one or more tranches, from time to time, up to an amount not exceeding ₹50,00,00,000/- (Rupees Fifty Crores only) in any financial year, notwithstanding the fact that the said amount may exceed 5% of the Company's average net profit as determined in accordance with the provisions of the Act during the three years immediately preceding the current Financial Year.

   RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds, matters and things as may be deemed necessary, desirable, proper or expedient for the purpose of giving effect to the aforesaid resolution and to authorize any of the Directors and/or Key Managerial Personnel and/or other officials of the Company to take necessary actions on behalf of the Company in this regard.'

5. **Ratification of remuneration to be paid to Cost Accountants.**

   To consider and if thought fit, to pass, the following resolution, with or without modification(s), as an **Ordinary Resolution:**

   'RESOLVED THAT M/s. Joshi Apte & Associates, Cost Accountants, Pune, who are appointed by the Board of Directors of the Company, to verify and review the cost records of the Company for the Financial Year ending on March 31, 2027, be paid remuneration of ₹3,00,000/- (Rupees Three lacs only) plus taxes.'

6. **Re-appointment of Mr. Vallabh Roopchand Bhanshali (DIN: 00184775) as an Independent Director of the Company.**

   To consider and if thought fit, to pass, the following resolution, with or without modification(s), as **Special Resolution:**

   'RESOLVED THAT pursuant to the provisions of Sections 149, 150, 152 and 197 and other applicable provisions, if any, of the Companies Act, 2013 ('**the Act**') read with Schedule IV and Schedule V thereto, the Companies (Appointment and Qualifications of Directors) Rules, 2014 ('**the Rules'**) and Regulation 17, 17(1A) and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('**LODR Regulations**'), if any and on the recommendation of the Nomination & Remuneration Committee and of the Board of Directors of the Company, Mr. Vallabh Roopchand Bhanshali (DIN: 00184775), who was appointed as an Independent Director at the 63rd Annual General Meeting of the Company for the first term of 5 (five) consecutive years from August 13, 2022 and up to August 12, 2027, and who is eligible for re-appointment and who meets the criteria for independence as provided in Section 149(6) of the Act along with the Rules framed thereunder and Regulation 16(1)(b) of the LODR Regulations and who has submitted a declaration to that effect and in respect of whom the Company has received a Notice in writing from a Member under Section 160(1) of the Act, proposing his candidature for the office of Director, be and is hereby re-appointed as an Independent Director of the Company for a second term of 5 (five) consecutive years commencing from August 13, 2027 up to August 12, 2032, not liable to retire by rotation.

   RESOLVED FURTHER THAT pursuant to the provisions of Regulation 17(1A) of the LODR Regulations, approval of the Members be and is hereby re-accorded for the continuation of Mr. Vallabh Roopchand Bhanshali as an Independent Director of the Company beyond the age of 75 (seventy-five) years till the expiry of his second tenure i.e. up to August 12, 2032, in respect of which the approval of the Members of the Company was initially accorded at the 63rd Annual General Meeting of the Company.

   RESOLVED FURTHER THAT the approval of the Members be and is hereby accorded to empower the Board of Directors for payment of remuneration by way of commission to Mr. Vallabh Roopchand Bhanshali, commencing from Financial Year 2027-28 and thereafter, for each financial year, during his second tenure of appointment as the Independent Director, not exceeding 1 (One) percent of the net profits of the Company in any financial year computed pursuant to the provisions of the Act, in such manner and up to such extent as may be recommended by the Nomination and Remuneration Committee and approved by the Board of Directors from time to time.

   RESOLVED FURTHER THAT the above remuneration shall be in addition to sitting fees payable to Mr. Vallabh Roopchand Bhanshali for attending the meetings of the Board or Committees thereof or

Notice (Contd.)

for any other purpose whatsoever as may be decided by the Board of Directors and reimbursement of expenses for participation in the Board and Committee meetings.

RESOLVED FURTHER THAT the Board of Directors of the Company be and are hereby authorised to do all such acts, deeds, matters and things as may be deemed necessary, expedient and desirable for the purpose of giving effect to the aforesaid Resolution.'

7. **Re-appointment of Mr. Mukesh Mangalbhai Patel (DIN: 00053892) as an Independent Director of the Company.**

To consider and if thought fit, to pass, the following resolution, with or without modification(s), as **Special Resolution:**

'RESOLVED THAT pursuant to the provisions of Sections 149, 150, 152 and 197 and other applicable provisions, if any, of the Companies Act, 2013 ('**the Act**') read with Schedule IV and Schedule V thereto, the Companies (Appointment and Qualifications of Directors) Rules, 2014 ('**the Rules**') and Regulation 17, 17(1A) and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('**LODR Regulations**'), if any and on the recommendation of the Nomination & Remuneration Committee and of the Board of Directors of the Company, Mr. Mukesh Mangalbhai Patel (DIN: 00053892), who was appointed as an Independent Director at the 63rd Annual General Meeting of the Company for the first term of 5 (five) consecutive years from August 13, 2022 and up to August 12, 2027, and who is eligible for re-appointment and who meets the criteria for independence as provided in Section 149(6) of the Act along with the Rules framed thereunder and Regulation 16(1)(b) of the LODR Regulations and who has submitted a declaration to that effect and in respect of whom the Company has received a Notice in writing from a Member under Section 160(1) of the Act, proposing his candidature for the office of Director, be and is hereby re-appointed as an Independent Director of the Company for a second term of 5 (five) consecutive years commencing from August 13, 2027 up to August 12, 2032, not liable to retire by rotation.

RESOLVED FURTHER THAT pursuant to the provisions of Regulation 17(1A) of the LODR Regulations, approval of the Members be and is hereby accorded for the continuation of Mr. Mukesh Mangalbhai Patel as an Independent Director of the Company beyond the age of 75 (seventy-five) years till the expiry of his second tenure i.e. up to August 12, 2032.

RESOLVED FURTHER THAT the approval of the Members be and is hereby accorded to empower the Board of Directors for payment of remuneration by way of commission to Mr. Mukesh Mangalbhai Patel, commencing from Financial Year 2027-28 and thereafter, for each financial year, during his second tenure of appointment as the Independent Director, not exceeding 1 (One) percent of the net profits of the Company in any financial year computed pursuant to the provisions of the Act, in such manner and up to such extent as may be recommended by the Nomination and Remuneration Committee and approved by the Board of Directors from time to time.

RESOLVED FURTHER THAT the above remuneration shall be in addition to sitting fees payable to Mr. Mukesh Mangalbhai Patel for attending the meetings of the Board or Committees thereof or for any other purpose whatsoever as may be decided by the Board of Directors and reimbursement of expenses for participation in the Board and Committee meetings.

RESOLVED FURTHER THAT the Board of Directors of the Company be and are hereby authorised to do all such acts, deeds, matters and things as may be necessary, expedient and desirable for the purpose of giving effect to the aforesaid Resolution.'

8. **Re-appointment of Ms. Sonia Prashar (DIN: 06477222) as an Independent Director of the Company.**

To consider and if thought fit, to pass, the following resolution, with or without modification(s), as **Special Resolution:**

'RESOLVED THAT pursuant to the provisions of Sections 149, 150, 152 and 197 and other applicable provisions, if any, of the Companies Act, 2013 ('**the Act**') read with Schedule IV and Schedule V thereto, the Companies (Appointment and Qualifications of Directors) Rules, 2014 ('**the Rules**') and Regulation 17 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('**LODR Regulations**'), if any and on the recommendation of the Nomination & Remuneration Committee and of the Board of Directors of the Company, Ms. Sonia Prashar (DIN: 06477222), who was appointed as an Independent Director through Postal Ballot Notice dated November 25, 2022, for the first term of 5 (five) consecutive years from September 28, 2022 and up to September 27, 2027, and who is eligible for re-appointment and who meets the criteria for independence as provided in Section 149(6) of the Act along with the Rules framed thereunder and Regulation 16(1)(b) of the LODR Regulations and who has submitted a declaration to that effect and in respect of whom the Company has received a Notice in writing from a Member under Section 160(1) of the Act, proposing her candidature for the office of Director, be and is hereby re-appointed as an Independent Director of the Company for a second term of 5 (five) consecutive years commencing from September 28, 2027 up to September 27, 2032, not liable to retire by rotation.

RESOLVED FURTHER THAT the approval of the Members be and is hereby accorded to empower the Board of Directors for payment of remuneration by way of commission to Ms. Sonia Prashar, commencing from Financial Year 2027-28 and thereafter, for each financial year, during her second tenure of appointment as the Independent Director, not exceeding 1 (One) percent of the net profits of the Company in any financial year computed pursuant to the provisions of the Act, in such manner and up to such extent as may be recommended by the Nomination and Remuneration Committee and approved by the Board of Directors from time to time.

RESOLVED FURTHER THAT the above remuneration shall be in addition to sitting fees payable to Ms. Sonia Prashar for attending the meetings of the Board or Committees thereof or for any other purpose whatsoever as may be decided by the Board of Directors and reimbursement of expenses for participation in the Board and Committee meetings.

RESOLVED FURTHER THAT the Board of Directors of the Company be and are hereby authorised to do all such acts, deeds, matters and things as may be necessary, expedient and desirable for the purpose of giving effect to the aforesaid Resolution.'

9. **Amendment of the Object Clause of the Memorandum of Association of the Company.**

To consider and if thought fit, to pass, the following resolution, with or without modification(s), as **Special Resolution:**

'RESOLVED THAT pursuant to the provision of Section 13 and other applicable provisions, if any, of the Companies Act, 2013 ('**the Act**'), read with the Companies (Incorporation) Rules, 2014, consent of the Members of the Company be and is hereby accorded for altering the Object Clause of the Memorandum of Association of the Company, subject to receipt of requisite Statutory or Regulatory approvals, if any as under:

I. By insertion of new sub-clauses **(45), (46), (47)** and **(48)** after sub-clause **(44)** of the Clause III of the Memorandum of Association of the Company, as detailed below:

(45) To carry on the business as builders, consultants, property developers, engineering contractors, civil, mechanical and labour contractors, building and erection engineers, consultants, dealers in, importers, exporters and other items in connection therewith or incidental thereto to real estate business and to acquire, develop, rent, and sell immovable properties (like land, residential homes and commercial spaces) to generate profit, build assets, and provide housing or infrastructure and to deal in sale/purchase/development of any kind of immovable properties.

(46) To carry on the business of contract manufacturing, job work, and producing, fabricating, assembling, processing, and packaging of any movable property including vehicles of all descriptions, specifications, and varieties for third-party brands, companies, or individuals using owned, leased, or hired machinery and carry out all activities pertaining to contract manufacturing.

(47) To deal in all forms of securities, financial instruments and alternate asset investment (in any form of movable property), and to provide professional/financial advisory services, and strategically acquire assets to maximize economic growth and expand its holdings and asset portfolio.

(48) To acquire, establish, and manage electricity generation plants across all conventional and renewable sources (hydel, thermal, nuclear, solar, wind, and others) and/or to operate independently or in collaboration, to generate, distribute, and supply power, utilizing it for captive consumption or external commercial supply or otherwise.

II. The existing sub-clause **(45)** be renumbered as sub-clause **(49)** of the Clause III of the Memorandum of Association of the Company.

RESOLVED FURTHER THAT the Board of Directors of the Company be and are hereby authorized to agree to and accept such modifications, terms and conditions in the aforesaid newly inserted Object Clauses as may be directed by the concerned statutory/regulatory authorities and to modify the same accordingly and obtain confirmation thereof and to take such other necessary steps and to do all such acts, deeds, matters and things as may be required to give effect to the aforesaid resolution'.

Notice (Contd.)

NOTES:

1. Pursuant to General Circular No. 03/2025 dated September 22, 2025, issued by the Ministry of Corporate Affairs ('**MCA**') read together with other relevant Circulars issued by the MCA in this regard (collectively referred to as '**MCA Circulars**') and relevant Circulars, issued by the Securities and Exchange Board of India ('**SEBI**') (collectively referred to as '**SEBI Circulars**'), Companies are allowed to hold AGM through VC/OAVM, without the physical presence of Members at a common venue. Hence, Members can attend and participate in the ensuing AGM through VC/OAVM. The deemed venue for the AGM shall be the Registered Office of the Company.

   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 the National Securities Depository Limited ('**NSDL**') for facilitating voting through electronic means, as the authorized agency.

2. Pursuant to the provisions of the Companies Act, 2013 (**the 'Act'**), a Member is entitled to attend and vote at the AGM through a proxy and a proxy need not be a Member. However, the facility to appoint proxy to attend and cast vote for the Members will not be available for this AGM as physical attendance of Members has been dispensed with, pursuant to the MCA Circulars. Hence, the proxy form, attendance slips and route map are not annexed to this Notice. However, the bodies corporate are entitled to appoint authorized representatives to attend the AGM through VC/OAVM and participate thereat and cast their votes through e-Voting.

3. The facility for joining the AGM through VC/OAVM will be open 15 minutes before and 15 minutes after the scheduled time of the commencement of the AGM and the Members can join the AGM by following the procedure mentioned in this Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1,000 Members on first come first serve basis. This will not include large Members holding 2% or more shareholding, Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, the Nomination and Remuneration Committee and the Stakeholders Relationship Committee and the Auditors of the Company etc.

4. The Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.

5. In line with the applicable MCA and SEBI Circulars, the Notice for calling the AGM and the Annual Report for FY 2025-26, is being sent only through electronic mode to those Members whose email addresses are registered with the Company/Depository Participant(s). The Notice and the Annual Report for FY 2025-26, are available on the website of the Company at www.forcemotors.com, on the website of BSE Limited ('**BSE**') at www.bseindia.com and on the website of National Stock Exchange of India Limited ('**NSE**') at www.nseindia.com. The AGM Notice is also available on the website of the NSDL (agency providing the e-Voting facility) i.e. www.e-Voting.nsdl.com. The Company shall send a physical copy of the Annual Report for FY 2025-26, to those Members who have made a request for the same, either to MUFG Intime India Private Limited (formerly Link Intime India Private Limited), Registrar to an Issue and Share Transfer Agent ('**RTA**') or the Company. Additionally, any Member who desires to get a physical copy of the Annual Report for FY 2025-26, may request for the same by sending an email to the Company at compliance-officer@forcemotors.com mentioning their Folio No./DP ID and Client ID. The Company will also be sending a letter providing the web-link, including the exact path, where complete details of the Annual Report is available to those Members/ Shareholders whose email id is not registered.

6. The Statement, setting out the material facts, pursuant to Section 102 of the Act concerning the Special Business mentioned in the Notice, is annexed hereto. Further, additional information as required under the Act read with applicable Rules and Schedules of the Act and Regulations and Schedules of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('**LODR Regulations**') and Circulars issued thereunder, Clauses of the Secretarial Standard on General Meeting ('**SS-2'**) issued by the Institute of Company Secretaries of India ('**ICSI'**), in respect of the persons seeking appointment/re-appointment at this AGM are also annexed. The Board of Directors have decided that the Special Business as set out under Item Nos. 4 to 9, being considered 'unavoidable', be transacted at this AGM held through VC/OAVM. All documents referred to in the Item Nos. 4 to 9, are available for inspection on the website of the Company viz. www.forcemotors.com.

7. The Register of Directors and Key Managerial Personnel ('**KMP**') and their shareholding, maintained under Section 170 of the Act, and the Register of Contracts with related parties in which the Directors are interested, maintained under Section 189 of the Act, will be available electronically for inspection by the Members during the AGM. Members seeking to inspect such documents can send an email to compliance-officer@forcemotors.com.

8. Pursuant to the provisions of Section 91 of the Act, the Register of Members and Share Transfer Books of the Company will remain closed from **Thursday, September 10, 2026 to Wednesday, September 16, 2026 (both days inclusive)** for the purpose of AGM. The Board of Directors, at its meeting held on April 29, 2026, has recommended a final dividend of ₹50/- (500%) per equity share of ₹10/- each for the Financial Year ended on March 31, 2026. The Company has fixed **Wednesday, September 9, 2026 as the Record Date** to ascertain entitlement for payment of final dividend, if declared. If the dividend, as recommended by the Board of Directors, is approved at the AGM, payment of such dividend will be made, subject to deduction of tax at source (TDS), within 30 days from the date of AGM as under:

   (a.) to all Beneficial Owners in respect of shares held in electronic form as per the data as may be made available by National Securities Depository Limited and Central Depository Services (India) Limited (both collectively referred to as '**Depositories**') as of the close of business hours on Wednesday, September 9, 2026;

(b.) to all Members in respect of shares held in physical form, as per the details provided by RTA of the Company i.e. MUFG Intime India Private Limited (formerly Link Intime India Private Limited) after giving effect to valid requests with respect to transmission/ transposition of shares lodged with the Company as of the close of business hours on Wednesday, September 9, 2026.

9. Members are requested to register/ update their complete bank details with their Depository Participant(s), if shares are held in dematerialized mode, by submitting forms and documents as may be required by the Depository Participant(s). Payment of dividend shall be made through electronic mode to those Members, holding shares in dematerialised mode, who have updated their bank account details. As per the SEBI Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 6, 2026, issued to Registrars to an Issue and Share Transfer Agents, payment of dividend to Members holding shares in physical mode shall only be made electronically. Such payment shall be made only after they have furnished their Permanent Account Number, Contact Details (Postal Address with PIN and Mobile Number), Bank Account Details, Specimen Signature, etc., for their corresponding physical folios with the Company/ RTA. In this regard the Company had sent letter to its Members for furnishing the required details. Please refer to SEBI FAQs by accessing the link: https://www.sebi.gov.in/sebi_data/faqfiles/jan-2026/1767611333081.pdf (FAQ No. 47 & 48).

10. Members desirous of obtaining any information concerning the accounts or operations of the Company are requested to address their questions to the Company Secretary of the Company at compliance-officer@forcemotors.com, so as to reach at least 10 days prior to the Meeting; so that the information required may be made available at the Meeting or by email.

Further, please note that as the Meeting will be held through VC/OAVM, there will be limited opportunity for Members to interact with the Management of the Company. Hence, the Members are requested to send all their queries to the Company in advance, so that the same are suitably answered at the AGM, subject to the first part of this Note.

Members, who would like to express their views/have questions at the AGM, may register themselves as Speakers by sending their request from their registered email address mentioning their name, DP ID and Client ID / Folio No., PAN, Mobile Number at compliance-officer@forcemotors.com at least 10 days prior to the meeting. Those Members who have registered themselves as speakers will be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

11. In case a person has become a Member of the Company after dispatch of AGM Notice, but on or before the cut-off date for e-Voting, i.e., Wednesday, September 9, 2026 such person may obtain the User ID and Password by sending a request at evoting@nsdl.com or to the Company at compliance-officer@forcemotors.com or to the RTA at sandip.pawar@in.mpms.mufg.com.

12. Pursuant to the provisions of Section 72 of the Act read with the SEBI Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 6, 2026, Members are requested to update/ intimate changes, if any, pertaining to their name, postal address with PIN, email address, 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 code, etc.

- **For shares held in electronic form:** to their Depository Participant ('**DP**') only and not to the Company's RTA. Changes intimated to the DP 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 forms given below pursuant to relevant SEBI Circulars, as per instructions mentioned in the form. The said forms can be downloaded from the Company's website at https://www.forcemotors.com/investor/ and is also available on the website of the RTA at www.in.mpms.mufg.com.

Sr. No.	Particulars	Form
(i)	Registration of PAN, postal address with PIN, e-mail, address, mobile number, Bank Account, Details or changes / updation thereof;	ISR -1
(ii)	Confirmation of Signature of Member by the Banker	ISR-2
(iii)	Registration of Nomination	SH-13
(iv)	Cancellation or Variation of Nomination	SH-14
(v)	Declaration to opt out of Nomination	ISR-3

13. Non-Resident Indian Members are requested to inform the Company's RTA immediately of:

(a.) Change in their residential status on return to India for permanent settlement.

(b.) Particulars of their bank account maintained in India with complete name, branch, account type, account number and address of the bank with PIN code number, if not furnished earlier.

14. Members may please note that the LODR Regulations mandate transfer, transmission and transposition of securities of listed companies held in physical form, only in demat mode. Further, SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 read with Circular No. HO/38/13/(3)2026-MIRSD-POD/I/3763/2026 dated January 30, 2026 has mandated the listed companies to issue securities in dematerialised 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, transposition and claim from

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Suspense Escrow Account. Accordingly, Members are requested to make service requests for issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate etc., by submitting a duly filled and signed form ISR-4 (Request for issue of Duplicate Certificate and other Service Requests) along with requisite supporting documents to Company's RTA as per the requirement of the aforesaid circular. The aforesaid form can be downloaded from the Company's website at https://www.forcemotors.com/investor/ and is also available on the website of RTA at https://web.in.mpms.mufg.com/client-downloads.html

15. Members holding shares in physical mode are advised to avail the facility of dematerialization. Further, Members holding shares in physical form, in identical order of names, in more than one folio are requested to write to the Company to consolidate their holdings in one folio.

OTHER MATTERS:

16. The Members who have so far not claimed the dividends declared for the Financial Years 2018-19, 2019-20, 2020-21, 2021-22, 2022-23, 2023-24 and 2024-25 are requested to make their claim with the Company immediately. The details of such eligible Members/ Shareholders are available on the website of the Company at www.forcemotors.com and also on the website of the MCA at www.mca.gov.in. Further, the Members who have not en-cashed dividend in previous seven consecutive years, are requested to approach the Company/ RTA for claiming the same as early as possible, to avoid transfer of the relevant shares, dividend to the Investor Education and Protection Fund ('IEPF'). The Members, whose unclaimed dividends/ shares have been transferred to the IEPF, may claim the same by making an online application to the IEPF Authority in Web Form No. IEPF-5 available on www.mca.gov.in

17. The Board of Directors has appointed Mr. Parag Pansare, Chartered Accountant as the Scrutinizer to scrutinize the e-Voting at the AGM and remote e-Voting process, in a fair and transparent manner.

18. The Chairman shall, at the AGM, at the end of discussion on the resolutions on which voting is to be held, allow voting, by use of remote e-Voting system for all those Members who are present during the AGM but have not cast their votes by availing the remote e-Voting facility. The remote e-Voting module during the AGM shall be disabled by NSDL for e-Voting 15 minutes after the conclusion of the AGM.

19. The Scrutinizer shall, after the conclusion of e-Voting at the AGM, first count the votes cast during the AGM 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 and make, within two working days of the conclusion of the AGM, a Consolidated Scrutinizer's Report of the total votes cast in favor or against, if any, to the Chairman or a person authorized by him in writing, who shall countersign the same and declare the result of the e-Voting forthwith.

20. The Voting Results declared, along with the Scrutinizer's Report, shall be placed on the Company's website at www.forcemotors.com and on the website of NSDL at www.e-Voting.nsdl.com, immediately after the declaration of the result by the Chairman or a person authorized by him in writing. The voting results shall also be immediately forwarded to the Stock Exchanges, where the Company's Equity Shares are listed and be made available on their respective websites viz. www.bseindia.com and www.nseindia.com.

21. SEBI vide its various circulars has introduced a common Online Dispute Resolution Mechanism ('ODR Portal') which harnesses online conciliation and online arbitration for resolution of disputes between the Members and the Company. Members, post exhausting the option to resolve their grievances with the Company/ RTA directly and through existing SCORES platform can initiate dispute resolution through the ODR Portal at https://smartodr.in/login and the same can also be accessed through the Company's website at https://www.forcemotors.com/

22. **INFORMATION ON TAX DEDUCTIBLE AT SOURCE ON DIVIDEND**

As per the provisions of the Income-Tax Act, 2025, (**the 'IT Act'**), dividend paid and distributed by a Company is taxable in the hands of the Members. The Company is required to deduct tax at source (TDS) at the rates applicable to each category of Members. The rates of TDS for various categories of Members and the required documents are provided below:

Resident Members:

1. Tax shall not be deducted for resident individual Members, if the aggregate amount of dividend to be paid for tax year 2026-27 does not exceed ₹10,000/-.

2. Where, Permanent Account Number (PAN) is made available to the Company and is valid,

    - Tax shall be deducted at source in accordance with Section 393(1) read with Section 393(4) of the IT Act @ 10%.

    - Tax at source shall not be deducted on the dividend payable in cases where the Individual Member provides duly completed and signed Form 121 (Declaration for receipt of dividend without deduction of Tax), provided that all the eligibility conditions are met.

    Resident Individual Members can alternatively submit Form 121 through their DP i.e. NSDL or CDSL. NSDL and CDSL have been enabled to accept Form 121 electronically. The steps for submitting Form 121 in NSDL and CDSL are provided at https://eservices.nsdl.com/ or https://www.cdslindia.com/Form121/Form121Login.aspx.

    Accordingly, Members holding shares in dematerialized form may submit Form 121 directly through their respective DP on or before Wednesday, September 9, 2026.

    - The tax shall be deductible at lower/ Nil rate on submission of self-attested copy of the Certificate issued under Section 395 of the IT Act.

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3. Where PAN is either not available or is invalid or is inoperative, tax shall be deducted at source @ 20% under Section 397(2) of the IT Act.

4. In order to provide exemption from withholding of tax, the following organizations must provide certified true copy of their PAN card, certificate of Registration certificate and a self-declaration as listed below:

   - Insurance Companies: A declaration by Member qualifying as Insurer as per Section 2(7A) of the Insurance Act, 1938;
   - Mutual Funds: A declaration by Mutual Fund Member as specified at Schedule VII (Table sr. no. 20 or 21) of the IT Act;
   - Corporation established by or under a Central Act which is under any law for the time being in force, exempt from income-tax on its income - Documentary evidence that the person is covered under Section 393(4) of the IT Act.
   - Alternative Investment Fund (AIF) established in India: Self-declaration that they are specified in Schedule V of Section 11 (Table sr. no. 1) of the Act and established as Category I or II AIF under the SEBI Regulations along with self-attested copy of PAN card and registration certificate issued by SEBI.
   - New Pension System Trust: Self-declaration that they are governed by the provisions as per Schedule VII of Section 11 of the Act along with self-attested copy of PAN card and registration certificate issued by Insurance Regulatory and Development Authority (IRDA).

Non-Resident Members:

1. Tax is required to be deducted in accordance with the provisions of Section 393(2) read with 207(1) of the IT Act at applicable rates in force. Accordingly, tax @ 20% (plus applicable surcharge, and health and education cess) shall be deducted on the amount of dividend payable. The tax shall be deducted at lower/ Nil rate on submission of self-attested copy of the certificate issued under Section 395(1) of the IT Act.

2. Further, as per Section 159 of the IT Act, Non-Resident Members can avail the provisions of certain Double Tax Avoidance Agreement (DTAA), provided they satisfy conditions such as non-applicability of the General Anti-Avoidance Rule (GAAR), read with Multilateral Instrument (MLI), between India and the country of tax residence of the Member.

To avail of DTAA benefits, the Non-Resident Member shall furnish the following documents not later than **05.00 p.m. (IST) on Wednesday, September 09, 2026, to MUFG Intime India Private Limited**, RTA of the Company: -

- Self-attested copy of PAN allotted by the Indian income tax authorities. In case PAN is not available, the Non-Resident Member shall furnish:
  (a) Name,
  (b) Contact id,
  (c) Email id,
  (d) Address in the residency country,
  (e) Tax identification number of residency country;
- Self-attested copy of Tax Residency Certificate (TRC) issued by the tax/competent authority of the country of residency, evidencing and certifying tax residency status in that country during tax year 2026-27;
- Electronically generated Form 41 from the link https://eportal.incometax.gov.in/iec/foservices/#/login ;
- Self-declaration by the non-resident Member confirming not having a Permanent Establishment in India and eligible to Tax treaty benefit;
- Self-declaration of fulfilling all conditions of tax treaty for being eligible to claim benefit of the tax treaty (DTAA) read with Multilateral Instrument (MLI).
- In case of Foreign Institutional Investors and Foreign Portfolio Investors, self- attested copy of SEBI registration certificate.

If the aforesaid documents are in a language other than English, a duly notarized and apostilled copy thereof, translated in English language to be provided.

The Company is not obligated to apply the beneficial DTAA rates at the time of tax deduction/withholding on dividend amounts. Application of beneficial DTAA rate shall depend upon the completeness of the documents submitted by the Non-Resident Member and satisfactory review by the Company.

TDS to be deducted at higher rate in case of Aadhar is not linked with PAN:

As per provisions of the Section 262 of the IT Act, every person who has been allotted a PAN and who is eligible to obtain Aadhar, shall be required to link the PAN with Aadhar. In case of failure to comply with this requirement, the PAN allotted shall be deemed to be invalid/ inoperative and he/she shall be liable to all consequences under the IT Act and tax shall be deducted at higher rates as prescribed under the IT Act.

The Company will be relying on the reports downloaded from the reporting portal of the Income tax department for checking validity of PAN's/ inoperative PAN's.

23. **For all Members:**

Payment of Dividend:

- Nil TDS for resident Members in case the total dividend paid is up to ₹10,000/- or in case Form 121 is submitted along with self-attested copy of PAN card.

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- 10% for other resident Members in case copy of PAN is provided/ available.
- 20% for resident Members in case PAN is not provided/ not available/ Inoperative.
- For Non-Resident Members, tax will be worked out on the basis of documents submitted.
- 20% tax plus surcharge and cess for Non-Resident Members in case the relevant documents are not submitted.
- Nil/ Lower TDS on submission of self-attested copy of the certificate issued under Section 395 of the Act.

Members having multiple account under different status/ category:

Members holding shares under multiple accounts/folios under different status/category and single PAN, are requested to note that higher of the tax rate as applicable to the status in which shares held under a PAN will be considered on their entire holding in different accounts.

Submission of Tax related documents:

Duly completed and signed documents are required to be uploaded through the following link: https://web.in.mpms.mufg.com/formsreg/submission-of-Form-121-41.html submitted to the RTA, MUFG Intime India Private Limited on or before **05.00 p.m. (IST) on Wednesday, September 09, 2026**, in order to enable the Company to determine and deduct appropriate TDS/ withholding tax.

Please note that no communication on tax determination/deduction shall be entertained after 05.00 p.m. (IST) on Wednesday, September 09, 2026. Members who have uploaded exemption forms (valid in all respect) on the portal are also required to forward the original form to the Company.

In terms of Rule 203 of Income Tax Rules, 2026, if dividend income on which tax has been deducted at source is assessable in the hands of a person other than the deductee, then deductee should file declaration with the Company in manner prescribed by the Rules. The aforesaid declaration shall contain (i) name, address, PAN and residential status of the person to whom credit is to be given; (ii) payment in relation to which credit is to be given; and (iii) the reason for giving credit to such person.

Members are requested to note that in case tax on dividend is deducted at a higher rate on account of non-receipt or insufficiency of requisite documents, they can claim refund, if eligible, at the time of filing income tax return. No claim shall lie against the Company for such tax deducted.

In the event of any income tax demand (including interest, penalty, etc.) arising from any misrepresentation, inaccuracy or omission of information provided/ to be provided by the Member(s), such Member(s) will be responsible to indemnify the Company and also, provide the Company with all information/ documents and co-operation in any proceedings.

The Company will arrange to email a soft copy of the TDS certificate to the Members registered email ID. The Members may view the credit of TDS in Form 168, which can be downloaded from their e-filing account at https://eportal.incometax.gov.in/iec/foservices/#/login.

Disclaimer: This Communication shall not be treated as an advice from the Company or its affiliates or MUFG Intime India Private Limited. Members should obtain the tax advice related to their tax matters from a tax professional.

24. **Special Window for re-lodgement of physical share transfer requests:**

    Pursuant to the SEBI Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026, a Special Window is available till February 4, 2027, to facilitate re-lodgement of transfer requests executed before April 1, 2019, but were either not lodged for transfer or were lodged and subsequently rejected, returned or not attended due to deficiency in the documents. Eligible Members are encouraged to take advantage of this opportunity by furnishing the necessary documents to the Company's RTA i.e. **MUFG Intime India Private Limited**. Securities transferred through this mechanism shall be credited only in dematerialized form and will remain under a one year lock-in, during which it cannot be transferred, lien-marked, or pledged.

25. Pursuant to communication from Investor Education & Protection Fund Authority ('**IEPFA**'), dated March 27, 2026, the Company had re-launched a Second 100 Days campaign 'Saksham Niveshak' from April 1, 2026 to July 9, 2026. During this Campaign the Company urged all the eligible Members who had not claimed their dividend for any Financial Years from 2018-19 to 2024-25 or who had not updated their KYC or had any issues related to unclaimed dividends and shares, to write to the Company's RTA i.e. **MUFG Intime India Private Limited** to expedite resolution of pending matters relating to unclaimed dividends, shares transferred to IEPF and updating of KYC & nomination details.

26. **The Directors Identification Number (DIN) of the Directors are as follows:**

Sr. No.	Name of Director	DIN
1	Mr. Abhaykumar Navalmal Firodia	00025179
2	Mr. Prasan Abhaykumar Firodia	00029664
3	Mr. Vallabh Roopchand Bhanshali	00184775
4	Mr. Mukesh Mangalbhai Patel	00053892
5	Mr. Gautam Hemant Bambawale	08365776
6	Mr. Nitin Nandkishor Kareer	01624863
7	Lt. Gen. Vinod Gulabrao Khandare (Retd.)	11363013
8	Ms. Sonia Prashar	06477222
9	Mr. Prashant Vijay Inamdar	07071502

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

The **remote e-Voting period** begins on **Saturday, September 12, 2026 at 09:00 A.M. (IST)** and ends on **Tuesday, September 15, 2026 at 05:00 P.M. (IST).** 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 **cut-off date** i.e. **Wednesday, September 9, 2026**, may cast their vote electronically. The voting right of Members shall be in proportion to their share in the paid-up equity share capital of the Company as on the **cut-off date**, being **Wednesday, September 9, 2026**.

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

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

Step 1: Access to NSDL e-Voting system

(A) **Login method for e-Voting and joining virtual meeting for Individual Members / Shareholders holding securities in demat mode**

In terms of SEBI circular dated December 09, 2020 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 Depository 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 Members holding securities in demat mode is given below:

Type of Members	Login Method
Individual Members holding securities in demat mode with NSDL.	1. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/HomeLogin.jsp?loginpg=1&image=speede. 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 and e-Voting during the meeting. 2. 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 & e-Voting during the meeting. 3. 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 4. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.e-Voting.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 held 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 and e-Voting during the meeting. 5. 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

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Type of Members	Login Method
Individual Members holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi / Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use 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 e-Voting is in progress as per the information provided by the Company. On clicking the e-Voting 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 and e-Voting during the meeting. Additionally, there are 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 and 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 e-Voting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Members (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 & e-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 websites.

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

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

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

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

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.e-Voting.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.

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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 Members other than Individual Members 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 in your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit Client ID for NSDL account, last 8 digits of Client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

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

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

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

   b) '**Physical User Reset Password?**' (If you are holding shares in physical mode) option available on www.e-voting.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 Members

1. Institutional Members (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 parag.pansare@kirtanepandit.com with a copy

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marked to evoting@nsdl.com. Institutional Members (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.e-Voting.nsdl.com to reset the password.

3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Members and e-Voting user manual for Members available at the download section of www.evoting.nsdl.com or call on.: 022- 4886 7000 or send a request to Sagar S. Gudhate, Assistant Vice President at evoting@nsdl.com.

Process for those Members whose email ids are not registered with the depositories 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 Member, 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 compliance-officer@forcemotors.com or sandip.pawar@in.mpms.mufg.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 compliance-officer@forcemotors.com or sandip.pawar@in.mpms.mufg.com. If you are an Individual Member 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 Members holding securities in demat mode.

3. Alternatively Shareholders/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 09, 2020 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 Depository Participants. Members are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

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

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

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

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

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

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

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

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

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

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

By order of the Board of Directors
For **Force Motors Limited**

Rohan Sampat
Company Secretary & Compliance Officer

Pune, August 24, 2026

Registered Office:
Mumbai-Pune Road, Akurdi, Pune - 411 035.
CIN: L34102PN1958PLC011172
Website: www.forcemotors.com
Phone: (Board) +91 20 2747 6381
E-mail: compliance-officer@forcemotors.com

Annexure to the Notice Convening 67th Annual General Meeting

Statement setting out all the material facts relating to the Special Business as mentioned in the Notice as per the provisions of Section 102 of the Companies Act, 2013 (the 'Act').

ITEM NO. 4

Contribution to bona fide charitable and other funds.

Considering Company's sustainability and corporate responsibility commitments and active support to the social and environmental initiatives, it is likely, the Company may come across the proposals to make contributions to bona fide charitable and other funds etc.

In terms of the provisions of Section 181 of the Act any amount contributed to any charitable and other funds in excess of 5% of the Company's average net profits during the three immediately preceding financial years requires prior approval of the Members of the Company.

Therefore, approval of the Members of the Company is being sought as an enabling authorization, for making contributions to charitable and other funds, pursuant to Section 181 of the Act, enabling the Board of Directors (including any Committee thereof) to contribute or otherwise provide assistance from time to time up to an amount not exceeding to ₹50,00,00,000/- (Rupees Fifty Crores only) in any financial year, to any bona fide charitable and other funds etc. notwithstanding that such amount in any financial year may exceed the limit of 5% of the average net profits for the three immediately preceding financial years of the Company.

None of the Directors or Key Managerial Personnel, Promoters or their relatives, are concerned or interested, in any way, in this Resolution.

The Board recommends the Resolution as set out in **Item No. 4** for the approval of the Members of the Company.

ITEM NO. 5

Ratification of remuneration to be paid to Cost Accountant.

The Board, after considering the recommendation of the Audit Committee, had approved the appointment and remuneration to be paid to M/s. Joshi Apte & Associates, Cost Accountants, Pune, to conduct verification and review of the cost records of the Company for the Financial Year ending on March 31, 2027, at a remuneration of ₹3,00,000/- (Rupees Three lacs only) plus taxes.

Considering the applicable provisions of the Act and the Rules made there under, approval of the Members of the Company is being sought by this Ordinary Resolution as a matter of caution, though the said Cost Accountants are not required to be appointed to audit the Cost Records of the Company.

None of the Directors or Key Managerial Personnel, Promoters or their relatives, are concerned or interested, in any way, in this Resolution.

The Board recommends the Resolution as set out in **Item No. 5** for the approval of the Members of the Company.

ITEM NOS. 6 TO 8

Re-appointment of Mr. Vallabh Roopchand Bhanshali, Mr. Mukesh Mangalbhai Patel and Ms. Sonia Prashar as Independent Directors of the Company.

Pursuant to Section 149(10) of the Act, an Independent Director shall hold office for a term of up to 5 (five) consecutive years on the Board of a Company but shall be eligible for re-appointment on passing of a special resolution by the Company for another term of up to 5 (five) consecutive years on the Board of a Company.

The Members of the Company had at the 63rd Annual General Meeting (AGM) held on September 28, 2022, approved the appointment of Mr. Vallabh Roopchand Bhanshali (DIN: 00184775) and Mr. Mukesh Mangalbhai Patel (DIN: 00053892) as Non-Executive Independent Directors of the Company for the first term of 5 (five) consecutive years commencing from August 13, 2022 till August 12, 2027.

Further, the Members of the Company through Postal Ballot Notice dated November 25, 2022, approved the appointment of Ms. Sonia Prashar (DIN: 06477222) for the first term of 5 (five) consecutive years from September 28, 2022 and up to September 27, 2027.

Based on the performance evaluation during the first term of Mr. Vallabh Roopchand Bhanshali, Mr. Mukesh Mangalbhai Patel and Ms. Sonia Prashar as Independent Directors of the Company, by the Nomination and Remuneration Committee (NRC), and considering their knowledge, acumen, expertise, experience and substantial contribution and time commitment and recommendation of NRC and in terms of the provisions of Sections 149, 150, 152 and 197 read with Schedule IV, Schedule V and all other applicable provisions of the Act and the LODR Regulations, Mr. Vallabh Roopchand Bhanshali, Mr. Mukesh Mangalbhai Patel and Ms. Sonia Prashar are eligible for being re-appointed as Independent Directors for the second term of 5 (five) consecutive years and have offered themselves for re-appointment.

The Board at its meeting held on July 29, 2026, based on the recommendation of NRC, background, experience and contribution made by the Independent Directors during their first tenure, have approved the re-appointment of Mr. Vallabh Roopchand Bhanshali, Mr. Mukesh Mangalbhai Patel and Ms. Sonia Prashar, as Independent Directors not liable to retire by rotation for a second term of 5 (five) consecutive years, as mentioned in the respective Special Resolutions, subject to approval of the Members of the Company.

The Company had received declaration of Independence from Mr. Vallabh Roopchand Bhanshali, Mr. Mukesh Mangalbhai Patel and Ms. Sonia Prashar, to act as Independent Directors and declarations to the effect that they are not disqualified to act as Independent Directors, pursuant to the applicable provisions of the Act, relevant Rules made thereunder and LODR Regulations. The Company had also received notice under Section 160 of the Act, from Member proposing candidature of Mr. Vallabh Roopchand Bhanshali, Mr. Mukesh Mangalbhai Patel and Ms. Sonia Prashar, as Independent Directors of the Company.

Further, as per the Regulation 17(1A) of the LODR Regulations, appointment or continuation of a Non-Executive Director after attaining the age of 75 years requires approval of the Members of the Company by way of Special Resolution and the Explanatory Statement annexed

Notice (Contd.)

to the Notice for such motion shall indicate the justification for appointing such a person.

In lieu of the aforesaid requirement, the Members of the Company while approving the appointment of Mr. Vallabh Roopchand Bhanshali at the 63rd AGM, considered the fact that Mr. Vallabh Roopchand Bhanshali would attain the age of 75 years during his first tenure. Further Mr. Mukesh Mangalbhai Patel who is currently aged 72 (seventy-two) years would attain the age of 75 (seventy-five) years during the proposed second tenure of appointment and in view of the same, the Board recommends passing of Special Resolutions for their continuation as Independent Directors of the Company based on following justification:

It is informed to the Members that Mr. Vallabh Roopchand Bhanshali, who is recipient of many honors including two honorary doctorates and has also been admitted to the Hall of Fame of the Institute of Chartered Accountants of India, has attained the age of 75 years and considering his extensive experience in the areas of business, finance, strategy and corporate governance, significant contribution to the deliberations of the Board, deep understanding of the Company's business and industry, and valuable guidance provided to the management, his continued association would be of immense benefit to the Company. The Members may further note that he continues to possess the requisite expertise, experience, integrity and ability to devote sufficient time to the affairs of the Company.

It is informed to the Members that Mr. Mukesh Mangalbhai Patel, will be attaining the age of 75 years during his second tenure of appointment and considering his extensive experience of five decades as a Veteran in the legal profession and an eminent Tax expert and his expertise in the areas of business, finance, strategy and corporate governance, significant contribution to the deliberations of the Board, deep understanding of the Company's business and industry, and valuable guidance provided to the management, his continued association would be of immense benefit to the Company. The Members may further note that he continues to possess the requisite expertise, experience, integrity and ability to devote sufficient time to the affairs of the Company.

In the opinion of the Board, the Independent Directors fulfil all the conditions specified under the Act, the Rules and LODR Regulations, for re-appointment as Independent Directors of the Company and are independent of the management and possesses appropriate skills, experience and knowledge. A copy of the draft Letter of Appointment of Independent Directors is available for inspection on the website of the Company at https://www.forcemotors.com/.

The remuneration payable to the Independent Directors, if any shall be governed by the Remuneration Policy as specified in the Corporate Governance Report forming part of this Annual Report and Members' approval as recommended by the NRC and the Board of Directors.

A brief profile of Independent Directors and disclosures with respect to appointment of Directors as required to be provided to the Members pursuant to the applicable sections read with relevant rules and schedules of the Act, and applicable Secretarial Standards and LODR Regulations are given in **Annexure** to this Notice.

Except Mr. Vallabh Roopchand Bhanshali, Mr. Mukesh Mangalbhai Patel, Ms. Sonia Prashar and/or their relative, no other Directors or Key Managerial Personnel, Promoters or their relatives, are concerned or interested, in any way, in the Special Resolutions set out at Item Nos. 6 to 8 of the Notice.

The Board recommends the Resolutions as set out at **Item Nos. 6 to 8** of the Notice, for the approval of the Members of the Company.

ITEM NO. 9

Amendment of Object Clause of the Memorandum of Association (MoA) of the Company.

The Company was established with an objective to provide affordable, reliable and efficient transportation solutions for the masses by harnessing the best available technology and is engaged in the business of Manufacturing of light commercial vehicles, small commercial vehicles, utility vehicles, spare parts and high technology automotive aggregates for several industries and sectors, including government agencies, public transportation, educational institute, health services, defense services and logistics.

The alteration will provide the Company with greater flexibility in future to expand its business activities, improve its competitiveness, and achieve sustainable long-term growth. The Company may undertake activities based on the market conditions and other external factors affecting the business of the Company.

The proposed objects are lawful and are in the best interest of the Company and concerned stakeholders, and does not adversely affect the rights or interest of any concerned stakeholder of the Company.

Further, the Act requires the Company to obtain the approval of Members by way of Special Resolution for the alteration of the MoA of the Company in respect of change of Object Clause.

A copy of the Memorandum and Articles of Association of the Company, is available on the website of the Company at https://www.forcemotors.com/investor/ for inspection by the Members of the Company.

None of the Directors or Key Managerial Personnel, Promoters or their relatives, are concerned or interested, in any way, in this Resolution.

The Board recommends the Resolution as set out at **Item No. 9** of the Notice, for the approval of the Members of the Company.

By order of the Board of Directors
For **Force Motors Limited**

Rohan Sampat
Company Secretary & Compliance Officer

Pune, August 24, 2026

Registered Office:
Mumbai-Pune Road, Akurdi, Pune - 411 035.
CIN: L34102PN1958PLC011172
Website: www.forcemotors.com
Phone: (Board) +91 20 2747 6381
E-mail: compliance-officer@forcemotors.com

Annexure - I

DETAILS OF DIRECTORS SEEKING APPOINTMENT / RE-APPOINTMENT IN THE ANNUAL GENERAL MEETING

[Pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 on General Meetings]

Name of the Director	Mr. Prasan Abhaykumar Firodia, Managing Director*	Mr. Vallabh Roopchand Bhanshali, Independent Director*	Mr. Mukesh Mangalbhai Patel, Independent Director*	Ms. Sonia Prashar, Independent Director*
Director Identification Number	00029664	00184775	00053892	06477222
Date of Birth (Age)	February 16, 1979 (47 years)	March 04, 1951 (75 years)	January 22, 1954 (72 years)	September 21, 1972 (53 Years)
Date of first appointment on the Board	December 17, 2003	August 13, 2022	August 13, 2022	September 28, 2022
Educational Qualification	Bachelor's in Business Administration	LLB and Chartered Accountant	Bachelor of Commerce and LLB	- Bachelors in Science and Education; - Diploma Holder in German Language; - MBA Essentials from LSE (London School of Economics and Political Science); - Business, International Relations and the Political Economy from LSE.
Experience (including expertise in specific functional areas) / Brief Resume	Mr. Prasan Firodia is a dynamic and forward-looking leader shaping the future of India's mobility and engineering sectors. He represents the next generation of leadership at the Dr. Abhay Firodia Group, one of India's pioneering automotive and engineering conglomerates. Founded in 1948 by Shri N. K. Firodia, the Group today has an estimated value exceeding ₹46,000 crore and employs over 16,000 people across its businesses. Under Mr. Firodia's leadership, Force Motors has strengthened its position as India's largest van manufacturer and a fully integrated automotive company with capabilities spanning vehicle design, development, manufacturing, and aggregates.	Mr. Vallabh Roopchand Bhanshali is the Co-founder and Chairman of Enam Securities, a reputed investment house and formerly a leading investment bank that shaped the Indian investment banking profession and helped create several leading companies of the country such as Reliance, Infosys, Vedanta, etc. He has served on Boards/ committees of policy making bodies such as, Govt of India, the Reserve Bank of India, SEBI, the Bombay Stock Exchange, etc. A man with varied interests and learning, he is playing a leadership role at many impactful NGOs in the fields of education, democracy, Vipassana, scientific inclusive spirituality, farmer upliftment, enhancement of values in society, policy making for accelerated growth of innovative Bharat, etc. He has produced much acclaimed documentaries on Bharat's precious cultural heritage. He is also a founder and Governing Board member of India's pioneering liberal arts University - FLAME and ISPP -a reputed public policy educator.	Mr. Mukesh Mangalbhai Patel is an eminent Advocate and a leading International Tax Expert. He enjoys close to five decades of experience as a Veteran in the legal profession, during which he has also been passionately committed to the causes of Teaching Law and promoting Tax Payer Education, both through the Print and Electronic Media. A prolific writer and speaker, his tally of over 5,000 Weekly Columns in English and Gujarati, close to 50 editions of his Book Titles and more than 500 TV Shows on Tax and Investment Planning with leading Print and Electronic Media have come to be acknowledged as a unique and unprecedented record. In recognition of the same, he has been acclaimed with the Honour as 'Champion of Tax Payer Education' at the All-India Tax Congress. Closely involved with the analysis of Union Budgets since 1977, his studied and thought-provoking annual presentations are eagerly looked forward to.	Ms. Sonia Prashar is experienced professional with a demonstrated history of working in international trade and development, Indo-European cooperation for nearly three decades. Recipient of the German Order of Merit, she is skilled in forging constructive collaborations, Strategic Business Relationships, Merger and Acquisitions, medium to large businesses. She has graduated in Science and Education and also has a diploma in German language, MBA Essentials from London School of Economics and Political Science, UK. She has been awarded with the German Order of Merit by the President of Federal Republic of Germany (Bundesverdienstkreuz am Bande) in March 2024.

Notice (Contd.)

Name of the Director	Mr. Prasan Abhaykumar Firodia, Managing Director*	Mr. Vallabh Roopchand Bhanshali, Independent Director*	Mr. Mukesh Mangalbhai Patel, Independent Director*	Ms. Sonia Prashar, Independent Director*
	With over 10,000 employees, five manufacturing plants across India, a state-of-the-art R&D centre in Pune, and an extensive sales and service network, Force Motors has established a strong presence in both domestic and international markets. The company's product portfolio includes the Traveller, including the new Traveller N Range, Urbania, Monobus, Trax and Gurkha 4×4, catering to diverse mobility requirements ranging from passenger transport to defence and off-road applications. Force Motors also exports to markets across the Middle East, Africa, Asia, and Latin America. Mr. Firodia has played a pivotal role in strengthening the Group's longstanding Indo-German collaboration spanning over six decades. Every BMW car and SUV manufactured in India is powered by an engine produced at Force Motors' Chennai facility, while engines and axles for all Mercedes-Benz vehicles made in India are manufactured at the company's dedicated facility in Chakan. Additionally, through a 51:49 joint venture with Rolls-Royce Power Systems AG, Force Motors manufactures and exports MTU Series 1600 engines for power generation and rail applications, making it the only manufacturing facility in the world producing Series 1600 engines for global markets.	A Chartered Accountant with a degree in law, he has been a devoted Vipassana meditator for over three decades and credits a lot of his success to it. He is recipient of many honors, which include entry into the Hall of Fame of the Institute of Chartered Accountants and two honorary doctorates. Appreciation of the valuable services rendered as a Trustee – BSE, The Stock Exchange and the leading magazine Chitralekha and has published a book on his 'Life Business and Spiritual wisdom.' Mr. Vallabh Roopchand Bhanshali is also a Director on the Boards of Suroop Fresh Private Limited, Indore Composite Private Limited, Indore Speciality Materials Private Limited, Enam Financial Consultants Private Limited, Enam Investments Private Limited, Enam Securities Private Limited, Sarvatra Technologies Private Limited, Indihood Private Limited, Desh Apnayen Sahayog Foundation, Shantilal Muttha Foundation and Foundation for Liberal and Management Education.	He was appointed by the Government of India to serve as a Member on the Justice Easwar Committee for Simplification of the Income-tax Act, Rules and Procedures and as an Expert on the Six Member Task Force entrusted with the key assignment of drafting a New Income-Tax Law. He has served as President of Ahmedabad Management Association, Gujarat Chamber of Commerce & Industry, Indian Red Cross Society, Indo-Japan Friendship Association and All Gujarat Federation of Tax Consultants. He enjoys the honour of having been conferred with several International Awards and Recognitions, including the highest Decoration from the Emperor of Japan – 'Order of the Rising Sun'. In 2024, Mr. Mukesh Mangalbhai Patel has been appointed as the First Honorary Consul of Japan in India. He has been awarded the President of India's Gold Medal in recognition of his outstanding contribution to the Red Cross Movement, promotion of Voluntary Blood Donation and Thalassemia Care, Awareness and Prevention. Mr. Mukesh Mangalbhai Patel also serves as Director on the Boards of Zydus Lifesciences Limited, Jade Blue Lifestyle India Limited, Desai Brothers Ltd, Gulmohar Greens-Golf and Country Club Limited and Desai Foods Private Limited.	Ms. Sonia Prashar is the Managing Director of Nuernbergmesse India Private Limited and also Director on the Boards of Insilco Limited and Exponova Exhibitions and Conferences (India) Private Limited. She is also currently serving as the Secretary General of Federation of European Business in India.

<table>
<tr><th>Name of the Director</th><th>Mr. Prasan Abhaykumar Firodia,
Managing Director*</th><th>Mr. Vallabh Roopchand Bhanshali,
Independent Director*</th><th>Mr. Mukesh Mangalbhai Patel,
Independent Director*</th><th>Ms. Sonia Prashar,
Independent Director*</th></tr>
<tr><td></td><td>Mr. Firodia serves on the boards and executive committees of several leading industry bodies, including the Indo-German Chamber of Commerce (IGCC), SIAM, ARAI, and ALUCAST. He has also been recognised with several industry honours, including the ‘Turnaround Star of the Year’ award at the Forbes India Leadership Awards 2026 and Fortune India’s Best CEO for Commercial Vehicles in 2025.

With a strong focus on innovation, engineering excellence, and global partnerships, Mr. Prasan Firodia continues to steer Force Motors towards global leadership in mobility and manufacturing.</td><td></td><td></td><td></td></tr>
<tr><td>Directorships held in other listed companies (excluding foreign companies)</td><td>NIL</td><td>NIL</td><td>Zydus Lifesciences Limited</td><td>INSILCO Limited</td></tr>
<tr><td>Memberships / Chairmanships of Committees across companies (excluding foreign companies)</td>
<td><table>
<tr><th>Name of the Company</th><th>Name of the Committee</th><th>Member / Chairman</th></tr>
<tr><td>Force Motors Limited</td><td>Audit Committee</td><td>Member</td></tr>
<tr><td></td><td>CSR Committee</td><td>Member</td></tr>
<tr><td></td><td>Stakeholders’ Relationship Committee</td><td>Member</td></tr>
<tr><td></td><td>Risk Management Committee</td><td>Member</td></tr>
<tr><td>ARAI - Advance Mobility Transformation & Innovation Foundation</td><td>Finance & Internal Audit Committee</td><td>Chairman</td></tr>
</table></td>
<td>NIL</td>
<td><table>
<tr><th>Name of the Company</th><th>Name of the Committee</th><th>Member / Chairman</th></tr>
<tr><td>Force Motors Limited</td><td>Audit Committee</td><td>Chairman</td></tr>
<tr><td></td><td>CSR Committee</td><td>Chairman</td></tr>
<tr><td></td><td>Stakeholders’ Relationship Committee</td><td>Chairman</td></tr>
<tr><td></td><td>Nomination and Remuneration Committee</td><td>Chairman</td></tr>
<tr><td>Zydus Lifesciences Limited</td><td>Stakeholders’ Relationship Committee</td><td>Chairman</td></tr>
<tr><td></td><td>Risk Management Committee</td><td>Member</td></tr>
<tr><td></td><td>Share Transfer Committee</td><td>Member</td></tr>
</table></td>
<td><table>
<tr><th>Name of the Company</th><th>Name of the Committee</th><th>Member / Chairman</th></tr>
<tr><td>Force Motors Limited</td><td>Audit Committee</td><td>Member</td></tr>
<tr><td></td><td>Nomination and Remuneration Committee</td><td>Member</td></tr>
<tr><td></td><td>Risk Management Committee</td><td>Member</td></tr>
<tr><td>INSILCO Limited</td><td>Audit Committee</td><td>Chairperson</td></tr>
<tr><td></td><td>Stakeholders’ Relationship Committee</td><td>Chairperson</td></tr>
<tr><td></td><td>Nomination and Remuneration Committee</td><td>Member</td></tr>
<tr><td></td><td>Share Transfer Committee</td><td>Member</td></tr>
</table></td></tr>
</table>

Notice (Contd.)

Name of the Director	Mr. Prasan Abhaykumar Firodia, Managing Director*	Mr. Vallabh Roopchand Bhanshali, Independent Director*	Mr. Mukesh Mangalbhai Patel, Independent Director*	Ms. Sonia Prashar, Independent Director*
			Name of the Company / Name of the Committee / Member / Chairman Jade Blue Lifestyle India Limited: Audit Committee – Chairman; Nomination and Remuneration Committee – Member Desai Brothers Limited: Audit Committee – Chairman; Nomination and Remuneration Committee – Member	
Relationship with other Directors, Manager and other Key Managerial Personnel of the Company	Mr. Abhaykumar Navalmal Firodia, Managing Director designated as Chairman of the Company is father of Mr. Prasan Abhaykumar Firodia. No other Director / Key Managerial Personnel of the Company is related to Mr. Prasan Abhaykumar Firodia.	Not related to any Director / Key Managerial Personnel of the Company.	Not related to any Director / Key Managerial Personnel of the Company.	Not related to any Director / Key Managerial Personnel of the Company.
No. of shares held in the Company either by self or as a beneficial owner	2,20,736	NIL	130	NIL
Terms and Conditions of appointment / re-appointment	Mr. Prasan Abhaykumar Firodia, the retiring Director, who is to be re-appointed, also holds the position as the Managing Director of the Company. There is no change in terms and conditions of appointment of Mr. Prasan Abhaykumar Firodia as the Managing Director of the Company, as approved by the Members of the Company, in their 65th Annual General Meeting, held on September 4, 2024. Mr. Prasan Abhaykumar Firodia is being considered for re-appointment as the Director liable to retire by rotation.	To be re-appointed as an Independent Director not liable to retire by rotation for second term of 5 (five) consecutive years with effect from August 13, 2027.	To be re-appointed as an Independent Director not liable to retire by rotation for second term of 5 (five) consecutive years with effect from August 13, 2027.	To be re-appointed as an Independent Director not liable to retire by rotation for second term of 5 (five) consecutive years with effect from September 28, 2027.

Name of the Director	Mr. Prasan Abhaykumar Firodia, Managing Director*	Mr. Vallabh Roopchand Bhanshali, Independent Director*	Mr. Mukesh Mangalbhai Patel, Independent Director*	Ms. Sonia Prashar, Independent Director*
In case of independent director, the skills and capabilities required for the role and the manner in which the proposed person meets such requirements	N.A.	Mr. Vallabh Roopchand Bhanshali, being an expert in Capital Markets, Investment Banking and Finance, has requisite skills and expertise which enables him to provide the Board with valuable insights across the business functions of the Company.	Mr. Mukesh Mangalbhai Patel, being an Advocate, International Tax Expert and a Veteran in Legal profession, has requisite skills and expertise to guide the Company across business, legal and governance matters of the Company.	Ms. Sonia Prashar, being an experienced professional in international trade and development, constructive collaborations, Strategic Business Relationships, Merger and Acquisitions, Sales and Marketing, has requisite skills and expertise as required for Companies strategic global decisions.
Name of listed entities from which the person has resigned in the past three years (excluding Foreign Companies).	**Name of the Company**: SONA BLW Precision Forgings Limited **Date of Resignation**: October 24, 2024	**Name of the Company**: Arvind Fashions Ltd **Date of Resignation**: October 9, 2023	**Name of the Company**: The Sandesh Ltd **Date of Resignation**: March 31, 2024	NIL

** For other details such as number of meetings of the Board attended during the year; remuneration last drawn etc. kindly refer to the Corporate Governance Report which is a part of the Annual Report.*

Notice (Contd.)

Annexure - II

DISCLOSURE AS REQUIRED UNDER SCHEDULE V TO THE COMPANIES ACT, 2013 IS GIVEN HEREUNDER:

1. GENERAL INFORMATION:

1	Nature of Industry	Automobile Company engaged in the manufacturing of Light Commercial Vehicles, Small Commercial Vehicles, Utility Vehicles and High Technology Automotive Aggregates.
2	Date or expected date of commencement of commercial production	The Company is in commercial production since the year 1958.
3	In case of new Companies, expected date of commencement of activities as per project approved by financial institutions appearing in the prospectus	Not Applicable.
4	Financial Performance on key indicators	See tables below
5	Foreign Investment or Collaborators, if any.	There is no direct foreign investment in the Company except to the extent of shares held by Foreign Institutional Investors (FII) acquired through secondary market. There is no foreign collaboration in the Company.

Standalone Financial Performance

₹in lacs

	FY 2025-26	FY 2024-25	FY 2023-24
Revenue from operations and other income	9,16,700	8,12,779	7,03,075
Total expenses	7,86,315	7,28,512	6,41,232
Profit / (Loss) before Exceptional Items and Tax	1,30,385	84,267	61,843
Profit / (Loss) before tax	1,51,509	1,23,724	61,843
Profit / (Loss) after tax	1,21,126	79,997	40,169

Consolidated Financial Performance

₹in lacs

	FY 2025-26	FY 2024-25	FY 2023-24
Revenue from operations and other income	9,16,751	8,12,829	7,03,123
Total expenses	7,86,315	7,28,512	6,41,233
Profit / (Loss) before Exceptional Items and Tax	1,30,447	84,369	60,507
Profit / (Loss) before tax	1,51,571	1,23,826	60,507
Profit / (Loss) after tax	1,21,175	80,086	38,821

2. INFORMATION ABOUT THE DIRECTOR(S)

<table>
<tr><th>Sr. No.</th><th>Particulars</th><th>Mr. Vallabh Roopchand Bhanshali, Independent Director</th><th>Mr. Mukesh Mangalbhai Patel, Independent Director</th><th>Ms. Sonia Prashar, Independent Director</th></tr>
<tr><td>1</td><td>Background details</td><td>LLB and Chartered Accountant</td><td>Bachelor of Commerce and LLB</td><td>Bachelor in Science and Education, Diploma Holder in German Language, MBA Essentials from LSE (London School of Economics and Political Science) - Business, International Relations and the Political Economy from LSE.</td></tr>
<tr><td>2</td><td>Past Remuneration</td><td>The details of payments made to Mr. Vallabh Roopchand Bhanshali by the Company during last three financial years are as below:
₹in lacs<table><tr><th>For Financial Year</th><th>Sitting Fees</th><th>Commission</th></tr><tr><td>FY 2025-26</td><td>3.00</td><td>35.00*</td></tr><tr><td>FY 2024-25</td><td>2.50</td><td>30.00</td></tr><tr><td>FY 2023-24</td><td>3.50</td><td>20.00</td></tr></table></td><td>The details of payments made to Mr. Mukesh Mangalbhai Patel by the Company during last three financial years are as below:
₹in lacs<table><tr><th>For Financial Year</th><th>Professional Fees</th><th>Sitting Fees</th><th>Commis-sion</th></tr><tr><td>FY 2025-26</td><td>12.70</td><td>7.00</td><td>35.00*</td></tr><tr><td>FY 2024-25</td><td>11.55</td><td>6.50</td><td>30.00</td></tr><tr><td>FY 2023-24</td><td>11.00</td><td>8.00</td><td>20.00</td></tr></table></td><td>The details of payments made to Ms. Sonia Prashar by the Company during last three financial years are as below:
₹in lacs<table><tr><th>For Financial Year</th><th>Sitting Fees</th><th>Commission</th></tr><tr><td>FY 2025-26</td><td>9.00</td><td>35.00*</td></tr><tr><td>FY 2024-25</td><td>4.50</td><td>15.00</td></tr><tr><td>FY 2023-24</td><td>4.00</td><td>7.50</td></tr></table></td></tr>
<tr><td>3</td><td>Recognition or Awards</td><td>He is recipient of many honors, which include entry into the Hall of Fame of the Institute of Chartered Accountants and two honorary doctorates. Appreciation of the valuable services rendered as a Trustee – BSE, The Stock Exchange and the leading magazine Chitralekha and has published a book on his ‘Life Business and Spiritual wisdom.’</td><td>He enjoys the honour of having been conferred with several International Awards and Recognitions, including the highest Decoration from the Emperor of Japan – ‘Order of the Rising Sun’. In 2024, Mr. Mukesh Mangalbhai Patel has been appointed as the First Honorary Consul of Japan in India.

He has been awarded the President of India’s Gold Medal in recognition of his outstanding contribution to the Red Cross Movement, promotion of Voluntary Blood Donation and Thalassemia Care, Awareness and Prevention.</td><td>The German Order of Merit by the President of Federal Republic of Germany (Bundesverdienstkreuz am Bande) in March 2024.</td></tr>
</table>

Notice (Contd.)

Sr. No.	Particulars	Mr. Vallabh Roopchand Bhanshali, Independent Director	Mr. Mukesh Mangalbhai Patel, Independent Director	Ms. Sonia Prashar, Independent Director
4	Job profile and his / her suitability	Mr. Vallabh Roopchand Bhanshali is the Co-founder and Chairman of Enam Securities, a reputed investment house and formerly a leading investment bank that shaped the Indian investment banking profession and helped create several leading companies of the country such as Reliance, Infosys, Vedanta, etc. He has served on Boards/ committees of policy making bodies such as, Govt of India, the Reserve Bank of India, SEBI, the Bombay Stock Exchange, etc. A man with varied interests and learning, he is playing a leadership role at many impactful NGOs in the fields of education, democracy, Vipassana, scientific inclusive spirituality, farmer upliftment, enhancement of values in society, policy making for accelerated growth of innovative Bharat, etc. He has produced much acclaimed documentaries on Bharat's precious cultural heritage. He is also a founder and Governing Board member of India's pioneering liberal arts University - FLAME and ISPP -a reputed public policy educator. A Chartered Accountant with a degree in law, he has been a devoted Vipassana meditator for over three decades and credits a lot of his success to it. Mr. Vallabh Roopchand Bhanshali is also a Director on the Boards of Suroop Fresh Private Limited, Indore Composite Private Limited, Indore Speciality Materials Private Limited, Enam Financial Consultants Private Limited, Enam Investments Private Limited, Enam Securities Private Limited, Sarvatra Technologies Private Limited, Indihood Private Limited, Desh Apnayen Sahayog Foundation, Shantilal Muttha Foundation and Foundation for Liberal and Management Education.	Mr. Mukesh Mangalbhai Patel is an eminent Advocate and a leading International Tax Expert. He enjoys close to five decades of experience as a Veteran in the legal profession, during which he has also been passionately committed to the causes of Teaching Law and promoting Tax Payer Education, both through the Print and Electronic Media. A prolific writer and speaker, his tally of over 5,000 Weekly Columns in English and Gujarati, close to 50 editions of his Book Titles and more than 500 TV Shows on Tax and Investment Planning with leading Print and Electronic Media have come to be acknowledged as a unique and unprecedented record. In recognition of the same, he has been acclaimed with the Honour as 'Champion of Tax Payer Education' at the All-India Tax Congress. Closely involved with the analysis of Union Budgets since 1977, his studied and thought-provoking annual presentations are eagerly looked forward to. He was appointed by the Government of India to serve as a Member on the Justice Easwar Committee for Simplification of the Income-tax Act, Rules and Procedures and as an Expert on the Six Member Task Force entrusted with the key assignment of drafting a New Income-Tax Law. He has served as President of Ahmedabad Management Association, Gujarat Chamber of Commerce & Industry, Indian Red Cross Society, Indo-Japan Friendship Association and All Gujarat Federation of Tax Consultants. Mr. Mukesh Mangalbhai Patel also serves as Director on the Boards of Zydus Lifesciences Limited, Jade Blue Lifestyle India Limited, Desai Brothers Ltd, Gulmohar Greens-Golf and Country Club Limited and Desai Foods Private Limited.	Ms. Sonia Prashar is an experienced professional with a demonstrated history of working in international trade and development, Indo-European cooperation for nearly three decades. Recipient of the German Order of Merit, she is skilled in forging constructive collaborations, Strategic Business Relationships, Merger and Acquisitions, medium to large businesses. Ms. Sonia Prashar is the Managing Director of Nuernbergmesse India Private Limited and also Director on the Boards of Insilco Limited and Exponova Exhibitions and Conferences (India) Private Limited. She is also currently serving as the Secretary General of Federation of European Business in India.

Sr. No.	Particulars	Mr. Vallabh Roopchand Bhanshali, Independent Director	Mr. Mukesh Mangalbhai Patel, Independent Director	Ms. Sonia Prashar, Independent Director
5	Remuneration proposed	Commencing from his second tenure as an Independent Director in FY 2027-28 and up to completion of tenure in the year 2032, it is proposed to pay commission within statutory limits in any financial year computed in the manner referred to in Section 198 of the Companies Act, 2013, as may be determined by the Board of Directors from time to time upon recommendation of the Nomination and Remuneration Committee.	Commencing from his second tenure as an Independent Director in FY 2027-28 and up to completion of tenure in the year 2032, it is proposed to pay commission within statutory limits in any financial year computed in the manner referred to in Section 198 of the Companies Act, 2013, as may be determined by the Board of Directors from time to time upon recommendation of the Nomination and Remuneration Committee.	Commencing from her second tenure as an Independent Director in FY 2027-28 and up to completion of tenure in the year 2032, it is proposed to pay commission within statutory limits in any financial year computed in the manner referred to in Section 198 of the Companies Act, 2013, as may be determined by the Board of Directors from time to time upon recommendation of the Nomination and Remuneration Committee.
6	Comparative remuneration profile with respect of industry, size of Company, profile of the position and person (in case of expatriates the relevant details would be with reference to the country of his origin.)	Taking into account the size of the Company, industry benchmark in general, profile, position, responsibility and the current performance of the Company the proposed remuneration is in line with the current remuneration structure of the industry.		
7	Pecuniary relationship directly or indirectly with the Company or the relationship with the Managerial Personnel, if any.	Mr. Vallabh Roopchand Bhanshali is not holding any equity shares of the Company. There is no other pecuniary relationship with the Company or the Managerial Personnel.	Mr. Mukesh Mangalbhai Patel is holding 130 equity shares of the Company. Apart from this, there is no other pecuniary relationship with the Company or the Managerial Personnel.	Ms. Sonia Prashar is not holding any equity shares of the Company. There is no other pecuniary relationship with the Company or the Managerial Personnel.

** Commission payable to Non-Executive Independent Directors for the Financial Year 2025-26, is in line with the Resolutions passed by the Members of the Company, empowering the Board of Directors of the Company for payment of remuneration by way of Commission to Non-Executive Independent Directors of the Company, not exceeding 1 (One) percent of the net profits of the Company in any financial year computed pursuant to the provisions of the Act in such manner and up to such extent as may be recommended by the Nomination and Remuneration Committee and approved by the Board of Directors from time to time.*

Notice (Contd.)

3. OTHER INFORMATION:

Reasons of loss or inadequate profits, Steps taken or proposed to be taken for improvement, Expected increase in productivity and profits in measurable terms:

The Company is a profit earning Company.

The Company intends to pay commission up to 1% of net profits only.

4. OTHER DISCLOSURES:

The necessary disclosures required under Part IV of Section II of Part II of Schedule V to the Companies Act, 2013 are disclosed in the Corporate Governance Report, to the extent applicable.

Board's Report

To

The Members,

The Directors are pleased to present the 67th Annual Report, together with the audited standalone and consolidated Financial Statements for the Financial Year ended on March 31, 2026.

1. FINANCIAL RESULTS

Standalone

(₹in lacs)

Particulars	2025-26	2024-25
Revenue from Operations	9,05,654	8,07,123
Other Income	11,046	5,656
Profit / (Loss) before Depreciation, Exceptional Items & Taxes	1,58,984	1,12,291
Depreciation	28,599	28,024
Profit / (Loss) before Exceptional Items and Tax	1,30,385	84,267
Exceptional Items	21,124	39,457
Profit / (Loss) Before Tax	1,51,509	1,23,724
Provision for Taxation	30,383	43,727
Profit / (Loss) After Tax	1,21,126	79,997
Other Comprehensive Income	195	387
Comprehensive Income for the year	1,21,321	80,384
Equity Dividend	5,270	2,635
Balance in Retained Earnings	3,80,810	2,64,345

Consolidated

(₹in lacs)

Particulars	2025-26	2024-25
Revenue from Operations	9,05,705	8,07,173
Other Income	11,046	5,656
Profit / (Loss) before Depreciation, Exceptional Items & Taxes	1,59,035	1,12,341
Depreciation	28,599	28,024
Share of Profit / (Loss) of Joint Venture	11	52
Profit / (Loss) before Exceptional Items and Tax	1,30,447	84,369
Exceptional Items	21,124	39,457
Profit / (Loss) Before Tax	1,51,571	1,23,826
Provision for Taxation	30,396	43,740
Profit / (Loss) After Tax	1,21,175	80,086
Other Comprehensive Income	199	390
Comprehensive Income for the year	1,21,374	80,476
Attributable to:		
(a) Equity holders of the Company	1,21,362	80,464
(b) Non-controlling Interest	12	12
Net Transfer to General Reserve	6	5
Equity Dividend	5,270	2,635
Balance in Retained Earnings	3,73,735	2,57,235

No transfer of any amount to general reserve is proposed.

Board's Report (Contd.)

2. STATE OF COMPANY'S AFFAIRS AND FUTURE OUTLOOK

FY 2025-26 was the strongest year in the history of Force Motors Limited. The Company achieved growth in turnover of 12.21%, while profitability increased by 51.41% including exceptional item, compared to the previous financial year. Improvement in topline on a consolidated basis is from ₹8,07,173 lacs to ₹9,05,705 lacs, with EBITDA achieved at 17.74%. The performance reflects the benefits of sustained focus on strengthening capabilities, reinforcing core businesses and pursuing growth with financial and operational discipline.

The Company has, over the years, focused on building positions of strength in its chosen segments, while continuing to invest in technology, people and processes to strengthen its ability to respond to evolving customer requirements and pursue future opportunities.

During the year, healthy growth in demand across Tour and Travel, School Buses and buses for commuting professionals provided opportunities across several key mobility applications. The Company's growth during the year was supported by broad-based performance across its key product platforms. Traveller maintained its clear leadership in the core van segment, commanding over 70% market share. Urbania emerged as a significant growth driver, recording over 100% growth in volumes and strengthening its position in premium passenger mobility. The Trax platform also recorded over 70% growth, supported by increasing traction in Tier-2 and Tier-3 markets. The Special Vehicle Division further strengthened the Company's institutional and defence presence with the supply of the first lot of Gurkha vehicles to the Indian Army. The Company also continued to strengthen its capabilities for emerging mobility technologies, including electrification, while pursuing an application-based approach to product and driveline development.

Building on the progress made during the year, the Company has further strengthened its product portfolio with the introduction of the new-generation Traveller N range and Urbania DX. These new offerings reflect the Company's continued emphasis on product development and incorporating evolving customer and passenger expectations into its mobility solutions. The Company also sees continued opportunities in the defence and specialised mobility sectors, where its engineering capabilities and experience in developing purpose-built vehicles provide a strong foundation for future growth.

The component business continued to demonstrate stability and steady growth, with the manufacturing of engines and axles for Mercedes-Benz India at our dedicated facility in Chakan, Pune, and engines and CRFM modules for BMW India at our Chennai facility. During the year, the Company achieved the significant milestone of manufacturing its 100,000th engine for BMW India, reflecting a decade of precision manufacturing and collaboration. Subsequently, the rollout of the 200,000th engine for Mercedes-Benz India marked another important milestone in the Company's long-standing manufacturing relationship with the brand, spanning over 50 years.

The stability in production, sharp customer focus and growing acceptance of the Company's products in India is also enabling the Company to pursue opportunities in a wider range of geographical markets and place greater emphasis on exports. The increasing ability of Indian manufacturers to develop competitive, modern and attractive products, together with the continued growth of the Indian economy despite geopolitical and economic upheavals, provides a favourable environment for the automotive industry.

Going forward, every effort is being made to maintain and improve upon the financial performance achieved during the year. The Company remains focused on strengthening its core businesses, enhancing its product portfolio and building on its engineering and manufacturing capabilities to pursue sustainable and profitable growth. Continued investment in technology, people, processes and market development will remain important as the Company expands its presence across new products, applications and geographies.

3. CHANGE IN NATURE OF BUSINESS, IF ANY

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

4. DIVIDEND

The Board recommended a dividend of ₹50/- per share for the year under review, at its Meeting held on April 29, 2026. The same will be paid subject to the approval of the Members at the ensuing Annual General Meeting ('AGM') of the Company.

The dividend recommended is in accordance with the principles and criteria as set out in the Dividend Distribution Policy of the Company pursuant to the provisions of Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the 'LODR Regulations'). The Dividend Distribution Policy is available on the Company's website at https://www.forcemotors.com/wp-content/uploads/2025/02/Dividend-Distribution-Policy.pdf

The total payout w.r.t. the dividend recommended for the Financial Year 2025-26 will be ₹6,588 lacs as against ₹5,270 lacs for the previous financial year.

The details of dividend and shares transferred to the Investor Education and Protection Fund during the year under review are covered in the Report on Corporate Governance.

5. SHARE CAPITAL

The paid-up equity share capital as on March 31, 2026 was ₹1,318 lacs. The Company did not issue any shares by way of public issue, rights issue, bonus issue or preferential issue or otherwise during the year under review. The Company has not issued any shares with differential voting rights or granted stock options or sweat equity, during the year under review.

6. ANNUAL RETURN

The Annual Return as on March 31, 2026, pursuant to the provisions of Section 92 of the Act and the Rules made thereunder, is available on the website of the Company at https://www.forcemotors.com/investor/

7. NUMBER OF MEETINGS OF THE BOARD OF DIRECTORS

The Board met five times during the financial year. Details of these meetings are provided in the Report on Corporate Governance that forms part of this Annual Report.

Committees of the Board

Pursuant to the provisions of the Companies Act, 2013 ('the Act') and the LODR Regulations, the Board of Directors have constituted the following Committees:

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

Details of composition, terms of reference and number of meetings held during the Financial Year 2025-26, for the aforementioned Committees are given in the Report on Corporate Governance, which forms a part of this Report. Further, during the year under review, all recommendations made by the various Committees have been considered and accepted by the Board.

8. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

The Company has not given any loans, guarantees under Section 186 of the Act during the year under review. Particulars of investments made by the Company up to the period under report are provided in the Financial Statements attached to this Report.

Further, the Company after the closure of financial year acquired 100% shareholding of Veera Tanneries Private Limited ('VTPL') at a total consideration of ₹16,196 lacs.

Further, the Company after the closure of financial year accorded approval for granting Loan to one of its vendor namely PKN Motors Private Limited up to ₹2,000 lacs pursuant to recommendation of the Audit Committee and approval of the Board of Directors.

All investments made by the Company are held by the Company in its own name except investment in shares covered by proviso to Section 187 (1) of the Act.

9. PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTY

During the Financial Year 2025-26, pursuant to Section 177 of the Act and Regulation 23 of the LODR Regulations, all Related Party Transactions ('RPTs') were placed before the Audit Committee for its approval.

During the year under review, the Company has not entered into RPTs in excess of the limits specified under Regulation 23 of the LODR Regulations.

All RPTs entered during the year were entered in the ordinary course of business and on arm's length basis. There were no transactions requiring disclosure under Section 134(3)(h) of the Act. Hence, the prescribed Form AOC–2 does not form a part of this report.

10. EXPLANATION / COMMENTS ON ANY QUALIFICATION OF THE AUDITORS

There are no qualifications, reservations or adverse remarks made either by the Statutory Auditors or by the Secretarial Auditors in their respective audit reports.

11. MATERIAL CHANGES AND COMMITMENTS

There have been no material changes and commitments affecting the financial position of the Company, which have occurred after the end of the period under review.

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

Conservation of Energy

The Company's efforts towards conservation of energy and the increased use of renewable sources have continued with determination during the year. A significant development was the commissioning of a rooftop solar power plant at Pithampur, further increasing the share of green energy in the Company's energy mix.

The Company continues to work towards its objective of achieving 50% green energy by 2027, while remaining committed to its longer-term goal of Net Zero emissions by 2050. We are pleased to report that renewable sources accounted for 31% of the Company's electricity consumption in the previous year, reflecting steady progress towards this objective.

Along with energy conservation, considerable attention continues to be given to water conservation, tree plantation, rainwater harvesting and the preservation of the natural environment around our plants. A significant example of this commitment is the 30-acre expanse of forest and natural land within the Company's Pithampur Plant, which supports a rich variety of flora and fauna. The preservation and nurturing of this ecosystem reflects the Company's belief that industrial development and environmental stewardship can progress alongside each other.

At the same time, continued improvements in maintenance, reduction of air leakages, use of intelligent devices to regulate consumption of compressed air and electricity, and wider use of energy-efficient equipment are helping improve resource efficiency. These efforts, together with the increasing use of renewable energy, remain an integral part of the Company's approach towards responsible and sustainable manufacturing.

Technology Absorption & Development

Force Motors continues to focus on innovation, manufacturing excellence and customer-centric product development.

For over half a century, the Company has focused on developing products suited to the evolving needs of the Indian market, while progressively preparing them for more sophisticated overseas markets. Local research and development have resulted in products such as the Urbania, Gurkha and Monobus, together with our BS 6.2 drivelines, which are well suited to the product range we manufacture and the markets we serve.

The Company's state-of-the-art Research & Development Centre in Pune is central to these efforts, driving new product development,

Board's Report (Contd.)

engineering and technology solutions. Increasing emphasis is being placed on understanding evolving customer requirements and incorporating customer feedback into the development and improvement of our products.

To further strengthen its product development and testing capabilities, while enhancing its engineering expertise for advanced electric mobility, the company invested INR 40 Cr. in upgrading R&D related development and testing infrastructure. In order to ensure next-generation electric vehicle development, company has authorized a total investment of INR 45 Cr. in EV Engineering Infrastructure, assembly stations and testing lab (mainly Powertrain Dyno & Power electronics testing stations).

Force Motors has also become the first manufacturer to develop and homologate an electric ambulance and will offer these vehicles for sale under the PM E-DRIVE Scheme. The Traveller platform, which enjoys a leading position in the passenger van segment, is also available in an electric version, reflecting the Company's preparedness to offer appropriate solutions as the market evolves.

The Company's continued work across conventional, electric and alternative powertrain technologies enables it to remain prepared for changing mobility requirements across different applications and markets.

We have continued to maintain a consistent percentage of expenditure on R&D. The details are as follows:

Particulars	2025-26 (₹ in lacs)	2024-25 (₹ in lacs)
Capital Expenditure on R&D	19,194	12,495
Revenue Expenditure on R&D	16,832	17,182
Total R&D Expenditure	**36,026**	**29,677**
Revenue from Operations	**9,05,654**	**8,07,123**
% of total R&D Expenditure to Revenue from Operations	3.98%	3.68%

Foreign Exchange Earnings and Outgo

The foreign exchange earned by the Company during the year under review was of ₹16,710 lacs as against ₹12,724 lacs during the previous year.

Total foreign exchange outflow during the year under review was ₹1,17,597 lacs as compared to ₹1,14,198 lacs during the previous year.

13. SUBSIDIARIES

The Company has two subsidiaries, viz., Force MTU Power Systems Private Limited ('FMTU') and Tempo Finance (West) Private Limited.

During the year under review, FMTU achieved a top line of ₹26,032 lacs as compared to top line of ₹27,357 lacs during the previous financial year. It recorded net profit of ₹22 lacs during the current financial year, as compared to the net profit of ₹101 lacs, during the previous financial year.

During the year FMTU was mainly focussed on developing new products for its target markets. FMTU developed a new 500 KVA genset for Indian market, which is compliant with latest emission norms i.e. CPCB IV+. This new product has more than doubled up the accessible market for FMTU in India. Now FMTU has generator sets in various capacities from 500 KVA to1010 KVA, thus enabling the JV to capture complete range in high powered generators, up to 1010 KVA. Also, FMTU successfully developed the DA Set (Diesel Alternator set) for the Indian railways, which is used for powering up the passenger coaches. This has provided FMTU access to an entirely new market. These new products are expected to provide a significant revenue boost in coming years.

Tempo Finance (West) Private Limited achieved a top line of ₹51 lacs during the current financial year as compared to top line of ₹50 lacs during the previous financial year. It recorded net profit of ₹37 lacs during the current financial year, as compared to the net profit of ₹37 lacs, during the previous financial year.

A statement containing the salient features of the Financial Statement of Subsidiaries, Associates and Joint Ventures in the prescribed format AOC-1, forms part of the Audited Financial Statements of the Company.

The Audited Financial Statements of the above-mentioned subsidiaries are available on the website of the Company at https://www.forcemotors.com/investor/ for inspection by any Member of the Company.

The policy for 'Determining Material Subsidiaries & its Governance Framework' is also available on the Company's website at https://www.forcemotors.com/wp-content/uploads/2025/02/Policy-for-determining-Material-Subsidiaries-its-Governance-Framework-1.pdf

Further, after the closure of financial year the Company has acquired 100% shareholding of VTPL, by virtue of which VTPL has become a Wholly-Owned Subsidiary of the Company.

14. RISK MANAGEMENT

The Company has in place a comprehensive Risk Management Framework, to identify, monitor, review and take all necessary steps towards mitigation of any risk elements which can impact the business health of the Company, on a periodic basis.

All the identified risks are managed through continuous review of business parameters by the Management and the Risk Management Committee. The Board of Directors is also informed of the risks and concerns from time to time.

The details of composition and meetings of the Risk Management Committee held during the financial year are covered in the Report on Corporate Governance.

15. CHANGES IN THE DIRECTORS AND KEY MANAGERIAL PERSONNEL

A. Appointment and Re-Appointment of Independent Director(s)

During the year under review, the Members of the Company vide Special Resolutions approved the appointment of Mr. Gautam Hemant Bambawale (DIN: 08365776) and Mr. Nitin Nandkishor Kareer (DIN: 01624863) as Independent Directors of the Company for a term of 5 years with effect from December 19, 2025 and Lt. Gen. Vinod Gulabrao Khandare (Retd.) (DIN: 11363013), as an Independent Director of the Company for a term of 5 years with effect from January 29, 2026, by way of Postal Ballot process completed on March 14, 2026.

In the opinion of the Board, the aforesaid Independent Directors upholds the highest standards of integrity and possesses the requisite experience, expertise and proficiency, which adds value to the Board in the effective discharge of its functions.

Further, Mr. Vallabh Roopchand Bhanshali (DIN: 00184775) and Mr. Mukesh Mangalbhai Patel (DIN: 00053892) who were appointed as Independent Directors of the Company for a term of 5 years with effect from August 13, 2022 and Ms. Sonia Prashar (DIN: 06477222), who was appointed as an Independent Director of the Company for a term of 5 years with effect from September 28, 2022 are proposed to be re-appointed for a second term of 5 years pursuant to the provisions of Sections 149 and 152 of the Act read with Regulation 17, 17(1A) and 25 of the LODR Regulations and other applicable provisions, if any of the Act/LODR Regulations.

The Board recommends aforesaid re-appointments.

B. Directors Retiring by Rotation

During the year under review, the Shareholders of the Company approved re-appointment of Mr. Prashant Vijay Inamdar (DIN: 07071502), as Director of the Company, who was liable to retire by rotation.

Pursuant to the provisions of Section 152 of the Act, read with Articles of Association ('AoA') of the Company, Mr. Prasan Abhaykumar Firodia (DIN:00029664), Managing Director of the Company, is liable to retire by rotation at the ensuing AGM of the Company and being eligible, offers himself for re-appointment.

The Board recommends his re-appointment.

C. Cessation and appointment of Key Managerial Personnel's

Mr. Sanjay Kumar Bohra, ceased to be Chief Financial Officer (CFO) and Key Managerial Personnel (KMP) of the Company, with effect from June 09, 2025. The Board placed on record its appreciation for professional contribution made by Mr. Sanjay Kumar Bohra during his association with the Company.

Further, based on the recommendations of the Nomination and Remuneration Committee and Audit Committee, the Board of Directors in its meeting held on June 09, 2025, appointed Mr. Rishi Luharuka as the CFO and KMP of the Company, designated as 'President-Group CFO' with effect from June 10, 2025.

Apart from above, there was no other change in the Directors and Key Managerial Personnel during the period under review.

16. DECLARATION OF INDEPENDENT DIRECTORS

The Independent Directors have submitted their declarations to the Board that they fulfill all the criteria of independence as stipulated in Section 149(6) of the Act and in Regulation 16(1)(b) of the LODR Regulations. The Board after assessing its veracity has taken the same on record.

17. DETAILS OF SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURT OR TRIBUNAL

There was no significant and material order passed by any regulator or court or tribunal impacting the going concern status of the Company's operations in future, during the year under report. As reported earlier, petition challenging the decision of the Hon'ble High Court of Judicature at Bombay, in respect of change in the name of the Company is still under consideration of the Hon'ble Supreme Court of India.

18. ADEQUACY OF INTERNAL FINANCIAL CONTROLS

M/s. Capri Assurance & Advisory Services, Chennai and M/s. Jugal S. Rathi, Chartered Accountants, Pune, are the Internal Auditors of the Company. The internal financial controls are adequate with reference to the financial status, size and operations of the Company.

19. FIXED DEPOSITS

The Company currently has no Fixed Deposit Scheme in place. The details of earlier deposits are furnished hereunder:

Sr. No.	Particulars	Nos.	Amount (₹in lacs)
a)	Accepted or renewed during the year	0	0
b)	Remained unpaid or unclaimed as at the end of the year (March 31, 2026)*	05	0.60
c)	Whether there has been any default in repayment of deposits or payment of interest thereon during the year and if so, number of such cases and the total amount involved.		
	(i) at the beginning of the year	0	0
	(ii) maximum during the year	0	0
	(iii) at the end of the year	0	0

** The deposits are matured, claimed but have been withheld on the instructions of the Statutory Authorities (CBI) and will be repaid upon their approval.*

20. CORPORATE SOCIAL RESPONSIBILITY (CSR)

The Annual Report on the CSR activities of the Company, pursuant to Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, is annexed to this Report.

21. VIGIL MECHANISM & WHISTLE BLOWER POLICY

The Company has established a vigil mechanism, formulated a Whistleblower Policy and the Audit Committee oversees the genuine concerns expressed by the employees and other Directors. The Company has also provided adequate safeguards against victimization of employees and/or Directors who express their concerns. The mechanism provides direct access to the Chairman of the Audit Committee in exceptional cases. The details of the mechanism / policy are disclosed on the website of the Company at https://www.forcemotors.com/wp-content/uploads/2025/02/Whistle-Blower-Policy.pdf

22. POLICY ON DIRECTORS APPOINTMENT AND REMUNERATION

The Remuneration Policy of the Company and other related matters as provided under Section 178(3) and 178(4) of the Act are available on the website of the Company at https://www.forcemotors.com/wp-content/uploads/2025/02/Remuneration-Policy-New.pdf The Policy covers criteria for recommending and approving the remuneration of Non-Executive and Executive Directors, Key Managerial Persons as well as Senior Management Employees of the Company.

23. FORMAL ANNUAL EVALUATION OF THE PERFORMANCE OF BOARD/ COMMITTEES AND DIRECTORS

Information on the manner in which formal annual evaluation is made by the Board, of its own performance, that of its Committees and the Individual Director's, is given in the Report on Corporate Governance.

24. CORPORATE GOVERNANCE

The Company has taken all necessary steps to implement the provisions of the LODR Regulations, and a detailed report on the various matters, including the Auditors' Certificate on Corporate Governance, is annexed to this Report.

25. BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

In terms of the Regulation 34(2) of the LODR Regulations, the Business Responsibility and Sustainability Report ('BRSR') forms part of the Annual Report.

26. DETAILS OF DIRECTORS AND EMPLOYEES' REMUNERATION

Details as required under the provisions of Section 197(12) of the Act, read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended; are annexed to this Report.

Details as required under the provisions of Section 197(12) of the Act, read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended; which form part of this Report, will be made available to any Member on request, as per the provisions of Rule 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

27. DISCLOSURE ON SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION & REDRESSAL) ACT, 2013

The Company has adopted Anti-Sexual Harassment Policy, in line with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Internal Complaints Committee has been set up to redress complaints, if any, received regarding sexual harassment. All employees, as defined under the said Act, are covered under this policy. Awareness programs were carried out against sexual harassment. There was one complaint received and disposed off during the year under review. Further, there are no complaints pending as on March 31, 2026.

28. DETAILS OF FRAUDS REPORTED BY AUDITORS

There are no frauds against the Company reported by the Auditors for the period under Report.

29. SECRETARIAL STANDARDS OF THE ICSI

The Company has complied with the Secretarial Standards on the Meetings of Board of Directors (SS-1) and General Meetings (SS-2), as issued and amended, by the Institute of Company Secretaries of India ('the ICSI').

30. STATUTORY AUDITOR

The Members, at the 63rd AGM held on September 28, 2022, have appointed M/s. Kirtane & Pandit LLP, Chartered Accountants (Firm Registration No. 105215W / W100057), Pune, as the Statutory Auditors of the Company for the second term of period of five years, i.e. up to the conclusion of the 68th AGM to be held in the year 2027, with an authority to the Board to decide/ revise remuneration of the Statutory Auditors from time to time during their term.

31. COST ACCOUNTANT

The Board of Directors of the Company had appointed M/s. Joshi Apte & Associates, Cost Accountants, Pune, for verification and review of the Cost Records of the Company, for the Financial Year 2025-26. M/s. Joshi Apte & Associates, Cost Accountants, Pune, have verified and reviewed the said records for the Financial Year 2025-26.

Further, the provisions of Section 148(1) of the Act relating to maintenance of cost records are applicable to the Company.

32. SECRETARIAL AUDITOR AND AUDIT REPORT

The Members, at the 66th AGM held on September 17, 2025, have appointed SIUT & Co LLP, Practicing Firm of Company Secretaries having Registration No. LLPIN: ABA-6960, as the Secretarial Auditors of the Company for a term of five consecutive years, commencing from Financial Year 2025-26 till Financial Year 2029-30, to conduct the Secretarial Audit of the Company and to furnish Secretarial Audit Report.

The Secretarial Audit Report, in Form MR-3, for the Financial Year 2025-26, is annexed to this Report.

33. INDUSTRIAL RELATIONS

The industrial relations at all the Plants of the Company have been cordial during the year.

34. OTHER DISCLOSURES

No disclosure or reporting is required in respect of the following matters as there were no transactions on these items during the year under review:

- There was no instance of one-time settlement with any Bank or Financial Institution.
- There is no proceedings pending under the Insolvency and Bankruptcy Code, 2016.
- The Company is in compliance with the applicable provisions relating to maternity benefits as prescribed under the Maternity Benefit Act, 1961/ the Code on Social Security, 2020.
- The securities of the Company were not suspended from trading during the year under review on account of corporate actions or otherwise.

35. DIRECTORS’ RESPONSIBILITY STATEMENT

The Directors of your Company to the best of their knowledge and belief and according to the information and explanations obtained by them, make the following statements in terms of Section 134 (3) (c) of the Act:

(a) in the preparation of the Annual Financial Statements for the year ended March 31, 2026, the applicable accounting standards have been followed along with proper explanation relating to material departures;

(b) for the Financial Year ended March 31, 2026, such accounting policies as mentioned in the Notes to the Financial Statements have been applied consistently and judgments and estimates that are reasonable and prudent have been made so as to give a true and fair view of the state of affairs of the Company and of the profit of the Company for the year ended March 31, 2026;

(c) that proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

(d) the Annual Financial Statements have been prepared on a going concern basis;

(e) that proper internal financial controls were followed by the Company and that such internal financial controls are adequate and were operating effectively;

(f) that proper systems to ensure compliance with the provisions of all applicable laws were in place and that such systems are adequate and operating effectively.

36. APPRECIATION

The Directors express their gratitude to the Dealers, Suppliers and Banks for their support, and express their warm appreciation for the sincere co-operation and dedicated work by the employees of the Company.

For and on behalf of the Board of Directors
Force Motors Limited

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Pune, July 29, 2026

Registered Office:
Mumbai - Pune Road, Akurdi, Pune - 411 035.
CIN: L34102PN1958PLC011172
Website: www.forcemotors.com
Phone: (Board) +91 20 2747 6381
E-mail: compliance-officer@forcemotors.com

Annexure to the Board's Report

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

1. The ratio of the remuneration of each Director to the median remuneration of the Employees of the Company for the FY 2025-26 and increase in the remuneration in the FY 2025-26:

Sl. No.	Name	Ratio of Remuneration to each Director/ to median remuneration of employees	% Increase / Decrease in the Financial Year
(A)	**Whole-time Director / Managerial Personnel**		
1.	Mr. Prasan Abhaykumar Firodia, Managing Director	573.97	44.89*
2.	Mr. Prashant Vijay Inamdar, Executive Director (Operations)	68.54	29.78*
(B)	**Non-Executive Directors#**		
3.	Mr. Vallabh Roopchand Bhanshali	5.05	16.92*
4.	Mr. Mukesh Mangalbhai Patel	7.27	13.84*
5.	Ms. Sonia Prashar	5.85	125.64*
6.	Mr. Guatam Hemant Bambawale (w.e.f. December 19, 2025)	NA	NA
7.	Mr. Nitin Nandkishor Kareer (w.e.f. December 19, 2025)	NA	NA
8.	Lt. Gen. Vinod Gulabrao Khandare (Retd.) (w.e.f. January 29, 2026)	NA	NA
(C)	**Key Managerial Personnel**		
9.	Mr. Rishi Luharuka, Group Chief Financial Officer (w.e.f. June 10, 2025)	NA	NA
10.	Mr. Sanjay Kumar Bohra, Chief Financial Officer (up to June 9, 2025)	NA	NA
11.	Mr. Rohan Sampat, Company Secretary & Compliance Officer	NA	NA

Note: The % increase in remuneration is provided only for those Directors and KMP who have drawn remuneration from the Company for full FY 2025-26 and full FY 2024-25. The ratio of remuneration to median remuneration is provided only for those Directors who have drawn remuneration from the Company for the full FY 2025-26.

** The % increase is due to payment of Commission on the net profits of the Company for the FY 2025-26.*

 # Non-Executive Directors are paid sitting fees during the FY 2025-26 and includes Commission on the net profits of the Company for the FY 2025-26.

2. Mr. Abhaykumar Navalmal Firodia, Chairman of the Company, has not drawn any remuneration from the Company during the year under review.
3. The percentage increase in the median remuneration of employees is 5% for the FY 2025-26.
4. There were 4,832 permanent employees excluding trainees and contractual employees on the rolls of the Company as on March 31, 2026.
5. The average percentile increase in the salaries of employees, other than the managerial personnel in the FY 2025-26 was 7%, whereas, average percentile increase in the managerial remuneration was 37% for the FY 2025-26.
6. It is affirmed that the remuneration paid is as per the Remuneration Policy of the Company.

Form No. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED ON 31.03.2026

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

TO,
THE MEMBERS,
FORCE MOTORS LIMITED
MUMBAI - PUNE ROAD, AKURDI,
PUNE, MAHARASHTRA, 411035, INDIA.

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **FORCE MOTORS LIMITED** (CIN: L34102PN1958PLC011172) (hereinafter called **the Company**). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of the **FORCE MOTORS LIMITED** books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and 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 31.03.2026, 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 31.03.2026, according to the provisions of:

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

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

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

(iv) The 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 Audit Period.

(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 Audit Period

d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;– **Not applicable** to the Company during the Audit Period

e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;– **Not applicable** to the Company during the Audit Period

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 Audit Period

g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; – **Not applicable** to the Company during the Audit Period

h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 – **Not applicable** to the Company during the Audit Period

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards issued by The Institute of Company Secretaries of India.

(ii) The Listing Agreement in accordance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 entered into by the Company with BSE Limited and National Stock Exchange of India Limited.

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

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. During the period under review, there were following changes in composition due to:

(i) Appointment of Mr. Nitin Nandkishor Kareer and Mr. Gautam Hemant Bambawale as an Independent Directors w.e.f 19.12.2025.

(ii) Appointment of Lt. Gen. Vinod Gulabrao Khandare (Retd.) as an Independent Director w.e.f 29.01.2026.

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 and Listing Regulations.

Annexure to the Board's Report (Contd.)

Adequate notices were given to all Directors to schedule the Board and Committee Meetings, agenda and detailed notes on agenda were sent at least seven days in advance. Shorter notice consent was taken wherever needed and the system exists for seeking and obtaining further information and clarification on the agenda items before the meeting and for meaning participation at the meeting.

Majority decisions were carried through, while the dissenting members' views, if any, are captured and recorded as part of the minutes.

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

We further report that during the audit period no events occurred which has a major bearing on the Company's affairs.

Date: 29/04/2026
Place: Pune

For **SIUT & Co LLP**
Company Secretaries
(Unique code: L2021MH011500)

Name: CS I U Thakur
Partner
FCS: 2298
CP: 1402
UDIN: F002298H000226764
Peer Review Certificate No: 5460/2024

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

'ANNEXURE- A'

TO,
THE MEMBERS,
FORCE MOTORS LIMITED
MUMBAI - PUNE ROAD, AKURDI,
PUNE, MAHARASHTRA, 411035, INDIA.

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

1. Maintenance of secretarial records is the responsibility of the management of the Company. 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 and for which we relied on the report of Statutory Auditor.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.

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.

Date: 29/04/2026
Place: Pune

For **SIUT & Co LLP**
Company Secretaries
(Unique code: L2021MH011500)

Name: CS I U Thakur
Partner
FCS: 2298
CP: 1402
UDIN: F002298H000226764
Peer Review Certificate No: 5460/2024

ANNUAL REPORT ON CSR ACTIVITIES 2025-26

1. **Brief outline on CSR Policy of the Company:**
   - The Corporate Social Responsibility (CSR) Policy of the Company covers the causes that Company may pursue as its CSR.
   - Based on the profit for each financial year, the Board of Directors approves the project(s) and amount to be spent during the year.
   - The procedure for approval of the project(s), investment / incurring costs and monitoring is also laid down in the policy.

2. **Composition of CSR Committee:**

Sl. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1.	Mr. Mukesh Mangalbhai Patel, Chairman	Independent Director	1	1
2.	Mr. Abhaykumar Navalmal Firodia, Member	Chairman and Managing Director	1	1
3.	Mr. Prasan Abhaykumar Firodia, Member	Managing Director	1	1
4.	Mr. Gautam Hemant Bambawale, Member (w.e.f. 19.12.2025)	Independent Director	NA	NA
5.	Lt. Gen. Vinod Gulabrao Khandare (Retd.), Member (w.e.f. 29.01.2026)	Independent Director	NA	NA

3. The web-link(s) where Composition of CSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed on the website of the Company.- https://www.forcemotors.com/investor/ & https://www.forcemotors.com/wp-content/uploads/2025/02/Corporate-Social-Responsibility-Policy_V2_25.04.2025.pdf

4. The executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable: **- Not Applicable**

5. (a) Average net profit of the Company as per sub-section (5) of section 135: ₹**7,14,64,92,583/-**

   (b) Two percent of average net profit of the Company as per sub-section (5) of section 135: ₹**14,29,29,852/-**

   (c) Surplus arising out of the CSR Projects or programmes or activities of the previous financial years: ₹**2,88,14,154/-**

   (d) Amount required to be set-off for the financial year, if any: ₹**4,13,33,488/-***

   (e) Total CSR obligation for the financial year [(b)-(d)]: ₹**10,15,96,364/-**

   ** surplus of previous year of ₹2,88,14,154/- and advance amount for on-going CSR project (₹1,25,19,334/-) for FY 2025-26.*

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹**5,02,27,288/-**

   (b) Amount spent in Administrative Overheads: ₹**10,05,233/-**

   (c) Amount spent on Impact Assessment, if applicable: **NA**

   (d) Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹**5,12,32,521/-**

   (e) CSR amount spent or unspent for the Financial Year:

Total Amount Spent for the Financial Year (in ₹)	Amount unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135.		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135.		
	Amount	Date of Transfer	Name of the Fund	Amount	Date of Transfer
5,12,32,521/-	5,03,63,843/-	09.04.2026	NA	NA	NA

Annexure to the Board's Report (Contd.)

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

Sl. No	Particular	Amount (in ₹)
(1)	**(2)**	**(3)**
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	**14,29,29,852/-**
(ii)	Total amount spent for the Financial Year	**14,29,29,852/-**
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	**Nil**
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	**Nil**
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	**Nil**

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

1	2	3	4	5	6		7	8
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under subsection (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under subsection (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of Transfer		
-	-	-	-	-	-	-	-	-

8. **Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year:**

Yes: ☐ **No:** ☑

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

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

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin-code of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered address
-	-	-	-	-	-	-	-

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries).

9. **Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per subsection (5) of section 135: NA**

Prasan Abhaykumar Firodia
Managing Director
DIN : 00029664

Mukesh Mangalbhai Patel
Chairman, (CSR Committee)
DIN : 00053892

Pune, 29th April, 2026

MANAGEMENT DISCUSSION AND ANALYSIS

I. INDUSTRY STRUCTURE AND DEVELOPMENTS

The Indian automobile industry had a remarkable year in FY 2025-26. Commercial vehicle sales grew by 12.6% to 10,79,871 units, crossing the one-million mark for the first time. This is an important milestone and reflects the growing scale of the Indian economy, the increasing need for mobility and the considerable progress made by the Indian automotive industry over the years. The rationalisation of GST rates during the year also provided an impetus to demand across several vehicle categories, improving affordability for customers.

At the same time, the automobile industry is passing through a period of significant technological change. There is considerable emphasis on electrification, alternative fuels and cleaner technologies. However, experience increasingly shows that there cannot be one technology or one solution for every application. The manner in which a vehicle is used, how far it runs, where it operates, the load it carries and whether charging or refuelling infrastructure is available- will determine which technology is most suitable.

This is particularly relevant in the commercial vehicle business. While the penetration of electric vehicles in the overall commercial vehicle industry remains at an evolving stage, electric mobility is finding increasing relevance in specific applications, particularly last-mile mobility and operations involving defined routes and predictable running. Some applications are well suited to electric mobility, especially where vehicles operate over defined routes and cover higher daily mileages. In other applications, however, conventional and alternative fuel drivelines will continue to have relevance. The transition, therefore, is likely to take place at different speeds across different segments.

The Company's approach has been to remain prepared for this changing environment without assuming that one technology will replace all others. Along with continued development of efficient ICE and CNG drivelines, the Company has also developed electric mobility solutions. The emphasis remains on understanding the actual requirements of customers and developing products that are appropriate for their particular applications.

Another encouraging development is the growing capability of the Indian automobile industry itself. Indian manufacturers today have the experience, engineering competence and manufacturing scale to develop products that are increasingly competitive, modern and attractive. The next opportunity is to build on these strengths and expand India's presence in global markets. India's increasing engagement with global markets and its efforts to strengthen trade and economic relationships with major economies, including the European Union, are creating a more favourable environment for Indian manufacturers to expand their international presence. For companies with established global partnerships and manufacturing relationships, particularly in Europe, these developments can further strengthen opportunities for deeper engagement with international markets.

For this to happen, however, Indian manufacturing must continue to become more competitive. Simplification of regulations, ease of establishing and expanding manufacturing facilities, efficient infrastructure and a stable policy environment can enable industry to invest with greater confidence and build for the long term.

The Indian automobile industry today has the capability and ambition to increase its global footprint significantly. The challenge, as always, will be to continue investing in technology and manufacturing while remaining competitive. For Force Motors, the focus will remain on building capabilities patiently, developing products that meet changing customer requirements and strengthening its position in the markets it chooses to serve.

II. PERFORMANCE OF THE COMPANY

Operational Performance: The number of vehicles sold during the financial year under report was 37,619 compared to 32,068 vehicles sold in the previous financial year. During the year under report, the Company achieved a top line of ₹9,05,654 lacs as compared to ₹8,07,123 lacs for the previous financial year. The sales turnover stood at ₹8,97,967 lacs compared to the previous year's turnover of ₹8,00,692 lacs.

Financial Performance: As stated above, the Company sold 37,619 vehicles during the Financial Year 2025-26 compared to 32,068 vehicles in the previous Financial Year 2024-25. The Profit before Depreciation, Exceptional Items and Taxes, from operations for the year under report was ₹1,58,984 lacs as compared to ₹1,12,291 lacs for the previous financial year. The Net Profit after Depreciation, Exceptional Items and Taxes was ₹1,21,126 lacs for the current financial year as compared to ₹79,997 lacs for the previous financial year. The Reserves and Surplus of the Company for the current financial year stood at ₹4,21,359 lacs as compared to ₹3,04,894 lacs for the previous financial year.

Annexure to the Board's Report (Contd.)

Key Financial Ratios: In accordance with the LODR Regulations, the following are the key financial ratios along with the explanation where changes are more than 25%, as compared to previous financial year.

Sr. No.	Ratios	FY 2025-26	FY 2024-25	% Change	Reason for change in the ratios by more than 25%
(i)	Current Ratio	1.87	1.49	25%	Driven by aggressive working capital management, current year profit and enhanced liquidity without additional leverage.
(ii)	Debt-Equity Ratio	--	0.01	--	--
(iii)	Debt Service Coverage Ratio	61.13	1.64	3632%	Zero debt service obligation and improved operating profit resulted in robust coverage ratio.
(iv)	Return On Equity	0.26	0.20	31%	Due to operating efficiency and improved margins.
(v)	Inventory Turnover Ratio	7.36	6.82	8%	--
(vi)	Debtors Turnover Ratio	49.14	57.52	-15%	--
(vii)	Operating Profit Margin (%)	17.74%	14.35%	24%	--
(viii)	Net Profit Margin (%)	10.87%	6.85%	59%	Improved due to better sales mix, operational efficiency and controlled overheads.
(ix)	Interest Coverage Ratio	488.68	44.41	1000%	Improved operating profitability and reduction in interest serving obligations on account of debt-free position during the current financial year.

III. OUTLOOK

Outlook on the business of the Company is covered in the Board's Report.

IV. SUBSIDIARY

The Company is a Subsidiary of Jaya Hind Industries Private Limited, which holds 57.38% stake in the Company.

The Company is a Holding Company of Tempo Finance (West) Private Limited, and holds 66.43% stake in that Subsidiary Company.

The Company has a joint venture with Rolls Royce Solutions GmbH, a Company of the Rolls Royce Group. The Company holds 51% stake in Force MTU Power Systems Private Limited ('FMTU') by virtue of which FMTU has become a Subsidiary of the Company.

Further, after the closure of financial year the Company has acquired 100% shareholding of VTPL, by virtue of which VTPL has become a Wholly-Owned Subsidiary of the Company.

V. OPPORTUNITIES, THREATS AND RISK FACTORS

The opportunities for the Indian automobile industry remain substantial. Better roads, growing economic activity and increasing travel are creating opportunities across tour and travel, employee transportation, school transport and other specialised mobility applications. Customers are also increasingly looking for better comfort, quality and features, creating opportunities for more differentiated and premium mobility solutions.

India's passenger carrier market is expected to grow at an annual rate of 8-9% YOY for the next few years, supported by fundamental changes in market dynamics. With GDP growth expected to be around 7% YOY, rising per capita income provides substantial growth potential for India's passenger carrier market. At Force Motors, this opportunity is significant, as the end-segments served by the Company, such as education, hospitality, tourism and healthcare, are expected to grow 1.5 to 2 times over the next five years. This will significantly boost demand for Force Motors' vehicle offerings.

India's demographic dividend and infrastructure investments in highways are expected to support the growth of the passenger carrier market, with significant expansion in the last-mile connectivity segment served by Force Motors. Also, the growth of Global Capability Centres in India significantly increases the demand for premium mobility, wherein the Company is well positioned with its Urbania offering. Lastly, with EV penetration in medium to heavy passenger carriers still at an early stage of 2-3%, the segment offers substantial growth potential. Government-led EV initiatives and the ongoing shift toward sustainable transportation create a favourable environment for expansion.

At the same time, recent geopolitical developments have reminded us how quickly events far beyond India's borders can affect domestic industry. Disruptions in the availability of energy and other essential inputs, rising commodity prices and disturbances to shipping and supply chains can impact both production and costs.

The transition towards cleaner mobility will also continue, although the pace will differ across vehicle categories and applications. The challenge for manufacturers will be to remain prepared for these changes, while continuing to offer products that are practical, reliable and economically viable for customers.

VI. INTERNAL CONTROL SYSTEM AND THEIR ADEQUACY

The Company's internal control procedures are adequate to ensure compliance with various policies, practices and statutes in keeping with the organisation's pace of growth and increasing complexity of operations.

The Company maintains system of multi-level internal controls which provides reasonable assurance regarding Effectiveness and Efficiency of Operations, safeguarding of assets, prevention and detection of frauds and errors, accuracy and completeness of the accounting records and the timely preparation of reliable financial information.

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

VII. HUMAN RESOURCE DEVELOPMENT

The Company has continued its programme for training and skill development in its plants, for employees at various levels, who are provided training both in hard and soft skills. A large number of executives in the Sales & Marketing arm of the Company and in our dealer, network spread all over India, are also provided continuous upgradation, training in selling skills, product familiarisation, customer service aspects - in a well-structured and extensive programme. The Company had 4,832 employees as on March 31, 2026.

VIII. CAUTIONARY STATEMENT

Statements in the Management Discussion and Analysis describing the Company's objectives, projections, estimates, expectations may be forward looking statements. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to the Company's operations include, amongst others, economic conditions affecting demand / supply and price conditions in the markets in which the Company operates, changes in the Government regulations, tax laws and other statutes and incidental factors.

Annexure to the Board's Report (Contd.)

ANNUAL REPORT DISCLOSURES AS SPECIFIED UNDER REGULATION 34 AND SCHEDULE V OF THE SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

A. RELATED PARTY DISCLOSURE

The disclosure in compliance with the Accounting Standard is provided in the Financial Statement as Note No. 36.

B. MANAGEMENT DISCUSSION AND ANALYSIS

Management Discussion and Analysis is provided in the Annual Report. Necessary disclosures relating to the Accounting Treatment as prescribed in the Accounting Standards are provided in the Board's Report and the Financial Statements.

C. REPORT ON CORPORATE GOVERNANCE

1. Company's philosophy on Corporate Governance

The Company's decision-making process and operational methods are guided by the philosophy of 'creating low cost, hi-tech products, which are suitable for Indian markets'. Simplicity, self-reliance, social responsibility, trust and transparency in dealings with all stakeholders, the ethos on which this business was started by Late Shri N. K. Firodia, the founder of the Company, continues to be the guiding principles for the Organisation, in arranging the activities. The Company's philosophy on the 'Code of Governance' is based on compliance of applicable provisions and requires exchange of relevant information and appropriate disclosures to each group of stakeholders, connected with the area of common interest/ stake between the Company and the stakeholder.

2. Board of Directors

- **Composition**

As on March 31, 2026, the Board comprises of 9 Directors. 3 Directors are Executive Directors, while remaining 6 Directors are Non-Executive Independent Directors. The Company's Board did not consist of any Nominee Director appointed by lender(s) or a group of equity investor(s) during the year under review. Mr. Abhaykumar Navalmal Firodia, Chairman and Mr. Prasan Abhaykumar Firodia, Managing Director; of the Company; are also the Promoters of the Company.

- **Directorships/ Committee Positions**

The details of Directorships/ Committee positions held by the Directors (as on March 31, 2026) of the Company in other Companies are as under:

Name of the Director	Number of other Companies in which Directorships held*		Committee positions in listed and unlisted public Companies#		Details of Directorships held in other listed entities	
	Director	Chairman	Member	Chairman/ Chairperson	Name of the entity	Category of directorship
Mr. Abhaykumar Navalmal Firodia, Chairman and Managing Director (Promoter- Executive Director)	04	01	--	--	--	--
Mr. Prasan Abhaykumar Firodia, Managing Director (Promoter- Executive Director)	05	--	--	--	--	--
Mr. Vallabh Roopchand Bhanshali, Non-Executive Independent Director	11	--	--	--	--	--
Mr. Mukesh Mangalbhai Patel, Non-Executive Independent Director	06	--	04	03	Zydus Lifesciences Limited	Non-Executive Non-Independent Director
Ms. Sonia Prashar, Non-Executive Independent Director	03	--	02	02	INSILCO Limited	Independent Director
Mr. Guatam Hemant Bambawale, Non-Executive Independent Director	01	--	--	--	--	--
Mr. Nitin Nandkishor Kareer, Non-Executive Independent Director	03	--	--	--	--	--
Lt. Gen. Vinod Gulabrao Khandare (Retd.), Non-Executive Independent Director	--	--	--	--	--	--
Mr. Prashant Vijay Inamdar, Wholetime Director (Executive Director - Operations)	01	--	--	--	--	--

** Includes directorship in Private Companies and bodies corporate, excluding foreign Companies.*

 # Only Audit Committee and Stakeholders' Relationship Committee of other public limited Companies, whether listed or unlisted, are considered for the purpose of reckoning committee positions.

Annexure to the Board's Report (Contd.)

- **Attendance**

  During the Financial Year 2025-26, five meetings of the Board were held as under:

Sr. No.	Date of Meeting
1	April 25, 2025
2	June 9, 2025
3	July 23, 2025
4	November 7, 2025
5	February 4, 2026

The details of attendance of Directors during the Financial Year 2025-26 for the Board Meetings and the AGM are as under:

Name of the Director	Number of Board Meetings attended	Whether present at the last AGM held on September 17, 2025
Mr. Abhaykumar Navalmal Firodia	05	Yes
Mr. Prasan Abhaykumar Firodia	05	Yes
Mr. Vallabh Roopchand Bhanshali	05	No
Mr. Mukesh Mangalbhai Patel	04	Yes
Ms. Sonia Prashar	05	Yes
Mr. Guatam Hemant Bambawale (w.e.f. December 19, 2025)	01	NA
Mr. Nitin Nandkishor Kareer (w.e.f. December 19, 2025)	01	NA
Lt. Gen. Vinod Gulabrao Khandare (Retd.) (w.e.f. January 29, 2026)	01	NA
Mr. Prashant Vijay Inamdar	05	Yes

NA - Not Applicable

- **Inter-se Relation of Directors**

  Mr. Abhaykumar Navalmal Firodia and Mr. Prasan Abhaykumar Firodia are related to each other. None of the other Directors are related to any other Director of the Company as defined under the Act, including the relevant Rules made thereunder.

- **Information supplied to the Board**

  The Board is presented with all the relevant information in various matters affecting the working of the Company and which requires deliberation at the highest level. Besides key operational and financial information, the Board is presented with information relevant to strategy formulation, for deliberations. This includes information as per Part A of Schedule II of the LODR Regulations.

  At each meeting, the Managing Director presents an elaborate report on the operations of the Company, including an assessment of the market, operational issues, operating profitability and various risks associated with the Company's business. The assessments of the strategic and technological issues enabling a discussion on the strategy, projects, and tactics employed in the management of the Company's affairs are also presented. In the meetings, the presentations are also made by the Senior Management Officials and Internal Auditors of the Company, covering different functions and areas of the business of the Company.

  The Directors have made disclosures as per the requirements of the Act, from time to time, to the Board regarding their financial interest, if any, in the transactions with the Company. The Directors have also informed the Company about the Committee positions occupied by them in other Companies and changes therein.

  The related party disclosure forms part of the Notes to Financial Statements as per the disclosure requirement of the Indian Accounting Standard 24 issued by the Institute of Chartered Accountants of India.

- **Independent Directors' Meeting**

  In the opinion of the Company, the Independent Directors of the Company fulfill the conditions specified in the Act and the LODR Regulations, and are independent of the Management. The Independent Directors held their separate Meeting on February 4, 2026, as mandated by the provisions of the Act and the LODR Regulations. The details of the familiarisation programme for the Independent Directors of the Company can be accessed at the web link: https://www.forcemotors.com/wp-content/uploads/2026/04/Familiarisation-Programme-for-Directors-for-Financial-Year-2025-26.pdf

- **Performance Evaluation**

  Pursuant to the provisions of the Act and the LODR Regulations, the Board has carried out the annual performance evaluation of its own performance, the Directors individually, including the Chairman, as well as evaluation of the working of its Committees on the basis of criteria set for Performance Evaluation of Directors through a structured questionnaire and taking into consideration inputs received from the Directors which covered aspects of the Boards functioning.

Annexure to the Board's Report (Contd.)

- **Remuneration to Executive Directors**

The details of remuneration paid to the Executive Directors during the Financial Year 2025-26 are as follows:

(Amount in ₹)

Sr. No.	Particulars of Remuneration	Mr. Abhaykumar Navalmal Firodia	Mr. Prasan Abhaykumar Firodia	Mr. Prashant Vijay Inamdar
1.	Gross Salary	Nil	6,00,00,000	1,94,26,825
2.	Commission	Nil	35,00,00,000*	3,00,00,000*
3.	Others	Nil	2,16,83,416	21,19,407
	Total	**Nil**	**43,16,83,416**	**5,15,46,232**

** Commission payable to Mr. Prasan Abhaykumar Firodia and Mr. Prashant Vijay Inamdar for the Financial Year 2025-26, is in line with the Resolutions passed by the Members of the Company at the time of their appointment and as recommended by the Audit Committee and Nomination & Remuneration Committee and approved by the Board of Directors on July 29, 2026.*

- **Remuneration, pecuniary transactions with Non-Executive Directors and Shareholding details**

The details of remuneration paid to the Non-Executive Directors during the Financial Year 2025-26 are as follows:

(Amount in ₹)

Sr. No.	Name of the Director	Sitting Fees (A)	Commission (B)*	Professional Fee (C)	Total (A + B + C)	No. of Equity Shares Held
1.	Mr. Vallabh Roopchand Bhanshali	3,00,000	35,00,000	-	38,00,000	Nil
2.	Mr. Mukesh Mangalbhai Patel	7,00,000	35,00,000	12,70,000	54,70,000	130
3.	Ms. Sonia Prashar	9,00,000	35,00,000	-	44,00,000	Nil
4.	Mr. Guatam Hemant Bambawale (w.e.f. December 19, 2025)	1,50,000	6,00,000	-	7,50,000	Nil
5.	Mr. Nitin Nandkishor Kareer (w.e.f. December 19, 2025)	2,00,000	6,00,000	-	8,00,000	Nil
6.	Lt. Gen. Vinod Gulabrao Khandare (Retd.) (w.e.f. January 29, 2026)	50,000	6,00,000	-	6,50,000	Nil
	Total	**23,00,000**	**1,23,00,000**	**12,70,000**	**1,58,70,000**	

** Commission payable to Non-Executive Independent Directors for the Financial Year 2025-26, is in line with the Resolutions passed by the Members of the Company, empowering the Board of Directors of the Company for payment of remuneration by way of Commission to Non-Executive Independent Directors of the Company, not exceeding 1 (One) percent of the net profits of the Company in any financial year computed pursuant to the provisions of the Act in such manner and up to such extent as may be recommended by the Nomination and Remuneration Committee and approved by the Board of Directors from time to time.*

The criteria for making payment to Non-Executive Directors is disclosed in the 'Remuneration Policy' of the Company which is hosted on the website of the Company at www.forcemotors.com

- **Stock Options to Directors**

The Company does not have any stock options scheme.

- **Skills/ expertise/ competencies of the Board of Directors**

Pursuant to the LODR Regulations, the Board of Directors have identified core skills / expertise / competencies of each Director, which are vital in the context of the business of the Company.

Considering the nature and size of the Company and the complex business environment in which it is operating, the Board has identified the following key skills expertise competencies:

Sr. No.	Name of Director	Leadership	Research & Development	Management & Strategy	Operations & Engineering	Supply Chain Management	Sales & Marketing	Finance, Banking & Investment	Audit & Risk Management	CSR, Sustainability & Philanthropy	Information Technology	Human Resources & Industrial Relations	Legal & Corporate Governance
1.	Mr. Abhaykumar Navalmal Firodia	✓	✓	✓	✓		✓			✓		✓	✓
2.	Mr. Prasan Abhaykumar Firodia	✓	✓	✓	✓	✓	✓					✓	✓
3.	Mr. Vallabh Roopchand Bhanshali	✓		✓				✓		✓			✓
4.	Mr. Mukesh Mangalbhai Patel			✓				✓	✓	✓			✓
5.	Ms. Sonia Prashar			✓	✓		✓						✓
6.	Mr. Guatam Hemant Bambawale (w.e.f. December 19, 2025)			✓									✓
7.	Mr. Nitin Nandkishor Kareer (w.e.f. December 19, 2025)			✓				✓				✓	✓
8.	Lt. Gen. Vinod Gulabrao Khandare (Retd.) w.e.f. January 29, 2026)			✓	✓								
9.	Mr. Prashant Vijay Inamdar	✓	✓		✓	✓					✓	✓	

- **Transactions with Promoter/ Promoter Group**

  Pursuant to the LODR Regulations, the details of transactions entered by the Company with Jaya Hind Industries Private Limited, which belongs to the Promoter/ Promoter Group and holds more than 10% shareholding in the Company, are provided under Note No. 36 to the Financial Statement.

3. Committees

Nomination and Remuneration Committee

The Nomination and Remuneration Committee comprised of 04 Directors as on March 31, 2026:

- Mr. Mukesh Mangalbhai Patel, Chairman of the Committee, Independent Director;
- Mr. Abhaykumar Navalmal Firodia, Member, Chairman of the Board;
- Mr. Nitin Nandkishor Kareer, Member, Independent Director; and
- Ms. Sonia Prashar, Member, Independent Director.

Mr. Nitin Nandkishor Kareer was appointed as the Member of the Committee with effect from December 19, 2025.

Annexure to the Board's Report (Contd.)

The Committee met five times during the Financial Year 2025-26. The details of attendance of the members in the Committee meetings are as follows:

Name of the Member	Date of Nomination and Remuneration Committee meetings and details of attendance				
	April 25, 2025	June 9, 2025	July 23, 2025	November 7, 2025	February 4, 2026
Mr. Mukesh Mangalbhai Patel	P	P	P	P	A
Mr. Abhaykumar Navalmal Firodia	P	P	P	P	P
Mr. Nitin Nandkishor Kareer (w.e.f. December 19, 2025)	NA	NA	NA	NA	P
Ms. Sonia Prashar	P	P	P	P	P

P - Present, A - Absent, NA - Not Applicable

Terms of reference of Nomination and Remuneration Committee include:

(i) Formulation of the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy, relating to the remuneration of the Directors, Key Managerial Personnel and other employees.

(ii) Formulation of criteria for evaluation of performance of Independent Directors and the Board.

(iii) Devising a policy on Board diversity.

(iv) Identifying persons who are qualified to become Directors and who may be appointed in Senior Management in accordance with the criteria laid down, and recommend to the Board their appointment and removal.

(v) Whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Directors.

(vi) Recommend to the Board, all remuneration, in whatever form, payable to the Senior Management.

On recommendation of the Nomination and Remuneration Committee, the Board has adopted the policy on appointment of Directors, Independent Directors and Key Managerial Personnel and remuneration payable to them. As mandated, the said policy is posted on the website of the Company and can be accessed at the web link: https://www.forcemotors.com/wp-content/uploads/2025/02/Remuneration-Policy-New.pdf

As provided under the terms of reference of the Committee, the members, inter alia, discussed and deliberated on performance evaluation criteria of Independent Directors.

Audit Committee

The Audit Committee comprised of 05 Directors as on March 31, 2026:

- Mr. Mukesh Mangalbhai Patel, Chairman of the Committee, Independent Director;
- Mr. Prasan Abhaykumar Firodia, Member, Managing Director;
- Mr. Gautam Hemant Bambawale, Member, Independent Director;
- Lt. Gen. Vinod Gulabrao Khandare (Retd.), Member, Independent Director; and
- Ms. Sonia Prashar, Member, Independent Director.

Mr. Gautam Hemant Bambawale and Lt. Gen. Vinod Gulabrao Khandare (Retd.) were appointed as Members of this Committee with effect from December 19, 2025 and January 29, 2026 respectively.

The Committee met five times during the Financial Year 2025-26. The details of attendance of the Members in the Committee meetings are as follows:

Name of the Member	Date of Audit Committee meetings and details of attendance				
	April 25, 2025	June 9, 2025	July 23, 2025	November 7, 2025	February 4, 2026
Mr. Mukesh Mangalbhai Patel	P	P	P	P	P
Mr. Prasan Abhaykumar Firodia	P	P	P	P	P
Mr. Gautam Hemant Bambawale (w.e.f. December 19, 2025)	NA	NA	NA	NA	P
Lt. Gen. Vinod Gulabrao Khandare (Retd.) (w.e.f. January 29, 2026)	NA	NA	NA	NA	A
Ms. Sonia Prashar	P	P	P	P	P

P - Present, A - Absent, NA - Not Applicable

The terms of reference of the Audit Committee include:

(i) Oversight of Company's reporting processes and financial information, review of Financial Statements, both audited and unaudited.

(ii) Review of accounting policies and practices, review of compliance with accounting standards, discussion with Statutory Auditors before the audit commences and post audit, review of Auditors' independence and performance.

(iii) Recommendation of appointment and remuneration of Statutory Auditors and Cost Accountants, Internal Auditors, approval of appointment of Chief Financial Officer.

(iv) Review and approval of related party transaction(s), decide the principles for grant of omnibus approval for related party transaction(s).

(v) Oversee the vigil mechanism, evaluation of internal financial controls and risk management systems.

(vi) Review of utilisation of loans / advances / investments made by the Company and its subsidiaries.

(vii) Other areas indicated in the LODR Regulations, and as per the provisions of Section 177 of the Act.

The Audit Committee reviewed the Unaudited Financial Results for the first three quarters in its Meetings held on July 23, 2025, November 7, 2025 and February 4, 2026 respectively; and Audited Financial Accounts for the Financial Year ended on March 31, 2026 in its meeting held on April 29, 2026. During the year under review, the Audit Committee interacted with the Statutory Auditors and Internal Auditors of the Company regarding internal control systems, discussed the financial results / cost accounting records, and also held a post statutory audit verification of the financial / cost accounts.

The Committee also interacted with the executives of the Company on finance related matters. The Committee reviewed the risk management policies, insurance covers taken by the Company, purchase procedures of raw materials and components for manufacture of various types of motor vehicles and also the foreign exchange exposure of various transactions.

The remuneration of the Auditors was decided in consultation with the Audit Committee. Extensive data / details connected with the financial management of the Company and on other related aspects were submitted to the Committee in each of the meetings.

The Certificates as per Regulation17(8) and Regulation 33(2)(a) of the LODR Regulations, from the Managing Director and the Chief Financial Officer was also submitted to the Audit Committee and to the Board. The Audit Committee is empowered to require presence of any of the employee of the Company. No employee has sought access to the Audit Committee during the year under report.

Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee comprised of 03 Directors as on March 31, 2026:

- Mr. Mukesh Mangalbhai Patel, Chairman of the Committee, Independent Director;
- Mr. Abhaykumar Navalmal Firodia, Member, Chairman of the Board; and
- Mr. Prasan Abhaykumar Firodia, Member, Managing Director.

The Committee met three times during the Financial Year 2025-26. The details of attendance of the Members in the Committee meetings are as follows:

Name of the Member	Date of Stakeholders' Relationship Committee meetings and details of attendance		
	October 15, 2025	November 10, 2025	March 12, 2026
Mr. Mukesh Mangalbhai Patel	P	P	P
Mr. Abhaykumar Navalmal Firodia	P	P	P
Mr. Prasan Abhaykumar Firodia	P	P	P

P - Present

During the year under report, 21 Shareholders' complaints were received and all these complaints were resolved to the satisfaction of the concerned Shareholders. As of March 31, 2026, no complaint was pending to be resolved.

Mr. Rohan Sampat, Company Secretary is also the Compliance Officer of the Company.

Corporate Social Responsibility Committee

The Corporate Social Responsibility Committee comprised of 05 Directors as on March 31, 2026:

- Mr. Mukesh Mangalbhai Patel, Chairman of the Committee, Independent Director;
- Mr. Abhaykumar Navalmal Firodia, Member, Chairman of the Board;
- Mr. Gautam Hemant Bambawale, Member, Independent Director;
- Lt. Gen. Vinod Gulabrao Khandare (Retd.), Member, Independent Director; and
- Mr. Prasan Abhaykumar Firodia, Member, Managing Director.

Annexure to the Board's Report (Contd.)

The Committee met once during the Financial Year 2025-26. The details of attendance of the Members in the Committee meeting is as follows:

Name of the Member	Date of CSR Committee meeting and details of attendance
	April 25, 2025
Mr. Mukesh Mangalbhai Patel	P
Mr. Abhaykumar Navalmal Firodia	P
Mr. Gautam Hemant Bambawale (w.e.f. December 19, 2025)	NA
Lt. Gen. Vinod Gulabrao Khandare (Retd.) (w.e.f. January 29, 2026)	NA
Mr. Prasan Abhaykumar Firodia	P

P - Present, NA - Not Applicable

The Committee recommends Corporate Social Responsibility ('CSR') activities to the Board, approves the CSR activities to be undertaken and amounts to be spent over the same. The Committee also monitors the CSR activities of the Company and is entrusted to formulate mechanism for transparent implementation of the same. The Committee reviews and ensures compliance with the requirement of the provisions of the Act and the CSR Rules.

Risk Management Committee

The Risk Management Committee comprised of 05 Directors of the Company as on March 31, 2026:

- Mr. Abhaykumar Navalmal Firodia, Chairman of the Committee and the Board;
- Mr. Nitin Nandkishor Kareer, Member, Independent Director;
- Mr. Prasan Abhaykumar Firodia, Member, Managing Director;
- Ms. Sonia Prashar, Member, Independent Director; and
- Mr. Prashant Vijay Inamdar, Member, Executive Director (Operations).

Mr. Nitin Nandkishor Kareer was appointed as a Member of this Committee with effect from December 19, 2025.

The Committee met twice during the Financial Year 2025-26. The details of attendance of the Members in the Committee meetings are as follows:

Name of the Member	Date of Risk Management Committee meetings and details of attendance	
	August 1, 2025	February 4, 2026
Mr. Abhaykumar Navalmal Firodia	P	P
Mr. Nitin Nandkishor Kareer (w.e.f. December 19, 2025)	NA	P
Mr. Prasan Abhaykumar Firodia	P	P
Ms. Sonia Prashar	P	P
Mr. Prashant Vijay Inamdar	P	P

P - Present, NA - Not Applicable

The terms of reference of the Risk Management Committee are as under:

(i) To formulate a detailed Risk Management Policy which shall include:

(a) A framework for identification of internal and external risks specifically faced by the Company, in particular including financial, operational, sectoral, sustainability (particularly ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.

(b) Measures for risk mitigation including systems and processes for internal control of identified risks.

(c) Business continuity plan.

(ii) To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;

(iii) To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;

(iv) To periodically review the Risk Management Policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;

(v) To keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken;

(vi) The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee; and

(vii) Other areas indicated in the LODR Regulations and other applicable provisions of the Act.

The Risk Management Committee will coordinate its activities with other Committees, in instances where there is any overlap with activities of such Committees, as per the framework laid down by the Board of Directors.

Annexure to the Board's Report (Contd.)

4. Senior Management Personnel ('SMP')

i. **Particulars of Senior Management Personnel as on March 31, 2026, are as under:**

Sr. No.	Name	Designation
1	Mr. Rishi Luharuka	President & Group Chief Financial Officer
2	Mr. Praveen C. Karnavat	President – R&D and Others
3	Mr. Makarand P. Kanade	President – Engineering & Corporate Quality (ceased w.e.f. July 29, 2026)
4	Mr. Rakesh Maru	President – Sales & Marketing
5	Mr. Pradeep S. Dhadiwal	President – Special Projects (ceased w.e.f. July 29, 2026)
6	Mr. Ajai Kumar Sharma	Sr. Vice President- Operations (ceased w.e.f. July 29, 2026)
7	Mr. Vivek Gosain	Vice President – Production Engineering & Tool Room (ceased w.e.f. July 29, 2026)
8	Mr. Anshul Saxena	Vice President – Corporate Strategy (ceased w.e.f. July 29, 2026)
9	Mr. Amit Pramod Joshi	Associate Vice President (ceased w.e.f. July 17, 2026)
10	Ms. Archana Ashok Gharte	General Manager – Group Corporate HR (ceased w.e.f. July 29, 2026)
11	Mr. Ram Kumar	General Manager (ceased w.e.f. July 29, 2026)
12	Mr. Manish Badoniya	General Manager (ceased w.e.f. July 29, 2026)
13	Mr. Sajan Sivaraman	Commander- Aviation (ceased w.e.f. July 29, 2026)
14	Mr. Jeevan Narayanan	Sr. Divisional Manager (ceased w.e.f. July 29, 2026)
15	Ms. Ananya Bhattacharjee	Sr. Divisional Manager – Corporate Communications (ceased w.e.f. July 29, 2026)
16	Mr. Rohan Sampat	Company Secretary & Compliance Officer
17	Mr. Manoj Laxman Patil	Manager – HRM Safety Prevention (ceased w.e.f. June 01, 2026)

ii. **Changes in Senior Management Personnel, since the closure of previous Financial Year are as under:**

Sr. No.	Name	Designation
1	Mr. Vinod Anandrao Mandave	Dy. Divisional Manager – Security (ceased w.e.f. April 25, 2025)
2	Mr. Sanjay Kumar Bohra	SMP (ceased w.e.f. July 01, 2025)
3	Mr. Rishi Luharuka	President & Group Chief Financial Officer (appointed w.e.f. June 10, 2025)
4	Mr. Anshul Saxena	Vice President – Corporate Strategy (appointed w.e.f. July 23, 2025 & ceased w.e.f. July 29, 2026)
5	Colonel Sushant Shukla	General Manager – Security (appointed w.e.f. April 25, 2025 & ceased w.e.f. March 03, 2026)
6	Ms. Ananya Bhattacharjee	Sr. Divisional Manager – Corporate Communications (appointed w.e.f. June 09, 2025 & ceased w.e.f. July 29, 2026)

5 General Body Meetings / Postal Ballots

The details of the last three Annual General Meetings and resolutions passed through Postal Ballots are as under:

Annual General Meeting / Postal Ballot held on	Time	Location	Number of Special Resolutions	Subject of Special Resolution
September 28, 2023	3.00 p.m.	Through Video Conferencing	--	--
September 04, 2024	3.00 p.m.	Through Video Conferencing	03	1. Re-appointment of Mr. Abhaykumar Navalmal Firodia as a Managing Director of the Company, to be designated as 'Chairman'. 2. Re-appointment of Mr. Prasan Abhaykumar Firodia as a Managing Director of the Company. 3. Re-appointment of Mr. Prashant Vijay Inamdar as Executive Director (Operations) of the Company.
September 17, 2025	3.00 p.m.	Through Video Conferencing	--	--

Annexure to the Board's Report (Contd.)

Annual General Meeting / Postal Ballot held on	Time	Location	Number of Special Resolutions	Subject of Special Resolution
Postal Ballot Notice dated February 12, 2026*	NA	NA	03	1. Appointment of Mr. Gautam Hemant Bambawale (DIN: 08365776) as an Independent Director of the Company for first term of 5 years w.e.f. Friday, December 19, 2025; *(the resolution was passed w.e.f. March 14, 2026 with 99.76% votes in favor)* 2. Appointment of Mr. Nitin Nandkishor Kareer (DIN: 01624863) as an Independent Director of the Company for first term of 5 years w.e.f. Friday, December 19, 2025; *(the resolution was passed w.e.f. March 14, 2026 with 99.76% votes in favor)*; and 3. Appointment of Lt. Gen. Vinod Gulabrao Khandare (Retd.) (DIN: 11363013) as an Independent Director of the Company for first term of 5 years w.e.f. Thursday, January 29, 2026; *(the resolution was passed w.e.f. March 14, 2026 with 99.97% votes in favor).*

** Postal Ballot was conducted by Mr. Parag Pansare as the Scrutinizer and the voting results was made available on the website of the Company at www.forcemotors.com*

Procedure for postal ballot

The postal ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder and applicable circulars issued by the Ministry of Corporate Affairs from time to time.

Details of special resolution proposed to be transacted through postal ballot: Nil

6. Means of Communication

The quarterly and annual financial results of the Company are communicated forthwith to the Stock Exchange(s) and Shareholders / Members, on approval by the Board.

The quarterly, half-yearly and the annual financial results of the Company are published in the leading newspapers 'Financial Express', 'Business Standard' (English newspapers) and 'Loksatta' (Marathi newspaper).

The quarterly results of the Company are available on the Company's website at https://www.forcemotors.com/ No presentation was made to any institutional investor or analyst during the Financial Year 2025-26.

7. Policies as mandated under the LODR Regulations, 2015

- **Archival Policy**

Pursuant to Regulation 30(8) of the LODR Regulations, every listed Company shall disclose on its website all such events or information which have been disclosed to the Stock Exchange(s) under Regulation 30. Such disclosures shall be posted on the website of the Company for a minimum period of five years and thereafter as per the archival policy of the Company. Accordingly, 'Archival Policy' as approved by the Board of Directors of the Company can be accessed from the Company's website at https://www.forcemotors.com/wp-content/uploads/2025/02/archival-policy.pdf

- **Dividend Distribution Policy**

The 'Dividend Distribution Policy' as approved by the Board of Directors of the Company can be accessed from the Company's website at https://www.forcemotors.com/wp-content/uploads/2025/02/ Dividend-Distribution-Policy.pdf

- **Whistle Blower Policy / Vigil Mechanism**

The Whistle Blower Policy / Vigil Mechanism addresses complaints w.r.t. leakage of Unpublished Price Sensitive Information in relation to the Company and prescribe the manner in which such cases shall be investigated. The Audit Committee oversees the genuine concerns expressed by the employees and Directors. The Company has also provided adequate safeguards against the victimisation of employees and Directors who express their concerns. The details of the mechanism / policy are disclosed on the website of the Company at https://www.forcemotors.com/wp-content/uploads/2025/02/Whistle-Blower-Policy.pdf

- **Policy on Materiality of Related Party Transactions**

The Board has formulated a policy on Materiality of the Related Party Transactions (RPTs) pursuant to the LODR Regulations. The policy has been revised pursuant to the amendments in the said Regulations from time to time. Web link for the policy is https://www.forcemotors.com/wp-content/

uploads/2025/03/Policy-on-Materiality-of-Related-Party-Transactions.pdf

- **Policy for determining Material Subsidiaries & its Governance Framework**

  The Board has formulated a policy for determining 'Material' subsidiaries pursuant to the LODR Regulations. Web link for the policy is https://www.forcemotors.com/wp-content/uploads/2025/02/Policy-for-determining-Material-Subsidiaries-its-Governance-Framework-1.pdf

  During the period under review, the Company did not have any material subsidiary.

- **Code of Practices & Procedures for Fair Disclosure of Unpublished Price Sensitive Information and Code of Internal Procedures and Conduct for Regulating, Monitoring and Reporting of Trading by Designated Persons**

  The Company has a 'Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information' (the 'Code for UPSI') and also a 'Code of Internal Procedures and Conduct for Regulating, Monitoring and Reporting of Trading by Designated Persons' (the 'Code of Conduct') in pursuance to the Regulation 8 and Regulation 9, respectively of the SEBI (Prohibition of Insider Trading) Regulations, 2015. The above Codes can be accessed at https://www.forcemotors.com/wp-content/uploads/2025/02/Code-of-Conduct-under-Insider-Trading-Regulations.pdf

8. Other Disclosures

- **Material significant Related Party Transactions (RPTs)**

  During the year under review, there were no material RPTs entered into by the Company as per the threshold limits set out in Company's Policy on Materiality of the Related Party Transactions.

- **Details of non-compliance etc. during the last three years**

  The Company has been compliant of the provisions w.r.t. Corporate Governance. No penalties were imposed by the Stock Exchange(s) or the SEBI on the Company in any matter related to capital market(s) during the last three years.

- **Utilisation of funds raised through preferential allotment or qualified institutional placement**

  Not applicable as no funds were raised by the Company through preferential allotment or issue of securities to qualified institutional investors.

- **Commodity Price Risk and Commodity Hedging Activities**

  The details of Commodity Price Risk and Hedging Activities related to the same have been covered in Note No. 41 of the Financial Statement relating to Financial Risk Management.

- **Credit ratings**

  During the year under report, the Company obtained the following credit ratings:

Credit Rating Agency	Type of facilities rated	Rating Assigned (Previous rating)
CRISIL	Bank Loan facilities amounting to ₹ 765 crore:	
	Long Term	CRISIL AA+/Stable (Reaffirmed)
	Short Term	CRISIL A1+ (Reaffirmed)
CRISIL	₹ 79.16 Crore Unlisted, Secured, Redeemable, Non-Convertible Debenture	Withdrawn (CRISIL AA+ / Stable)

- **Total fees paid to the Auditors**

  Please refer the details of payments made by the Company to its Auditors during the year under review, in Note No. 27 to the Financial Statement under a separate heading.

  None of the subsidiaries of the Company made any payment to the Auditors of the Company, during the period under review.

- **Loans and advances to firms/entities where the Directors are interested**

  During the year under review, no loans or advances in the nature of loan were given by the Company or its Subsidiaries to the firms/entities where the Directors or any of them are/is interested.

- **Disclosure in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013**

  Please refer the disclosure under this head in this Board's Report.

- **Valuation for one time settlement:**

  There was no instance of one time settlement with any bank or financial institution.

9. Compliance of Corporate Governance and the LODR Regulations, 2015.

The Company has complied with the requirements w.r.t. Corporate Governance Report, as specified in the Schedule V of the LODR Regulations. During the financial year the Company has submitted quarterly compliance report on Corporate Governance to the Stock Exchanges within the prescribed timelines. The Company has complied with the mandatory requirements of the LODR Regulations.

The Company has complied with Corporate Governance Requirements specified in Regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the LODR Regulations and necessary disclosures thereof have been made in this Report on Corporate Governance.

Annexure to the Board's Report (Contd.)

The Company has complied with the discretionary requirements as specified in Part E of Schedule II as under:

- **The Board**

  The Chairman of the Company is also an Executive Director; hence there is nothing to report under this heading.

- **Shareholder Rights**

  The quarterly / half-yearly / annual results, after they are taken on record by the Board of Directors, are sent forthwith to BSE Limited & National Stock Exchange of India Limited respectively. The results, in the prescribed format are published in the newspapers as per the requirements under the LODR Regulations.

- **Modified opinion(s) in Audit Report**

  The Company confirms that its Financial Statements are with unmodified audit opinion.

- **Separate posts of Chairperson and the Managing Director or the Chief Executive Officer**

  Mr. Abhaykumar Navalmal Firodia, Chairman, is also the Managing Director of the Company. He is also related to Mr. Prasan Abhaykumar Firodia, the Managing Director.

- **Reporting of Internal Auditor**

  The Internal Auditor of the Company reports to the Audit Committee.

10. General Shareholders' Information

- **Scheduled AGM**

  The 67th AGM of the Members of the Company will be held on Wednesday, September 16, 2026.

- **Financial Year**

  The Financial Year observed by the Company is April 01, of a year to March 31 of the following year.

- **Financial Calendar**

  Unaudited Financial Results will be published on or before:

  For Quarter 1: August 14th;

  For Quarter 2: November 14th;

  For Quarter 3: February 14th;

  Audited Results: May 30th.

- **Payment of Dividend**

  The Board in its Meeting held on April 29, 2026; has recommended a final dividend of ₹50/- (500%) per equity share on 1,31,76,262 equity shares, for the Financial Year ended on March 31, 2026. The dividend, if declared by the Members of the Company, will be paid within 30 days from the date of the 67th AGM.

- **Record Date**

  The details of Record Date forms part of the Notice of the 67th AGM.

- **Listing on Stock Exchange**

  Shares of the Company are listed on the BSE Limited (BSE), situated at Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai- 400001, Maharashtra and National Stock Exchange of India Limited (NSE), situated at Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E) Mumbai – 400 051, Maharashtra. Annual Listing fee for the Financial Year 2026-27 has been paid to BSE and NSE.

- **Distribution of Shareholding**

  Distribution of shareholding as on March 31, 2026 was as under:

Category (Shares)	Number of Shareholders	Percentage to total Shareholders	Number of shares	Percentage to total number of shares held
1 to 500	80095	98.69	17,52,190	13.30
501 to 1,000	507	00.62	3,66,756	02.78
1,001 to 2,000	254	00.31	3,59,777	02.73
2,001 to 3,000	80	00.09	1,97,686	01.50
3,001 to 4,000	54	00.07	1,90,680	01.45
4,001 to 5,000	43	00.05	1,97,175	01.50
5,001 to 10,000	64	00.08	4,44,625	03.37
10,001 & above	64	00.09	96,67,373	73.37
Total	**81161**	**100.00**	**1,31,76,262**	**100.00**

- **Share Transfer Agent**

  The Company's Registrar to an Issue and Share Transfer Agent (RTA) is MUFG Intime India Private Limited (formerly Link Intime India Private Limited), situated at Block No. 202, Akshay Complex, Near Ganesh Temple, Off Dhole Patil Road, Pune - 411001, who handles the demat and physical share related activities of the Company.

Annexure to the Board's Report (Contd.)

- **Share Transfer System**

  Applications for transfer, transmission are received by the Company at its Registered Office or at the office of its RTA and are processed by the RTA on regular basis. As mandated by SEBI the requests for transfer of shares are approved only in dematerialised form and the same are duly processed by National Securities Depository Limited / Central Depository Services (India) Limited in the electronic form through the respective Depository Participants. As on March 31, 2026 no transfer and transmission request of shares held in physical form is pending. During the year under report, the Company processed 42 transmissions and 81 requests for dematerialisation. There was no request for re-materialisation of shares.

- **Dematerialisation / Rematerialisation of Shares**

  The shares of the Company are available for trading in the depository system of both National Securities Depository Limited and Central Depository Services (India) Limited. The International Securities Identification Number ('ISIN') code allotted to the shares of the Company is INE451A01017. As on March 31, 2026, 98.22% of the Company's shares were held in dematerialised form and 1.78% in physical form (in which 1.08% are unquoted equity shares and 0.70% are quoted equity shares).

- **The Company has not issued any GDR, ADR or Warrants or Convertible Instruments.**

- **CIN**

  The Corporate Identity Number allotted to the Company is L34102PN1958PLC011172.

- **Registered Office**

  The Company's registered office address is Mumbai-Pune Road, Akurdi, Pune - 411 035, Maharashtra.

- **Plant locations**

  The Company's plants are located at the following places:

  (a) Mumbai - Pune Road, Akurdi, Pune - 411035, Maharashtra.

  (b) Plot No.3, Sector No.1, Industrial Area, Pithampur, District Dhar - 454 775, Madhya Pradesh.

  (c) Gat no. 330 (P), 331, 332, 312 / 5 / 6 / 7 and 355 Village Nanekarwadi, Chakan, Taluka Khed, District Pune - 410 505, Maharashtra.

  (d) Mahindra World City, Panchayat Anjur, Taluka Chengalpattu, District Kancheepuram - 603 004, Tamilnadu.

- **The address for correspondence is:**

  i. **Mr. Rohan Sampat**
  Company Secretary & Compliance Officer
  Force Motors Limited
  Mumbai - Pune Road, Akurdi,
  Pune - 411 035, Maharashtra
  Phone: +91 20 27476381
  e-mail: compliance-officer@forcemotors.com

  or

  ii. **Mr. Sandip Pawar**
  MUFG Intime India Private Limited
  (Formerly Link Intime India Private Limited)
  Block no. 202, 2nd floor, Akshay Complex,
  Near Ganesh Temple, Off. Dhole Patil Road,
  Pune - 411 001, Maharashtra
  Phone: +91 20 26161629 / 26160084
  Telefax No.: +91 20 26163503
  e-mail: investor.helpdesk@in.mpms.mufg.com

D. AUDITORS' CERTIFICATE ON CORPORATE GOVERNANCE AND DECLARATION ON CODE OF CONDUCT

The certificate obtained from the Statutory Auditors of the Company regarding compliance of conditions on Corporate Governance, as per the provisions of the LODR Regulations, is annexed to the Report. The Code of Conduct approved by the Board of Directors of the Company is available on the website of the Company. The confirmation about compliance of the code is being obtained on annual basis. A declaration signed by the Managing Director to that effect is obtained. The Company has complied with the mandatory requirements prescribed under the LODR Regulations.

E. UNPAID/UNCLAIMED DIVIDEND

In terms of the provisions of Section 124 of the Act, the Company is obliged to transfer dividends which remain unpaid or unclaimed for a period of seven consecutive years from the date of transfer to Unpaid Dividend Account, to be credited to the Investor Education and Protection Fund ('IEPF') established by the Central Government.

Accordingly, during the year under review unclaimed/unpaid dividend of ₹7,61,285/- was transferred to the IEPF.

Members are hereby informed that the seven years period for payment of the dividend pertaining to the financial years as given below will expire on respective dates and thereafter the amount standing to the credit in the said account will be transferred to the IEPF. Members are therefore requested to encash the dividend at the earliest.

Annexure to the Board's Report (Contd.)

Dates for transfer of Unclaimed Dividend to the fund:

Sr. No.	Financial Year	Date of Dividend Declaration	Date on which Dividend becomes Due for Transfer to IEPF
1.	2018-19	September 19, 2019	October 22, 2026
2.	2019-20	September 29, 2020	November 03, 2027
3.	2020-21	September 28, 2021	November 03, 2028
4.	2021-22	September 28, 2022	October 31, 2029
5.	2022-23	September 28, 2023	October 31, 2030
6.	2023-24	September 04, 2024	October 04, 2031
7.	2024-25	September 17,2025	October 19, 2032

F. TRANSFER OF SHARES TO IEPF

During the year, the Company has transferred 1,702 shares on November 14, 2025 to the IEPF. The shares were transferred on account of dividends unclaimed for seven consecutive years.

The voting rights on these shares shall remain frozen until the rightful owner claims the shares.

All the benefits accruing on these shares pursuant to any corporate action and any further dividend received on the shares shall be credited to the designated Demat Account / Bank account of the IEPF.

G. UNCLAIMED SHARE CERTIFICATES AND SUSPENSE ACCOUNT

Share certificates in respect of 2,612 shares earlier issued as right shares or bonus shares were returned undelivered. The Company had intimated this fact to the concerned Members from time to time including reminders issued as per the requirement. These unclaimed shares were transferred to the 'Force Motors Limited - Unclaimed Securities Suspense Account'.

Of the above-mentioned shares, 2,151 shares were transferred to IEPF, in accordance with Section 124(6) of the Act and Rules made thereunder. List of the Members whose shares are held in 'Force Motors Limited - Unclaimed Securities Suspense Account', is hosted on the website of the Company at www.forcemotors.com.

As per the LODR Regulations, all corporate benefits in terms of securities accruing on these shares, shall be credited to the 'Force Motors Limited-Unclaimed Securities Suspense Account' (for 200 shares) and to the demat account of IEPF (for 2,151 shares).

The details of the above shares are as given below:

(a) Aggregate number of Shareholders and the outstanding shares in the suspense account lying at the beginning of the year: 200 Equity Shares of ₹10/- each of 01 shareholder.

(b) Number of Shareholders who approached the Company for transfer of shares from suspense account during the year: Nil.

(c) Number of Shareholders to whom shares were transferred from suspense account during the year: Nil.

(d) Aggregate number of Shareholder and the outstanding shares in the suspense account lying at the end of the year: 200 Equity Shares of ₹10/- each of 1 shareholder.

(e) Voting rights on these shares shall remain frozen till the rightful owner of these shares presents a claim for the same.

H. MD AND CFO CERTIFICATION

The Managing Director and the Chief Financial Officer give an annual certification on financial reporting and internal controls to the Board in terms of the LODR Regulations. The Managing Director and the Chief Financial Officer also give quarterly certification on financial results while placing the financial results before the Board in terms of Regulation 33(2) and 17(8) of the LODR Regulations.

I. DECLARATION BY THE MANAGING DIRECTOR FOR COMPLIANCE WITH CODE OF CONDUCT

To,
The Members of Force Motors Limited

I, Prasan Abhaykumar Firodia, Managing Director of Force Motors Limited, declare that all the Members of the Board of Directors and Senior Management Personnel have affirmed compliance with the Code of Conduct for the year ended March 31, 2026.

Prasan Abhaykumar Firodia
Managing Director
DIN: 00029664

Pune, April 22, 2026

J. CERTIFICATE FROM COMPANY SECRETARY IN PRACTICE

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V para C clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirement) Regulations, 2015

TO,
THE MEMBERS OF
FORCE MOTORS LIMITED
MUMBAI - PUNE ROAD, AKURDI,
PUNE, MAHARASHTRA, 411035, INDIA.

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **FORCE MOTORS LIMITED**, having CIN: L34102PN1958PLC011172 and having registered office at Mumbai Pune Road, Akurdi Pune, Maharashtra, 411035, INDIA (hereinafter referred to as 'the Company'), produced before us by the Company & its officers for the purpose of issuing this Certificate, in accordance with the Regulation 34 (3) read with Schedule V Para - C Sub clause 10 (i) of the Securities Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulation, 2015.

In our opinion and to the best of our information and according to the verification (including Director Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company and 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 Director of Companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

S. No.	Name of Director	DIN	Date of Appointment in Company
1.	Mr. Abhaykumar Navalmal Firodia	00025179	01/07/1987
2.	Mr. Prasan Abhaykumar Firodia	00029664	17/12/2003
3.	Mr. Vallabh Roopchand Bhanshali	00184775	13/08/2022
4.	Mr. Mukesh Mangalbhai Patel	00053892	13/08/2022
5.	Ms. Sonia Prashar	06477222	28/09/2022
6.	Mr. Nitin Nandkishor Kareer	01624863	19/12/2025
7.	Mr. Gautam Hemant Bambawale	08365776	19/12/2025
8.	Lt. Gen. Vinod Gulabrao Khandare (Retd.)	11363013	29/01/2026
9.	Mr. Prashant Vijay Inamdar	07071502	16/01/2015

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 future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Date: 29/04/2026
Place: Pune

For **SIUT & Co LLP**
Company Secretaries
(Unique code: L2021MH011500)

Name: CS I U Thakur
Partner
FCS: 2298
CP: 1402
UDIN: F002298H000226808
Peer Review Certificate No.: 5460/2024

Annexure to the Board's Report (Contd.)

INDEPENDENT AUDITORS' CERTIFICATE ON COMPLIANCE WITH THE CORPORATE GOVERNANCE REQUIREMENTS UNDER SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

TO THE MEMBERS OF
FORCE MOTORS LIMITED

BACKGROUND

1. **This certificate is issued in accordance with the terms of our engagement letter.**

   We have examined the compliance of conditions of Corporate Governance by **Force Motors Limited** ('the Company'), for the year ended on March 31, 2026, as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations') as amended from time to time.

MANAGEMENT'S RESPONSIBILITY

2. The compliance of conditions of Corporate Governance as stipulated under the Listing Regulations is the responsibility of the Company's management including the preparation and maintenance of all the relevant records and documents. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of Corporate Governance stipulated in the Listing Regulations.

AUDITORS' RESPONSIBILITY

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

4. Pursuant to the requirements of the Listing Regulations, it is our responsibility to provide a reasonable assurance whether the Company has complied with the conditions of Corporate Governance as stipulated in Listing Regulations for the year ended on March 31, 2026.

5. We have carried out our examination of the relevant records of the Company in accordance with the Guidance Note on Reports or Certificates for Special Purposes (Revised 2016) and Guidance Note on Certification of Corporate Governance both issued by the Institute of the Chartered Accountants of India (the 'ICAI'), in so far as applicable for the purpose of this certificate. The Guidance Notes requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

6. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information and Other Assurance and Related Services Engagements.

OPINION

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

8. We 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.

RESTRICTION ON USE

9. The certificate is addressed and provided to the Members of the Company solely for the purpose of enabling the Company to comply with the requirement of the Listing Regulations and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

For Kirtane & Pandit LLP
Chartered Accountants
Firm Registration No.105215W/W100057

Parag Pansare
Partner
Membership No.: 117309
UDIN: 26117309DTPEJU2592

Pune, 29 July, 2026.

Business Responsibility & Sustainability Reporting

SECTION A: GENERAL DISCLOSURES

I. Details of listed entity

1	Corporate Identity Number (CIN) of the Listed Entity	L34102PN1958PLC011172
2	Name of the Listed Entity	Force Motors Limited
3	Year of incorporation	1958
4	Registered office address	Mumbai-Pune Road, Akurdi, Pune – 411 035
5	Corporate address	Mumbai-Pune Road, Akurdi, Pune – 411 035
6	E-mail	compliance-officer@forcemotors.com
7	Telephone	(+91)20 27476381
8	Website	www.forcemotors.com
9	Financial year for which reporting is being done	1st April 2025 – 31st March 2026
10	Name of the Stock Exchange(s) where shares are listed	BSE Limited (BSE), National Stock Exchange of India Limited (NSE)
11	Paid-up Capital	₹ 1,318 Lakhs
12	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Mr. Rishi Luharuka - President, and Group Chief Financial Officer Email- rluharuka@forcemotors.com Contact Number- (+91)20 27476381
13	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e., only for the entity) or on a consolidated basis (i.e., for the entity and all the entities which form a part of its consolidated financial statements, taken together).	Disclosures made in this report are on a Standalone basis.
14	Name of assurance provider	TÜV SÜD South Asia Pvt. Ltd.
15	Type of assurance obtained	Reasonable Assurance

II. Products/services

16. Details of business activities (accounting for 90.0% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1	Automobile Manufacturing	Manufacturing of light commercial vehicles, small commercial vehicles, utility vehicles, spare parts and high technology automotive aggregates	100%

17. Products/Services sold by the entity (accounting for 90.0% of the entity's Turnover):

S. No.	Product/Service	NIC Code	% of total Turnover contributed
1	Commercial Vehicles	291002	63.64%
2	Motor Vehicle Engines	291005	24.82%
3	Diverse parts and accessories for motor vehicles such as brakes, gearboxes, axles, road wheels, suspension shock absorbers, radiators, silencers, exhaust pipes, catalyzers, clutches, steering wheels, steering columns, and steering boxes, etc.	293001	5.40%

III. Operations

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

Location	Number of plants	Number of offices	Total
National	4	1*	5
International	0	0	0

**Office – Registered office*

19. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	28 States + 8 Union Territories
International (No. of Countries)	30 Countries, 33 Distributors, 3 Stockiest

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

2.11%

c. A brief on type of customers

Force Motors Limited is a leading Indian automotive manufacturer that primarily produces commercial passenger vehicles. The company's customer base includes several industries and sectors, including government agencies, public transportation, educational institute, health services, defense services and logistics.

Business Responsibility & Sustainability Reporting (Contd.)

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
EMPLOYEES						
1.	Permanent (D)	4,487	4,249	94.70%	238	5.3%
2.	Other than Permanent (E)	2,123	1,586	74.71%	537	25.29%
3.	**Total employees (D + E)**	**6,610**	**5,835**	**88.28%**	**775**	**11.72%**
WORKERS						
4.	Permanent (F)	345	345	100%	0	0.00%
5.	Other than Permanent (G)	1,743	1,734	99.48%	9	0.52%
6.	**Total workers (F + G)**	**2,088**	**2,079**	**99.57%**	**9**	**0.43%**

b. Differently abled Employees and workers:

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)	1	1	100%	0	0.00%
2.	*Other than Permanent (E)	0	0	0 %	0	0 %
3.	**Total differently abled employees (D + E)**	**1**	**1**	**100%**	**0**	**0%**
DIFFERENTLY ABLED WORKERS						
4.	Permanent (F)	0	0	0%	0	0%
5.	Other than permanent (G)	0	0	0%	0	0%
6.	**Total differently abled workers (F + G)**	**0**	**0**	**0%**	**0**	**0%**

*Note: Other than permanent are employees considered on roll of the company

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	9	1	11.11%
Key Management Personnel	2#	0	0 %

 # KMPs other than Managing Director

22. Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

	FY 2025-26 (Turnover rate in current FY)			FY 2024 -25 (Turnover rate in previous FY)			FY 2023-24 (Turnover rate in the year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	6.9%	15.7%	7.3%	7.7%	16.5%	8.0%	9.2%	22.6%	9.6%
Permanent Workers	13.8%	0	13.8%	7.47%	0	7.47%	10.20%	0	10.20%

Business Responsibility & Sustainability Reporting (Contd.)

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) Names of holding / subsidiary / associate companies / joint ventures

Sr. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Jaya Hind Industries Private Limited	Holding	N/A	No
2	Tempo Finance (West) Pvt. Ltd.	Subsidiary	66.43%	No
3	Force MTU Power Systems Pvt. Ltd	Subsidiary	51.00%	No
4	Veera Tanneries Private Limited*	Subsidiary	100%	No

**W.E.F. 23rd April, 2026*

VI. CSR Details

			Response
24.	**(i)**	**Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No)**	**Yes**
	(ii)	Turnover (in ₹)	₹9,05,654 Lakhs
	(iii)	Net worth (in ₹)	₹4,26,413 Lakhs

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then provide web-link for grievance redress policy)	Current Financial Year (FY 2025-26)			Previous Financial Year (FY 2024-25)		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	No	NIL	NIL	NA	NIL	NIL	NA
Investors (other than shareholders)	Yes https://www.forcemotors.com/	NIL*	NIL	NA	NIL	NIL	NIL
Shareholders	Yes https://www.forcemotors.com/investor/	21	0	Complaints were resolved	17	0	Complaints were resolved
Employees and Workers	Yes https://www.forcemotors.com/wp-content/uploads/2025/02/Whistle-Blower-Policy.pdf	1	0	NA	NIL	NIL	NA
Customers*	Yes All the company's touch points like owner manuals, website, call centers etc. It is mentioned to connect on the registered customer care email id and telephone number for any feedback.	39	38	Sub-judice (pending before the court)	37	34	Sub-judice (pending before the court)

Business Responsibility & Sustainability Reporting (Contd.)

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then provide web-link for grievance redress policy)	Current Financial Year (FY 2025-26)			Previous Financial Year (FY 2024-25)		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Value Chain Partners	Yes Grievances are mailed by value chain partners to respective station heads or functional heads by suppliers. In addition to this there is open access for the stake holders to reach our senior management by mailing to Corporate Communication mail id. The stakeholders can send emails for escalation on any grievances at corporatematerial@forcemotors.com if any issue is not resolved by the concerned responsible officer. Additionally, the stakeholders can reach out to Senior Management by sending an email to Corporate Communication at corporatecommunications@forcemotors.com	NIL	NIL	NA	NIL	NIL	Any difference of opinion on issues related to supplies / price / quality / payments / schedules are discussed following the escalation matrix and amicably settled as per process.
Others (please specify)	N/A	NA	NA	NA	NA	NA	NA

**Consumer Forum complaints*

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

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Water and Effluent Management	Risk	Water is required for both industrial and domestic functions in the company. Some processes like paint booths are water intensive and require more quantity of fresh water. With the use of water, there will be generation of effluents which contains chemicals, dissolved and suspended solids. If this effluent discharge is untreated and disposed directly into waterbodies, or on land, it will adversely affect the aquatic life and land contamination. An overuse of water can deplete the nearby ground and surface water resources.	1. Analyzing previous year's consumption of freshwater and setting targets to reduce it by adopting water efficient processes and projects. 2. Investing in advanced water treatment technologies that can increase the utilization of treated wastewater and can reduce the fresh water consumption. 3. Initiating projects for rainwater harvesting and ground water recharge for replenishing the water levels inside plant premises. Rainwater harvesting with the help of filtration technology, can be used for both domestic and industrial processes.	**Negative:** In the absence of efficient water management, additional procurement of freshwater can lead to increased production cost. Improper treatment of effluent and unmonitored discharge can lead to non-compliance with environmental regulations which results in hefty fines and legal cost.
2	Greenhouse Gas Emissions and Climate Change Management	Risk	Manufacturing phase of automotive sector is one of the contributors of Greenhouse gases (GHG). Since this company consumes significant number of raw materials and is involved in energy intensive processes like foundry / painting, it is a major source of GHGs and contributes in Global climate change. Adapting processes with lower GHG intensity can lead to higher operational cost.	1. Initiatives to invest in projects involving renewable energy like solar energy/ wind - captive or open access. 2. Setting goals and commitments to reduce the emission such as Net zero GHG emission in operation by 2050. 3. Adopting best practices for energy consumption and emission reduction and complying with environmental standards.	**Negative:** There is a significant need for capital to adopt new technologies and prepare for upcoming mandates. Any noncompliance with these mandates can increase the risk of penalties and legal expenses, damaging the company's reputation and financial implication.
		Opportunity	Carbon footprint reduction can be brought forward by decrease of energy and fuel consumption thereby reducing overall resource intake. Gradual and consistent approaches in reducing footprint can ultimately help achieve carbon neutrality. This further helps to mitigate climate change.	Not applicable	**Positive:** Efforts to reduce emission improves resource efficiency and helps in cost saving. Investing in low emission technologies can reduce operational cost and bring forth profit in the long run by reducing resource intake. Achieving carbon foot print improves the reputation, encouraging stakeholders and consumers to invest more.

Business Responsibility & Sustainability Reporting (Contd.)

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
3	Energy Management	Opportunity	Carbon emission is directly associated with energy consumption of any entity. Processes like welding, painting and assembly are the core functions in an automobile industry which are energy consuming. By developing energy efficient technologies there will be a substantial decrease in emission and also lowers operational cost related to energy. Transitioning from fossil fuels to renewable energy will lower energy cost and help to offset / reduce carbon footprint of the company.	Not applicable	**Positive:** Lowering carbon emission by substituting nonrenewable energy with renewable energy improves sustainability credentials which further promotes brand reputation among environmentally conscious consumers and stakeholders. Renewable energy projects implementation attracts reduction in overall cost of energy which can lead to overall profit for the company.
4	Biodiversity	Risk	Expansion of company causes habitat destruction and fragmentation subsequently manufacturing process can pollute the environment creating imbalance in eco system. Extraction of raw materials such as aluminum, iron, lithium for batteries causes deforestation, soil degradation and pollution leading to a gradual loss of bio diversity. This may cause legal implications from regulatory bodies and can cause loss of reputation.	1. Considering bio diversity while managing supply chain can positively impact in reducing environmental footprint. 2. Planting trees across the Company's property can improve the ecological balance. 3. Rejuvenation of natural water bodies in water catchment areas of operations can support to improvement of aquatic bio diversity.	**Negative:** Building a sustainable supply chain which causes minimal environmental impact can impose a huge financial burden on the company. High investments are necessary for bio diversity restoration projects, inability to resolve issues with respect to tampering of eco system can lead to legal implications and fines. With increasing environmental awareness among stakeholders, failing to comply with environmental regulations can decrease investors due to reputation loss.

Business Responsibility & Sustainability Reporting (Contd.)

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
5	Waste Management	Risk	Automotive sector uses diverse materials for manufacturing process which creates equally diverse waste products such as scrap metals, solvents, oils, plastic etc. Different methods are used for the disposal of each category of waste, which attracts cost for disposal especially hazardous waste. Improper disposal can lead to water and land contamination and emission of greenhouse gases contributing to environmental degradation. Regulations regarding waste disposal are complex to follow and extremely costly.	1. Proper monitoring, segregation and storage of waste, increasing the awareness on the importance of waste management among employees/workers. 2. Implementation of recycling programs 3. Adopting waste reduction strategies and disposal methods with lower environmental impact.	**Negative:** Developing infrastructure required for waste management and recycling programs requires large initial investments. Improper disposal of waste can lead to legal implications, hefty fines and penalties, and significant cost associated with environmental remediation processes. Failure to adhere with waste management regulations can harm the brand image and subsequent loss in investments.
6	Materials and Circular Economy	Risk and Opportunity	Risk: A significant quantity of rare earth and critical minerals are required as a raw material in the manufacturing process in automotive industry. Due to lack of viable substitutes any disruption in supply chain in the case increase in demand or market competition can cause a financial burden. Scarcity in these materials can force the industry to invest in cost intensive alternate technologies or procurement through higher cost. Opportunity: Recycling and reusing materials in manufacturing reduces the dependency on new raw materials, reduce wastage and also significantly decreases production cost. For materials like Lithium used in batteries, recycling makes less dependency on volatile supply chains. Reduced procurement of raw material further reduces overall carbon footprint and lowers the impact on environment.	1. Reusing or recycling these materials and introducing them back into the process decrease the raw material usage and reduce material waste. 2. Focusing on technologies that optimize the use of materials throughout production. 3. Collaborating with suppliers with more transparency and ethical sourcing in order to avoid shortage in supply due to conflicts or legal implications.	**Negative:** Supply chain disruptions can increase overall cost, primarily in production. If critical materials are unavailable, operational delays may occur, leading to a stoppage in production and a loss of revenue. **Positive:** Recycling materials and reusing them instead of procuring raw materials is cost effective and overall reduces procurement expenses. Expensive waste management processes can be reduced or avoided by recycling materials instead of discarding them. Reduced supply chain dependencies result in fewer financial disruption. Material circularity can improve the sustainability performance and be competitive in market also attracting more investors.

Business Responsibility & Sustainability Reporting (Contd.)

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
7	Employee Well-being and Development	Opportunity	Investing in the well-being, continuous development, personal and professional growth of employees helps foster a competent work force and increase job satisfaction. Employees who receive training and skill development feels supported in their progress and are more likely to stay hence reducing turnover rates. well trained and engaged work force overall increases productivity and business performance.	Not applicable	**Positive:** Reduction in turnover rates can decrease recruitment and training cost. Stable and experienced workforce translates to higher level of productivity which boosts overall business performance. Positive employee relation encourages collaboration, innovation and knowledge sharing which helps to improve operational efficiency, attracts and retain talent.
8	Diversity, Equity and Inclusion	Opportunity	By creating an environment where people from various backgrounds, perspectives, and experiences feel welcome and valued, companies can attract a broader pool of talent. Diversity enriches the workforce and enhances the innovation and creativity. Inclusivity contributes to positive work environment and strengthen employee engagement and morale. Promoting gender equality and implementing fair and equitable employment policies further solidifies an organization's commitment to social responsibility and long-term sustainability.	Not applicable	**Positive:** Diverse workforce increases the overall reputation of the company and thereby attracting talent. Inclusive work environment improves the morale of employees and increases employee engagement, ultimately resulting in lower turnover rates.

Business Responsibility & Sustainability Reporting (Contd.)

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
9	Occupational Health and Safety	Risk	Failure to establish and maintain a safe working environment, coupled with non-compliance to safety protocols by employees and business partners can risk the reputation of company. Neglecting safety standards causes employee causalities which ultimately affects the morale of the employee and dips productivity. Work place accidents create negative image leading to decrease of trust from stakeholders like employees.	1. Adapting various practices for risk reduction like elimination, substitution engineering / administrative controls, providing protective equipment's and enforcing rules throughout the premises to use it can prevent incidents. 2. Conducting safety training programs, safety audits, feedback on safety practices and establishment of safety protocols. 3. Involving various levels and functions in the process of proactive engagement for safety and identifications of hazards and mitigate associated risk.	**Negative:** Work place hazards and accidents give rise to significant legal liabilities and substantial fines. Unsafe working conditions affects the morale of employees thereby reducing productivity, impacts business. Subpar safety records fails to attract new talent and reduces the chance of organization at securing affordable insurance coverage.
10	Training and Development	Opportunity	Providing trainings for skill development and professional growth can enhance the competency of the workforce and is crucial for overall progress. Furthermore, turnover rates reduce with more opportunities for the employees to develop skills.	Not applicable	**Positive:** Employees being continuously trained are content with the organization which leads to lower turnover rate and the costs related to it. This stability ensures satisfied employees to be productive and enhance business performance. Well trained employees play key role in driving innovation and increasing operational efficiency which boosts profitability. Training programs minimize operational errors and in turn benefit company.

Business Responsibility & Sustainability Reporting (Contd.)

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
11	Customer Centricity	Risk and Opportunity	Risk: Failure to meet customer expectation by not catering to changing preference create a situation risk of losing customer loyalty and market share. Poor customer service can lead to legal action, negative publicity and diminished reputation. Unresolved customer complaints regarding issues related to vehicle can cause dissatisfaction and unattended vehicle safety issue leads to accidents leading to injuries, fatalities and costly recalls. Opportunity: Understanding preferences and providing personalized solution leads to customer retention and loyalty. Aligning customer feedbacks with product development can lead to innovative technologies that helps stand out in market. Customer centric culture helps enhance customer satisfaction and improve brand perception and revenue growth.	1. Implementation of customer feedback channels, providing efficient customer service, both pre- and post-sale will help in an increased customer repeat / referral rate. 2. Engagements with customers through different channels, feedback analysis for product improvement shows that the company is for the masses.	**Negative:** Failing to meet customer needs leads to losing of customers which directly impacts the revenue. Losing customer necessitates higher spending on marketing campaigns to acquire new customers. Poor customer service or product issues that lead to legal claims could result in costly settlements or legal fees. **Positive:** Increased customer loyalty can lead to repeat purchases and stable revenue. Positive customer reviews can bring in new customers thereby reducing marketing expenses.
12	Corporate Governance	Opportunity	Effective corporate governance can help build trust with investors, employees, customers, and the public, improving the company's overall reputation. Clear governance structures and processes enable better oversight and decision-making to identify and mitigate risks more effectively. By maintaining ethical standards and transparency, corporate governance helps to prevent legal implications that could harm the company's reputation.	Not applicable	**Positive:** Strong corporate governance improves access to capital by attracting investors. Effective corporate governance structures lead to more informed, strategic decision-making. This helps to optimize operations, reduce inefficiencies, and identify profitable opportunities, ultimately improving profitability. Adhering to governance best practices ensures that the company is compliant with all relevant laws and regulations, reducing the risk of legal penalties, fines, and litigation costs.

Business Responsibility & Sustainability Reporting (Contd.)

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
13	Business Ethics	Risk and Opportunity	Risk: A failure to adhere to ethical standards can lead to negative publicity, tarnishing the company's reputation. Corruption and unethical behavior can lead to resource misallocation, environmental damage, and human rights abuses, damaging the company's reputation. If perceived as unethical, customers may lose trust in the brand, which can lead to a decline in customer loyalty. Opportunity: Ethical behavior fosters trust and credibility with customers, employees, and the broader community. Operating ethically helps to build long-term relationships with customers. Clear and transparent disclosures enable rating agencies to evaluate organizations effectively. By openly sharing organizational details, companies can enhance their ESG scores.	1. Ethics training within different employee teams, creation of ethics code within the organization and conducting regular ethics audits will ensure business ethics being seriously followed within the organization. 2. Promoting a culture of accountability within the organization, serious consequences for violations and encouragement of ethical decision making at all levels of the firm.	**Negative:** Implementing and maintaining business ethics standards often involves significant investments in training, audits, and legal consultations. Non-compliance with ethical standards, especially in areas like labor practices, environmental regulations, or anti-corruption laws, can result in legal consequences, including fines, penalties, and lawsuits. **Positive:** Ethical business practices can attract socially responsible investors and those focused on environmental, social, and governance (ESG) criteria. Ethical business tends to retain their customers leading to repeat business and higher lifetime customer value. Ethical practices often align with operational efficiencies, such as reducing waste, improving energy efficiency, and sourcing sustainable materials, which can lower costs over time.
14	Research Development and Innovation	Opportunity	Offering differentiated products, businesses can attract new customers, create new revenue streams, and gain a competitive edge. A successful R&D strategy enables businesses to capture market share, both in their current industry and in new sectors. Developing new technology can boost efficiency in process, reduce cost in production and lower emissions.	Not applicable	**Positive:** By investing in R&D, businesses can unlock long-term financial rewards. Successful R&D efforts lead to products that generate significant revenue over extended periods. Streamlining operations and improving product development cycles can lead to cost savings, reduced time-to-market, and improved profitability. A strong brand reputation built on R&D can attract customers, investors, and partners, contributing to increased sales, better investor relations, and more strategic collaboration. Proactive engagement of R&D will ensure the product ESG compliances and ensuring adherence to legal requirements.

Business Responsibility & Sustainability Reporting (Contd.)

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
15	Sustainable Supply Chain Management	Risk and Opportunity	Risk: Unsustainable practices, such as over-reliance on natural resources or unethical sourcing, can make the supply chain vulnerable to external disruptions such as natural disasters, geopolitical tensions, or climate change. An unsustainable supply chain can raise concerns about a company's long-term viability and governance. Non-compliance with regulations related to sustainable supply chain management can lead to legal issues, fines and negative impact on the goodwill of the company. Opportunity: By adopting sustainable supply chain practices, companies are better prepared to comply with evolving environmental regulations and international sustainability standards. A sustainable supply chain is more resilient to disruptions such as resource shortages, climate change, or social unrest. Incorporating ESG factors into the supply chain directly minimizes operational risks, reduces costs, and helps lower the environmental impact.	1. Drafting strong supplier code of conduct and strictly adhering to it can minimize the risk associated with it. 2. Screening and assessment of suppliers based on various ESG parameters.	**Negative:** Ensuring compliance and implementing sustainable practices throughout the supply chain increases costs. Disruptions and environmental violations can lead to fines, production delays, and operational costs. **Positive:** Sustainable supply chain practices, such as reducing energy consumption, cutting waste, and optimizing transportation, can lead to substantial cost savings. By ensuring compliance with environmental and sustainability standards which helps to avoid costly legal challenges and fines. Companies that incorporate sustainability into their supply chain are often seen as lower-risk investments by socially responsible investors.
16	Data Privacy and cybersecurity	Risk	The increase in data and cybersecurity breaches poses significant risks, especially with online transactions and cloud computing. Protecting stakeholders' data including customer data is essential to avoid operational disruptions and reputational damage. Failure to secure sensitive information can lead to financial losses, regulatory penalties, and erosion of customer trust, all of which can severely impact a company's long-term success.	Implementation of advanced threat detection, security audits on a regular basis, having a dedicated IT team working towards protecting customer information and data should be stationed.	**Negative:** Data breach involving sensitive customer or business information can result in significant financial losses through fines, legal fees, compensation and business loss. Organizations that fail to comply with data privacy regulations and regional laws may be subject to hefty fines. Investment in cybersecurity measures, including upgraded security software, employee training, and the implementation of more secure systems can be a financial burden.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

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

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
c. Web Link of the Policies, if available	https://www.forcemotors.com/investor/								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes								
4. Name of the national and international codes/certifications/labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	All our plants are certified for ISO 14001:2015, ISO 45001:2018 and IATF 16949.								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	**The Company has set the following goals and targets- #** **Net zero in the operations** • The Company is committed to achieve net zero GHG emission in the operations by 2050. • 50% reduction in scope 1 & 2 emission intensity by 2030 to the baseline of year 2023-24. • 50% renewable electrical energy in the operations by 2027 with respect to base year of 2023-24. **Reduction of emission during use of vehicle life** • Net zero carbon emission (direct use phase emission) by 2050 by light and medium commercial vehicles. **Water neutrality** • Achieve water neutrality in own operations by 2035. • 5% reduction of net freshwater consumption year-on-year - base year 2023-24. **Zero waste to landfill** • To achieve zero waste to landfill by 2030 - All Operating Locations. **Diversity, Equity and Inclusion** • Increase share of women work force to 10% by 2027 to the baseline year of 2023-24. **Training and Development** • Increase average training hours per employee to 32 hours by 2030 to the baseline year of 2023-24. **Sustainable Supply Chain Management** • 100% screening of all new suppliers for direct material on ESG criteria by 2027. • Assessment of all the critical suppliers on ESG criteria by 2027.								

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Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
6. Performance of the entity against the specific commitments, goals, and targets along-with reasons in case the same are not met.	The Company has set the goals and targets in FY 2025-26. Performance against these goals and targets were tracked and substantial improvement observed as follows:								

Parameter	Unit	2025-26	2024-25	Remark
Emission intensity	tCO_2e/INR Cr.	4.55	5.81	
Emission avoided	tCO_2e	14,157	5,743	2.4 times improvement on emissions avoidance
Renewable energy	%	31.35%	13.47%	Comparison with respect to Total electrical energy
Women workforce	%	9%	7%	2% increase in women workforce

Governance, leadership, and oversight

7. # Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)

At Force Motors Limited, we are committed to creating a sustainable future for all our stakeholders, including our customers, employees, suppliers, shareholders, the society and communities we are part of, and the planet we share. This year, we commissioned a rooftop solar power plant at Pithampur, increasing the share of green energy in our energy mix and supporting our target of achieving 50% green energy by 2027.

Achieving Net Zero emissions by 2050 remains a key pillar of our sustainability strategy. Our resource conservation efforts are focused on achieving water neutrality by 2035 and zero waste to landfill by 2030. We also remain committed to fostering a diverse and inclusive workplace, with a target of increasing female representation in our workforce to 10% by 2027. Ensuring the well-being and safety of our employees continues to be a priority. By 2027, all our critical and new direct material suppliers will be assessed against ESG requirements, strengthening alignment with our sustainability values. This year, we made encouraging progress in aligning our supplier partners with our shared sustainability goals. Our governance framework continues to drive continuous improvement and innovation across our value chain.

Through these initiatives, we seek to build a more sustainable, responsible, and resilient future for all our stakeholders, while advancing our commitment to a "Better Tomorrow."

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Mr. Prasan Abhaykumar Firodia - Managing Director
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	All the sustainability related issues are overseen by Mr. Prasan Abhaykumar Firodia (Managing Director), who is a Board Member. The Corporate Social Responsibility Committee reviews CSR activities as per the Annual Action Plan. Mr. Rishi Luharuka President and Group Chief Financial Officer is the head of Sustainability Activities.

#The forward-looking statement presented in this report outlines the Company's estimates and expectations based on reasonable assumptions and past performance.

However, these targets / projections are subject to change due to factors such as sectoral shifts, regional market conditions, government regulations and other incidental considerations. It is important to note that these statements should not be considered as guarantee of future performance and our estimates based on the current scenario.

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10. Details of Review of NGRBCs by the Company:

<table>
<tr><th rowspan="2">Subject for Review</th><th colspan="9">Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee</th><th colspan="9">Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)</th></tr>
<tr><th>P1</th><th>P2</th><th>P3</th><th>P4</th><th>P5</th><th>P6</th><th>P7</th><th>P8</th><th>P9</th><th>P1</th><th>P2</th><th>P3</th><th>P4</th><th>P5</th><th>P6</th><th>P7</th><th>P8</th><th>P9</th></tr>
<tr><td>Performance against above policies and follow up action</td><td colspan="9">All the policies are being reviewed periodically or on need basis. This is monitored by the Board of Director(s) as and when required. In the review process, the efficacy of policies is also reviewed and necessary changes are incorporated. In reporting period policies reviewed and some of the new policies are introduced.</td><td colspan="9">Periodically or on need basis</td></tr>
<tr><td rowspan="2">Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances</td><td colspan="2">P1</td><td colspan="2">P2</td><td colspan="2">P3</td><td colspan="2">P4</td><td colspan="2">P5</td><td colspan="2">P6</td><td colspan="2">P7</td><td colspan="2">P8</td><td colspan="2">P9</td></tr>
<tr><td colspan="18">Yes- The company complies with all applicable laws of the land it operates in.
In reporting period policies reviewed and some of the new policies are introduced.
In the reporting period certain policies were reviewed and certain new policies were approved.</td></tr>
</table>

		P1	P2	P3	P4	P5	P6	P7	P8	P9
11.	Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.									
						No.				

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

*The Processes and Policies of the Company are reviewed and evaluated from time to time by respective departments internally and are updated whenever required after obtaining requisite approval. The Board considers suggestions, recommendations of the management before approving these policies. Company has internal processes to evaluate the working of policies.

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)					*				
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

**Please refer the comment given under question 12*

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SECTION C: PRINCIPLE WISE PERFORMANCE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as "Essential" and "Leadership". While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally, and ethically responsible.

PRINCIPLE 1: BUSINESSES SHOULD CONDUCT AND GOVERN THEMSELVES WITH INTEGRITY, AND IN A MANNER THAT IS ETHICAL, TRANSPARENT AND ACCOUNTABLE.

Essential Indicators

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

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	5	Familiarization programmes, Business presentation aiming for awareness of business structure, Industrial developments, updates on product line. Further, updates on business of its Subsidiaries and Joint Ventures. Continuous updates on regulatory changes and changing roles and responsibilities of Board Members especially Independent Directors. The Board of directors were also informed about the existing and new policies for driving ESG across the Company and Value chain where ever applicable.	100%
Key Management Personnel	5	Focus on keeping the Key Managerial Personnel (KMP) well informed on the matters relating to regulatory governing norms, risk metrices, Code of Conduct, Insider Trading Code and other important matters. The KMP's were also informed about the existing and new policies for driving ESG across the Company and Value chain where ever applicable.	100%
Employees other than BoD and KMPs	1112	EOHS Awareness session, Safety Awareness, Sustainability Awareness, First Aid and Health Awareness, Basic Safety Fire Fighting and Emergency Control, Electrical Safety, Material Handling and Safety Awareness, IATF 16949 Awareness, Human Rights Policy, Cyber Security Awareness, Health Awareness, Handling of Hazardous material, Material Handling & Emergency Preparedness, Behavior Based Safety & First Aid & Health Awareness, Basic Safety, Fire Fighting & Emergency Preparedness, EOHS awareness, Handling of Fire	100%
Workers	78	Safety Awareness, Sustainability Awareness, First Aid & Health Awareness, Basic Safety Fire Fighting & Emergency Control, EOHS Awareness Session, Electrical Safety, IATF 16949 Awareness, Human Rights Policy, Material Handling & Safety Awareness, Health Awareness	82%

2. **Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format:**

(Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and as disclosed on the entity's website):

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/Fine	NIL	NIL	NIL	NIL	NIL
Settlement	NIL	NIL	NIL	NIL	NIL
Compounding Fee	NIL	NIL	NIL	NIL	NIL

Non-Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment	NIL	NIL	NIL	NIL	NIL
Punishment	NIL	NIL	NIL	NIL	NIL

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

Case Details	Name of the regulatory/enforcement agencies/judicial institutions
NIL	NIL
NIL	NIL

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

Yes, the company has an anti-corruption and anti-bribery policy that covers bribery, gifts and hospitality, facilitation payments and political contributions, and charitable contributions. The policy applies to all employees, consultants, contractors, trainees, retainers, workers, third parties, and the Board of Directors. It covers ways to raise a concern, training and communication, and the monitoring and review mechanism of the policy.

https://www.forcemotors.com/wp-content/uploads/2025/08/Anti-Bribery-Anti-Corruption-Polilcy.pdf

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

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

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

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

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

Not applicable since there were no cases of corruption and conflicts of interest during FY 2025-26.

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

	FY 2025-26	FY 2024-25
Number of days of accounts payable	33	35

9. **Open-ness of business. Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:**

Parameter	Metrics		FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Concentration of purchases	a.	Purchases from trading houses as a % of total purchases	0.94%	0.55%
	b.	Number of trading houses where purchases are made from	612	740
	c.	Purchases from top 10 trading houses as % of total purchases from trading houses	51.75%	33.70%
Concentration of sales	a.	Sales to dealers/ distributors as % of total sales	60.55%	55.02%
	b.	Number of dealers / distributors to whom sales are made @@	388	640
	c.	Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	25.48%	21.55%

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Parameter	Metrics		FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Share of RPTs in	a.	Purchases (Purchases with related parties/ Total Purchases)	7.11%	6.40%
	b.	Sales (Sales to related parties/ Total Sales)	0.65%	0.88%
	c.	Loans & Advances (Loans & Advances given to related parties/ Total Loans & Advances)	0	0
	d.	Investments (Investments in related parties/ Total Investments)	0	0

@@ *The criteria for dealer modified in 2025-26*

PRINCIPLE 2: BUSINESSES SHOULD PROVIDE GOODS AND SERVICES IN A MANNER THAT IS SUSTAINABLE AND SAFE

Essential Indicators

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

	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R&D	11%	5%	a. Development of vehicles with lower emission, CNG based models, electric vehicles.
Capex	26.51%	53.08%	b. Development of safety features like Electronic Stability Program (ESP), Airbags, ABS, etc.
			c. New Ambulance Models, Disaster management vehicles, First aid fire respondent vehicle.
			d. Vehicles for school buses as per new regulations

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

   Yes. The Company has well-defined approach to engage with suppliers in ethical, responsible, fair, transparent, legal, and sustainable manner. The Company's input materials and services are sourced from suppliers adhering to internal sustainability standards. Our terms and conditions mention that vendor has to fulfill applicable regulations related to environment and safety.

   Internal process of supplier selection on ESG criteria which defines company's approach for supplier ESG requirements and acceptance criteria for suppliers.

   The Business Partner code of conduct defines the requirements that a supplier needs to adhere to. It covers parameters such as Human Rights, Health and Safety, bribery, resource & energy consumption, water quality, consumption and management, air quality, responsible chemical management, waste reduction, reuse and recycling, animal welfare biodiversity, land use and deforestation.

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

   *Supplier is having their own sustainable system however as per FML current year criteria it is 43.5%.

   * The Criteria of the evolution of the suppliers is internally modified.

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

   Plastic waste - Plastic waste is generated during the manufacturing and packaging materials used in our products. Currently, we are registered for plastic EPR regulatory requirements on statutory body portal and gaining credits from recyclers after submission of data to statutory bodies.

   E-waste—e-waste generated at the manufacturing facilities is disposed-off as per regulatory requirements.

   Hazardous waste—Hazardous waste generated from manufacturing facilities is safely disposed-off as per regulatory requirements.

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

   EPR is applicable for

   1. Plastic packaging material
   2. Used oil
   3. End of Life Vehicle – Steel EPR

   The requirements under mentioned EPR are fulfilled.

PRINCIPLE 3: BUSINESSES SHOULD RESPECT AND PROMOTE THE WELL-BEING OF ALL EMPLOYEES, INCLUDING THOSE IN THEIR VALUE CHAINS

Essential Indicators

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

Category	Total (A)	% of employees covered by									
		#Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Employees											
Male	4,249	4,090	96.26%	4,249	100.00%	0	0.00%	0	0.00%	4,249	100.00%
Female	238	217	91.18%	238	100.00%	238	100.00%	0	0.00%	238	100.00%
Total	**4,487**	**4,307**	**95.99%**	**4,487**	**100.00%**	**238**	**5.30%**	**0**	**0.00%**	**4,487**	**100.00%**
Other than Permanent Employees											
Male	1,586	1586	100.00%	1586	100.00%	0	0.00%	0	0.00%	0	0.00%
Female	537	537	100.00%	537	100.00%	0	0.00%	0	0.00%	0	0.00%
Total	**2,123**	**2123**	**100.00%**	**2123**	**100.00%**	**0**	**0.00%**	**0**	**0.00%**	**0**	**0.00%**

 # All eligible employees are covered under the Medical/Health Scheme. Employees who have voluntarily opted out of the Scheme are excluded from the data.

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

Category	Total (A)	% of workers covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Workers											
Male	345	343	99.42%	345	100%	0	0 %	0	0%	0	0%
Female	0	0	0.00%	0	0 %	0	0%	0	0%	0	0%
Total	**345**	**343**	**99.42%**	**345**	**100%**	**0**	**0%**	**0**	**0%**	**0**	**0%**
Other than Permanent Workers											
Male	1,734	1734	100.00%	1734	100%	0	0%	0	0%	0	0%
Female	9	9	100.00%	9	100%	0	0%	0	0%	0	0%
Total	**1,743**	**1743**	**100.00%**	**1743**	**100%**	**0**	**0%**	**0**	**0%**	**0**	**0%**

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

	FY 2025-26	FY 2024-25
Cost incurred on wellbeing measures as a % of total revenue of the company	0.15%	0.16%

2. **Details of retirement benefits, for Current FY and Previous Financial Year.**

Benefits*	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	100%	100%	Yes	100%	100%	Yes
Others- please specify	NIL	NIL	NIL	NIL	NIL	NIL

**Percentage covered as applicable to employees*

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3. Accessibility of workplaces

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

Yes, as per current nature of disability.

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

Yes. The Company is committed to providing equal opportunities in employment and creating an inclusive work environment and the guidelines are laid in the Company's Human Rights policy.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent Employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	NA	NA	NA	NA
Female	100%	100%	0%	0%
Total	**100%**	**100%**	**0%**	**0%**

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

	Yes/ No (If yes, then give details of the mechanism in brief)
Permanent Workers	Yes. The Company has Prevention of Sexual Harassment at Workplace (POSH) Policy. The grievances related to sexual harassment are resolved as per the POSH policy. The Company also has in place detailed Grievances handling Policy for registering and resolution of all other grievances as per defined mechanism.
Other than Permanent Workers	
Permanent Employees	
Other than Permanent Employees	

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

Category	FY 2025-26			FY 2024-25		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of associations or Union (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of associations or Union (D)	% (D/C)
Total Permanent Employees	4,487	0	0%	4,244	0	0%
Male	4,249	0	0%	4,088	0	0%
Female	238	0	0%	156	0	0%
Total Permanent Workers#	345	313	91%	396	367	93%
Male	345	313	91%	396	367	93%
Female	0	0	0%	0	0	0%

#As available in membership records

8. Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-25				
	Total (A)	On health and safety measures		On skill upgradation		Total (D)	On health and safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/A)
Employees										
Male	5,835	5,496	94.19%	4,741	81.25%	5,460	3,308	60.59%	3,860	70.70%
Female	775	841	#108.52%	850	#109.68%	552	392	71.01%	458	82.97%
Total	**6,610**	**6,337**	**95.87%**	**5,591**	**84.58%**	**6,012**	**3,700**	**61.54%**	**4,318**	**71.82%**

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Category	FY 2025-26					FY 2024-25				
	Total (A)	On health and safety measures		On skill upgradation		Total (D)	On health and safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/A)
Workers										
Male	345	267	77.39%	51	14.78%	388	268	69.07%	133	34.28%
Female	0	0	0%	0	0%	0	0	0%	0	0%
Total	**345**	**267**	**77.39%**	**51**	**14.78%**	**388**	**268**	**69.07%**	**133**	**34.28%**

Note: Safety training given to other than employees and workers who are not one roll is not part of above data.

 # Female joined and left the organization in the reporting period is also counted in training hence % is more than 100.

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

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	4,249	4,135	97.32%	4,088	3,820	93.44%
Female	238	204	85.71%	156	123	78.85%
Total	**4,487**	**4,339**	**96.70%**	**4,244**	**3,943**	**92.91%**
Workers						
Male	345	0	0%	396	0	0%
Female	0	0	0%	0	0	0%
Total	**345**	**0**	**0%**	**396**	**0**	**0%**

Note: Eligible employees are considered.

10. Health and safety management system:

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

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

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)

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

Details of information on above questions is as below:

a. Yes, we do have ISO 45001:2018 occupational health and safety management third party certified system implemented in the Company at all operational locations.

b. Across all manufacturing plants, Hazard Identification & Risk Assessment (HIRA) is in place activities performed in plants.

Work Related Hazards throughout manufacturing plant are also identified through:

- Process Hazard Analysis
- Job Safety Analysis
- Safety Inspections
- Equipment Safety
- Internal & External Safety Audits
- Electrical Safety Audits
- Apex & division specific Safety Committee Members & their meetings
- Hazardous installation inspection.
- Contractor Safety Management

c. Yes, company has processes for workers to report the work-related hazards. Company has also deployed the Safety App for registration, tracking and closure of observations related to safety like unsafe acts/ conditions

d. Yes, employees and workers have access to non-occupational / medical services facility.

Business Responsibility & Sustainability Reporting (Contd.)

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

Safety Incident/ Number	Category*	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0	0.08
	Workers*	0.19	0.12
Total recordable work-related injuries	Employees	0	1
	Workers*	2	1
No. of fatalities	Employees	0	0
	Workers*	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers*	0	0

**Including the contract workforce*

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

The Company has taken the following initiatives to ensure a safe & healthy work place:

- Conduct Internal Safety Audits for Hazard Identification
- Conduct Safety Committee Rounds for Hazard Identification
- Safety Review Meetings with Top Management
- Incident Investigation & Emergency Preparedness
- Conduct Mock Drills
- Conduct Safety Awareness Training Programs
- Conduct various Motivational Safety Campaign Programs throughout the year
- Issue & Monitoring Work Permits for safe work
- Monitoring and review of Occupational safety processes and results
- A process of Safety App based identification and resolution of unsafe act or unsafe working condition is implemented. This is supporting for identification, tracking and control the unsafe acts / conditions thus proactively ensure safety at workplace.

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

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working conditions	0	0	NA	0	0	NA
Health and Safety	0	0	NA	0	0	NA

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working conditions	100%

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

A. Incident Investigation and Learning:

- Thorough investigation of all safety incidents is conducted by following an Incident Instigation process.
- Learnings from incidents are shared across the organization to prevent similar incidents in the future (horizontal deployment).
- Key recommendations from incident investigations are communicated through mandated actions, utilizing visual communication methods to highlight critical safety information.
- Confirmation of implemented recommendations is ensured with evidence, followed by regular audits to verify the closure effectiveness of recommendations.
- Actions from incidents are implemented, as applicable at organization to aim prevent recurrence of similar incident.

B. Corrective Action for Unsafe Observations:

- Unsafe acts and conditions identified during safety observations are addressed with closure and corrective actions.
- Sample audits are conducted to confirm the effectiveness of implemented corrective actions.
- A process of Safety App based identification and resolution of unsafe act or unsafe working condition is implemented. This is supporting for tracking and control the unsafe acts / conditions thus proactively ensure safety at workplace.

PRINCIPLE 4: BUSINESSES SHOULD RESPECT THE INTERESTS OF AND BE RESPONSIVE TO ALL ITS STAKEHOLDERS.

Essential Indicators

1. **Describe the processes for identifying key stakeholder groups of the entity.**

   The Company has formulated a stakeholder engagement process to develop long term relationships and create value for the stakeholders. The Company identifies individuals or group of individuals as their related stakeholders, both external and internal, who are impacted by the Company's products, services and business operations. Our key stakeholders include but are not limited to Shareholders, Employees and Workers, Customers and Dealers, Business partners, Government and Regulatory authorities, Industry associations, Media and Community. The Company has conducted extensive stakeholder analysis through cross functional workshops by involving groups of various levels and functions including senior leadership.

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

Stakeholder Group	Whether identified as vulnerable and marginalized group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (annually / half yearly / quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Shareholders and Investors	No	- General meetings/Postal Ballot Communication/ Annual Reports - Written Communications via e-mails/letters - Newspaper - Dissemination of Information on website of Stock Exchanges - Press Releases - Updates on social media accounts of the Company	Regular/need basis	• Dissemination of information having a bearing on the performance / operations of the Company including price sensitive information, updating Shareholders on various statutory requirements with respect to their shareholding in the Company, addressing shareholders, addressing them at the General Meetings.
Employees and Workers	No	- Employee newsletters - Intranet Portal - Cultural events - Trainings and performance management system - Functional and cross-functional committees - Emails, written communication	Daily / need based	• Training and skill development • Employee well-being and development • Health and Safety • Rewards and recognition • Reviews • Fulfillment of responsibility as per assigned task
Customers, Dealers and Service Centers	No	- Direct consumer calls - Customer satisfaction surveys - Complaint handling & feedback - Marketing and Advertising - Email Communication - Conference	Continuous	• Understanding the expectations of the customers • Better product/service
Regulator/ Government / Civil societies/ Policy Maker	No	- Annual reports - Communications with regulatory bodies - Formal dialogues - Association Meetings - In-person and virtual meetings	As and when required	• Compliance with laws and regulations • Suggestions on upcoming regulatory framework

Business Responsibility & Sustainability Reporting (Contd.)

Stakeholder Group	Whether identified as vulnerable and marginalized group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (annually / half yearly / quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
NGOs and Communities	Yes	- Donations and Philanthropy Work - CSR interventions and initiatives - Community development through various events	Continuous	• Understand the impact of the operations, grievances, and initiatives to be taken under CSR activities
Suppliers/ services providers/ Business partners	No	- Contractor and Supplier meets - Regular interaction through phone, e-mail and in person - Supplier Audits	Continuous	• Smooth functioning to achieve organizational goals. • Understand the challenges and uninterrupted raw material supply
Experts/ Academic and Research Institutions	No	- Email Communication - Meetings	As and when required	• Understand the improvement areas for the products manufactured. • Collaboration for research and development
Media	No	- Press Conference - Written communication	As and when required	• Communication of progress through press releases and interviews
Industry Associations	No	- Meetings - Email Communication	As and when required	• Understanding / Sharing of leading industry practices • Participation in meetings, conferences, etc. • Sectoral approach for policy / changes/ requirements

PRINCIPLE 5: BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS.

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	4,487	4,487	100%	4,244	4,244	100%
Other than permanent	2,123	2,123	100%	1,761	1,761	100%
Total Employees	**6,610**	**6,610**	**100%**	**6,005**	**6,005**	**100%**
Workers						
Permanent	345	345	100%	396	396	100%
#Other than permanent	1743	1743	100%	1,435	1,435	100%
Total Workers	**2088**	**2088**	**100%**	**1831**	**1831**	**100%**

On roll considered

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

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	4,487	0	0%	4,487	100%	4,244	0	0%	4,244	100%
Male	4,249	0	0%	4,249	100%	4,088	0	0%	4,088	100%
Female	238	0	0%	238	100%	156	0	0%	156	100%
Other than Permanent	**2,123**	**0**	**0%**	**2,123**	**100%**	**1,761**	**0**	**0%**	**1,761**	**100%**
Male	1,586	0	0%	1,586	100%	1,365	0	0%	1,365	100%
Female	537	0	0%	537	100%	396	0	0%	396	100%
Workers										
Permanent	345	0	0%	345	100%	396	0	0%	396	100%
Male	345	0	0%	345	100%	396	0	0%	396	100%
Female	0	0	0%	0	0%	0	0	0%	0	0%
Other than Permanent	**1,743**	**0**	**0%**	**1,743**	**100%**	**1,435**	**0**	**0%**	**1,435**	**100%**
Male	1,734	0	0%	1,734	100%	1,434	0	0%	1,434	100%
Female	9	0	0%	9	100%	1	0	0%	1	100%

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

a. **Median remuneration / wages:**

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	8	2,50,000	1	9,00,000
Key Management Personnel	2#	1,32,48,324	0	0
Employees other than BoD and KMP	5,832	5,92,958	775	91,373
Workers	2,079	42,919	9	70,061

 # KMPs other than Managing Director

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

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	3.94 %	3.02%

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

   Yes. The Company has in place Human rights policy. Any issue related to Human Rights as stated in policy can be raised in writing to the concerned official notified in the policy.

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

   The Company has in place Human rights policy. Any grievance related to Human Rights as stated in policy can be raised in writing to the concerned official notified in the policy.

Business Responsibility & Sustainability Reporting (Contd.)

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

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	1	0	Complaint resolved	NIL	NIL	NA
Discrimination at workplace	NIL	NIL	NA	NIL	NIL	NA
Child Labour	NIL	NIL	NA	NIL	NIL	NA
Forced Labour/ Involuntary	NIL	NIL	NA	NIL	NIL	NA
Labour	NIL	NIL	NA	NIL	NIL	NA
Wages	NIL	NIL	NA	NIL	NIL	NA
Other human rights related issues	NIL	NIL	NA	NIL	NIL	NA

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

	FY 2025-26	FY 2024-25
Total complaints reported under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013	1	NIL
Complaints on POSH as a % of female employees / workers	0.13%	NIL
Complaints on POSH upheld	1	NIL

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

   The Company has in place Human rights policy, which addresses the requirement.

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

   Business partner code of conduct has covered Human Rights requirements and it is communicated to concerned partners Adherence to Business Partner Code of Conduct is part of Business Partner Code of Conduct.

10. **Assessments for the year:**

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

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

    The assessment was conducted by the entity and no significant risks/ concerns were identified.

Business Responsibility & Sustainability Reporting (Contd.)

PRINCIPLE 6: BUSINESSES SHOULD RESPECT AND MAKE EFFORTS TO PROTECT AND RESTORE THE ENVIRONMENT

Essential Indicators

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

Parameter	Unit	FY 2025-26	FY 2024-25
From renewable sources			
Total electricity consumption (A)	GJ*	71,184	28,441
Total fuel consumption (B)	GJ	0	0
Energy consumption through other sources (C)	GJ	0	0
Total energy consumed from renewable sources (A+B+C)	GJ	71,184	28,441
From non-renewable sources			
Total electricity consumption (D)	GJ	1,55,877	1,82,660
Total fuel consumption (E)	GJ	1,39,495	1,28,796
Energy consumption through other sources (F)	GJ	0	0
Total energy consumed from non-renewable sources (D+E+F)	GJ	2,95,372	3,11,456
Total energy consumed (A+B+C+D+E+F)	GJ	3,66,555	3,39,896
Energy intensity per rupee of turnover (Total energy consumption/ revenue from operations)	GJ/INR in lakhs	0.41	0.44
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumption/ revenue from operations adjusted for PPP)	GJ/USD in million	82.33	87.71
Energy intensity in terms of physical output	GJ/number of eq.vehicles manufactured	8.17	8.89

**GJ- gigajoules*

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

Yes, TÜV SÜD South Asia Pvt. Ltd.

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

The Performance, Achieve and Trade (PAT) Scheme is not applicable for the Company in the reporting period

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

Parameter	Unit	FY 2025-26	FY 2024-25
		Water withdrawal by source	
(i) Surface water	Kl*	0	0
(ii) Groundwater	Kl	0	0
(iii) Third party water	Kl	4,50,760	4,40,981
(iv) Seawater / desalinated water	Kl	0	0
(v) Others	Kl	3,001	4,317
Total volume of water withdrawal (i + ii + iii + iv + v)	Kl	4,53,761	4,45,298
Total volume of water consumption	Kl	4,52,304	4,43,371
Water intensity per rupee of turnover (Total water consumption / Revenue from operations)	kl/INR in lakhs	0.50	0.55
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	kl/USD in million	101.59	114.91
Water intensity in terms of physical output	KL / number of eq.vehicles manufactured	10.12	11.65

**Kl - kilolitres*

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

Business Responsibility & Sustainability Reporting (Contd.)

4. Provide the following details related to water discharged:

Parameter		FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kiloliters)			
(i)	To Surface water	0	0
	- No treatment	0	0
	- With treatment – please specify level of treatment	0	0
(ii)	To Groundwater	0	0
	- No treatment	0	0
	- With treatment – please specify level of treatment	0	0
(iii)	To Seawater	0	0
	- No treatment	0	0
	- With treatment – please specify level of treatment	0	0
(iv)	To Produced water	0	0
	- No treatment	0	0
	- With treatment – please specify level of treatment	0	0
(iv)	Sent to third parties #	1,457	1927
	- No treatment	1,457	1927
	- With treatment – please specify level of treatment	0	0
(v)	Others	0	0
	- No treatment	0	0
	- With treatment – please specify level of treatment	0	0
Total water discharged (in kiloliters)		**1,457**	**1927**

 # Effluent is discharged to Common treatment plant at Chennai plant.

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

Yes, TÜV SÜD South Asia Pvt. Ltd.

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

The Company has installed advanced effluent and sewage treatment plants and the recycled water is used in toilets, for gardening and horticulture purposes.

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

Parameter	Please specify unit	*FY 2025-26	FY 2024-25
Nox	MT	5.5	3.8
Sox	MT	2.8	1.8
Particulate matter (PM)	MT	7.2	7.4
Persistent organic pollutants (POP)	MT	-	-
Volatile organic compounds (VOC)	MT	-	-
Hazardous air pollutants (HAP)	MT	-	-
Others – please specify	-	-	-

*Note 1: Monitoring of additional stacks, also, the air emissions are directly proportional to the operating hours of the locations which has increased.

Note 2: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency

Yes, TÜV SÜD South Asia Pvt. Ltd.

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

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	10,230	9,649
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	31,002	36,887
Total Scope 1 and Scope 2 emissions intensity per rupee of turnover (Total scope 1 and scope 2 GHG emissions/ revenue from operations)	MT CO_2e / ₹ in lakhs	0.05	0.06
Total Scope 1 and Scope 2 emissions intensity per rupee of turnover adjusted for Purchasing Power Parity (Total scope 1 and scope 2 GHG emissions/ revenue from operations adjusted for PPP)	MT CO_2e / USD in million	9.26	12.01

Note 2: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, TÜV SÜD South Asia Pvt. Ltd.

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

Yes. The Company has consumed electricity from renewable sources and avoided 14,157 tCO2e emissions, which could have been due to non-renewable electricity consumption.

Other some of the key initiatives taken are:

- Continued LED Installation at place of conventional lights
- Use of energy efficient air compressors
- Reduction in idle running of machines
- Installation of energy efficient motors
- Waste heat utilization
- Company has made roof top solar power generation plant operational at Pithampur location
- Company is using 100% renewable electrical energy at its Chakan and Chennai operations
- Other various energy consumption reduction drives which are contributing reduction in GHG emissions

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

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	534.8	567
E-waste (B)	8.60	1.8
Bio-medical waste (C)	0.0125	0.01
Construction and demolition waste (D)	0	0
Battery waste (E)	13.28	14.07
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	750.88	565.95
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	23,463.14	16,611
Total (A+B + C + D + E + F + G + H)	**24,770.68**	**17,759.83**
Waste intensity per rupee of turnover (Total waste generated / revenue from operations in lakhs)	0.03	0.02
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated/ revenue from operations adjusted for PPP)	5.65	4.58
Waste intensity in terms of physical output	0.55	0.46

Parameter	FY 2025-26	FY 2024-25
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	23,995	17,159
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	**23,995**	**17,159**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration (with energy recovery)	384.18	214
Incineration (without energy recovery)	4.07	20
(ii) Landfilling	99.35	93
(iii) Other disposal operations	26.91	21
Total	**514.51**	**348**

****Note 1**: Intensity calculation based on Operational revenue

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

Yes, TÜV SÜD South Asia Pvt. Ltd.

10. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

All the waste is collected at the source of generation and segregated into different categories and sub-categories of - Hazardous waste and Non-hazardous waste and stored at the designated locations till disposal.

Applicable Rules and Regulations for disposing hazardous and non-hazardous waste are followed. The waste management practices are followed as per regulation.

The waste water coming out of processes are treated in advanced wastewater treatment plants to achieve the treated waste water parameters as per regulations.

There are various controls for the air pollutants as per authorization. Apart from the same, all wastes are monitored qualitatively and quantitively and process are established through various checks and balances.

Business Responsibility & Sustainability Reporting (Contd.)

11. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

Sr No	Location of operations/ offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
None of our operations are located around the ecologically sensitive areas.			

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

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Not Applicable					

13. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act and Environment Protection Act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:**

S. No	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
Yes, the company is compliant with all the applicable environmental Acts, Laws and Regulations.				

PRINCIPLE 7: BUSINESSES, WHEN ENGAGING IN INFLUENCING PUBLIC AND REGULATORY POLICY, SHOULD DO SO IN A MANNER THAT IS RESPONSIBLE AND TRANSPARENT.

Essential Indicators

1. **A. Number of affiliations with trade and industry chambers/ associations.**

   Five

   B. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

Sr No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Automotive Research Association of India	National
2	Mahratta Chamber of Commerce, Industries and Agriculture	State
3	Indo German Chamber of Commerce	National
4	Society of Indian Automobile Manufacturers	National
5	Confederation of Indian Industry	National

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

Name of authority	Brief of the case	Corrective action taken
NIL	-	-
NIL	-	-

PRINCIPLE 8: BUSINESSES SHOULD PROMOTE INCLUSIVE GROWTH AND EQUITABLE DEVELOPMENT.

Essential Indicators

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.**

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
No Such project in reporting period hence Not applicable					

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

Sr No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In INR)
No Such project in reporting period hence not Applicable						

3. **Describe the mechanisms to receive and redress grievances of the community.**

   Community stakeholders may use any of the available channels of communication to raise grievances. As a Company that values social responsibility, Force Motors Limited has been engaged with various CSR initiatives that benefit the communities at large. These initiatives have covered a broad range of areas for benefit of the communities.

   The Company has process for internal and external communication which outlines the communication channels including community grievances which is part of the process and also covered under management system

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

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs	6.75%	5.68%
Directly from within India	67.18%	55.02%

5. **Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost:**

Location	FY 2025-26	FY 2024-25
Rural	0%	-*
Semi urban	3%	
Urban	33%	
Metropolitan	64%	

** During FY 2024-25, the Company was in the process of tracking this data.*

PRINCIPLE 9: BUSINESSES SHOULD ENGAGE WITH AND PROVIDE VALUE TO THEIR CONSUMERS IN A RESPONSIBLE MANNER.

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

   The consumer complaint monitoring mechanism is a part of the IATF manual.

   a. **Complaints reported at Call Centre:** Consumer complaints are received at the Company's Call center, which is available for 24x7 and in multiple languages, viz, English, Hindi, Marathi, Tamil, Malayalam, Kannada & Telugu.

   The complaint received through Toll Free Number is registered by call center and a complaint number is allotted. It is escalated to respective dealer with copy to respective Territory Service Manager (TSM), Regional Service Manager (RSM) and copy is marked to Head Office (HO) Service, for information.

   - Customer complaint is directly attended by dealer and Territory Service Manager (TSM) & Regional Service Manager (RSM) co-ordinate for closure.
   - These complaints are monitored at Head Office (HO) Service for expediting closure on daily basis by following up with Territory Service Manager (TSM) & Regional Service Manager (RSM)s.
   - On monthly basis region wise Management Information System (MIS) is prepared based on response time, resolution time and customer complaint details.
   - After the closure of complaint, the dealer / Territory Service Manager (TSM) / Regional Service Manager (RSM) communicate to Call center for closure in records.

   b. **Written Complaints** – Complaints received other than call center i.e., through letter, / email / telephonic call at Head Office (HO) are compiled.

   - The customer complaints are recorded in excel sheet.
   - The complaint is studied and referred to respective field staff / dealer for complete totality report after vehicle inspection.

Business Responsibility & Sustainability Reporting (Contd.)

- After receiving respective field staff /dealer vehicle inspection report, corrective actions are taken to resolve the complaint.
- After the complaint is resolved the concerned field staff / dealer obtains customer satisfaction note and sends it to the Head Office (HO)-service for closing the same.
- In case of any technical help required, Territory Service Manager (TSM) / Regional Service Manager (RSM) raise Product Complaint Report (PCR) and takes up with Head Office (HO) Service

c. **Comments on social media handles** - Facebook, Instagram & LinkedIn (responses made by social media agency and passed on to respective responsible team for further action)

2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	Under progress

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

	FY 2025-26			FY 2024-25		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data Privacy	Nil	Nil	-	Nil	Nil	-
Advertising	Nil	Nil	-	Nil	Nil	-
Cyber Security	Nil	Nil	-	Nil	Nil	-
Delivery of essential services	Nil	Nil	-	Nil	Nil	-
Restrictive Trade Practices	Nil	Nil	-	Nil	Nil	-
Unfair Trade Practices	Nil	Nil	-	Nil	Nil	-
Other*	39	38	Sub-judice (pending before the court)	37	34	Sub-judice (pending before the court)

** Consumer forum complaints*

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

	Number	Reasons for recall
Voluntary recalls	NIL	NIL
Forced recalls	NIL	NIL

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, the Company has in place a policy to manage the cybersecurity and risks related to the data privacy.

https://www.forcemotors.com/privacy-policy/

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.

NA

7. Provide the following information relating to data breaches:

a. Number of instances of data breaches

b. Percentage of data breaches involving personally identifiable information of customers

c. Impact, if any, of the data breaches

NA

INDEPENDANT ASSURANCE STATEMENT

Assurance statement on third-party verification of sustainability information

Unique identification no.: **3153257865**

TÜV SÜD South Asia Pvt Ltd. (hereinafter TÜV SÜD) has been engaged by **Force Motors Limited** (hereinafter "Company") having its registered office at **Mumbai-Pune Road, Akurdi, Pune- 411035, Maharshtra, India** for the period from **01 April 2025 to 31 March 2026.**

The verification was carried out according to the steps and methods described below.

Scope of the verification

The third-party verification was conducted to obtain independent assurance about whether the Sustainability information is prepared in reference to BRSR standard/framework (hereinafter referred as "Reporting Criteria").

Reporting standard/framework

The disclosures have been prepared by Force Motors Limited, in reference to:

BRSR Core – Framework for assurance and ESG disclosures for value chain as per SEBI (Securities and Exchange Board of India) Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July12, 2023.

The following sustainability indicators' reporting are included in the scope of the assurance engagement during the reporting period Financial Year (FY) 2025-26 as listed below

Reasonable level of assurance of 'BRSR 9 Core Attributes'

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the BRSR reporting, and accordingly, we do not express a conclusion on this information.

It was not part of our engagement to review product- or service-related information, references to external information sources, expert opinions and future-related statements in the Report.

Responsibility of the Company

The legal representatives of the Company are responsible for the preparation of the BRSR report in accordance with the Reporting Criteria. This responsibility includes in particular the selection and use of appropriate methods for measurement, calculation, collection and compilation of information and the making of appropriate assumptions or, where appropriate, the making of appropriate estimates. Furthermore, the legal representatives are responsible for necessary internal controls to enable the preparation of a BRSR report that is free of material - intentional or unintentional - erroneous information.

Verification methodology and procedures performed

The verification engagement has been planned and performed in accordance with the verification methodology developed by the TÜV SÜD Group which is based on ISAE 3000 assurance engagement standard and ISO 17029.

Level of Assurance

Reasonable Level of assurance for the 9 core attributes of BRSR (Ref: Annexure I of SEBI circular)

The verification was based on a systematic and evidence-based assurance process limited as stated above. The selection of assurance procedures is subject to the auditor's own judgment.

- Inquiries of personnel who are responsible for the stakeholder engagement und materiality analysis to understand the reporting boundaries
- Evaluation of the design and implementation of the systems and processes for compiling, analysing, and aggregating sustainability information as well as for internal controls
- Inquiries of company's representatives responsible for collecting, preparing and consolidating sustainability information and performing internal controls

Business Responsibility & Sustainability Reporting (Contd.)

- Analytical procedures and inspection of sustainability information as reported at group level by all locations
- Assessment of local data collection and management procedures and control mechanisms through a sample survey at selected multiple sites as mentioned below:

Sl. No.	Company Name	Site Address
Onsite Audit		
1	Force Motors Limited	**Registered office:** Mumbai-Pune Road, Akurdi, Pune-411035, Maharshtra, India
2		**Chennai plant:** P 48/2, Mahindra World City, IV Phase, 8th Avenue, Changalpattu, Taluk, Chennai, Tamil Nadu 603004, India
3		**Pithampur plant:** Pithampur Industrial Area, Sector 1, Pithampur, Madhya Pradesh 454775, India
4		**Akurdi plant:** Mumbai-Pune Road, Akurdi, Pune- 411035, Maharshtra, India
5		**Chakan plant:** Gat No. 331, 333, 312/5/6, 7, Nanekarwadi, Maharashtra 410501

Conclusion

Reasonable level of Assurance- BRSR 9 Core Attributes

On the basis of the assessment procedures carried out & evidence we have collected during 04.05.2026 to 29.06.2026, the identified sustainability indicators of 9 Core Attributes (Listed in Annexure I of this statement) of BRSR for FY 2025-26 are prepared in all material respect in accordance with the reporting requirements outlined in BRSR Core.

Limitations

The assurance process was subject to the following limitations:

- The subject matter information covered by the engagement are described in the "scope of the engagement". Assurance of further information included in the BRSR reporting was not performed. Accordingly, TÜV SÜD do not express a conclusion on this information.
- The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions.

Use of this Statement

The Company must reproduce the TÜV SÜD statement and possible attachments like Assurance report in full and without omissions, changes, or additions.

This statement is by the scope of the engagement solely intended to inform the Company as to the results of the mandated assessment. TÜV SÜD has not considered the interest of any other party in the selected sustainability information, this assurance report or the conclusions TÜV SÜD has reached. Therefore, nothing in the engagement or this statement provides third parties with any rights or claims whatsoever.

Independence and competence of the verifier

TÜV SÜD South Asia Pvt Ltd. is an independent certification and testing organization and member of the international TÜV SÜD Group, with accreditations also in the areas of social responsibility and environmental protection. The assurance team was assembled based on the knowledge, experience and qualification of the auditors. TÜV SÜD South Asia Pvt Ltd. hereby declares that there is no conflict of interest with the Company.

TÜV SÜD South Asia Pvt. Ltd. ● TÜV SÜD House ● Saki Naka ● Andheri (East) ● Mumbai – 400072 ● Maharashtra ● India

Kolkata, 20 July 2026

Name
General Manager- Verification, Validation and Audit
Management System Assurance

Name
Verification Team Leader, TÜV SÜD
Management System Assurance

TÜV SÜD South Asia Pvt. Ltd. ● TÜV SÜD House ● Saki Naka ● Andheri (East) ● Mumbai – 400072 ● Maharashtra ● India

Business Responsibility & Sustainability Reporting (Contd.)

Annexure I

S.No.	Attribute	Parameter	Cross reference to BRSR (P-Principles/ E- Essential Indicator)
1.	Green-house gas (GHG) foot-print Greenhouse gas emissions may be measured in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard*	Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available) Total Scope 2 emissions (Break-up of the GHG (CO2e) into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available) GHG Emission Intensity (Scope 1 +2)	P6-E7
2.	Water footprint	Total water consumption Water consumption intensity Water Discharge by destination and levels of Treatment	P6-E3 P6-E4
3.	Energy footprint	Total energy consumed % of energy consumed from renewable sources Energy intensity	P6-E1
4.	Embracing circularity - details related to waste management by the entity	Plastic waste (A) E-waste (B) Bio-medical waste (C) Construction and demolition waste (D) Battery waste (E) Other Hazardous waste. Please specify, if any. (G) Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e., by materials relevant to the sector) Total waste generated ((A+B + C + D + E + F + G + H) Waste intensity Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations For each category of waste generated, total waste disposed by nature of disposal method	P6-E9
5.	Enhancing Employee Wellbeing and Safety	Spending on measures towards well being of employees and workers – cost incurred as a % of total revenue of the company Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the sector)	P3-E1 P3-E11

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6.	Enabling Gender Diversity in Business	Gross wages paid to females as % of wages paid Complaints on POSH	P5-E3 P5-E7
7.	Enabling Inclusive Development	Input material sourced from following sources as % of total purchases – Directly sourced from MSMEs/ small producers and from within India Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or nonpermanent /on contract) as % of total wage cost	P8-E4 P8-E5
8.	Fairness in Engaging with Customers and Suppliers	Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events Number of days of accounts payable	P9-E7 P1-E8
9.	Open-ness of business	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties	P1-E9

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Financial Statements

Independent Auditors’ Report

To the Members of Force Motors Limited

Report on the Audit of Standalone Financial Statements

OPINION

We have audited the standalone financial statements of Force Motors Limited (“the Company”), which comprise the standalone balance sheet as at March 31, 2026, the standalone statement of profit & loss (including other comprehensive income), standalone statement of changes in equity and the standalone statement of cash flows for the year then ended, notes to the standalone financial statements including material accounting policies and other explanatory information (hereinafter referred to as “**the standalone financial statements**”).

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 (“**the Act**”) in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under Section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, (“Ind AS”) and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, the profit and total comprehensive Income, changes in equity and its cash flows for the year ended on that date.

BASIS FOR OPINION

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor’s Responsibilities for the Audit of the standalone financial statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics issued by the Institute of Chartered Accountants of India. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

KEY AUDIT MATTERS

Key audit matters are those matters that in our professional judgement, were of most significance in our audit of standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, we do not provide a separate opinion on these matters.

Sr. No.	Key Audit Matter	How our audit addressed the key audit matter
1.	**Contingent Liability** The Company has duties and taxes litigations that are pending with various tax authorities. Whether a liability is recognised or disclosed as a contingent liability in the financial statements is inherently judgmental and dependent on assumptions and assessments. We placed specific focus on the judgements in respect to these demands against the Company. Determining the amount, if any, to be recognised or disclosed in the financial statements, is inherently subjective. Therefore, it is considered to be a key audit matter. (Refer Note 31(a) to standalone financial statements)	Our procedures included, but were not limited to, the following: • Obtained an understanding from the management with respect to process and controls followed by the Company for identification and monitoring of significant developments in relation to the litigations, including completeness thereof. • Obtained the list of litigations from the management and reviewed their assessment of the likelihood of outflow of economic resources being probable, possible or remote in respect of the litigations. • Assessed management’s discussions held with their legal consultants and understanding precedents in similar cases;
2	**Intangible assets** Product development costs are incurred on new vehicle platforms; engines are recognised as intangible assets only when technical feasibility has been established. The costs capitalised during the year include technical know-how expenses, materials, direct Labour, inspecting and testing charges, designing and other direct expenses incurred on respective projects, up to the date the intangible asset is capitalised. The capitalisation of product development cost is considered to be a key audit matter given that the assessment of the capitalisation criteria set out in Ind AS 38 Intangible Assets is made at an early stage of product development and there are inherent challenges with accurately predicting the future economic benefit, which must be assessed as probable for capitalisation to commence. (Refer Note 2{f} and Note 5 of the standalone financial statements)	Our audit approach consisted of evaluation of design and implementation of controls, and testing the operating effectiveness around initiation of capitalisation of the product development cost including management’s validation of relevant data elements and benchmarking the assumptions; The audit procedures included: • Obtained the list of approved project wise details and verify the completeness and accuracy of cost data with respect to various system generated reports. • Inspected the respective approvals for initiation of capitalisation including government approvals where applicable; • Reviewed the cost allocation for the year and determined that costs capitalised are directly attributable.

Independent Auditors' Report (Contd.)

Sr. No.	Key Audit Matter	How our audit addressed the key audit matter
		• Tested on sample basis costs incurred towards projects i.e. in respect of manpower cost, we verified hours booked on respective projects, hourly rates for respective persons and sample vouchers / invoices for directly attributable expenses. • We reviewed judgments used by the Management for expected probable economic benefits and associated expenditures, and their assessment of feasibility of the projects, including appropriateness of past / present useful life applied in calculation of amortisation. • After carrying out above audit procedures, we concluded that relevant criteria for capitalisation have been met.

INFORMATION OTHER THAN THE STANDALONE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Company's Management and Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in the annual report but does not include the financial statements and the auditor's report thereon. The annual report is expected to be made available to us after the date of this audit report.

Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon. In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

MANAGEMENT AND BOARD OF DIRECTOR'S RESPONSIBILITY FOR THE STANDALONE FINANCIAL STATEMENTS

The Company's Management and Board of Directors is responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs profit / loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding 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.

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE STANDALONE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

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

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also

responsible for expressing our opinion on whether the Company has an adequate internal financial controls system in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management and Board of Directors.
- Conclude on the appropriateness of Management’s and Board of Directors use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the standalone financial statements that, individually or in aggregate, make it probable that the economic decisions of a reasonably knowledgeable user of the standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the standalone financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. As required by the Companies (Auditor’s Report) Order, 2020 (“the Order”) issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the “**Annexure A**” a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. A. As required by Section 143(3) of the Act, based on our audit we report that:

   a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

   b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

   c) The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flow dealt with by this Report are in agreement with the relevant books of account.

   d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

   e) On the basis of the written representations received from the directors for the year ended March 31,2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31,2026 from being appointed as a director in terms of Section 164 (2) of the Act.

   f) With respect to the adequacy of the internal financial controls with reference to Standalone Financial Statements of the Company and the operating effectiveness of such controls, refer to our separate Report in “Annexure B”. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company’s internal financial controls with reference to Standalone Financial Statements.

   B. With respect to the other matters to be included in the Auditor’s Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

   i. The standalone financial statements disclose the impact of pending litigations on the financial position of the company– Refer Note 31(a) to the standalone financial statements

Independent Auditors' Report (Contd.)

ii. The Company did not have any long-term contracts, including derivative contracts for which there were any material foreseeable losses.

iii. There has been no delay in transferring the amounts required to be transferred to the Investor Education and Protection Fund by the Company - Refer Note 44 to standalone financial statements.

iv. With respect to clause (e) of Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended

a. The management has represented to us that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

b. The management of the Company has represented, that, to the best of its knowledge and belief, no funds have been received by the company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

c. Based on such audit procedures performed that we have 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 final dividend declared and paid by the Company during the year in respect to the previous year is in accordance with Section 123 of the Companies Act 2013 to the extent it applies to payment of dividend.

As stated in Note 47 to the standalone financial statements, the Board of Directors of the Company have proposed a final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

vi. With respect to clause (g) of Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, the requirement under proviso to Rule 3(1) of Companies (Accounts) Rules, 2014 of mandatory audit trail in the Company accounting software, based on our examination which included test checks, the company has used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during our audit we did not come across any instance of audit trail feature being tampered with. Additionally, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

3. With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of Section 197(16) of the Act, as amended:

In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act.

The remuneration paid to any director by the Company is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **Kirtane & Pandit LLP**
Chartered Accountants
Firm Registration No.105215W/W100057

Parag Pansare
Partner
Membership No.: 117309

Pune, April 29,2026
UDIN: 26117309QQTPFC7830

ANNEXURE 'A' TO THE INDEPENDENT AUDITOR'S REPORT ON THE STANDALONE FINANCIAL STATEMENTS OF FORCE MOTORS LIMITED FOR THE YEAR ENDED 31 MARCH 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report to the Members of FORCE MOTORS LIMITED of even date)

i. (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible Assets.

(b) According to the information and explanations given to us, and on the basis of our examination of records of the Company the Company has a regular program of physical verification of Property, plant and equipment by which all the Property, Plant and Equipment are verified in a phased manner over a period of three years. Also, Property, Plant and Equipment were physically verified by the management during the year and no material discrepancies were noticed on such verification. In our opinion, the frequency of physical verification of Property, plant and equipment is reasonable having regards to the size of the Company and nature of assets

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties as reported in Note 3 of financial statements are held in the name of the Company.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment or intangible assets or both during the year.

(e) According to the information and explanations given to us by Management, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

ii. (a) As informed to us, the inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year at regular intervals. In our opinion the coverage and procedure of such verification by the management is reasonable and procedures and coverage followed by the management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks or financial institutions on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks or financial institutions are in agreement with the books of account of the Company.

iii. According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided any guarantee or security or granted any advances in the nature of loans other than loans to employees, secured or unsecured to companies, firms, limited liability partnership or any other parties during the year. Further as informed to us the Company has not made any investment, not provided any guarantees or not provided security in connection with the loan during the year. Accordingly, paragraph 3(iii)(a), 3(iii)(c), 3(iii)(d), 3(iii)(e), 3(iii)(f) of the Order is not applicable. With respect to reporting under 3(iii)(b) in respect loans and advances given to employees as per company's policy does not prima facie appears to prejudicial to the interest of the Company.

iv. According to the information and explanations given to us and on the basis of our examination of records of the Company, in respect of investments made and loans, guarantees and security given by the Company, in our opinion the provisions of Sections 185 and 186 of the Companies Act, 2013 ("the Act") have been complied with.

v. In our opinion and according to the information and explanations given to us, in respect of deposits or amounts which are deemed to be deposits, the company has complied with the directives of the Reserve Bank of India and the provision of Sections 73 to 76 of the Companies Act 2013, and the rules framed there under, wherever applicable. As informed to us, no order has been passed against the Company, by the Company Law Board, the National Company Law Tribunal, RBI, or any court or any tribunal.

vi. We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and services provided by it and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

vii (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion amounts deducted / accrued in the books of account in respect of undisputed statutory dues including Goods and Services Tax ('GST'), Provident fund, Employee's State Insurance, Income-Tax, Duty of Customs, Cess and other material statutory dues have been regularly deposited with the appropriate authorities.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2026 for a period of more than six months from the date they became payable .

ANNEXURE 'A' (Contd.)

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are as follows:

Sr No.	Name of the Statute	Nature of the Dues	Amount (₹ in Lakhs)*	Period(s) to which the amount relates(Various year covering the period)	Forum where such dispute is pending
1	Central Excise Act,1944	Excise Duty	110.55	1990-1991, 1998-2000, 2014-2015, 2017-2018	Customs, Excise & Service Tax Appellate Tribunal (CESTAT)
2	Sales Tax Laws	Sales Tax	21.10	1997-1998, 2003-2004, 2016-2017, 2017-2018	Appellate Authority upto Commissioner's level
			6.38	2003-2004	Commercial Tax Appellate Board
3	Custom Act,1962	Custom Duty	65.12	2019-2020 2021-2022	Appellate authority upto commissioner's level
			606.96	2017-2019 2021-2022	Customs, Excise & Service Tax Appellate Tribunal (CESTAT)

** amounts are as per demand orders including penalty wherever quantified in the Order.*

viii. In our opinion and according to the information and explanations given to us, there are no transactions which have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961.

ix. (a) In our opinion and according to the information and explanations given to us by the Management, Company has not defaulted in repayment of intercorporate deposits / loans or other borrowings or in the payment of interest thereon to any lender.

(b) In our opinion, according to the information and explanations given to us by the Management, and basis our examination of the records of the Company, the Company has not been declared as wilful defaulter by any bank or financial institution or other lender or government or government authority

(c) In our opinion and according to the information and explanations given to us by the Management, term loans were applied for the purpose for which the loans were obtained

(d) In our opinion and according to the information and explanations given to us by the Management and on an overall examination of the balance sheet, funds raised on short term basis have not been utilised for long term purposes

(e) In our opinion and according to the information and explanations given to us by the Management and on an overall examination of the balance sheet 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 as defined under the Act

(f) In our opinion and according to the information and explanations given to us by the Management and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies as defined under the Act.

x. (a) In our opinion and according to the information and explanations given to us, the Company has not raised moneys by way of initial public offer or further public offer (including debt instruments) during the year. Accordingly reporting under paragraph 3(x)(a) of the Order is not applicable to the Company.

(b) According to the information and explanations given to us and basis our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly reporting under paragraph 3(x)(b) of the Order is not applicable to the Company.

xi. (a) Based on examination of the books and records of the Company and according to the information and explanation given to us, considering the principles of materiality outlined in the Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the course of audit.

(b) According to information and explanations given to us, no report under sub-section (12) of Section 143 of the Companies Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

ANNEXURE 'A' (Contd.)

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

xii. According to the information and explanations given to us, The Company is not a Nidhi Company and hence reporting under paragraph 3 (xii) of the Order is not applicable to the Company.

xiii. In our opinion and according to the information and explanations given to us, the Company is in compliance with Sections 177 and 188 of the Companies Act, 2013 where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

xiv. (a) Based on information and explanation provided to us and our audit procedures, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the company issued till date, for the period under audit.

xv. In our opinion and according to the information and explanations given to us, during the year the Company has not entered into any non-cash transactions with its directors or persons connected with them. Accordingly, paragraph 3(xv) of the Order is not applicable.

xvi. (a) According to the information and explanations given to us, and based on our examination of the records of the Company, company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) According to the information and explanations given to us, the Company has not conducted any Non-Banking Financial or Housing Finance activities without a valid Certificate of Registration (CoR). Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) According to the information and explanations given to us, and basis our examination of the records of the Company, the Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) In our opinion, and according to the information and explanation given to us, in the group, no companies forming part of the promoter/promoter group of the Company which are CICs'. Accordingly, clause 3(xvi)(d) of the Order is not applicable.

xvii. According to the information and explanations given to us, and basis examination of the records of the Company, the Company has not incurred cash losses in the current financial year and in the immediately preceding financial year accordingly, reporting under paragraph 3(xvii) of the Order is not applicable.

xviii. There has been no resignation of the statutory auditors during the year. Accordingly, reporting under paragraph 3(xviii) of the Order is not applicable.

xix. In our opinion and according to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, and our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that material uncertainty exists as on the date of the audit report that Company is capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the company as and when they fall due.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in annual report is expected to be made available to us after the date of this auditor's report.

xx. (a) There is no unspent amount which was required to be transferred to a Fund specified in Schedule VII Companies act in compliance with second proviso to sub-section (5) of Section 135 of the Companies Act, Accordingly reporting under paragraph 3(xx)(a) of the Order is not applicable to the Company.

(b) According to the information and explanations given to us, and basis examination of the records of the Company, unspent amount of ₹ 503.64 lakh under sub-section (5) of Section 135 of Companies act pursuant to ongoing project has been transferred to special account and has been transferred within due date in compliance with sub-section (6) of Section 135 of the Companies Act.

For **Kirtane & Pandit LLP**
Chartered Accountants
Firm Registration No.105215W/W100057

Parag Pansare
Partner
Membership No.: 117309
UDIN: 26117309QQTPFC7830

Pune, April 29, 2026

ANNEXURE "B" TO THE INDEPENDENT AUDITOR'S REPORT ON THE STANDALONE FINANCIAL STATEMENTS OF FORCE MOTORS LIMITED FOR THE YEAR ENDED MARCH 31, 2026

(Referred to in paragraph2(A)(f)(under 'Report on Other Legal and Regulatory Requirements' section of our report to of even date)

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

OPINION

We have audited the internal financial controls with reference to standalone financial statements of **FORCE MOTORS LIMITED ("the Company")** as of March 31, 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company and such company incorporated in India which is its joint operation company have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

MANAGEMENT'S AND BOARD OF DIRECTORS RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

The respective company's Management and Board of Directors of the Company is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements of the Company.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

A company's internal financial control with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of 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 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 standalone financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected.

Also, projections of any evaluation of the internal financial controls with Reference to Financial Statements to future periods are subject to the risk that the internal financial control with Reference to Financial Statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **Kirtane & Pandit LLP**
Chartered Accountants
Firm Registration No.105215W/W100057

Parag Pansare
Partner
Membership No.: 117309
UDIN: 26117309QQTPFC7830

Pune, April 29, 2026

Standalone Balance Sheet

as at 31 March, 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Particulars	Note No.	As at 31 March 2026	As at 31 March 2025
I ASSETS			
1. Non-current Assets			
(a) Property, Plant and Equipment	3	1,47,346	1,52,366
(b) Capital Work-in-progress	3	23,572	9,254
(c) Investment Property	4	1,321	651
(d) Other Intangible Assets	5	43,467	43,876
(e) Intangible Assets under development	5	30,068	19,469
(f) Financial Assets			
(i) Investments	6	17,300	17,794
(ii) Other Financial Assets	13	1,374	11,453
(g) Other Non-current Assets	9	13,610	7,979
Total Non-current Assets		**2,78,058**	**2,62,842**
2. Current Assets			
(a) Inventories	10	1,25,801	1,18,376
(b) Financial Assets			
(i) Trade Receivables	11	19,115	17,434
(ii) Cash and Cash equivalents	12	82,328	49,980
(iii) Bank Balance other than (ii) above	12	117	86
(iv) Loans and Advances	7	51	24
(v) Other Financial Assets	13	1,41,228	58,218
(c) Current Tax Assets (Net)	8	3,439	952
(d) Other Current Assets	9	10,350	12,272
Total Current Assets		**3,82,429**	**2,57,342**
Total Assets		**6,60,487**	**5,20,184**
II EQUITY AND LIABILITIES			
1. Equity			
(a) Equity Share Capital	14	1,318	1,318
(b) Other Equity	15	4,25,095	3,09,044
Total Equity		**4,26,413**	**3,10,362**
2. Liabilities			
Non-current Liabilities			
(a) Financial Liabilities			
(i) Borrowings	16	-	134
(ii) Other Financial Liabilities	17	169	170
(b) Deferred Tax Liabilities (Net)	8	22,762	32,489
(c) Other Non-current Liabilities	20	544	416
(d) Provisions	18	6,177	4,089
Total Non-current Liabilities		**29,652**	**37,298**
Current Liabilities			
(a) Financial Liabilities			
(i) Borrowings	16	-	1,609
(ii) Trade Payables	19		
- Total outstanding dues of Micro and Small enterprises		4,781	3,208
- Total outstanding dues other than Micro and Small enterprises		99,251	75,151
(iii) Other Financial Liabilities	17	3,765	2,553
(b) Other Current Liabilities	20	65,415	66,858
(c) Provisions	18	31,210	23,145
Total Current Liabilities		**2,04,422**	**1,72,524**
Total Liabilities		**2,34,074**	**2,09,822**
Total Equity and Liabilities		**6,60,487**	**5,20,184**

See accompanying notes forming part of the Financial Statements 1-49

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Place: Pune
Date : 29 April 2026

Standalone Statement of Profit and Loss

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Particulars		Note No.	For the year ended 31 March 2026	For the year ended 31 March 2025
I	**INCOME**			
	(a) Revenue from Operations	21	9,05,654	8,07,123
	(b) Other Income	22	11,046	5,656
	Total Income		**9,16,700**	**8,12,779**
II	**EXPENSES**			
	(a) Cost of Materials consumed		6,42,720	5,95,864
	(b) Changes in Inventories of Finished Goods and Work-in-progress	23	(2,251)	(1,153)
	(c) Employee benefits expense	24	68,631	59,189
	(d) Finance costs	25	326	2,587
	(e) Depreciation and Amortisation expense	26	28,599	28,024
	(f) Other expenses	27	62,786	55,724
	(g) Expenditure included in the above items capitalised		(14,496)	(11,723)
	Total Expenses		**7,86,315**	**7,28,512**
III	**Profit / (Loss) before exceptional items and tax**		**1,30,385**	**84,267**
IV	**Exceptional Items**	28	21,124	39,457
V	**Profit / (Loss) Before Tax**		**1,51,509**	**1,23,724**
VI	**Tax Expense**	8		
	(a) Current Tax		40,234	44,148
	(b) Deferred Tax		(9,854)	(407)
	(c) Taxation in respect of earlier years		3	(14)
	Total Tax Expense		**30,383**	**43,727**
VII	**Profit / (Loss) for the year**		**1,21,126**	**79,997**
VIII	**Other Comprehensive Income**			
	(a) Items that will not be reclassified to Profit or Loss			
	(i) Re-measurements of net defined benefit liability		814	(452)
	(ii) Equity instrument through Other Comprehensive Income		(494)	885
			320	**433**
	(b) Income tax relating to items that will not be reclassified to Profit or Loss			
	(i) Taxes on re-measurements of net defined benefit liability		(205)	158
	(ii) Taxes on Equity instrument through Other Comprehensive Income		80	(204)
			(125)	**(46)**
	Total Other Comprehensive Income		**195**	**387**
IX	**Total Comprehensive Income for the year [comprising Profit / (Loss) and Other Comprehensive Income for the year]**		**1,21,321**	**80,384**
X	**Basic and Diluted Earnings per Equity Share [Nominal value per share ₹ 10] ₹**	29	**919.28**	**607.13**

See accompanying notes forming part of the Financial Statements 1-49

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Place: Pune
Date : 29 April 2026

Standalone Statement of Changes in Equity

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

A. EQUITY SHARE CAPITAL

Balance as at 1 April 2024	Changes in Equity Share Capital due to prior period errors	Restated balance as at 1 April 2024	Changes in Equity Share Capital during the year	Balance as at 31 March 2025
1,318	-	1,318	-	**1,318**

Balance as at 1 April 2025	Changes in Equity Share Capital due to prior period errors	Restated balance as at 1 April 2025	Changes in Equity Share Capital during the year	Balance as at 31 March 2026
1,318	-	1,318	-	**1,318**

B. OTHER EQUITY

Particulars	Reserves and Surplus			Equity Instruments through Other Comprehensive Income	Total
	Securities Premium	General Reserve	Retained Earnings		
Balance as at 1 April 2024	5,920	34,629	1,87,277	3,469	2,31,295
Profit / (Loss) for the year	-	-	79,997	-	79,997
Other Comprehensive Income (Net of tax)	-	-	(294)	681	387
Dividends	-	-	(2,635)	-	(2,635)
Balance as at 31 March 2025	**5,920**	**34,629**	**2,64,345**	**4,150**	**3,09,044**
Balance as at 1 April 2025	5,920	34,629	2,64,345	4,150	3,09,044
Profit / (Loss) for the year	-	-	1,21,126	-	1,21,126
Other Comprehensive Income (Net of tax)	-	-	609	(414)	195
Dividends	-	-	(5,270)	-	(5,270)
Balance as at 31 March 2026	**5,920**	**34,629**	**3,80,810**	**3,736**	**4,25,095**

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Place: Pune
Date : 29 April 2026

Standalone Statement of Cash Flows

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Particulars		For the year ended 31 March 2026	For the year ended 31 March 2025
A.	**CASH FLOW FROM OPERATING ACTIVITIES**		
	Profit / (Loss) before tax	1,51,509	1,23,724
	Adjustments for		
	Depreciation and Amortisation expense	28,599	28,024
	Net exchange differences (unrealised)	60	59
	Interest Income	(7,752)	(2,261)
	Dividend Income on Equity Securities	(38)	(35)
	Loss / (Gain) on disposal of Property, Plant and Equipment	(103)	548
	Finance Costs	326	2,587
	Inventory write down	12	1,260
	Profit on sale of Investment	-*	-
	Operating Profit before Working Capital adjustments	**1,72,613**	**1,53,906**
	Working Capital adjustments		
	Increase / Decrease in		
	Trade Receivables	(1,642)	(7,042)
	Inventories	(7,437)	(3,317)
	Other Financial Assets	(28,849)	10,050
	Other Non-financial Assets	1,923	(101)
	Trade Payables	25,571	(7,055)
	Financial Liabilities	561	(3)
	Non-financial Liabilities	(1,315)	25,802
	Provisions	10,967	4,356
	Cash generated from Operations	**1,72,392**	**1,76,596**
	Income Tax (paid) / Refund (Net)	(42,722)	(21,984)
	Net Cash flow from / (used in) Operating Activities	**1,29,670**	**1,54,612**
B.	**CASH FLOW FROM INVESTING ACTIVITIES**		
	Payments for Property, Plant and Equipment and Intangible Assets	(53,962)	(36,690)
	Proceeds from sale of Property, Plant and Equipment and Intangible Assets	328	185
	Deposits - Financial Institution / Banks	(40,000)	(57,500)
	Interest received	3,612	1,616
	Investments	-*	(269)
	Dividends received	38	35
	Net Cash flow from / (used in) Investing Activities	**(89,984)**	**(92,623)**
C.	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Proceeds from/(Repayment of) borrowings (Net)	(1,743)	(50,766)
	Interest paid	(327)	(2,783)
	Dividends paid	(5,270)	(2,635)
	Net Cash flow from / (used in) Financing Activities	**(7,340)**	**(56,184)**
	Net Increase/(Decrease) in Cash and Cash equivalents	**32,346**	**5,805**
	Cash and Cash equivalents at beginning of the financial year	49,980	44,175
	Cash and Cash equivalents at end of the financial year	**82,326**	**49,980**
	Cash and Cash equivalents as per Note 12	82,328	49,980
	Effects of exchange rate fluctuations on Cash and Cash equivalents held	(2)	-
		82,326	**49,980**

- Denotes amount less than ₹50,000/-*

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

Place: Pune
Date : 29 April 2026

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Notes to Standalone Financial Statements

for the year ended 31 March 2026

1. THE CORPORATE INFORMATION

Force Motors Limited ("**the Company**") is a Public Limited Company domiciled and incorporated in India. The Registered Office of the Company is situated at Mumbai-Pune Road, Akurdi, Pune - 411035. The Company's ordinary shares are listed on the BSE Limited and the National Stock Exchange of India Limited.

The Company is a fully, vertically integrated automobile company, with expertise in design, development and manufacture of the full spectrum of vehicles, automotive components and aggregates. Its range of products includes Light Commercial Vehicles (LCV), Multi-Utility Vehicles (MUV), Small Commercial Vehicles (SCV) and Special Vehicles (SV).

2. MATERIAL ACCOUNTING POLICY INFORMATION

(a) Statement of Compliance

The financial statements of the Company comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 ("**the Act**") [the Companies (Indian Accounting Standards) Rules, 2015] as amended from time to time and other relevant provisions of the Act.

(b) Basis of Preparation

The financial statements have been prepared on the historical cost basis, except certain financial instruments and defined benefit plans, which are measured at fair values.

These financial statements have been prepared on a Going Concern basis.

All assets and liabilities, other than deferred tax assets and liabilities, have been classified as current or non-current as per the Company's normal operating cycle being 12 months and other criteria set out in the Schedule III (Division II) to the Act.

These financial statements are presented in Indian Rupees, which is the Company's functional currency. All amounts disclosed in the financial statements and notes have been rounded off to nearest lakhs, unless otherwise stated.

These standalone financial statements were approved by the Board of Directors and authorised for issue, on 29 April 2026.

(c) Revenue Recognition

(i) Sales

Revenue towards satisfaction of performance obligation is measured at transaction price. Amounts disclosed as revenue are net of Taxes, Returns, Discounts, Rebates and Incentives. The Company recognises revenue, when it has transferred to the buyer the significant risks and rewards associated with the ownership of goods, no significant performance obligation is pending and the amount of revenue can be reliably measured and it is probable that future economic benefits will flow to the Company.

Trade Receivables that do not contain a significant financing component are measured at transaction price.

(ii) Other Incomes

Other incomes are recognised when it is probable that the economic benefit will flow to the Company and the amount of income can be measured reliably.

(iii) Cost Recognition

Costs and expenses are recognised when incurred and are classified according to their nature. Expenditure are capitalised where appropriate internally generated capital items (tangible and intangible assets) and various product development projects undertaken by the Company, for the introduction of new products and development of Engines and existing product variants.

(d) Inventories

Inventories are valued at lower of their cost or net realisable value. The cost of raw materials, stores and consumables is measured on moving weighted average basis.

Inventories comprise all costs of purchase, conversion and other costs incurred in bringing the inventories to their present location and condition.

Raw materials and bought out components are valued at the lower of cost or net realisable value. Cost is determined on the basis of the weighted average method.

Finished Goods and work-in-progress are carried at cost or net realisable value, whichever is lower.

Stores, spares and tools other than obsolete and slow moving items are carried at cost. Obsolete and slow moving items are valued at cost or estimated net realisable value, whichever is lower.

(e) Property, Plant and Equipment

Property, plant and equipment, except land, are carried at historical cost of acquisition, construction or manufacturing cost, as the case may be, less accumulated depreciation and amortisation. Freehold land is carried at cost of acquisition.

Cost represents all expenses directly attributable to bringing the asset to its working condition capable of operating in the manner intended.

Costs incurred to manufacture property, plant and equipment and intangibles are reduced from the total expense under the head 'Expenditure included in above items capitalised' in the Statement of Profit and Loss.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at regular intervals and adjusted prospectively, if appropriate.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(f) Intangible Assets

Intangible Assets acquired are stated at acquisition cost, less accumulated amortisation and impaired losses, if any.

Intangible Assets internally generated

Expenditure incurred by the Company on development of know-how researched, is recognised as an intangible asset, only if future economic benefits attributable to the use of such know-how are probable to flow to the Company and the costs/ expenditure can be measured reliably.

(g) Investment Property

Investment property is measured at cost less accumulated depreciation.

(h) Impairment of assets

Assets are tested periodically for impairment. Impairment is carried out whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

(i) Depreciation & Amortisation

(i) Property, Plant and Equipment

- The Depreciation on Property, Plant and Equipment is provided on straight-line method and as per Schedule-II to the Companies Act, 2013.
- Leasehold land is amortised over the period of lease.

(ii) Investment Property

The Depreciation on Investment Property is provided on straight-line method and as per Schedule-II to the Companies Act, 2013.

(iii) Intangible Assets

- Software and their implementation costs are written off over the period of 5 years.
- Technical Know-how acquired and internally generated is amortised over the useful life of the assets, not exceeding 10 years.

(j) Borrowing Costs

Cost of borrowings incurred for acquisition, construction or production of qualifying asset is capitalised.

(k) Research and Development Expenses

Revenue expenditure on Research and Development is charged off as an expense in the year in which incurred and capital expenditure is grouped with Assets under appropriate heads and depreciation is provided as per rates applicable.

(l) Leases

(i) Where the Company is the Lessee

- The Company recognises a right-of-use asset and a lease liability at the lease commencement date.

  The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

- The right-of-use asset is subsequently depreciated using the straight-line method over the useful life of the right-of-use asset or the end of the lease term.

Short-term leases and leases of low-value assets

- The Company has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(ii) Where the Company is the Lessor

Lease rentals are recognised in the Statement of Profit and Loss. Costs, including depreciation, are recognised as an expense in the Statement of Profit and Loss.

(m) Investment in Subsidiary and Joint Venture

The Company has elected to recognise its investments in Subsidiary and Joint Venture at cost in accordance with the option available in Ind AS 27, 'Separate Financial Statements'.

(n) Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and cash on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

(o) Earnings per Share

Basic earnings per share are computed by dividing the profit after tax by the weighted average number of equity shares outstanding during the period.

(p) Foreign currency transactions

Transactions and balances

(i) Foreign Currency transactions are recorded at the rate of exchange on the date of the transaction.

(ii) Monetary items of Assets and Liabilities booked in foreign currency are translated in to rupee at the exchange rate prevailing at the Balance Sheet date.

(iii) Exchange difference resulting from settlement of such transaction and from translation of monetary items of Assets and Liabilities are recognised in the Statement of Profit and Loss.

(iv) Exchange difference arising on translation of foreign currency liabilities for acquisition of Property, Plant and Equipments are adjusted to the Statement of Profit and Loss.

(v) The date of the transaction for the purpose of determining the exchange rate to use on initial recognition of the related asset, expense or income (or part of it) is the date on which an entity initially recognises the non-monetary asset or non-monetary liability arising from the payment or receipt of advance.

(q) Functional and presentation currency

These financial statements are presented in Indian Rupees, which is the Company's functional currency. All amounts disclosed in the financial statements and notes have been rounded off to nearest lakhs, unless otherwise stated.

(r) Employee Benefits

Defined benefit plans

(i) The accruing liability of Gratuity is covered by Employees Group Gratuity Scheme of Life Insurance Corporation of India (LIC) and the premium is accounted for in the year of accrual. The additional liability, if any, due to deficit in the Plan assets managed by LIC as compared to the present value of accrued liability on the basis of actuarial valuation, is recognised and provided for.

(ii) Provident fund contributions are made to Company's Provident Fund Trust. The contributions are accounted for as defined benefit plans and are recognised as employee benefits expense when they are due. Deficits, if any, of the fund as compared to liability on the basis of an independent actuarial valuation is to be additionally contributed by the Company.

(iii) Current service cost and net interest on defined benefit obligation are directly recognised in the Statement of Profit and Loss.

(iv) Re-measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in retained earnings in the Statement of Changes in Equity and in the Balance Sheet.

Defined contribution plans

(i) The Company's superannuation scheme is a defined contribution plan. The contributions are recognised as employee benefit expense when they are due.

(ii) Benefits in respect of compensated absence payable after 12 months are provided for, based on valuation, as at the Balance Sheet date, made by independent actuaries.

(iii) Defined contribution to Employees Pension Scheme 1995 is made to Government Provident Fund Authority and recognised as expense as and when due.

The accounting of employee benefit plans in the nature of defined benefit requires the company to use assumptions. These assumptions have been explained under employee benefits note. (Refer Note 24 & 28 (b)]

(s) Taxation

Current tax is determined as the amount of tax payable in respect of taxable income for the year. The Company's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the tax base of assets and liabilities and their carrying amount in the financial statements. Deferred tax liabilities are recognised for all deductible temporary differences. Deferred tax assets are recognised to the extent it is probable that future taxable income will be available against which the deductible temporary differences could be utilised. Deferred tax is determined using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Current and deferred taxes are recognised in profit or loss, except to the extent that it relate to the items that are recognised in other comprehensive income or directly in equity, in this case, the current and deferred taxes are also recognised in other comprehensive income or directly in equity respectively.

Minimum Alternate Tax (MAT) paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as an asset, if there is convincing evidence that the Company will pay normal income tax against which the MAT paid will be adjusted.

The impact on account of adoption of New Income Tax regime has been explained under Note 8 to the Financial Statements.

(t) Provisions and Contingent Liabilities

(i) Provision

A provision is recorded when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reasonably estimated.

Provision is made for estimated warranty claims in respect of products sold which are still under warranty at the end of the reporting period. These claims are expected to be settled as and when warranty claims

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

arise. Management estimates the provision based on historical warranty claim information and any recent trends that may suggest future claims could differ from historical amounts.

(ii) Contingent liability

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources or liabilities, which are frivolous claims, but required disclosure, are disclosed considering the relevant Accounting Standards.

(u) Incentives

Incentives are considered / recorded as income on the basis of sanction order received from the Government Authority.

(v) Financial instruments

Equity investments at fair value through other comprehensive income

These include financial assets that are equity instruments and are irrevocably designated as such upon initial recognition. Subsequently, these are measured at fair value and changes therein are recognised directly in other comprehensive income, net of applicable income taxes.

Dividends from these equity investments are recognised in the Statement of Profit and Loss, when the right to receive payment has been established. When the equity investment is derecognised, the cumulative gain or loss in equity is transferred to retained earnings.

(w) Fair value measurement

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities based on the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as;

- **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.

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.

(x) Use of estimates and judgements

The preparation of standalone financial statements in conformity with the recognition and measurement principles of Ind AS requires management of the Company to make estimates and judgements that affect the reported balances of assets and liabilities, disclosures of contingent liabilities as at the date of standalone financial statements and the reported amounts of income and expenses for the periods presented.

Detailed information about accounting judgements, estimates and assumption is included in the relevant notes.

(i) Estimation of defined benefit obligation – refer Note 37.

(ii) Estimation of provision for warranty claims – refer Note 18.

(iii) Estimated useful life and residual value of property, plant and equipments - refer Note 2(i) (i) above.

(iv) Estimated useful life of intangible assets- refer Note 2(i) (iii) above.

(v) Estimation of provision for Tax expenses - refer Note 2(s) above.

Estimation and underlying assumptions are reviewed on on-going basis. Revisions to estimates are recognised prospectively.

(y) Recent accounting pronouncements

The 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.

The MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates; Ind AS 7 - Statement of Cash Flows, Ind AS 107 - Financial Instruments: Disclosures and Ind AS 12 - International Tax Reform, applicable w.e.f. 1 April 2025. The Company has reviewed these amendments and based on its evaluation has determined that it does not have any significant impact in the financial statements.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

3. PROPERTY, PLANT AND EQUIPMENT AND CAPITAL WORK-IN-PROGRESS (CURRENT YEAR)

Particulars	Land		Buildings	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipment	Aircrafts	Total	Capital Work-in-Progress
	Freehold	Leasehold								
Gross carrying amount										
Balance as at 1 April 2025	868	2,553	35,234	3,14,684	2,209	7,399	1,495	4,668	3,69,110	9,254
Additions	-	-	829	15,201	123	1,018	203	-	17,374	18,122
Disposals / Adjustments	-	-	815	1,801	21	336	53	-	3,026	3,804
Balance as at 31 March 2026	**868**	**2,553**	**35,248**	**3,28,084**	**2,311**	**8,081**	**1,645**	**4,668**	**3,83,458**	**23,572**
Accumulated depreciation										
Balance as at 1 April 2025	-	283	15,893	1,92,008	1,735	3,517	1,209	2,099	2,16,744	
Depreciation for the year	-	33	1,185	19,130	112	697	81	221	21,459	
Disposals / Adjustments	-	-	104	1,780	21	133	53	-	2,091	
Balance as at 31 March 2026	**-**	**316**	**16,974**	**2,09,358**	**1,826**	**4,081**	**1,237**	**2,320**	**2,36,112**	
Carrying amounts (Net)										
As at 31 March 2026	**868**	**2,237**	**18,274**	**1,18,726**	**485**	**4,000**	**408**	**2,348**	**1,47,346**	**23,572**
As at 31 March 2025	868	2,270	19,341	1,22,676	474	3,882	286	2,569	1,52,366	9,254

Notes :

(a) Refer Note 35 for Lease.

(b) Refer Note 31(b) for disclosure of contractual commitments for the acquisition of Property, Plant & Equipment.

(c) Capital Work-in-progress mainly comprises Plant & Equipment.

(d) The Title Deeds of Immovable Properties are held in name of the Company.

(e) The Company has not revalued its Property, Plant and Equipment as at 31 March 2026.

(f) Please refer Note 5(a)(i) for ageing schedule of Capital Work-in-Progress.

PROPERTY, PLANT & EQUIPMENT AND CAPITAL WORK-IN-PROGRESS (PREVIOUS YEAR)

Particulars	Land		Buildings	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipment	Aircrafts	Total	Capital Work-in-Progress
	Freehold	Leasehold								
Gross carrying amount										
Balance as at 1 April 2024	868	2,553	34,853	3,04,272	2,158	6,242	1,392	4,668	3,57,006	2,579
Additions	-	-	381	14,070	71	1,810	152	-	16,484	9,076
Disposals / Adjustments	-	-	-	3,658	20	653	49	-	4,380	2,401
Balance as at 31 March 2025	**868**	**2,553**	**35,234**	**3,14,684**	**2,209**	**7,399**	**1,495**	**4,668**	**3,69,110**	**9,254**
Accumulated depreciation										
Balance as at 1 April 2024	-	251	14,651	1,76,993	1,635	3,302	1,186	1,878	1,99,896	
Depreciation for the year	-	32	1,242	18,218	118	594	71	221	20,496	
Disposals / Adjustments	-	-	-	3,203	18	379	48	-	3,648	
Balance as at 31 March 2025	**-**	**283**	**15,893**	**1,92,008**	**1,735**	**3,517**	**1,209**	**2,099**	**2,16,744**	
Carrying amounts (Net)										
As at 31 March 2025	**868**	**2,270**	**19,341**	**1,22,676**	**474**	**3,882**	**286**	**2,569**	**1,52,366**	**9,254**
As at 31 March 2024	868	2,302	20,202	1,27,279	523	2,940	206	2,790	1,57,110	2,579

Notes :

(a) Refer Note 35 for Lease.

(b) Refer Note 31(b) for disclosure of contractual commitments for the acquisition of Property, Plant & Equipment.

(c) Capital Work-in-progress mainly comprises Plant & Equipment.

(d) The Title Deeds of Immovable Properties are held in name of the Company.

(e) The Company has not revalued its Property, Plant and Equipment as at 31 March 2025.

(f) Please refer Note 5(a)(i) for ageing schedule of Capital Work-in-Progress.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

4. INVESTMENT PROPERTY

Particulars	As at 31 March 2026	As at 31 March 2025
Gross carrying amount		
Opening Balance	1,035	1,035
Additions	-	-
(Disposals) / Adjustments	815	-
Closing Balance	**1,850**	**1,035**
Accumulated depreciation		
Opening Balance	384	349
Depreciation for the year	41	35
(Disposals) / Adjustments	104	-
Closing Balance	**529**	**384**
Carrying amounts (Net)	**1,321**	**651**

Information regarding income and expenditure of Investment Property

Particulars	As at 31 March 2026	As at 31 March 2025
Rental income derived from investment property	399	371
Direct operating expenses (including repairs and maintenance) generating rental income	3	2
Income arising from investment property before depreciation and indirect expenses	**396**	**369**
Less: Depreciation	41	35
Income from investment property	**355**	**334**

Leasing arrangements

The Company's investment property consists of industrial property situated at Chakan, Pune and the Commercial property situated at Bandra Kurla Complex, Kurla West, Mumbai. [Refer Note 35 (a)]

Fair Value

The Company's investment property is at a location where active market is available for similar kind of properties. Hence, fair value is ascertained on the basis of market rates prevailing for similar properties and Ready Recknor rates for the relevant survey numbers in those location, instead of valuation by a registered valuer, and consequently classified as a Level-2 valuation.

Particulars	As at 31 March 2026	As at 31 March 2025
Investment Property	**3,903**	2,902

Reconciliation of fair value

Particulars	Investment Property
Opening Balance	2,902
Change in fair value	14
Addition during the year	987
Closing Balance	**3,903**

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

5. INTANGIBLE ASSETS (CURRENT YEAR)

Particulars	Software	Technical Know-how acquired	Technical Know-how internally generated	Total	Intangible Assets under development
Gross carrying amount					
Balance as at 1 April 2025	6,862	19,237	62,899	88,998	19,469
Additions	505	1,483	4,703	6,691	13,867
Disposals / Adjustments	-	-	-	-	3,268
Balance as at 31 March 2026	**7,367**	**20,720**	**67,602**	**95,689**	**30,068**
Accumulated amortisation					
Balance as at 1 April 2025	5,620	9,726	29,776	45,122	
Amortisation for the year	410	1,361	5,329	7,100	
Disposals / Adjustments	-	-	-	-	
Balance as at 31 March 2026	**6,030**	**11,087**	**35,105**	**52,222**	
Carrying amounts (Net)					
As at 31 March 2026	**1,337**	**9,633**	**32,497**	**43,467**	**30,068**
As at 31 March 2025	1,242	9,511	33,123	43,876	19,469

Notes:

(a) Intangible Assets under development mainly comprises internally generated technical know-how.

(b) Refer Note 31(b) for disclosure of contractual commitments for the acquisition of Intangible Assets.

(c) The Company has not revalued its Intangible Assets as at 31 March 2026.

(d) Please refer Note 5(a)(ii) for ageing schedule of Intangible Assets under Development

INTANGIBLE ASSETS (PREVIOUS YEAR)

Particulars	Software	Technical Know-how acquired	Technical Know-how internally generated	Total	Intangible Assets under development
Gross carrying amount					
Balance as at 1 April 2024	6,082	18,160	58,732	82,974	14,506
Additions	780	1,077	4,167	6,024	8,383
Disposals / Adjustments	-	-	-	-	3,420
Balance as at 31 March 2025	**6,862**	**19,237**	**62,899**	**88,998**	**19,469**
Accumulated amortisation					
Balance as at 1 April 2024	5,305	8,409	23,915	37,629	
Amortisation for the year	315	1,317	5,861	7,493	
Disposals / Adjustments	-	-	-	-	
Balance as at 31 March 2025	**5,620**	**9,726**	**29,776**	**45,122**	
Carrying amounts (Net)					
As at 31 March 2025	**1,242**	**9,511**	**33,123**	**43,876**	**19,469**
As at 31 March 2024	777	9,751	34,817	45,345	14,506

Notes:

(a) Intangible Assets under development mainly comprises internally generated technical know-how.

(b) Refer Note 31(b) for disclosure of contractual commitments for the acquisition of Intangible Assets.

(c) The Company has not revalued its Intangible Assets as at 31 March 2025.

(d) Please refer Note 5(a)(ii) for ageing of Intangible Assets under Development

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

5(a) Ageing Schedule for Capital Work-in-Progress (CWIP) and Intangible Assets under Development:-

(i) Ageing schedule of Capital Work-in-Progress:

Sr. No.	Capital Work in Progress	Amount in CWIP for a period of				Total
		Upto 1 year	1 - 2 years	2 - 3 years	More than 3 years	
1	**Projects in progress as at 31.03.2026**	**20,722**	**2,662**	**188**	**-**	**23,572**
2	Projects temporarily suspended as at 31.03.2026	-	-	-	-	-
3	Projects in progress as at 31.03.2025	9,053	201	-	-	9,254
4	Projects temporarily suspended as at 31.03.2025	-	-	-	-	-

(ii) Ageing schedule of Intangible Assets under development:

Sr. No.	Intangible Assets under Development	Amount in CWIP for a period of				Total
		Upto 1 year	1 - 2 years	2 - 3 years	More than 3 years	
1	**Projects in progress as at 31.03.2026**	**14,390**	**7,428**	**1,482**	**6,768**	**30,068**
2	Projects temporarily suspended as at 31.03.2026	-	-	-	-	-
3	Projects in progress as at 31.03.2025	8,702	2,340	1,009	7,418	19,469
4	Projects temporarily suspended as at 31.03.2025	-	-	-	-	-

6. FINANCIAL ASSETS: INVESTMENTS (NON-CURRENT)

Particulars	As at 31 March 2026	As at 31 March 2025
A. Investments at Fair Value through Other Comprehensive Income (FVTOCI)		
(a) Unquoted Equity Shares (fully paid)		
(i) Nil (31 March 2025 : 1) Equity Share of ₹ 10, fully paid in MAN Truck & Bus India Pvt. Ltd.	-	-*
(ii) 50,000 (31 March 2025: 50,000) Equity Shares of ₹ 10 each, fully paid in Pithampur Auto Cluster Ltd.	5	5
(iii) 5 (31 March 2025: 5) Equity Shares of ₹ 50 each, fully paid in Mittal Tower Premises Co-operative Society Ltd.	-*	-*
(iv) 26,87,421 (31 March 2025: 26,87,421) Equity Shares of ₹ 10 each, fully paid in T P Surya Ltd.	269	269
(b) Quoted Equity Shares (fully paid)		
3,47,187 (31 March 2025: 3,47,187) Equity Shares of ₹ 2 each, fully paid in ICICI Bank Ltd.	4,187	4,681
Total FVTOCI Investments	**4,461**	**4,955**
B. Investments at Cost		
Unquoted Equity Shares (fully paid)		
(a) In Subsidiary		
8,80,200 (31 March 2025: 8,80,200) Equity Shares of ₹ 10 each, fully paid in Tempo Finance (West) Pvt. Ltd.	89	89
(b) In Joint Venture		
12,75,00,000 (31 March 2025: 12,75,00,000) Equity Shares of ₹ 10 each, fully paid in Force MTU Power Systems Pvt. Ltd.	12,750	12,750
Total Investments at Cost	**12,839**	**12,839**
Total Investments	**17,300**	**17,794**
Aggregate book value of quoted investments	27	27
Aggregate market value of quoted investments	4,187	4,681
Aggregate value of unquoted investments	13,113	13,113
Aggregate amount of impairment in the value of investments	-	-

- Denotes amount less than ₹ 50,000/-*

The fair value of the investments in unquoted equity shares have been estimated using valuation technique which approximates its carrying value.

For determination of fair values of quoted equity investments, the investments classified as FVTOCI. Refer Note 38.

Investment in subsidiary and joint venture is accounted at cost in accordance with "Ind-AS 27" Separate financial statements.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

7. FINANCIAL ASSETS: LOANS AND ADVANCES

	As at 31 March 2026	As at 31 March 2025
Current		
(a) Other Loans and Advances		
(i) Considered Good - Unsecured	51	24
(ii) Credit impaired (Doubtful)	-	-
Total Current Loans and Advances	**51**	**24**
Total Loans and Advances	**51**	**24**

8. CURRENT AND DEFERRED TAX

	As at 31 March 2026	As at 31 March 2025
A. Statement of Profit or Loss		
(a) Current Tax		
(i) Current Income Tax charge	40,234	44,148
(ii) Taxation in respect of earlier years	3	(14)
(b) Deferred Tax		
Relating to origination and reversal of temporary differences	(9,854)	(407)
Income Tax expense reported in the Statement of Profit or Loss	**30,383**	**43,727**
(c) Other Comprehensive Income (OCI)		
Deferred Tax related to items recognised in OCI during the year		
(i) Re-measurements on defined benefit plan	(205)	158
(ii) Quoted Equity Instruments	80	(204)
Income Tax recognised in OCI	**(125)**	**(46)**

	As at 31 March 2026	As at 31 March 2025
B. Balance Sheet		
(a) Current Tax Assets		
Advance Income Tax	3,439	952
Total Current Tax Assets (Net)	**3,439**	**952**
(b) Current Tax Liabilities		
Provision for Income Tax	-	-
Total Current Tax Liabilities (Net)	**-**	**-**
(c) Deferred Tax		
(i) Deferred Tax Assets (DTA)	3,895	3,134
(ii) Deferred Tax Liabilities (DTL)	(26,657)	(35,623)
Net Deferred Tax Assets / (Liabilities)	**(22,762)**	**(32,489)**

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Reconciliation of tax expense and the accounting profit for the year ended 31 March 2026 and 31 March 2025

			As at 31 March 2026	As at 31 March 2025
Accounting Profit Before Tax			**1,51,509**	**1,23,724**
(a)	Tax as per Income Tax Act: 25.168% (31 March 2025 : 34.944%)		38,132	43,234
(b)	**Tax Expense**			
	(i)	Current Tax	40,234	44,148
	(ii)	Deferred Tax	(9,854)	(407)
	(iii)	Taxation in respect of earlier years	3	(14)
	Total Tax Expense		**30,383**	**43,727**
(c)	Difference (a) - (b)		**7,749**	**(493)**
(d)	**Tax Reconciliation**			
	(i)	Permanent Dis-allowances	(824)	(534)
	(ii)	Allowances and accelerated deductions	29	27
	(iii)	Change due to tax rate difference	9,105	-
	(iv)	MAT credit	(558)	-
	(v)	Taxation in respect of earlier years	(3)	14
	Total		**7,749**	**(493)**

Deferred Tax Assets and Liabilities are as follows:		**Balance Sheet**	
Deferred Tax Assets / (Liabilities) in relation to		**As at 31 March 2026**	**As at 31 March 2025**
Deferred Tax relates to the following: DTA / (DTL)			
(a)	Property, Plant and Equipment and Intangible Assets under Development	(26,233)	(35,120)
(b)	Provision for doubtful advances	27	38
(c)	Dis-allowance u/s 43B of the Income Tax Act	3,822	2,511
(d)	MAT credit entitlement	-	559
(e)	Others	46	26
(f)	Quoted Equity Instrument through Other Comprehensive Income	(423)	(503)
Net Deferred Tax Assets/(Liabilities)		**(22,761)**	**(32,489)**

Significant components of net Deferred Tax Assets and Liabilities for the year ended 31 March 2026 are as follows:

Movement in temporary differences	As at 1 April 2025	Recognised in Profit or Loss during 2025-26	Recognised in Other Comprehensive Income during 2025-26	MAT credit utilised	As at 31 March 2026
Property, Plant and Equipment and Intangible Assets under Development	(35,120)	8,887	-	-	(26,233)
Provision for doubtful advances	38	(11)	-	-	27
Dis-allowance u/s 43B of the Income Tax Act	2,511	1,516	(205)	-	3,822
MAT credit entitlement	559	(558)	-	(1)	-
Others	26	20	-	-	46
Quoted Equity Instrument through Other Comprehensive Income	(503)	-	80	-	(423)
	(32,489)	**9,854**	**(125)**	**(1)**	**(22,761)**

The Company has opted to shift to new tax regime from the Financial Year 2025-26 u/s 115BAA of the Income tax Act, 1961. Consequent to such change, the Company has written-off a MAT credit entitlement of ₹ 559 lakhs and also reversed the Deferred tax liability of ₹ 9,105 lakhs on account of lower tax rate, by recognising the same under Tax Expense in Profit and Loss account.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

9. OTHER ASSETS

	As at 31 March 2026	As at 31 March 2025
Non-current		
(a) Capital Advances		
Considered Good - Unsecured	11,393	5,762
(b) Others	2,217	2,217
Total Non-current Other Assets	**13,610**	**7,979**
Current		
(a) Advances recoverable in cash or kind		
(includes Taxes, Duties, Refunds, Suppliers Advance, etc.)		
(i) Considered Good - Unsecured	10,350	12,272
(ii) Doubtful	108	108
	10,458	**12,380**
Less: Provision for doubtful advances	108	108
	10,350	**12,272**
(b) Gratuity Asset (Refer Note 37)	-	-
(excess of funded value over liability)		
Total Current Other Assets	**10,350**	**12,272**
Total Other Assets	**23,960**	**20,251**

10. INVENTORIES (CURRENT)

	As at 31 March 2026	As at 31 March 2025
(a) Raw Materials and Components *	91,801	86,200
(b) Finished Goods	17,389	15,738
(c) Work-in-progress	11,642	11,042
(d) Stores and Spares	4,969	5,396
*[Include Goods in transit: ₹ 40,525 Lakhs (31 March 2025: ₹ 34,208 Lakhs)].		
Total Inventories	**1,25,801**	**1,18,376**

The write-down of inventories to net realisable value during the year amounted to ₹ 12 Lakhs (31 March 2025: ₹ 1,260 Lakhs). The write-down are included in the cost of material consumed or changes in inventories of finished goods and work-in-progress.

11. TRADE RECEIVABLES (CURRENT)

	As at 31 March 2026	As at 31 March 2025
(a) From Related Parties - Considered Good - Unsecured	5,269	8,871
(b) Others - Considered Good - Unsecured	13,846	8,563
(c) Which have significant increase in Credit Risk (Doubtful)	-	-
	19,115	**17,434**
Less: Provision for doubtful receivables	-	-
Total Trade Receivables (Refer Note 11(a) for Ageing schedule)	**19,115**	**17,434**

Trade Receivables are not credit impaired.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

NOTE NO.11(a) : AGEING SCHEDULE OF TRADE RECEIVABLES:

Sr. No.	Particulars		As at 31 March 2026								
			Total Receivables	Unbilled (net of advance)	Not due	Outstanding for following periods from due date of payment					
						Less than 6 months	6 months to 1 year	1 - 2 years	2 - 3 years	more than 3 years	Total outstanding
			1=2+3+9	2	3	4	5	6	7	8	9=4 to 8
a)	Undisputed Trade Receivables										
	i)	considered good	19,115	-	10,130	3,815	388	3,259	626	897	8,985
	ii)	which have significant increase in credit risk	-	-	-	-	-	-	-	-	-
	iii)	credit impaired	-	-	-	-	-	-	-	-	-
b)	Disputed Trade Receivables										
	i)	considered good	-	-	-	-	-	-	-	-	-
	ii)	which have significant increase in credit risk	-	-	-	-	-	-	-	-	-
	iii)	credit impaired	-	-	-	-	-	-	-	-	-
Total Trade Receivables			**19,115**	**-**	**10,130**	**3,815**	**388**	**3,259**	**626**	**897**	**8,985**

Sr. No.	Particulars		As at 31 March 2025								
			Total Receivables	Unbilled (net of advance)	Not due	Outstanding for following periods from due date of payment					
						Less than 6 months	6 months to 1 year	1 - 2 years	2 - 3 years	more than 3 years	Total outstanding
			1=2+3+9	2	3	4	5	6	7	8	9=4 to 8
a)	Undisputed Trade Receivables										
	i)	considered good	17,434	-	6,534	8,118	338	658	504	1,282	10,900
	ii)	which have significant increase in credit risk	-	-	-	-	-	-	-	-	-
	iii)	credit impaired	-	-	-	-	-	-	-	-	-
b)	Disputed Trade Receivables										
	i)	considered good	-	-	-	-	-	-	-	-	-
	ii)	which have significant increase in credit risk	-	-	-	-	-	-	-	-	-
	iii)	credit impaired	-	-	-	-	-	-	-	-	-
Total Trade Receivables			**17,434**	**-**	**6,534**	**8,118**	**338**	**658**	**504**	**1,282**	**10,900**

12. CASH AND CASH EQUIVALENTS (CURRENT)

			As at 31 March 2026	As at 31 March 2025
(a)	**Cash and Cash equivalents**			
	(i)	Balances with Banks	12,322	17,476
	(ii)	Short term deposit with Banks - maturity less than three months	70,000	32,500
	(iii)	Cash on hand	6	4
			82,328	**49,980**
(b)	**Other Bank balances**			
	(i)	Unpaid Dividend Accounts	105	75
	(ii)	Margin Money and Security deposits (having maturity within 12 months)	12	11
			117	**86**
Total Cash and Cash equivalents			**82,445**	**50,066**

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

13. OTHER FINANCIAL ASSETS

	As at 31 March 2026	As at 31 March 2025
Non-current		
(a) **Security Deposits**		
(i) Considered Good - Unsecured	1,374	1,436
(ii) Which have significant increase in Credit Risk (doubtful)	-	-
(b) Fixed Deposits with Financial Institution	-	10,000
(c) Margin Money and Security deposits (having maturity beyond 12 months)	-	17
Total Non-current Other Financial Assets	**1,374**	**11,453**
Current		
(a) **Security Deposits**		
Considered Good - Unsecured	53	45
(b) Fixed Deposits with Financial Institution	97,500	47,500
(c) Interest accrued on deposits	4,812	673
(d) Government Incentives	38,863	10,000
Total Current Other Financial Assets	**1,41,228**	**58,218**
Total Other Financial Assets	**1,42,602**	**69,671**

14. EQUITY SHARE CAPITAL

	As at 31 March 2026	As at 31 March 2025
Authorised		
2,00,00,000 (31 March 2025 : 2,00,00,000) Equity Shares of ₹ 10 each	2,000	2,000
Issued		
1,32,13,802 (31 March 2025 : 1,32,13,802) Equity Shares of ₹ 10 each	1,321	1,321
Subscribed and Paid-up		
1,31,76,262 (31 March 2025 : 1,31,76,262) Equity Shares of ₹ 10 each fully paid up	1,318	1,318
[of the above 2,00,918 (31 March 2025 : 2,00,918) Equity Shares are allotted as fully paid shares pursuant to a contract without payment being received in cash and 57,29,934 (31 March 2025 : 57,29,934) Equity Shares are allotted as fully paid Bonus Shares by capitalisation of reserves]		
[These allotments were made before earlier financial year and not in the period of five years preceding 31 March 2026 or 31 March 2025].		
Add: Amount paid for forfeited Shares	-*	-*
Total Equity Share Capital	**1,318**	**1,318**

- Denotes amount less than ₹ 50,000/-*

Note: Offer on Rights basis for 17,932 (31 March 2025 : 17,932) Equity Shares of ₹ 10 each is kept in abeyance as per the provisions of Section 126 of the Act.

(a) Reconciliation of the shares outstanding at the beginning and at the end of the reporting period (Equity Shares of ₹ 10 each)

Particulars	As at 31 March 2026		As at 31 March 2025	
	Number	(₹)	Number	(₹)
Shares outstanding at the beginning of the year	1,31,76,262	1,318	1,31,76,262	1,318
Issued/Reduction during the year	-	-	-	-
Shares outstanding at the end of the year	**1,31,76,262**	**1,318**	**1,31,76,262**	**1,318**

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(b) Terms/rights attached to Equity Shares

The Company has issued equity shares. All equity shares issued rank pari-passu in respect of distribution of dividend, a right to vote in proportion to holding, and repayment of capital. 1,30,32,914 Equity Shares are quoted equity shares with no restriction on transfer of shares. 27,600 Equity Shares are 'A' equity shares, which are transferrable only to permanent employees of the Company. 1,15,748 Equity Shares are Second 'A' equity shares which are transferrable to permanent employees, who have put in five years of service with the Company.

(c) In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

(d) Shares held by holding/ultimate holding company and/or their subsidiaries/associates

The Company is a subsidiary of Jaya Hind Industries Private Limited, which holds 57.38% (31 March 2025 : 57.38%), 75,59,928 (31 March 2025 : 75,59,928) shares in the Company.

(e) Details of shareholder holding more than 5% shares

Name of Shareholder	As at 31 March 2026		As at 31 March 2025	
	No. of Shares of ₹ 10 each fully paid	% of Holding	No. of Shares of ₹ 10 each fully paid	% of Holding
Jaya Hind Industries Private Limited	**75,59,928**	**57.38%**	**75,59,928**	**57.38%**

(f) Shareholding of Promoters

Shares held by Promoters at the end of the year						% change during the year ended 31 March 2026
Sr. No.	Promoter name	As at 31 March 2026		As at 31 March 2025		
		No. of shares	% of total shares	No. of shares	% of total shares	
1	Jaya Hind Industries Pvt. Ltd.	75,59,928	57.38%	75,59,928	57.38%	-
2	Mr. Abhaykumar Navalmal Firodia	2,64,351	2.01%	2,64,351	2.01%	-
3	Mr. Prasan Abhaykumar Firodia	2,20,763	1.68%	2,20,763	1.68%	-

15. OTHER EQUITY

	As at 31 March 2026	As at 31 March 2025
I. Reserves and Surplus		
(a) **Securities Premium**	5,920	5,920
(b) **General Reserve**	34,629	34,629
(c) **Retained Earnings**		
(i) Opening balance	2,64,345	1,87,277
(ii) Net Profit / (Loss) for the year	1,21,126	79,997
(iii) Comprehensive income for the year	609	(294)
	3,86,080	**2,66,980**
Adjustments		
(i) Equity Dividend	5,270	2,635
	5,270	**2,635**
Closing Balance	**3,80,810**	**2,64,345**
II. Equity instruments through Other Comprehensive Income		
Opening Balance	4,150	3,469
Adjustments		
FVTOCI Equity Investments - change in fair value	(414)	681
Closing Balance	**3,736**	**4,150**
Total Other Equity	**4,25,095**	**3,09,044**

- **Securities Premium:** The amount received in excess of face value of the equity shares is recognised in Securities Premium Account.
- **General Reserve:** General Reserve comprises of transfer of profits from retained earnings for appropriation purposes. The reserve can be distributed / utilised by the Company in accordance with the Companies Act, 2013.
- **Retained Earnings:** Retained earnings are the profits that the Company has earned till date, net of transfer to general reserve and dividend distributions made to the shareholders.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

16. FINANCIAL LIABILITIES: BORROWINGS

	As at 31 March 2026	As at 31 March 2025
Non-current		
(a) Loans from Banks (Secured / Unsecured)	-	134
Total Non-current Borrowings	**-**	**134**
(a) Current maturities of Non-current Borrowings		
(i) Loans from Banks (Secured / Unsecured)	-	1,609
Total current maturities of Non-current Borrowings	-	1,609
Total Current Borrowings	**-**	**1,609**
Total Borrowings [Refer Note 41(b) for maturity pattern of Borrowings]	**-**	**1,743**

- Working Capital Facilities are secured by hypothecation of Company's stock of raw materials, work-in-progress, finished goods, consumable stores, spares, bills receivable and book debts, both present and future. The Fund Based Limits are payable on demand to the Banks.
- The Company has used the borrowed funds for the specific purpose for which it was taken as at the balance sheet date.
- The quarterly returns or statements, of current assets, filed by the Company with Banks or financial institutions are in agreement with the Books of accounts of the Company.

17. OTHER FINANCIAL LIABILITIES

	As at 31 March 2026	As at 31 March 2025
Non-current		
Security Deposits	169	170
Total Non-current Other Financial Liabilities	**169**	**170**
Current		
(a) Deposits matured but not claimed	1	1
(b) Interest on Borrowings		
(i) Accrued but not due on Loans	-	1
(ii) Accrued and due on unclaimed deposits	-*	-*
(c) Unclaimed dividend	105	75
(d) Creditors for Capital Goods	2,356	1,705
(e) Security Deposits	404	372
(f) Other payables	899	399
Total Current Other Financial Liabilities	**3,765**	**2,553**
Total Other Financial Liabilities	**3,934**	**2,723**

- Denotes amount less than ₹ 50,000/-*

18. PROVISIONS

	As at 31 March 2026	As at 31 March 2025
Non-current		
(a) Provision for Employee benefits (Refer Note 37)	6,069	3,995
(b) Provision for Product Warranties	108	94
Total Non-current Provisions	**6,177**	**4,089**
Current		
(a) Provision for Employee benefits (Refer Note 37)	7,759	1,821
(b) Provision for Product Warranties	526	452
(c) Provision for Other expenses	22,925	20,872
Total Current Provisions	**31,210**	**23,145**
Total Provisions	**37,387**	**27,234**

Provisions for Post Retirement benefits includes Gratuity, Leave Encashment, etc.

The provision for warranties is based on the estimates made from the technical evaluation and historical data.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Movement in Product Warranties

		As at 31 March 2026	As at 31 March 2025
Product Warranties			
(a)	Opening balance	546	500
(b)	Additional provision made during the year	542	468
(c)	Amount paid during the year	(225)	(315)
(d)	Amount written back	(229)	(107)
Closing balance		**634**	**546**

19. TRADE PAYABLES

		As at 31 March 2026	As at 31 March 2025
(a)	Total outstanding dues of Micro and Small enterprises	4,781	3,208
(b)	Related Parties	4,613	1,836
(c)	Total outstanding dues other than Micro and Small enterprises	94,638	73,315
	[Includes payable for Goods in transit: ₹ 40,525 Lakhs (31 March 2025: ₹ 34,208 Lakhs) and liability towards bills discounted with Bank.]		
Total Trade Payables		**1,04,032**	**78,359**

Trade Payables Ageing Schedule:

Particulars		As at 31 March 2026					
		Outstanding for following periods from due date of payment					Total
		Not due	Upto 1 year	1 - 2 years	2 - 3 years	More than 3 years	
(a)	MSME	4,741	-	-	-	-	4,741
(b)	Others	99,011	240	-	-	-	99,251
(c)	Disputed dues - MSME	-	-	-	-	40	40
(d)	Disputed dues - Others	-	-	-	-	-	-
Total		**1,03,752**	**240**	**-**	**-**	**40**	**1,04,032**

Particulars		As at 31 March 2025					
		Outstanding for following periods from due date of payment					Total
		Not due	Upto 1 year	1 - 2 years	2 - 3 years	More than 3 years	
(a)	MSME	3,168	-	-	-	-	3,168
(b)	Others	75,086	65	-	-	-	75,151
(c)	Disputed dues - MSME	-	-	-	-	40	40
(d)	Disputed dues - Others	-	-	-	-	-	-
Total		**78,254**	**65**	**-**	**-**	**40**	**78,359**

Refer Note 32 for disputed dues.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

20. OTHER LIABILITIES

	As at 31 March 2026	As at 31 March 2025
Non-current		
Service Coupon Liability	544	416
Total Non-current Other Liabilities	**544**	**416**
Current		
(a) Advances against order and deposits	59,523	56,274
(b) Statutory dues	4,750	9,689
(c) Service Coupon Liability	1,142	895
Total Current Other Liabilities	**65,415**	**66,858**
Total Other Liabilities	**65,959**	**67,274**

Movement in Service Coupon Liability

	As at 31 March 2026	As at 31 March 2025
Free Service Coupons		
(a) Opening balance	1,311	708
(b) Additional provisions made during the year	1,405	1,029
(c) Amount paid during the year	(640)	(430)
(d) Amount short / (Written back)	(390)	4
Closing balance	**1,686**	**1,311**

21. REVENUE FROM OPERATIONS

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Sale of Products	8,97,967	8,00,692
(b) Other Operating Revenue		
(i) Service charges	59	156
(ii) Others	7,628	6,275
Total Revenue from Operations	**9,05,654**	**8,07,123**

22. OTHER INCOME

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Interest income	7,791	2,339
(b) Dividend income from Equity Investments designated at FVTOCI	38	35
(c) Gain on Exchange fluctuation (net)	370	617
(d) Lease / Rental income	1,398	1,229
(e) Profit on sale of assets	155	42
(f) Profit on sale of investment	-*	-
(g) Others	1,294	1,394
Total Other Income	**11,046**	**5,656**

- Denotes amount less than ₹ 50,000/-*

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

23. CHANGES IN INVENTORIES OF FINISHED GOODS AND WORK-IN-PROGRESS

	For the year ended 31 March 2026	For the year ended 31 March 2025
Opening Stock		
(a) Finished Goods	15,738	14,743
(b) Work-in-progress	11,042	10,884
	26,780	**25,627**
Closing Stock		
(a) Finished Goods	17,389	15,738
(b) Work-in-progress	11,642	11,042
	29,031	**26,780**
Total Changes in Inventories of Finished Goods and Work-in-progress	**(2,251)**	**(1,153)**

24. EMPLOYEE BENEFITS EXPENSE

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Salaries, Wages and Bonus	63,232	54,556
(b) Contribution to Provident, Other Funds and Schemes	4,022	3,388
(c) Staff welfare expenses	1,377	1,245
Total Employee Benefits Expense	**68,631**	**59,189**

25. FINANCE COSTS

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Interest expense	8	2,216
(b) Interest on Income Tax	260	353
(c) Other borrowing costs	18	18
(d) Net interest cost on net defined benefit obligations	40	-
Total Finance Costs	**326**	**2,587**

26. DEPRECIATION AND AMORTISATION EXPENSE

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Depreciation on Property, Plant and Equipment	21,459	20,496
(b) Amortisation of Intangible Assets	7,100	7,493
(c) Depreciation on Investment Property	40	35
Total Depreciation and Amortisation Expense	**28,599**	**28,024**

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

27. OTHER EXPENSES

		For the year ended 31 March 2026	For the year ended 31 March 2025
(a)	Consumption of Stores and Spares	13,689	11,775
(b)	Fabrication and Processing charges	7,084	5,486
(c)	Power and Fuel	5,278	5,212
(d)	Forwarding charges	7,601	6,425
(e)	Lease / Rent	835	1,259
(f)	Rates and Taxes	199	198
(g)	Insurance	1,270	1,243
(h)	Repairs and Maintenance		
	(i) Plant and Machinery	3,389	2,964
	(ii) Buildings	506	797
	(iii) Others	271	206
(i)	Publicity and Sales promotion	3,019	2,159
(j)	Payment to Auditors (Refer details below)	48	51
(k)	Commission to Non-executive Directors	123	75
(l)	Donation [Includes donation under Section 182 of the Companies Act, 2013: ₹ Nil (31 March 2025: ₹ 300 Lakhs)]	1,843	1,351
(m)	Expenditure on Corporate Social Responsibility (Refer Note 45)	1,016	875
(n)	Loss on sale of assets	52	591
(o)	Other / Miscellaneous Expenses	16,563	15,057
Total Other Expenses		**62,786**	**55,724**

Details of payments to Auditors

		For the year ended 31 March 2026	For the year ended 31 March 2025
(a)	Audit fees	21	21
(b)	Taxation matters	1	1
(c)	Limited review, other professional services and certification work	26	28
(d)	Reimbursement of expenses	-*	1
Total payments to Auditors		**48**	**51**

- Denotes amount less than ₹ 50,000/-*

28. EXCEPTIONAL ITEMS

	For the year ended 31 March 2026	For the year ended 31 March 2025
Government Incentives	28,863	39,457
Labour Code impact - past period employee benefit liability	(7,739)	-
Total Exceptional Items	**21,124**	**39,457**

Exceptional items for the year ended 31 March 2026 represents:

(a) **Exceptional income of ₹ 28,863 lakhs** - being Government Incentives, as per the Madhya Pradesh Industrial Investment Promotion Assistance Scheme, 2010, recognised on the basis of sanction order dated 23 December 2025, for the financial year 2024-25, of which ₹ 5,000 Lakhs has been received in April, 2026.

(b) **Exceptional expenses of ₹ 7,739 lakhs** – The New Labour Codes became effective 21 November 2025, resulting in a past period employee benefit liability of ₹ 7,739 lakhs. Considering the materiality and regulatory driven, the non-recurring nature of the impact, the Company has presented such incremental imact under “Labour Code impact - past period employee benefit liability” in standalone financial statement of Profit and Loss for the year ended 31 March, 2026. The Company continues to monitor the finalisation of central / state rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments in the period in which they are notified.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

29. EARNINGS PER SHARE

		For the year ended 31 March 2026	For the year ended 31 March 2025
(a)	Profit / (Loss) attributable to Equity Shareholders	1,21,126	79,997
(b)	Weighted average number of Equity Shares used as Denominator	1,31,76,262	1,31,76,262
(c)	Basic and Diluted Earnings Per Share of nominal value of ₹ 10 each	919.28	607.13

30. EXPENDITURE CAPITALISED

Amount capitalised represents expenditure allocated out of employee cost and other expenses, incurred in connection with capital items and various product development projects undertaken by the Company for the introduction of new products as well as development of engine and existing product variants.

31. CONTINGENT LIABILITIES AND COMMITMENTS

		As at 31 March 2026	As at 31 March 2025
(a)	**Contingent Liabilities**		
	Claims against the Company not acknowledged as debts		
	(i) Taxes and Duties	7,879	8,069
	(ii) Others (including Court cases pending)	4,503	3,759
(b)	**Commitments**		
	Estimated amount of contracts remaining to be executed on capital account and not provided for	24,855	17,200

(c) The Company has initiated arbitration proceedings, against an entity, in relation to an agreement relating to transfer of technology. In the said arbitration, the Company has claimed various reliefs. The Respondent therein has also claimed various reliefs, by way of a counterclaim. The Company denies each and every allegation of such entity including but not limited to the counterclaim and the Company shall deal with/ defend the said allegations/counterclaim appropriately.

The Board of Directors is of the opinion that the said allegations/counterclaim of the entity can be successfully resisted by the Company.

This note/disclosure is made as a matter of caution and without prejudice to the rights of the Company or without the Company, in any way admitting the said allegations/counterclaim or any part thereof. The information, which is usually required to be disclosed, as per Ind AS 37 (Provisions, Contingent Liabilities and Contingent Assets) is not disclosed, as such disclosure may prejudice seriously, the outcome of the litigation (said arbitration proceedings).

32. DISCLOSURE AS PER THE REQUIREMENT OF SECTION 22 OF THE MICRO, SMALL AND MEDIUM ENTERPRISE DEVELOPMENT ACT, 2006

On the basis of information received as to the status as Micro, Small and Medium Enterprises, from suppliers of the Company along with a copy of the Memorandum filed by the said suppliers, as per the provisions of Section 8 of the Micro, Small and Medium Enterprises Development Act, 2006 (the Act), dues to Micro, Small and Medium Enterprises are as under:

		As at 31 March 2026	As at 31 March 2025
(a)	The amounts remaining unpaid to Micro and Small Enterprises as at the end of the year		
	(i) Principal	4,781	3,208
	(ii) Interest	-	-
(b)	Amount of interest - paid by the Company, accrued and remaining unpaid and amount of further interest remaining due and payable in the succeeding years until such date when the interest dues above are actually paid.	-	-

The proceedings initiated by one of the suppliers, claiming to be a small scale enterprise, as per the provisions of Section 18 of the Act, culminated into an award of claim for ₹ 157 Lakhs with interest. The Company has not accepted the said liability. The Company has a major counter-claim against the said supplier amounting to about ₹ 906 Lakhs, which being unearned income, is not accounted. The award is challenged by the Company, as per the provisions of the Act and proceedings are pending before the Hon'ble District Judge, Pune, and before the Hon'ble High Court of Judicature at Bombay.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

33. FOREIGN EXCHANGE DIFFERENCES

The amount of net exchange differences included in the Profit / Loss for the year on Revenue account is ₹ 438 Lakhs Credit (31 March 2025 : ₹ 620 Lakhs Credit) and on Capital account is ₹ 68 Lakhs Debit (31 March 2025 : ₹ 2 Lakhs Debit).

34. EXPENDITURE ON RESEARCH AND DEVELOPMENT

The Company's expenditure on its Research and Development activity during the year under report was as follows:

		As at 31 March 2026	As at 31 March 2025
(a)	Capital Expenditure	19,194	12,495
(b)	Revenue Expenditure	16,832	17,182

(The above expenditure is grouped with other non-R&D expenditure under various heads of Capital and Revenue expenditures.)

As per the Indian Accounting Standard (Ind AS 38) – Intangible Assets, the Company has recognised Intangible Assets, arising out of in-house Research and Development activities of the Company, by capitalising the revenue expenditure, amounting to ₹ 12,788 Lakhs (31 March 2025 : ₹ 7,758 Lakhs).

As the development activity, of few projects, is continued, these assets are considered as Capital Work-in-progress, and will be amortised over the period of their life, after the completion of the development phase.

35. LEASES

Operating Leases

As a Lessor

(a) Industrial Shed at Chakan

The Company has entered into a Lease Agreement for Industrial shed at Chakan, Pune, for a period of 10 years. The Lease Agreement provides for a refundable interest free deposit of ₹ 169 lakhs, clause for escalation of lease rental and a non-terminable lock-in period of 36 months. The Lease income has been recognised in the Statement of Profit and Loss.

Future minimum lease rentals receivable as at the Balance Sheet date is as under:

		As at 31 March 2026	As at 31 March 2025
(a)	Not later than one year	408	389
(b)	Later than one year but not later than five years	1,849	1,760
(c)	Later than five years	609	1,105
Total		**2,866**	**3,254**

(b) Freehold Land

Out of the freehold land at Akurdi, Pune

2700 sq. mtrs. (cost ₹ 1,374) of land is given on lease to Maharashtra State Electricity Distribution Company Limited for 99 years, w.e.f. 1 August 1989. Lease rentals are recognised in the Statement of Profit and Loss.

19,000 sq. mtrs. (cost ₹ 9,669) of land is given on lease to Navalmal Firodia Memorial Hospital Trust for 25 years, w.e.f. 12 August 2014. Lease rentals are recognised in the Statement of Profit and Loss.

Out of the freehold land at Chakan, Pune

600 sq. mtrs. of land including Shed thereon given on lease to Maharashtra State Electricity Distribution Company Limited, Rajgurunagar, Taluka Khed, District Pune, for 99 years as per lease deed dated 16 March 2020. Lease rentals are recognised in the Statement of Profit and Loss.

These leased properties are not considered as investment property, considering the substance over form, the purpose and immateriality of lease rentals, area and cost relative to the total area and cost of the freehold land at the respective places.

As a Lessee

Leasehold land

The Company has entered into Lease Agreements for Industrial Land, at Pithampur in Madhya Pradesh. The Company, being a Lessee, may surrender the leased area after giving Lessor 3 months notice period in writing. The lease premium is not refundable to Company in case of early termination of agreement by the Company. The Lessor is also entitled to terminate the Lease Agreement, if the Lessee defaults the terms and conditions of the Lease Agreement. The lease expense has been recognised in the Statement of Profit and Loss.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

36. RELATED PARTY DISCLOSURES (AS REQUIRED BY IND AS 24)

(I) Names of the related party and nature of relationship where control exists:

	Name of the Related Party	Nature of relationship
(A)	Jaya Hind Industries Pvt. Ltd.	Holding Company
(B)	Tempo Finance (West) Pvt. Ltd.	Subsidiary Company
(C)	Force MTU Power Systems Pvt. Ltd.	Joint Venture Company

(II) List of other related parties with whom there are transactions in the current year

Name of the Related Party			Nature of relationship
(A)	**Key Management Personnel (KMP)**		
	(a)	Abhaykumar Navalmal Firodia	Chairman
	(b)	Prasan Abhaykumar Firodia	Managing Director
	(c)	Vallabh R. Bhanshali	Director
	(d)	Mukesh M. Patel	Director
	(e)	Sonia Prashar	Director
	(f)	Nitin Kareer (w.e.f. 19.12.2025)	Director
	(g)	Gautam Bambawale (w.e.f. 19.12.2025)	Director
	(h)	Lt. Gen. Vinod Gulabrao Khandare (Retd.) (w.e.f. 29.01.2026)	Director
	(i)	Prashant V. Inamdar	Executive Director (Operations)
	(j)	Sanjay Kumar Bohra (upto 09.06.2025)	Chief Financial Officer
	(k)	Rishi Luharuka (w.e.f. 10.06.2025)	Chief Financial Officer
	(l)	Rohan Sampat	Company Secretary
(B)	**Other Entities with whom there are transactions in the current year**		
	(a)	Bajaj Tempo Limited Provident Fund	Post employment benefit Trust
	(b)	Amar Prerana Trust	Entity controlled by KMP of Company
	(c)	Navalmal Firodia Memorial Hospital Trust	Entity controlled by KMP of Company
	(d)	Veerayatan	Entity controlled by KMP of Company
	(e)	Shantilal Mutha Foundation	Entity having common director
	(f)	Pinnacle Industries Ltd.	Entity controlled by KMP of Parent Company
	(g)	Instor India Pvt. Ltd. (Earlier known as Kider (India) Pvt. Ltd.)	Entity controlled by KMP of Parent Company
	(h)	Makarand Kanade (w.e.f. 25.02.2026)	KMP of Holding Company
(C)	**Other Entities with whom there are no transactions in the current year**		
	(a)	VDL Pinnacle Engineering India Pvt. Ltd.	Entity controlled by KMP of Parent Company
	(b)	AAPF One Act Kinder Foundation	Entity controlled by KMP of Company
	(c)	PSAA Properties LLP	Entity controlled by KMP of Company
	(d)	Jaya Hind International B.V.	Holding Company's subsidiary
	(e)	LMG Manufacturing GmbH	Holding Company's subsidiary
	(f)	Jaya Hind Montupet Pvt. Ltd.	Holding Company's subsidiary

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(III) Transactions with related parties (Amounts including taxes)

Name of related parties	As at 31 March 2026		As at 31 March 2025	
	Amount of transaction during the year	Balance as at 31 March 2026 Receivables/ (Payables)	Amount of transaction during the year	Balance as at 31 March 2025 Receivables/ (Payables)
(A) Holding Company: Jaya Hind Industries Pvt. Ltd.				
(a) Purchase of Capital Goods	518		58	
(b) Purchase of Raw Materials, Components, Processing charges & Others	24,599		17,855	
(c) Sundry Sales	834		741	
(d) Sale of Tools / Jigs	100		67	
(e) Service Charges recovered	179	(3,822)	152	(511)
(f) Processing Charges recovered	27	616	85	816
(g) Dividend paid	3,024		1,512	
(h) Lease / Rent recovered	941		809	
(i) Expenses recovered	2		5	
(j) Business Support Services	9		-	
(k) Repayment of Inter Corporate Deposits (ICDs)	-		15,000	
(l) Interest on ICDs	-		1,350	
(B) Joint Venture Company: Force MTU Power Systems Pvt. Ltd.				
(a) Purchase of Capital Goods	370		-	
(b) Service charges/Expenses recovered	487		487	
(c) Royalty for use of Trademark	-*	2,311	-*	2,595
(d) Reimbursement of expenses	-*		-*	
(C) Key Management Personnel [Including KMP of Holding Company]				
(a) Remuneration				
(i) Short term employee benefits (including Commission)	4,869		3,431	
(ii) Post employment benefits	127	(3,851)	87	(2,784)
(iii) Other long-term benefits	142		116	
(b) Others				
(i) Dividend paid	194	-	97	-
(ii) Sitting fees	23	-	21	-
(iii) Professional Fees	13	-	29	-
(iv) Commission	123	(123)	75	(75)
(D) Other Entities				
(a) Pinnacle Industries Ltd.				
(i) Purchase of Capital Goods	37		469	
(ii) Purchase of Raw Materials, Components & Others	39,678		33,472	
(iii) Sales	6,431	(1,157)	8,256	(1,006)
(iv) Lease / Rent recovered	291	3,135	249	5,460
(v) Reimbursement of Expenses	-		-*	

- Denotes amount less than ₹ 50,000/-*

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Name of related parties	As at 31 March 2026		As at 31 March 2025	
	Amount of transaction during the year	Balance as at 31 March 2026 Receivables/ (Payables)	Amount of transaction during the year	Balance as at 31 March 2025 Receivables/ (Payables)
(b) Instor India Pvt. Ltd. [Earlier known as Kider (India) Pvt. Ltd.]				
Purchase of Raw Materials, Components & Others	327	(11)	1,353	(319)
(c) Bajaj Tempo Limited Provident Fund				
Contribution to Provident Fund	1,442	(125)	1,210	(110)
(d) Navalmal Firodia Memorial Hospital Trust				
Lease / Rent recovered	-*	-	-*	-
(e) Veerayatan				
(i) Service Charges recovered	4	-	4	-
(ii) CSR contribution	400	(400)	-	-
(f) Amar Prerana Trust				
(i) Charges for use of Training facilities	9	-	63	-
(ii) Donation	1,800	-	1,000	-
(g) Shantilal Mutha Foundation				
CSR contribution	345	-	-	-

- Denotes amount less than ₹ 50,000/-*

Note: All transactions are at arms length in line with the Related Party Transaction Policy of the Company.

37. EMPLOYEE BENEFITS

(A) Defined Contribution Plans

An amount of ₹697 Lakhs (31 March 2025 : ₹ 582 Lakhs) is recognised as an expense and included in "Employees Benefits Expense" in the Statement of Profit and Loss.

(B) Defined Benefit Plans

(a) The amounts recognised in Balance Sheet are as follows

	As at 31 March 2026		As at 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund* (Funded)	Gratuity Plan (Funded)	Provident Fund* (Funded)
(i) Amount to be recognised in Balance Sheet				
Present value of defined benefit obligation	13,996	39,351	8,679	36,721
Less: Fair value of plan assets	8,001	40,332	7,961	37,267
Amount to be recognised as Liability or (Asset)	**5,995**	**(981)**	**718**	**(546)**
(ii) Amount to be reflected in Balance Sheet				
Liabilities	5,995	(981)	718	(546)
Assets	-	-	-	-
Net Liability/(Asset)	**5,995**	**(981)**	**718**	**(546)**

** Not considered in the books, being excess of plan assets over defined benefit obligation.*

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(b) The amounts recognised in the Statement of Profit and Loss are as follows:

	For the year ended 31 March 2026		For the year ended 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund* (Funded)	Gratuity Plan (Funded)	Provident Fund* (Funded)
(i) Employee Benefits Expense				
Current service cost	934	1,556	662	1,259
(ii) Acquisition (Gain)/ Loss	-	-	-	-
(iii) Past service cost	5,358	-	-	-
(iv) Finance cost				
Net Interest (Income)/Expense	40	(159)	(23)	(180)
Transfer in / (out)	-*	-	10	-
Net periodic benefit cost recognised in the Statement of Profit and Loss	**6,332**	**1,397**	**649**	**1,079**

** Not considered in the books, being excess of plan assets over defined benefit obligation.*

- Denotes amount less than ₹ 50,000/-.*

(c) The amounts recognised in the Statement of Other Comprehensive Income (OCI)

	For the year ended 31 March 2026		For the year ended 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund* (Funded)	Gratuity Plan (Funded)	Provident Fund* (Funded)
(i) Opening amount recognised in OCI outside Statement of Profit and Loss	-	-	-	-
(ii) Re-measurements for the year-obligation (Gain)/Loss	(747)	(400)	472	1,449
(iii) Re-measurements for the year-plan asset (Gain)/Loss	(68)	10	(20)	(946)
(iv) Total re-measurements Cost/(Credit) for the year recognised in OCI	**(815)**	**(390)**	**452**	**503**
(v) **Less:** Accumulated balances transferred to retained earnings	(815)	(390)	452	503
Closing balances [re-measurements (Gain) / Loss recognised in OCI]	**-**	**-**	**-**	**-**

** Not considered in the books, being excess of plan assets over defined benefit obligation.*

(d) The changes in the present value of defined benefit obligation representing reconciliation of opening and closing balances thereof are as follows:

	As at 31 March 2026		As at 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund (Funded)	Gratuity Plan (Funded)	Provident Fund (Funded)
(i) Present value of obligation as at the beginning of the year	8,679	36,721	7,593	33,442
(ii) Acquisition adjustment	-	-	-	-
(iii) Transfer in / (out)	(21)	505	(6)	(188)
(iv) Interest cost	556	2,340	526	2,283
(v) Past service cost	5,358	-	-	-

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

	As at 31 March 2026		As at 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund (Funded)	Gratuity Plan (Funded)	Provident Fund (Funded)
(vi) Current service cost	934	1,556	662	1,259
(vii) Employee Contribution	-	2,224	-	1,950
(viii) Curtailment cost / (credit)	-	-	-	-
(ix) Settlement cost/ (credit)	-	-	-	-
(x) Benefits paid	(763)	(3,595)	(568)	(3,474)
(xi) Re-measurements on obligation - (Gain) / Loss	(747)	(400)	472	1,449
Present value of obligation as at the end of the year	**13,996**	**39,351**	**8,679**	**36,721**

(e) Changes in the fair value of plan assets representing reconciliation of the opening and closing balances thereof are as follows:

	As at 31 March 2026		As at 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund (Funded)	Gratuity Plan (Funded)	Provident Fund (Funded)
(i) Fair value of the plan assets as at beginning of the year	7,961	37,267	7,844	34,361
(ii) Acquisition adjustments	-	-	-	-
(iii) Transfer in/(out)	(22)	505	(16)	(188)
(iv) Interest income	516	2,499	549	2,463
(v) Contributions	226	3,666	225	3,159
(vi) Mortality charges and taxes	(7)	-	(7)	-
(vii) Benefits paid	(741)	(3,595)	(654)	(3,474)
(viii) Amount paid on settlement	-	-	-	-
(ix) Return on plan assets, excluding amount recognised in Interest Income - Gain / (Loss)	68	(10)	20	946
Fair value of plan assets at the end of the year	**8,001**	**40,332**	**7,961**	**37,267**
Actual return on plan assets	**584**		**569**	

(f) Net interest (income) / expenses

	For the year ended 31 March 2026		For the year ended 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund* (Funded)	Gratuity Plan (Funded)	Provident Fund* (Funded)
(i) Interest (income) / expense – obligation	556	2,340	526	2,283
(ii) Interest (income) / expense – plan assets	(516)	(2,499)	(549)	(2,463)
Net interest (income) / expense for the year	**40**	**(159)**	**(23)**	**(180)**

** Not considered in the books, being excess of plan assets over defined benefit obligation.*

Basis used to determine the overall expected return:

The net interest approach effectively assumes an expected rate of return on plan assets equal to the beginning of the year discount rate. Expected return of 6.70% has been used for the valuation purpose.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(g) Principal actuarial assumptions at the balance sheet date (expressed as weighted averages)

Gratuity		As at 31 March 2026	As at 31 March 2025
(i)	Discount rate	7.20%	6.70%
(ii)	Expected return on plan assets	6.70%	7.20%
(iii)	Salary growth rate *	8.00%	8.00%
(iv)	Attrition rate - for Bargainable Staff & others	10%	10%
(v)	Attrition rate - Workers	2%	2%

** The estimates of future salary increase considered in actuarial valuation take into account inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.*

Provident Fund		As at 31 March 2026	As at 31 March 2025
(i)	Discount rate	7.20%	6.70%
(ii)	Interest rate	8.25%	8.25%
(iii)	Yield spread	0.50%	0.50%
(iv)	Attrition rate - for Bargainable Staff & others	10%	10%
(v)	Attrition rate - Workers	2%	2%

Sensitivity analysis

Sensitivity analysis indicates the influence of a reasonable change in certain significant assumptions on the outcome of the Present Value of Obligation (PVO). Sensitivity analysis is done by varying (increasing/decreasing) one parameter by 50/100 basis points (0.50/1%).

(h) Change in Assumption

		For the year ended 31 March 2026		For the year ended 31 March 2025	
		Gratuity	Provident Fund	Gratuity Plan	Provident Fund
(i)	**Discount rate**				
	Increase by 1%	13,334	-	8,243	-
	Decrease by 1%	14,728	-	9,164	-
	Increase by 0.5%	-	39,017	-	36,355
	Decrease by 0.5%	-	39,747	-	37,105
(ii)	**Salary increase rate**				
	Increase by 1%	14,590	-	9,073	-
	Decrease by 1%	13,447	-	8,316	-
(iii)	**Withdrawal rate**				
	Increase by 1%	13,972	-	8,652	-
	Decrease by 1%	14,023	-	8,709	-
(iv)	**Expected future interest rate of Provident Fund**				
	Increase by 0.5%	-	39,732	-	37,080
	Decrease by 0.5%	-	39,017	-	36,362

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

38. FINANCIAL INSTRUMENTS - FAIR VALUES

Accounting classifications and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities with it's classification.

	Carrying Value as at		Fair Value as at	
	31 March 2026	31 March 2025	31 March 2026	31 March 2025
Financial Assets				
(a) Fair value through Other Comprehensive Income (FVTOCI)				
Equity Investments	4,461	4,955	4,461	4,955
(b) Amortised cost				
i) Trade Receivables	19,115	17,434	19,115	17,434
ii) Loans	51	24	51	24
iii) Other Financial Assets	1,42,602	69,671	1,42,602	69,671
iv) Cash and cash equivalents	82,328	49,980	82,328	49,980
v) Other Bank Balances	117	86	117	86
Total	**2,48,674**	**1,42,150**	**2,48,674**	**1,42,150**
Financial Liabilities				
Amortised cost				
i) Non-current Borrowings	-	134	-	134
ii) Current Borrowing	-	1,609	-	1,609
iii) Trade Payable	1,04,032	78,359	1,04,032	78,359
iv) Other Financial Liabilities	3,934	2,723	3,934	2,723
Total	**1,07,966**	**82,825**	**1,07,966**	**82,825**

The following methods and assumptions were used to estimate the fair values:

The fair values of Trade Payables, Trade Receivables, Cash and Cash equivalents and Other Bank Balances, are reasonable approximation of fair value due to the short-term maturities of these instruments.

Investment in subsidiary and joint venture are accounted at cost in accordance with Ind AS 27 Separate Financial Statements, accordingly investment in subsidiary and joint venture are not fair valued.

Allowance for credit loss on Trade Receivables, is taken into account, on the basis of credit worthiness of the customer individual and the probability of recovery.

Fair value hierarchy and valuation techniques used

(a) Financial Assets and Liabilities measured at fair value

	Level	As at 31 March 2026	As at 31 March 2025
Financial Assets			
i) FVTOCI Investments - Quoted	Level 1	4,187	4,681
ii) FVTOCI Investments - Unquoted	Level 3	274	274
Total		**4,461**	**4,955**

(b) Financial Assets and Liabilities measured at amortised cost for which fair value is disclosed

	Level	As at 31 March 2026	As at 31 March 2025
Financial Assets measured at amortised cost			
i) Loans	Level 2	51	24
ii) Other Financial Assets	Level 2	1,42,602	69,671
Total		**1,42,653**	**69,695**

(c) Financial Liabilities measured at amortised cost

	Level	As at 31 March 2026	As at 31 March 2025
i) Non-current Borrowings	Level 2	-	134
ii) Current Borrowings	Level 2	-	1,609
iii) Other Financial Liabilities	Level 2	3,934	2,723
Total		**3,934**	**4,466**

The fair values disclosed in level 2 category are calculated using discounted cash flow method. These fair values reasonably approximate to the carrying values of financial assets and liabilities measured at amortised cost.

During the year ended 31 March 2026, there were no transfers between level 1 and level 2 fair value measurements and no transfers into and out of level 3 fair value measurement.

39. The Company has acquired the entire equity shares of Veera Tanneries Private Limited (VTPL), a private limited company incorporated under the Companies Act, 1956, vide a Share Purchase Agreement by and between the Company, VTPL and the shareholders of VTPL on 23 April 2026 for a total consideration of ₹ 16,196 lakhs (Rupees Sixteen thousand one hundred ninety six lakhs). Pursuant to such acquisition, VTPL has now become a wholly owned subsidiary of the Company. These events being non-adjusting events, no adjustments were made in the financial statements for the financial year 2025-26.

40. The Ministry of Environment, Forest and Climate Change has notified the Environment Protection (End-of-Life Vehicles) Rules, 2025 ("ELV Rules") effective 01 April, 2025, imposing Extended Producer Responsibility (EPR) on vehicle manufacturers for scrapping old vehicles and such obligations are to be fulfilled through the purchase of EPR certificates from registered Vehicle Scrapping Facilities via a Centralised Online Portal. As per best estimates, the Company has recognised a provision of ₹ 260 lakhs in the financial statements for the year ended 31 March, 2026. However, the implementation details and operational procedures of the ELV rules including the modalities of the pricing mechanism for the EPR certificates are yet to be developed.

41. FINANCIAL RISK MANAGEMENT

Financial Risk Management Policy and Objectives

The Company's principal financial liabilities comprise of Borrowings, Trade and Other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include Trade and Other receivables and Cash and Cash equivalents, which are derived directly from its operations.

The Company is exposed to market risk, credit risk and liquidity risk.

The management of these risks is overseen by the senior management, which is advised by a team of senior officials. The Risk Management team oversees the policies and systems, on a regular basis to reflect changes in market conditions and Company's activities and reviews the adequacy of the risk management framework in relation to the risks faced by the Company.

The Board of Directors reviews and agrees policies for managing each of these risks, which is summarised below:

Risk	Exposure arising from	Measurement	Management
Credit risk	Cash and Cash equivalents, Trade Receivables, Financial Assets measured at amortised cost	Ageing analysis Credit ratings [Refer Note 41(a)]	Diversification of Credit Limits and Letters of Credit, Sales on cash basis and against securities.
Liquidity risk	Borrowings and Other Financial Liabilities	Cash flow forecasts [Refer Note 41(b)]	Availability of committed credit lines and borrowing facilities
Market risk – foreign exchange	Recognised Financial Assets and Liabilities not denominated in Indian Rupee	Cash flow forecasting Sensitivity analysis [Refer Note 42]	Company's net forex exposure is covered by natural hedge
Market risk – interest rate	Loans and advances on Cash Credit Account, Term Loan from Bank and NCD.	Cash flow forecasting & Sensitivity analysis	Company uses a mix of interest rate sensitive financial instruments to manage the liquidity and fund requirements

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Risk	Exposure arising from	Measurement	Management
	As the borrowings were at fixed rate of interest, the Company is not exposed to interest rate risk, except the changes linked to Repo, MCLR, SOFR rates, etc.		
Market risk – equity prices	Investments in Equity Securities	Sensitivity analysis [Refer Note 41(c)]	Portfolio diversification. The overall exposure is not material.
Commodity risk	Procurement of steel and other metals	Budgeted consumption & its impact on finished product.	A well controlled review process is in place for analysing the price trend and market intelligence and accordingly the procurement strategy is adopted. The overall exposure is not material.

(a) Credit Risk

The table summarises ageing of Trade Receivable:

	Not due	Less than 1 year	More than 1 year	Total
As at 31 March 2026				
Gross Carrying Amount	10,130	4,203	4,782	19,115
Allowance for doubtful debts	-	-	-	-
Net	**10,130**	**4,203**	**4,782**	**19,115**
As at 31 March 2025				
Gross Carrying Amount	6,534	8,456	2,444	17,434
Allowance for doubtful debts	-	-	-	-
Net	**6,534**	**8,456**	**2,444**	**17,434**

The Cash and Cash equivalents are held with Scheduled Banks and Non-banking Financial Institution with an external rating of “AAA”. Thus, the Company considers that it’s Cash and Cash equivalents have low credit risks.

(b) Liquidity Risk

The table summarises the maturity profile of Company’s financial liabilities based on contractual un-discounted payments.

	As at 31 March 2026				
	Carrying amount	On demand	Less than 1 year	More than 1 year	Total
Interest bearing borrowings	-	-	-	-	-
Other Financial Liabilities	3,934	106	3,659	169	3,934
Trade and Other Payables	1,04,032	-	1,04,032	-	1,04,032

	As at 31 March 2025				
	Carrying amount	On demand	Less than 1 year	More than 1 year	Total
Interest bearing borrowings	1,743	-	1,609	134	1,743
Other Financial Liabilities	2,723	76	2,477	170	2,723
Trade and Other Payables	78,359	-	78,359	-	78,359

(c) Market Risk : Equity Price Risk

At the reporting date, the exposure to unquoted equity securities at fair value was ₹ 274 Lakhs.

At the reporting date, the exposure to quoted equity securities at fair value was ₹ 4,187 Lakhs. A decrease/increase of 15% on the Bank Nifty market index could have an impact of approximately ₹ 829 Lakhs on the OCI or equity attributable to the Company. These changes would not have an effect on profit or loss.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

42. FOREIGN CURRENCY SENSITIVITY ANALYSIS

Currency	Net exposure in foreign currency		Net exposure in INR	
	As at 31 March 2026	As at 31 March 2025	As at 31 March 2026	As at 31 March 2025
USD	20,128	(6,55,290)	19	(563)
EUR	7,23,743	23,80,341	797	2,246
YEN	81,98,250	-	49	-

Currency	Sensitivity %	Impact on profit (strengthening)*		Impact on profit (weakening)*	
		As at 31 March 2026	As at 31 March 2025	As at 31 March 2026	As at 31 March 2025
USD	5%	(1)	28	1	(28)
EUR	5%	(40)	(112)	40	112
YEN	5%	(2)	-	2	-
		(43)	**(84)**	**43**	**84**

(* Strengthening/ weakening of foreign currency).

43. CAPITAL MANAGEMENT

The Company's capital includes issued Equity Capital, Share Premium and Free Reserves.

The Company's policy is to meet the financial covenants attached to the interest-bearing borrowings by maintaining a strong capital base. The Company aims to sustain investor, creditor and market confidence so as to leverage such confidence for future capital/debt requirements.

Management monitors the return on capital earned, the capital/debt requirements for various business plans under consideration and determines the level of dividends to equity shareholders.

No changes were made in the objectives, policies or processes for managing capital during the financial years ended on 31 March 2026 and 31 March 2025.

Particulars	As at 31 March 2026	As at 31 March 2025
Total Shareholder's Equity as reported in Balance Sheet	4,26,413	3,10,362
Net Debt:		
Short-term Debt	-	-
Long-term Debt (including current portion of long-term debt)	-	1,743
Gross Debt:	**-**	**1,743**
Less: Cash and Bank Balances	82,445	50,066
Less: Fixed Deposits with Financial Institutions	97,500	57,500
Net Debt / (Net Cash and Bank balances)	**(1,79,945)**	**(1,05,823)**

44. TRANSFER TO INVESTOR EDUCATION AND PROTECTION FUND

All amounts which became due, for transfer to the credit of Investor Education and Protection Fund, as of 31 March 2026, have been transferred to that fund, except a sum of ₹ 0.60 Lakh (31 March 2025 : ₹ 0.60 Lakh) being amount of 5 Nos. (31 March 2025 : 5 Nos.) fixed deposits and interest thereon amounting to ₹ 0.25 Lakh (31 March 2025 : ₹ 0.25 Lakh). In view of the directives received from the Government Authorities, these amounts are not transferred to the Fund, being involved in an investigation.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

45. The Company has incurred ₹ 1,016 Lakhs (31 March 2025 : ₹ 875 Lakhs) towards Corporate Social Responsibility (CSR), which is shown in "Other Expenses" [Note 27 (m)] to the Notes to Financial Statements.

Sr. No.	Description	For the year ended 31 March 2026	For the year ended 31 March 2025
(a)	Gross amount required to be spent by the Company during the year	1,429	529
(b)	Amount required to be set-off for the financial year, if any [out of surplus of previous financial years].	288	67
(c)	Advance CSR contribution for ongoing projects for FY 2025-26	125	-
(d)	Surplus arising out of the CSR Projects or programmes or activities of the previous financial years (net of set off)	(413)	(67)
(e)	Total CSR obligation for the financial year	**1,016**	**462**
(f)	Amount of expenditure incurred during the year	512	875
(g)	Shortfall/(Surplus) at the end of the year	504	(413)
	Less: Amount remained unutilised	-	125
(h)	Net Shortfall / (Surplus) at the end of the year (*)	504	(288)
(i)	Reason for shortfall	(*)	NA
(j)	Nature of CSR activities:		
	(i) Promoting education and ensuring Environment sustainability and livelihood enhancement projects	120	250
	(ii) Promoting Arts and Culture and protection of national heritage	29	-
	(iii) Promoting healthcare	18	-
	(iv) Promoting education and skill development	345	-
	(v) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water.	-	625
	Total	**512**	**875**
(k)	Details of related party transactions, e.g. contribution to a trust controlled by the Company in relation to CSR expenditure as per relevant Accounting Standard.	-	-
(l)	Whereas provision is made with respect to a liability incurred by entering into a contractual obligation, the movements in the provision during the year shall be shown separately.	-	-
(m)	Unspent amount in relation to ongoing projects (for promotion of education) transferred to the CSR Unspent Account (*)	504	-
(n)	Amount available for set off in succeeding financial years	-	288

(*) The Company has transferred the Unspent amount pertaining to Ongoing Projects to a separate designated bank account in the month of April, 2026. The Company has identified ongoing projects pertaining to promotion of education for which such amount would be utilised within the statutory timeframe permitted under the Companies Act, 2013.

46. ADDITIONAL REGULATORY INFORMATION:

(a) Loans and Advances in the nature of Loan to Related Parties:

The Company has not granted any Loans or Advances in the nature of loans to promoters, directors, KMPs and the related parties (as defined under Companies Act, 2013), either severally or jointly with any other person as on 31 March 2026.

(b) Relationship with Struck off Companies :

As per our knowledge, the Company do not have any transactions with struck off companies as on 31 March 2026.

(c) Registration of charges or satisfaction with Registrar of Companies:

The Company has no charges or satisfaction yet to be registered with Registrar of Companies beyond the statutory period.

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(d) Compliance with number of layers of companies:

The Company complies 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.

(e) Compliance with approved Scheme (s) of Arrangements Accounted as per Scheme & Ind AS

Neither the Company has approached to nor any competent authority has approved any scheme of arrangements so as to account for in the books of account of the Company, in order to disclose any deviation in that regard.

(f) Loans, Guarantee, Security given by Company to Intermediary and it is giving to others on behalf of Company:

The Company has neither advanced nor loaned or invested funds (either borrowed funds or share premium or any other sources or kind of funds) to any other person(s) or entity(ies), including foreign entities (Intermediaries).

(g) Crypto Currency or Virtual Currency:

The Company has neither traded nor invested in Crypto currency or Virtual currency during the financial year.

(h) Benami Property:

The Company does not have any Benami property, and hence no proceeding has been initiated or pending against the Company for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.

(i) There is no income surrendered or disclosed as income during the current or previous year in the tax assessments under the Income Tax Act, 1961, that has not been recorded in the books of account.

(j) Key Financial Ratios

Sr. No.	Ratio	Formula used	FY 2025-26	FY 2024-25	% change	Reason for change in the ratios by more than 25%
(i)	Current Ratio	Current Assets / Current Liabilities	1.87	1.49	25%	Driven by aggressive working capital management, current year profit and enhanced liquidity without additional leverage.
(ii)	Debt-Equity Ratio	Total Debt / Shareholders equity	-	0.01	-	
(iii)	Debt Service Coverage Ratio	Earning available for debt service excluding Exceptional items and Non-cash Operating Expenses / Debt service	61.13	1.64	3632%	Zero debt service obligation and improved operating profit resulted in robust coverage ratio.
(iv)	Return On Equity	Net Profit Before Exceptional items & tax thereon / Average Shareholders Equity	0.26	0.20	31%	Due to operating efficiency and improved margins.
(v)	Inventory Turnover Ratio	Net Sales / Average Inventory	7.36	6.82	8%	
(vi)	Trade Receivable Turnover Ratio	Net Sales / Average Accounts Receivable	49.14	57.52	-15%	
(vii)	Trade Payable Turnover Ratio	Material consumption / Average Trade Payables	7.05	7.28	-3%	
(viii)	Net Capital Turnover Ratio	Net Sales / Working Capital	5.04	9.44	-47%	Due to improved short term / current assets

Notes to Standalone Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Sr. No.	Ratio	Formula used	FY 2025-26	FY 2024-25	% change	Reason for change in the ratios by more than 25%
(ix)	Net Profit Ratio	Net Profit Before Exceptional items	0.11	0.07	59%	Improved due to better sales mix, operational efficiency and controlled overheads.
		Net Sales				
(x)	Return on Capital Employed	Earning before Interest, Taxes and Exceptional items	0.35	0.31	13%	
		Capital Employed				
(xi)	Return on Investment	Return on Quoted Trade Investment	1.41	1.30	9%	
		Cost of Trade Investment				

47. DIVIDEND

The Board of Directors has recommended payment of Dividend of ₹ 50 per fully paid Equity Shares (31 March 2025: ₹ 40). This proposed dividend is subject to the approval of Shareholders in the ensuing Annual General Meeting. This dividend is not recognised in the books of account at the end of the reporting period.

48. The Company is operating in a Single Segment.

49. Previous year's figures have been re-grouped, re-arranged and re-classified wherever necessary.

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

Place: Pune
Date : 29 April 2026

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

FORM AOC - 1

(Pursuant to first proviso to sub-section (3) of Section 129 read with Rule 5 of Companies (Accounts) Rules, 2014)

Statement containing salient features of the Financial Statement of Subsidiaries/Associate Companies/Joint Ventures

PART "A" : SUBSIDIARIES

1.	Sr. No.	1
2.	Name of the subsidiary	Tempo Finance (West) Private Limited
3.	The date since when subsidiary was acquired	14th August 2012
4.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period.	Same as per the Holding Company's reporting period
5.	Reporting currency and exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries.	N.A.
6.	Share Capital	133
7.	Reserves and Surplus	599
8.	Total Assets	732
9.	Total Liabilities	732
10.	Investments	--
11.	Turnover (Total Revenue)	51
12.	Profit before taxation	50
13.	Provision for taxation	13
14.	Profit after taxation	37
15.	Proposed Dividend	--
16.	% of shareholding	66.43%
1.	Names of subsidiaries which are yet to commence operations	N.A.
2.	Names of subsidiaries which have been liquidated or sold during the year	N.A.

PART "B" : ASSOCIATES AND JOINT VENTURES

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

	Name of Joint Venture	Force MTU Power Systems Private Limited
1.	Latest Audited Balance Sheet date	31 March 2026
2.	Shares of Joint Venture held by the Company on the year end.	
	(a) No.	12,75,00,000 Equity Shares of ₹ 10 each
	(b) Amount of Investment in Joint Venture	12,750
	(c) Extend of Holding %	51%
3.	Description of how there is significant influence	There is a significant influence by virtue of joint control
4.	Reason why the Joint venture is not consolidated	N.A.
5.	Net worth attributable to Shareholding as per latest Audited Balance Sheet	5,373
6.	Profit/(Loss) for the year	22
	(a) Considered in Consolidation	11
	(b) Not considered in Consolidation	N.A.

1.	Names of Associates or Joint Ventures which are yet to commence operations	N.A.
2.	Names of Associates or Joint Ventures which have been liquidated or sold during the year	N.A.

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

Place: Pune
Date : 29 April 2026

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Independent Auditors' Report

To the Members of Force Motors Limited

Report on the Audit of Consolidated Financial Statements

OPINION

We have audited the accompanying consolidated financial statements of Force Motors Limited (hereinafter referred to as the "Holding Company") and its subsidiary (Holding Company and its subsidiary together referred to as "the Group"), and a joint venture, which comprise the consolidated balance sheet as at March 31, 2026, the consolidated statement of profit and loss (including other comprehensive income), the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies and other explanatory information (hereinafter referred to as "**the consolidated financial statements**").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on separate financial statements and financial information of such subsidiary and joint venture as were audited by the other auditors the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("**the Act**") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under Section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, ("Ind AS") and other accounting principles generally accepted in India, of the consolidated state of affairs of the Company as at March 31, 2026, the consolidated profit and total comprehensive income, changes in equity and its consolidated cash flows for the year ended on that date.

BASIS FOR OPINION

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group and the joint venture in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the independence requirements that are relevant to our audit of the consolidated financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence we have obtained along with the consideration of reports of the other auditors referred to in paragraph (a) of the "Other Matters" section below is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment and based on the consideration of reports of other auditors on separate/ consolidated financial statements of components audited by them were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matter	How our audit addressed the key audit matter
1.	**Contingent Liability** The Company has in duties and taxes litigations that are pending with various tax authorities. Whether a liability is recognised or disclosed as a contingent liability in the financial statements is inherently judgmental and dependent on assumptions and assessments. We placed specific focus on the judgements in respect to these demands against the Company. Determining the amount, if any, to be recognised or disclosed in the financial statements, is inherently subjective. Therefore, it is considered to be a key audit matter. (Refer Note 32(a) to consolidated financial statements)	Our procedures included, but were not limited to, the following: • Obtained an understanding from the management with respect to process and controls followed by the Company for identification and monitoring of significant developments in relation to the litigations, including completeness thereof. • Obtained the list of litigations from the management and reviewed their assessment of the likelihood of outflow of economic resources being probable, possible or remote in respect of the litigations. • Assessed management's discussions held with their legal consultants and understanding precedents in similar cases;
2.	**Intangible assets** Product development costs incurred on new vehicle platforms; engines are recognised as intangible assets only when technical feasibility has been established. The costs capitalised during the year include technical know-how expenses, materials, direct Labour, inspecting and testing charges, designing and other direct expenses incurred on respective projects, up to the date the intangible asset is capitalised.	Our audit approach consisted evaluation of design and implementation of controls, and testing the operating effectiveness around initiation of capitalisation of the product development cost including management's validation of relevant data elements and benchmarking the assumptions; The audit procedures included: • Obtained the list of approved project wise details and verify the completeness and accuracy of cost data with respect to various system generated reports.

Independent Auditors' Report (Contd.)

Sr. No.	Key Audit Matter	How our audit addressed the key audit matter
	The capitalisation of product development cost is considered to be a key audit matter given that the assessment of the capitalisation criteria set out in Ind AS 38 Intangible Assets is made at an early stage of product development and there are inherent challenges with accurately predicting the future economic benefit, which must be assessed as probable for capitalisation to commence. (Refer Note 2{g} and Note 5 of the consolidated financial statements)	• Inspected the respective approvals for initiation of capitalisation including government approvals where applicable; • Reviewed the cost allocation for the year and determined that costs capitalised are directly attributable. • Tested on sample basis costs incurred towards projects i.e. in respect of manpower cost, we verified hours booked on respective projects, hourly rates for respective persons and sample vouchers / invoices for directly attributable expenses. • We reviewed judgments used by the Management for expected probable economic benefits and associated expenditures, and their assessment of feasibility of the projects, including appropriateness of past / present useful life applied in calculation of amortisation. • After carrying out above audit procedures, we concluded that relevant criteria for capitalisation have been met.

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Holding Company's Management and Board of Directors are responsible for the preparation of the other information. The other information comprises the information included in the annual report but does not include the financial statements and the auditor's report thereon. The annual report is expected to be made available to us after the date of this audit report.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

MANAGEMENT'S AND BOARD OF DIRECTORS RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Companies Act, 2013 that give a true and fair view of the consolidated state of affairs, consolidated profit/loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its joint venture in accordance with the accounting principles generally accepted in India, including the Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and joint venture are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and joint venture are responsible for assessing the ability of Group and joint venture 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 Group or to cease operations, or has no realistic alternative but to do so.

The respective Management and Board of Directors of the companies included in the Group and of its joint venture are responsible for overseeing the financial reporting process of the Group and its joint venture.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Independent Auditors' Report (Contd.)

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls system in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management and Board of Directors.
- Conclude on the appropriateness of Management's and Board of Directors use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its Joint Venture to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial statements/financial information of the entities or business activities within the Group and its joint venture to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements/financial information of such entities included in the consolidated financial statements. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in the section titled "Other Matters" in this audit report.

Materiality is the magnitude of misstatements in the consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance of the Holding Company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance the Holding Company with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance the Holding Company, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

OTHER MATTERS

We did not audit the financial statements and other financial information, in respect of a subsidiary, whose financial statements include total assets (before consolidation adjustments) of ₹ 731.54 Lakhs as at March 31, 2026, and total revenue (before consolidation adjustments) of ₹ 50.82

Independent Auditors' Report (Contd.)

Lakhs and net cash inflows (before consolidation adjustments) amounting to ₹ 38.14 lakhs for the year ended on that date respectively, as considered in the consolidated financial statements. These financial statements and other financial information have been audited by other auditors which have been furnished to us by the management. The consolidated financial statements also include the Group's share of net profit (including other comprehensive income) of ₹ 15.83 for the year ended March 31, 2026, as considered in the consolidated financial statements, in respect of a joint venture. These financial statements and other financial information have been audited by other auditors which have been furnished to us by the management. Our opinion, in so far as it relates to the affairs of such subsidiary and joint venture is based solely on the report of other auditors.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements / financial information certified by the Management.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. A . As required by Section 143(3) of the Act, based on our audit and on the consideration of the report of the other auditor on separate financial statement and the other financial information of subsidiary company and joint venture incorporated in India as were audited by other auditors, referred in the Other Matters paragraph above we report, that:

   a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

   b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors.

   c) The consolidated balance sheet, the consolidated statement of profit and loss including other comprehensive income, consolidated statement of changes in equity and the consolidated statement of cash flow dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

   d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

   e) On the basis of the written representations received from the directors of the Holding Company for the year ended March 31, 2026 taken on record by the Board of Directors of the holding Company and the reports of the statutory auditors of its subsidiary company and joint venture company incorporated in India, none of the directors of the Group and joint venture companies incorporated in India is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.

   f) With respect to the adequacy of the internal financial controls with respect to financial statements and the operating effectiveness of such controls, refer to our separate Report in "**Annexure A**", which is based on auditors' reports of the Company, subsidiary company and joint venture incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls over financial reporting of the Holding Company and subsidiary company incorporated in India.

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, 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 other auditors on separate financial statements of the subsidiary and joint ventures as noted in the"Other Matters" paragraph:

   i. The consolidated financial statements disclose impact of pending litigations on the consolidated financial position of the Group – Refer Note 32(a) to the consolidated financial statements during the year ended 31 March 2026

   ii. The Group did not have any material long-term contracts including derivative contracts for which there were any material foreseeable losses during the year 31 March 2026.

iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Holding Company, its subsidiary and joint venture incorporated in India. - Refer Note 45 to consolidated financial statements during the year ended 31 March 2026.

iv. With respect to clause (e) of Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended:

a. The Management of the Holding Company has represented that, to the best of it’s knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the company to or in any other person(s) or entity(ies), including foreign entities (“Intermediaries”), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

b. The Management of the Holding Company has represented, that, to the best of it’s knowledge and belief, no funds have been received by the company from any person(s) or entity(ies), including foreign entities (“Funding Parties”), with the understanding, whether recorded in writing or otherwise, that the company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

c. Based on such audit procedures that we have considered reasonable and appropriate in the circumstances, nothing has come to their notice that has caused us believe that the representations under sub-clause (a) and (b) contain any material mis-statement.

v. The final dividend paid by the Holding Company during the year in respect for the previous year is in accordance with Section 123 of the Companies Act 2013 to the extent it applies to payment of dividend.

As stated in Note 48 to the consolidated financial statements, the Board of Directors of the Holding Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

vi. With respect to clause (g) of Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, the requirement under proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 of mandatory audit trail in the Company accounting software, based on our examination which included test checks and that performed by the respective auditors of the subsidiary and joint venture which are companies incorporated in India whose financial statements have been audited under the Act, the company, subsidiary and joint ventures have used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit, we and respective auditors of the above referred subsidiaries, associates and joint ventures/joint operations did not come across any instance of audit trail feature being tampered with. Additionally, the audit trail has been preserved by the Company as per the statutory requirements for record retention

Independent Auditors’ Report (Contd.)

2. With respect to the other matters to be included in the Auditor’s Report in accordance with the requirements of Section 197(16) of the Act, as amended:

   In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of Section 197 of the Act.

3. With respect to the matters specified in paragraphs 3(xxi) and 4 of the Companies (Auditor’s Report) Order, 2020 (the “Order”/ “CARO”) issued by the Central Government in terms of Section 143(11) of the Act, to be included in the Auditor’s report, according to the information and explanations given to us, and based on the CARO reports issued by us for the Company and entities included in the consolidated financial statements of the Company, to which reporting under CARO is applicable, we report that there are no qualifications or adverse remarks in these CARO reports.

For **Kirtane & Pandit LLP**
Chartered Accountants
Firm Registration No.105215W/W100057

Parag Pansare
Partner
Membership No.: 117309
UDIN: 26117309XLCFHI7538

Pune, April 29, 2026

Annexure A to the Independent Auditor's Report on the consolidated financial statements of Force Motors Limited for the year ended 31 March 2026

(Referred to in paragraph 1(f) under 'Report on Other Legal and Regulatory Requirements' section of our report to the Members of Force Motors Limited of even date)

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

OPINION

In conjunction with our audit of the consolidated financial statements of the Force Motors Limited (hereinafter referred to as "the Holding Company") as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which is its subsidiary company and Joint Venture, as of that date.

In our opinion and based on the consideration of reports of the other auditors on internal financial controls with reference to financial statements/ financial information of subsidiary company, and, joint venture company as were audited by the other auditors, the Holding Company and such companies incorporated in India which is its subsidiary company and its joint venture companies have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

MANAGEMENT'S AND BOARD OF DIRECTORS' RESPONSIBILITIES FOR INTERNAL FINANCIAL CONTROLS

The Management and Board of Directors of the Company, its subsidiary company and Joint Venture, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls based on the internal control with reference to financial statements criteria established by the Holding 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. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors of the relevant subsidiary company and joint venture in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

A company's internal financial control with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of 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 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 standalone financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal

ANNEXURE 'A' (Contd.)

financial control with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OTHER MATTERS

Our report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls over financial reporting with reference to these consolidated financial statements of the Holding Company, insofar as subsidiary company and joint venture, which are companies incorporated in India, is based on the corresponding reports of the auditors of such subsidiary and joint venture incorporated in India.

Our opinion is not modified in respect of these matters.

For **Kirtane & Pandit LLP**
Chartered Accountants
Firm Registration No.105215W/W100057

Parag Pansare
Partner
Membership No.: 117309
UDIN: 26117309XLCFHI7538

Pune, April 29, 2026

FORCE

Consolidated Balance Sheet

as at 31 March, 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Particulars	Note No.	As at 31 March 2026	As at 31 March 2025
I ASSETS			
1. Non-current Assets			
(a) Property, Plant and Equipment	3	1,47,346	1,52,366
(b) Capital Work-in-progress	3	23,572	9,254
(c) Investment Property	4	1,321	651
(d) Goodwill		1	1
(e) Other Intangible Assets	5	43,467	43,876
(f) Intangible Assets under development	5	30,068	19,469
(g) Financial Assets			
(i) Investments	6	9,834	10,313
(ii) Other Financial Assets	13	1,374	11,453
(h) Other Non-current Assets	9	13,610	7,979
Total Non-current Assets		**2,70,593**	**2,55,362**
2. Current Assets			
(a) Inventories	10	1,25,801	1,18,376
(b) Financial Assets			
(i) Trade Receivables	11	19,115	17,434
(ii) Cash and Cash equivalents	12	83,042	50,655
(iii) Bank Balance other than (ii) above	12	117	86
(iv) Loans and Advances	7	51	24
(v) Other Financial Assets	13	1,41,246	58,237
(c) Current Tax Assets (Net)	8	3,440	952
(d) Other Current Assets	9	10,350	12,272
Total Current Assets		**3,83,162**	**2,58,036**
Total Assets		**6,53,755**	**5,13,398**
II EQUITY AND LIABILITIES			
1. Equity			
(a) Equity Share Capital	14	1,318	1,318
(b) Other Equity	15	4,18,117	3,02,025
(c) Equity attributable to owners of the Company		**4,19,435**	**3,03,343**
(d) Non-controlling Interest	21	246	233
Total Equity		**4,19,681**	**3,03,576**
2. Liabilities			
Non-current Liabilities			
(a) Financial Liabilities			
(i) Borrowings	16	-	134
(ii) Other Financial Liabilities	17	169	170
(b) Deferred Tax Liabilities (Net)	8	22,762	32,489
(c) Other Non-current Liabilities	20	544	416
(d) Provisions	18	6,177	4,089
Total Non-current Liabilities		**29,652**	**37,298**
Current Liabilities			
(a) Financial Liabilities			
(i) Borrowings	16	-	1,609
(ii) Trade Payables	19		
- Total outstanding dues of Micro and Small enterprises		4,781	3,208
- Total outstanding dues other than Micro and Small enterprises		99,251	75,151
(iii) Other Financial Liabilities	17	3,765	2,553
(b) Other Current Liabilities	20	65,415	66,858
(c) Provisions	18	31,210	23,145
Total Current Liabilities		**2,04,422**	**1,72,524**
Total Liabilities		**2,34,074**	**2,09,822**
Total Equity and Liabilities		**6,53,755**	**5,13,398**

See accompanying notes forming part of the Consolidated Financial Statements 1-52

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Place: Pune
Date : 29 April 2026

Consolidated Statement of Profit and Loss

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

	Particulars	Note No.	For the year ended 31 March 2026	For the year ended 31 March 2025
I	**INCOME**			
	(a) Revenue from Operations	22	9,05,705	8,07,173
	(b) Other Income	23	11,046	5,656
	Total Income		**9,16,751**	**8,12,829**
II	**EXPENSES**			
	(a) Cost of Materials consumed		6,42,720	5,95,864
	(b) Changes in Inventories of Finished Goods and Work-in-progress	24	(2,251)	(1,153)
	(c) Employee benefits expense	25	68,631	59,189
	(d) Finance costs	26	326	2,587
	(e) Depreciation and Amortisation expense	27	28,599	28,024
	(f) Other expenses	28	62,786	55,724
	(g) Expenditure included in the above items capitalised		(14,496)	(11,723)
	Total Expenses		**7,86,315**	**7,28,512**
III	**Profit / (Loss) before share of Profit / (Loss) of Joint Venture and exceptional items**		**1,30,436**	**84,317**
IV	**Share of Profit / (Loss) of Joint Venture**		11	52
V	**Profit / (Loss) before exceptional items and tax**		**1,30,447**	**84,369**
VI	**Exceptional Items**	29	21,124	39,457
VII	**Profit / (Loss) Before Tax**		**1,51,571**	**1,23,826**
VIII	**Tax Expense**	8		
	(a) Current Tax		40,247	44,161
	(b) Deferred Tax		(9,854)	(407)
	(c) Taxation in respect of earlier years		3	(14)
	Total Tax Expense		**30,396**	**43,740**
IX	**Profit / (Loss) for the year**		**1,21,175**	**80,086**
X	**Attributable to**			
	(a) Owners of the Company		1,21,163	80,074
	(b) Non-controlling interest	21	12	12
			1,21,175	**80,086**
XI	**Other Comprehensive Income**			
	(a) Items that will not be reclassified to Profit or Loss			
	(i) Re-measurements of net defined benefit liability		814	(452)
	(ii) Equity instrument through Other Comprehensive Income		(494)	885
	(iii) Share of Other Comprehensive Income of Joint Venture		6	4
			326	**437**
	(b) Income tax relating to items that will not be reclassified to Profit or Loss			
	(i) Taxes on re-measurements of net defined benefit liability		(205)	158
	(ii) Taxes on Equity instrument through Other Comprehensive Income		80	(204)
	(iii) Share in taxes on Other Comprehensive Income of Joint Venture		(2)	(1)
			(127)	**(47)**
	Total Other Comprehensive Income		**199**	**390**
	Total Comprehensive Income for the year (Comprising Profit /(Loss) and Other Comprehensive Income for the year)		**1,21,374**	**80,476**
XII	**Attributable to**			
	(a) Owners of the Company		1,21,362	80,464
	(b) Non-controlling interest	21	12	12
			1,21,374	**80,476**
XIII	**Basic and Diluted Earnings per Equity Share [Nominal value per share ₹ 10] ₹**	30	**919.56**	**607.71**

See accompanying notes forming part of the Consolidated Financial Statements 1-52

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Place: Pune
Date : 29 April 2026

Consolidated Statement of Changes in Equity

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

A. EQUITY SHARE CAPITAL

Balance as at 1 April 2024	Changes in Equity Share Capital due to prior period errors	Restated balance as at 1 April 2024	Changes in Equity Share Capital during the year	Balance as at 31 March 2025
1,318	-	1,318	-	**1,318**

Balance as at 1 April 2025	Changes in Equity Share Capital due to prior period errors	Restated balance as at 1 April 2025	Changes in Equity Share Capital during the year	Balance as at 31 March 2026
1,318	-	1,318	-	**1,318**

B. OTHER EQUITY

Particulars	Reserves and Surplus			Equity instruments through Other Comprehensive Income	Total	Non-controlling interest
	Securities Premium	General Reserve	Retained Earnings			
Balance as at 1 April 2024	5,920	34,716	1,80,092	3,468	2,24,196	221
Profit / (Loss) for the year	-	-	80,074	-	80,074	12
Other Comprehensive Income (Net of tax)	-	-	(291)	681	390	-
Dividends	-	-	(2,635)	-	(2,635)	-
Transfer to General Reserve	-	5	(5)	-	-	-
Balance as at 31 March 2025	**5,920**	**34,721**	**2,57,235**	**4,149**	**3,02,025**	**233**
Balance as at 1 April 2025	5,920	34,721	2,57,235	4,149	3,02,025	233
Profit / (Loss) for the year	-	-	1,21,163	-	1,21,163	12
Other Comprehensive Income (Net of tax)	-	-	613	(414)	199	-
Dividends	-	-	(5,270)	-	(5,270)	-
Transfer to General Reserve	-	6	(6)	-	-	-
Balance as at 31 March 2026	**5,920**	**34,727**	**3,73,735**	**3,735**	**4,18,117**	**245**

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

Place: Pune
Date : 29 April 2026

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Consolidated Statement of Cash Flows

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

	Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
A.	**CASH FLOW FROM OPERATING ACTIVITIES**		
	Profit / (Loss) before tax	1,51,571	1,23,826
	Adjustments for		
	Depreciation and Amortisation expense	28,599	28,024
	Net exchange differences (unrealised)	60	59
	Interest Income	(7,752)	(2,261)
	Dividend Income on Equity Securities	(38)	(35)
	Loss/(Gain) on disposal of Property, Plant and Equipment	(103)	548
	Finance Costs	326	2,587
	Inventory write down	12	1,260
	Profit on sale of Investment	-*	-
	Share of (Profit) / Loss in Joint Venture	(11)	(52)
	Operating Profit before Working Capital adjustments	**1,72,664**	**1,53,956**
	Working Capital adjustments		
	Increase/Decrease in		
	Trade Receivables	(1,642)	(7,042)
	Inventories	(7,437)	(3,317)
	Other Financial Assets	(28,848)	10,050
	Other Non-financial Assets	1,923	(102)
	Trade Payables	25,571	(7,055)
	Financial Liabilities	561	(3)
	Non-financial Liabilities	(1,315)	25,802
	Provisions	10,967	4,356
	Cash generated from Operations	**1,72,444**	**1,76,645**
	Income Tax (paid) / Refund (Net)	(42,735)	(21,998)
	Net cash flow from / (used in) Operating Activities	**1,29,709**	**1,54,647**
B.	**CASH FLOW FROM INVESTING ACTIVITIES**		
	Payments for Property, Plant &Equipment and Intangible Assets	(53,962)	(36,690)
	Proceeds from sale of Property, Plant & Equipment and Intangible Assets	328	185
	Deposits - Financial Institution / Banks	(40,000)	(57,500)
	Interest received	3,612	1,616
	Investments	-*	(269)
	Dividends received	38	35
	Net Cash flow from / (used in) Investing Activities	**(89,984)**	**(92,623)**
C.	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Proceeds from/Repayment of borrowings (Net)	(1,743)	(50,766)
	Interest paid	(327)	(2,783)
	Dividends paid	(5,270)	(2,635)
	Net Cash flow from/(used in) Financing Activities	**(7,340)**	**(56,184)**
	Net Increase/(Decrease) in Cash and Cash equivalents	**32,385**	**5,840**
	Cash and Cash equivalents at beginning of the financial year	50,655	44,815
	Cash and Cash equivalents at end of the financial year	83,040	50,655
	Cash and Cash equivalents as per Note 12	83,042	50,655
	Effects of exchange rate fluctuations on Cash and Cash equivalents held	(2)	-
		83,040	**50,655**

- Denotes amount less than ₹50,000/-*

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

Place: Pune
Date : 29 April 2026

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

Notes to Consolidated Financial Statements

for the year ended 31 March 2026

1. GROUP INFORMATION

Holding Company:

Force Motors Limited (the Company) is a Public Limited Company domiciled and incorporated in India. The Registered Office of the Company is situated at Mumbai-Pune Road, Akurdi, Pune - 411035. The Company's ordinary shares are listed on the BSE Limited and the National Stock Exchange of India Limited.

The Company is a fully, vertically integrated automobile company, with expertise in design, development and manufacture of the full spectrum of automotive components, aggregates and vehicles. Its range of products includes Light Commercial Vehicles (LCV), Multi-Utility Vehicles (MUV), Small Commercial Vehicles (SCV) and Special Vehicles (SV).

Subsidiary Company:

Tempo Finance (West) Private Limited, a Subsidiary Company of Force Motors Limited, is domiciled and incorporated in India, having its Registered Office at Mumbai-Pune Road, Akurdi, Pune – 411035. The Company is engaged in providing financial services.

The Holding Company, the Subsidiary Company together referred to as the Group.

Joint Venture Company:

Force MTU Power Systems Private Limited (FMTU), is a Private Company domiciled in India and incorporated under the provisions of the Companies Act, 2013. It is a joint venture between Force Motors Limited and Rolls-Royce Solutions GmbH. The Company is in the business of manufacturing Engines & Generator sets.

2. MATERIAL ACCOUNTING POLICY INFORMATION

(a) Statement of Compliance

The financial statements of the Company comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 ("**the Act**") [the Companies (Indian Accounting Standards) Rules, 2015]. as amended from time to time and other relevant provisions of the Act.

(b) Basis of Preparation

The financial statements have been prepared on the historical cost basis, except certain financial instruments and defined benefit plans, which are measured at fair values.

These financial statements have been prepared on a Going Concern basis.

All assets and liabilities, other than deferred tax assets and liabilities, have been classified as current or non-current as per the Company's normal operating cycle being 12 months and other criteria set out in the Schedule III (Division II) to the Act.

These financial statements are presented in Indian Rupees, which is the Group's functional currency. All amounts disclosed in the financial statements and notes have been rounded off to nearest lakhs, unless otherwise stated.

(c) Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Company, its subsidiary and Joint Venture, being the entities that it controls. Control is evidenced where the Group has power over the investee or is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to effect those returns through its power over the investee. Power is demonstrated through existing rights that give the ability to direct relevant activities, which significantly affect the entity returns.

The consolidated financial statements include results of the subsidiary company, consolidated in accordance with Ind AS 110 (Consolidated Financial Statements) and Ind AS 28 (Investment in Associates and Joint Ventures).

Joint Venture

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. The results, assets and liabilities of a joint venture are incorporated in these financial statements using the equity method of accounting in accordance with Ind AS 28 (Investment in Associate and Joint Venture).

(d) Revenue Recognition

(i) Sales

Revenue towards satisfaction of performance obligation is measured at transaction price. Amounts disclosed as revenue are net of Taxes, Returns, Discounts, Rebates and Incentives. The Group recognises revenue when it has transferred to the buyer the significant risks and rewards associated with the ownership of goods no significant performance obligation is pending and the amount of revenue can be reliably measured and it is probable that future economic benefits will flow to the Group.

Trade Receivables that do not contain a significant financing component are measured at transaction price.

(ii) Other Incomes

Other incomes are recognised when it is probable that the economic benefit will flow to the Group and the amount of income can be measured reliably.

(iii) Cost Recognition

Costs and expenses are recognised when incurred and are clasified according to their nature. Expenditre are capitalised where appropriate internally generated capital items (tangible and intangible assets) and various product development projects undertaken by the Company, for the introduction of new products and development of Engines and Existing product variants.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(e) Inventories

Inventories are valued at lower of their cost or net realisable value. The cost of raw materials, stores and consumables is measured on moving weighted average basis.

Inventories comprise all costs of purchase, conversion and other costs incurred in bringing the inventories to their present location and condition.

Raw materials and bought out components are valued at the lower of cost or net realisable value. Cost is determined on the basis of the weighted average method.

Finished Goods and work-in-progress are carried at cost or net realisable value, whichever is lower.

Stores, spares and tools other than obsolete and slow moving items are carried at cost. Obsolete and slow moving items are valued at cost or estimated net realisable value, whichever is lower.

(f) Property, Plant and Equipment

Property, plant and equipment, except land, are carried at historical cost of acquisition, construction or manufacturing cost, as the case may be, less accumulated depreciation and amortisation. Freehold land is carried at cost of acquisition.

Cost represents all expenses directly attributable to bringing the asset to its working condition capable of operating in the manner intended.

Costs incurred to manufacture property, plant and equipment and intangibles are reduced from the total expense under the head 'Expenditure included in above items capitalised' in the Statement of Profit and Loss.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at regular intervals and adjusted prospectively, if appropriate.

(g) Intangible Assets

Intangible Assets acquired are stated at acquisition cost, less accumulated amortisation and impaired losses, if any.

Intangible Assets internally generated:

Expenditure incurred by the Group on development of know-how researched, is recognised as an intangible asset, only if the future economic benefits attributable to the use of such know-how are probable to flow to the Group and the costs/ expenditure can be measured reliably.

(h) Investment Property

Investment property is measured at cost less accumulated depreciation.

(i) Impairment of assets

Assets are tested periodically for impairment. Impairment is carriedout whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

(j) Depreciation & Amortisation

(i) Property, Plant and Equipment

- The Depreciation on Property, Plant and Equipment is provided on straight-line method and as per Schedule-II to the Companies Act, 2013.
- Leasehold land is amortised over the period of lease.

(ii) Investment Property

The Depreciation on Investment Property is provided on straight-line method and as per Schedule-II to the Companies Act, 2013.

(iii) Intangible Assets

- Software and their implementation costs are written off over the period of 5 years.
- Technical Know-how acquired and internally generated is amortised over the useful life of the assets, not exceeding 10 years.

(k) Borrowing Costs

Cost of borrowings incurred for acquisition, construction or production of qualifying asset is capitalised.

(l) Research and Development Expenses

Revenue expenditure on Research and Development is charged off as an expense in the year in which it is incurred and capital expenditure is grouped with Assets under appropriate heads and depreciation is provided as per rates applicable.

(m) Leases

(i) Where the Group is the Lessee

- The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.
- The right-of-use asset is subsequently depreciated using the straight-line method over the useful life of the right-of-use asset or the end of the lease term.

Short-term leases and leases of low-value assets

- The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(ii) **Where the Group is the Lessor**

Lease rentals are recognised in the Statement of Profit and Loss. Costs, including depreciation, are recognised as an expense in the Statement of Profit and Loss.

(n) Investment in Subsidiary and Joint Venture

The Company has elected to recognise its investments in Subsidiary and Joint Venture at cost in accordance with the option available in Ind AS 27, 'Separate Financial Statements'.

(o) Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and cash on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

(p) Earnings per Share

Basic earnings per share are computed by dividing the profit after tax by the weighted average number of equity shares outstanding during the period.

(q) Foreign currency transactions

Transactions and balances

(i) Foreign Currency transactions are recorded at the rate of exchange on the date of the transaction.

(ii) Monetary items of Assets and Liabilities booked in foreign currency are translated in to rupee at the exchange rate prevailing at the Balance Sheet date.

(iii) Exchange difference resulting from settlement of such transaction and from translation of monetary items of Assets and Liabilities are recognised in the Statement of Profit and Loss.

(iv) Exchange difference arising on translation of foreign currency liabilities for acquisition of Property, Plant and Equipments are adjusted to the Statement of Profit and Loss.

(v) The date of the transaction for the purpose of determining the exchange rate to use on initial recognition of the related asset, expense or income (or part of it) is the date on which an entity initially recognises the non-monetary asset or non-monetary liability arising from the payment or receipt of advance.

(r) Functional and presentation currency

These financial statements are presented in Indian Rupees, which is the Group's functional currency. All amounts disclosed in the financial statements and notes have been rounded off to nearest lakhs, unless otherwise stated.

(s) Employee Benefits

Defined benefit plans

(i) The accruing liability of Gratuity is covered by Employees Group Gratuity Scheme of Life Insurance Corporation of India (LIC) and the premium is accounted for in the year of accrual. The additional liability, if any, due to deficit in the Plan assets managed by LIC as compared to the present value of accrued liability on the basis of actuarial valuation, is recognised and provided for.

(ii) Provident fund contributions are made to Group's Provident Fund Trust. The contributions are accounted for as defined benefit plans and are recognised as employee benefits expense when they are due. Deficits, if any, of the fund as compared to liability on the basis of an independent actuarial valuation is to be additionally contributed by the Group.

(iii) Current service cost and net interest on defined benefit obligation are directly recognised in the Statement of Profit and Loss.

(iv) Re-measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in retained earnings in the statement of changes in equity and in the balance sheet.

Defined contribution plans

(i) The Group's superannuation scheme is a defined contribution plan. The contributions are recognised as employee benefit expenses when they are due.

(ii) Benefits in respect of compensated absence payable after 12 months are provided for, based on valuation, as at the Balance Sheet date, made by independent actuaries.

(iii) Defined contribution to Employees Pension Scheme 1995 is made to Government Provident Fund Authority and recognised as expense as and when due.

The accounting of employee benefit plans in the nature of defined benefit requires the company to use assumptions. These assumptions have been explained under employee benefits note. (Refer Notes 25 & 29 (b)]

(t) Hire Purchase

The Group follows Equated Balance Method for the implicit rate for accounting the income from Hire Purchase. Directions and guidelines issued by the Reserve Bank of India in respect of income recognition, asset classification and provision for bad and doubtful debts have been followed.

(u) Taxation

Current tax is determined as the amount of tax payable in respect of taxable income for the year. The Group's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

Deferred tax is recognised on temporary differences between the tax base of assets and liabilities and their carrying amount in the financial statements. Deferred tax liabilities are recognised for all deductible temporary differences. Deferred tax assets are recognised to the extent it is probable that future taxable income will be available against which the deductible temporary differences could be utilised. Deferred tax is determined using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Current and deferred taxes are recognised in profit or loss, except to the extent that it relate to the items that are recognised in other comprehensive income or directly in equity, in this case, the current and deferred taxes are also recognised in other comprehensive income or directly in equity respectively.

Minimum Alternate Tax (MAT) paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as an asset if there is convincing evidence that the Group will pay normal income tax against which the MAT paid will be adjusted.

The impact on account of adoption of New Income Tax regime has been explained under Note 8 to the Financial Statements.

(v) Provisions and Contingent Liabilities

(i) Provision

A provision is recorded when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reasonably estimated.

Provision is made for estimated warranty claims in respect of products sold which are still under warranty at the end of the reporting period. These claims are expected to be settled as and when warranty claims will arise. Management estimates the provision based on historical warranty claim information and any recent trends that may suggest future claims could differ from historical amounts.

(ii) Contingent liability

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources or liabilities, which are frivolous claims, but required disclosure, are disclosed considering the relevant Accounting Standards.

(w) Incentives

Incentives are considered / recorded as income on the basis of sanction order received from the Government Authority.

(x) Financial instruments

Equity investments at fair value through other comprehensive income

These include financial assets that are equity instruments and are irrevocably designated as such upon initial recognition. Subsequently, these are measured at fair value and changes therein are recognised directly in other comprehensive income, net of applicable income taxes.

Dividends from these equity investments are recognised in the Statement of Profit and Loss, when the right to receive payment has been established. When the equity investment is derecognised, the cumulative gain or loss in equity is transferred to retained earnings.

(y) Fair value measurement

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities based on the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as;

- 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.

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.

(z) Use of estimates and judgements

The preparation of consolidated financial statements in conformity with the recognition and measurement principles of Ind AS requires management of the Company to make estimates and judgements that affect the reported balances of assets and liabilities, disclosures of contingent liabilities as at the date of consolidated financial statements and the reported amounts of income and expenses for the periods presented.

Detailed information about accounting judgements, estimates and assumption is included in the relevant notes.

(i) Estimation of defined benefit obligation – refer Note 38.

(ii) Estimation of provision for warranty claims – refer Note 18.

(iii) Estimated useful life and residual value of property, plant and equipments - refer Note 2(j)(i) above.

(iv) Estimated useful life of intangible assets- refer Note 2(j) (iii) above.

(v) Estimation of provision for Tax expenses - refer Note 2 (u) above.

Estimation and underlying assumptions are reviewed on an on-going basis. Revisions to estimates are recognised prospectively.

(aa) Recent accounting pronouncements

The 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.

The MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates; Ind AS 7 - Statement of Cash Flows, Ind AS 107 - Financial Instruments: Disclosures and Ind AS 12 - International Tax Reform, applicable w.e.f. 1 April 2025. The Company has reviewed these amendments and based on its evaluation has determined that it does not have any significant impact in the financial statements.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

3. PROPERTY, PLANT AND EQUIPMENT AND CAPITAL WORK-IN-PROGRESS (CURRENT YEAR)

Particulars	Land		Buildings	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipment	Aircrafts	Total	Capital Work-in-Progress
	Freehold	Leasehold								
Gross carrying amount										
Balance as at 1 April 2025	868	2,553	35,234	3,14,684	2,209	7,399	1,495	4,668	3,69,110	9,254
Additions	-	-	829	15,201	123	1,018	203	-	17,374	18,122
Disposals / Adjustments	-	-	815	1,801	21	336	53	-	3,026	3,804
Balance as at 31 March 2026	**868**	**2,553**	**35,248**	**3,28,084**	**2,311**	**8,081**	**1,645**	**4,668**	**3,83,458**	**23,572**
Accumulated depreciation										
Balance as at 1 April 2025	-	283	15,893	1,92,008	1,735	3,517	1,209	2,099	2,16,744	
Depreciation for the year	-	33	1,185	19,130	112	697	81	221	21,459	
Disposals / Adjustments	-	-	104	1,780	21	133	53	-	2,091	
Balance as at 31 March 2026	**-**	**316**	**16,974**	**2,09,358**	**1,826**	**4,081**	**1,237**	**2,320**	**2,36,112**	
Carrying amounts (Net)										
As at 31 March 2026	**868**	**2,237**	**18,274**	**1,18,726**	**485**	**4,000**	**408**	**2,348**	**1,47,346**	**23,572**
As at 31 March 2025	868	2,270	19,341	1,22,676	474	3,882	286	2,569	1,52,366	9,254

Notes :

(a) Refer to Note 36 for Lease.

(b) Refer to Note 32(b) for disclosure of contractual commitments for the acquisition of Property, Plant & Equipment.

(c) Capital Work-in-progress mainly comprises Plant & Equipment.

(d) The Title Deeds of Immovable Properties are held in name of the Company.

(e) The Group has not revalued its Property, Plant and Equipment as at 31 March 2026

(f) Please refer Note 5(a)(i) for ageing schedule of Capital Work-in-Progress.

PROPERTY, PLANT & EQUIPMENT AND CAPITAL WORK-IN-PROGRESS (PREVIOUS YEAR)

Particulars	Land		Buildings	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipment	Aircrafts	Total	Capital Work-in-Progress
	Freehold	Leasehold								
Gross carrying amount										
Balance as at 1 April 2024	868	2,553	34,853	3,04,272	2,158	6,242	1,392	4,668	3,57,006	2,579
Additions	-	-	381	14,070	71	1,810	152	-	16,484	9,076
Disposals / Adjustments	-	-	-	3,658	20	653	49	-	4,380	2,401
Balance as at 31 March 2025	**868**	**2,553**	**35,234**	**3,14,684**	**2,209**	**7,399**	**1,495**	**4,668**	**3,69,110**	**9,254**
Accumulated depreciation										
Balance as at 1 April 2024	-	251	14,651	1,76,993	1,635	3,302	1,186	1,878	1,99,896	
Depreciation for the year	-	32	1,242	18,218	118	594	71	221	20,496	
Disposals / Adjustments	-	-	-	3,203	18	379	48	-	3,648	
Balance as at 31 March 2025	**-**	**283**	**15,893**	**1,92,008**	**1,735**	**3,517**	**1,209**	**2,099**	**2,16,744**	
Carrying amounts (Net)	**-**									
As at 31 March 2025	**868**	**2,270**	**19,341**	**1,22,676**	**474**	**3,882**	**286**	**2,569**	**1,52,366**	**9,254**
As at 31 March 2024	868	2,302	20,202	1,27,279	523	2,940	206	2,790	1,57,110	2,579

Notes :

(a) Refer to Note 36 for Lease.

(b) Refer to Note 32(b) for disclosure of contractual commitments for the acquisition of Property, Plant & Equipment.

(c) Capital Work-in-progress mainly comprises Plant & Equipment.

(d) The Title Deeds of Immovable Properties are held in name of the Company.

(e) The Group has not revalued its Property, Plant and Equipment as at 31 March 2025

(f) Please refer Note 5(a)(i) for ageing schedule of Capital Work-in-Progress.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

4. INVESTMENT PROPERTY

Particulars	As at 31 March 2026	As at 31 March 2025
Gross carrying amount		
Opening Balance	1,035	1,035
Additions	-	-
(Disposals) / Adjustments	815	-
Closing Balance	**1,850**	**1,035**
Accumulated depreciation		
Opening Balance	384	349
Depreciation for the year	41	35
(Disposals) / Adjustments	104	-
Closing Balance	**529**	**384**
Carrying amounts (Net)	**1,321**	**651**

Information regarding income and expenditure of Investment Property

Particulars	As at 31 March 2026	As at 31 March 2025
Rental income derived from investment property	399	371
Direct operating expenses (including repairs and maintenance) generating rental income	3	2
Income arising from investment property before depreciation and indirect expenses	**396**	**369**
Less: Depreciation	41	35
Income from investment property	**355**	**334**

Leasing arrangements

The Group's investment property consists of industrial property situated at Chakan, Pune and the Commercial property situated at Bandra Kurla Complex, Kurla West, Mumbai. [Refer Note 36 (a)].

Fair Value

The Group's investment property is at a location where active market is available for similar kind of properties. Hence, fair value is ascertained on the basis of market rates prevailing for similar properties and Ready Recknor rates for the relevant survey numbers in those location, instead of valuation by a registered valuer, and consequently classified as a Level-2 valuation.

Particulars	As at 31 March 2026	As at 31 March 2025
Investment Property	**3,903**	**2,902**

Reconciliation of fair value

Particulars	Investment Property
Opening balance	2,902
Change in fair value	14
Addition during the year	987
Closing Balance	**3,903**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

5. INTANGIBLE ASSETS (CURRENT YEAR)

Particulars	Software	Technical Know-how acquired	Technical Know-how internally generated	Total	Intangible Assets under development
Gross carrying amount					
Balance as at 1 April 2025	6,862	19,237	62,899	88,998	19,469
Additions	505	1,483	4,703	6,691	13,867
Disposals / Adjustments	-	-	-	-	3,268
Balance as at 31 March 2026	**7,367**	**20,720**	**67,602**	**95,689**	**30,068**
Accumulated Amortisation					
Balance as at 1 April 2025	5,620	9,726	29,776	45,122	
Amortisation for the year	410	1,361	5,329	7,100	
Disposals / Adjustments	-	-	-	-	
Balance as at 31 March 2026	**6,030**	**11,087**	**35,105**	**52,222**	
Carrying amounts (Net)					
As at 31 March 2026	**1,337**	**9,633**	**32,497**	**43,467**	**30,068**
As at 31 March 2025	1,242	9,511	33,123	43,876	19,469

Notes:

(a) Intangible Assets under development mainly comprises internally generated technical know-how.

(b) Refer to Note 32(b) for disclosure of contractual commitments for the acquisition of Intangible Assets

(c) The Group has not revalued its Intangible Assets as at 31 March 2026.

(d) Please refer Note 5(a) (ii) for ageing schedule of Intangible Assets under Development.

INTANGIBLE ASSETS (PREVIOUS YEAR)

Particulars	Software	Technical Know-how acquired	Technical Know-how internally generated	Total	Intangible Assets under development
Gross carrying amount					
Balance as at 1 April 2024	6,082	18,160	58,732	82,974	14,506
Additions	780	1,077	4,167	6,024	8,383
Disposals / Adjustments	-	-	-	-	3,420
Balance as at 31 March 2025	**6,862**	**19,237**	**62,899**	**88,998**	**19,469**
Accumulated Amortisation					
Balance as at 1 April 2024	5,305	8,409	23,915	37,629	
Amortisation for the year	315	1,317	5,861	7,493	
Disposals / Adjustments	-	-	-	-	
Balance as at 31 March 2025	**5,620**	**9,726**	**29,776**	**45,122**	
Carrying amounts (Net)					
As at 31 March 2025	**1,242**	**9,511**	**33,123**	**43,876**	**19,469**
As at 31 March 2024	777	9,751	34,817	45,345	14,506

Notes:

(a) Intangible Assets under development mainly comprises internally generated technical know-how.

(b) Refer to Note 32(b) for disclosure of contractual commitments for the acquisition of Intangible Assets

(c) The Group has not revalued its Intangible Assets as at 31 March 2025.

(d) Please refer Note 5(a) (ii) for ageing schedule of Intangible Assets under Development.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

5(a) Ageing Schedule of Capital Work-in-Progress (CWIP) and Intangible Assets under Development:-

(i) Ageing Schedule of Capital Work-in-Progress:

Sr. No.	Capital Work in Progress	Amount in CWIP for a period of				Total
		Upto 1 year	1 - 2 years	2 - 3 years	More than 3 years	
1	**Projects in progress as at 31.03.2026**	**20,722**	**2,662**	**188**	**-**	**23,572**
2	Projects temporarily suspended as at 31.03.2026	-	-	-	-	-
3	Projects in progress as at 31.03.2025	9,053	201	-	-	9,254
4	Projects temporarily suspended as at 31.03.2025	-	-	-	-	-

(ii) Ageing Schedule of Intangible Assets under development:

Sr. No.	Intangible Assets under Development	Amount in CWIP for a period of				Total
		Upto 1 year	1 - 2 years	2 - 3 years	More than 3 years	
1	**Projects in progress as at 31.03.2026**	**14,390**	**7,428**	**1,482**	**6,768**	**30,068**
2	Projects temporarily suspended as at 31.03.2026	-	-	-	-	-
3	Projects in progress as at 31.03.2025	8,702	2,340	1,009	7,418	19,469
4	Projects temporarily suspended as at 31.03.2025	-	-	-	-	-

6. FINANCIAL ASSETS: INVESTMENTS (NON-CURRENT)

Particulars	As at 31 March 2026	As at 31 March 2025
(A) Investments at fair value through Other Comprehensive Income (FVTOCI)		
(a) Unquoted Equity Shares (fully paid)		
(i) Nil (31 March 2025 : 1) Equity Share of ₹10, fully paid in MAN Truck & Bus India Pvt. Ltd.	-	-*
(ii) 50,000 (31 March 2025: 50,000) Equity Shares of ₹10 each, fully paid in Pithampur Auto Cluster Ltd.	5	5
(iii) 5 (31 March 2025: 5) Equity Shares of ₹50 each, fully paid in Mittal Tower Premises Co-operative Society Ltd.	-*	-*
(iv) 26,87,421 (31 March 2025: 26,87,421) Equity Shares of ₹10 each, fully paid in T P Surya Ltd.	269	269
(b) Quoted Equity Shares (fully paid)		
3,47,187 (31 March 2025: 3,47,187) Equity Shares of ₹2 each, fully paid in ICICI Bank Ltd.	4,187	4,681
Total FVTOCI Investments	**4,461**	**4,955**
(B) Investments at Cost		
Unquoted Equity Shares (fully paid)		
In Joint Venture		
12,75,00,000 (31 March 2025: 12,75,00,000) Equity Shares of ₹ 10 each, fully paid in Force MTU Power Systems Pvt. Ltd.	5,373	5,358
(Refer Note 50)		
Total Investments	**9,834**	**10,313**
Aggregate book value of quoted investments	27	27
Aggregate market value of quoted investments	4,187	4,681
Aggregate value of unquoted investments	5,647	5,632
Aggregate amount of impairment in the value of investments	-	-

- Denotes amount less than ₹ 50,000/-*

The fair value of the investments in unquoted equity shares have been estimated using valuation technique which approximates its carrying value. For determination of fair values of quoted equity investments, the investments classified as FVTOCI. Refer Note 39.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

7. FINANCIAL ASSET: LOANS AND ADVANCES

	As at 31 March 2026	As at 31 March 2025
Current		
(a) Other Loans and Advances		
(i) Considered Good - Unsecured	51	24
(ii) Credit impaired (Doubtful)	-	-
Total Current Loans and Advances	**51**	**24**
Total Loans and Advances	**51**	**24**

8. CURRENT AND DEFERRED TAX

	As at 31 March 2026	As at 31 March 2025
A. Statement of Profit or Loss		
(a) Current Tax		
(i) Current Income Tax charge	40,247	44,161
(ii) Taxation in respect of earlier years	3	(14)
(b) Deferred Tax		
Relating to origination and reversal of temporary differences	(9,854)	(407)
Income Tax expense reported in the Statement of Profit or Loss	**30,396**	**43,740**
(c) Other Comprehensive Income (OCI)		
Deferred Tax related to items recognised in OCI during the year		
(i) Re-measurements on defined benefit plan	(205)	158
(ii) Quoted Equity Instruments	80	(204)
(iii) Share in taxes on Other Comprehensive Income of Joint Venture	(2)	(1)
Income Tax recognised in OCI	**(127)**	**(47)**

	As at 31 March 2026	As at 31 March 2025
B. Balance Sheet		
(a) Current Tax Assets		
Advance Income Tax (Net)	3,439	952
Total Current Tax Assets (Net)	**3,439**	**952**
(b) Current Tax Liabilities		
Provision for Income Tax	(1)	-
Total Current Tax Liabilities (Net)	**(1)**	**-**
(c) Deferred Tax		
(i) Deferred Tax Assets (DTA)	3,895	3,134
(ii) Deferred Tax Liabilities (DTL)	(26,657)	(35,623)
Net Deferred Tax Assets / (Liabilities)	**(22,762)**	**(32,489)**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Reconciliation of tax expense and the accounting profit for the year ended 31 March 2026 and 31 March 2025

	As at 31 March 2026	As at 31 March 2025
Accounting Profit Before Tax	**1,51,571**	**1,23,826**
(a) Tax as per Income Tax Act: 25.168% (31 March 2025 : 34.944%)	38,132	43,246
(b) **Tax Expense**		
(i) Current Tax	40,247	44,161
(ii) Deferred Tax	(9,854)	(407)
(iii) Taxation in respect of earlier years	3	(14)
Total Tax Expense	**30,396**	**43,740**
(c) Difference (a) - (b)	**7,736**	**(494)**
(d) **Tax Reconciliation**		
(i) Permanent Dis-allowances	(824)	(535)
(ii) Allowances and accelerated deductions	29	27
(iii) Change due to tax rate difference	9,105	-
(iv) MAT credit	(558)	-
(v) Taxation in respect of earlier years	(3)	14
Total	**7,749**	**(494)**

Deferred Tax Assets and Liabilities are as follows:	**Balance Sheet**	
Deferred Tax Assets / (Liabilities) in relation to	**As at 31 March 2026**	**As at 31 March 2025**
Deferred Tax relates to the following: DTA/(DTL)		
(a) Property, Plant and Equipment and Intangible Assets under Development	(26,233)	(35,120)
(b) Provision for doubtful advances	27	38
(c) Dis-allowance u/s 43B of the Income Tax Act	3,822	2,511
(d) MAT credit entitlement	-	559
(e) Others	46	26
(f) Quoted Equity Instrument through Other Comprehensive Income	(423)	(503)
Net Deferred Tax Assets/(Liabilities)	**(22,761)**	**(32,489)**

Significant components of net Deferred Tax Assets and Liabilities for the year ended 31 March 2026 are as follows:

Movement in temporary differences	As at 1 April 2025	Recognised in Profit or Loss during 2025-26	Recognised in Other Comprehensive Income during 2025-26	MAT credit utilised	As at 31 March 2026
Property, Plant and Equipment and Intangible Assets under Development	(35,120)	8,887	-	-	(26,233)
Provision for doubtful advances	38	(11)	-	-	27
Dis-allowance u/s 43B of the Income Tax Act	2,511	1,516	(205)	-	3,822
MAT credit entitlement	559	(558)	-	(1)	-
Others	26	20	-	-	46
Quoted Equity Instrument through Other Comprehensive Income	(503)	-	80	-	(423)
	(32,489)	**9,854**	**(125)**	**(1)**	**(22,761)**

The Group has opted to shift to new tax regime from the Financial Year 2025-26 u/s 115BAA of the Income tax Act, 1961. Consequent to such change, the Group has written-off a MAT credit entitlement of ₹559 lakhs and also reversed the Deferred tax liability of ₹9,105 lakhs on account of lower tax rate, by recognising the same under Tax Expense in Profit and Loss account.

The deferred tax liability on taxable temporary difference relating to investment in subsidiary is not provided since the Group is able to control the timing of the reversal of temporary differences and it is probable that the temporary difference will not reverse in the foreseeable future. The deferred tax liability of ₹100 Lakhs (31 March 2025: ₹130 Lakhs) has not been recognised.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

9. OTHER ASSETS

			As at 31 March 2026	As at 31 March 2025
Non-current				
(a)	**Capital Advances**			
	Considered Good - Unsecured		11,393	5,762
(b)	**Others**		2,217	2,217
Total Non-current Other Assets			**13,610**	**7,979**
Current				
(a)	**Advances recoverable in cash or kind**			
	(includes Taxes, Duties, Refunds, Suppliers Advance, etc.)			
	(i)	Considered Good - Unsecured	10,350	12,272
	(ii)	Doubtful	108	108
			10,458	**12,380**
	Less: Provision for doubtful advances		108	108
			10,350	**12,272**
(b)	**Gratuity Asset (Refer Note 38)**		-	-
	(excess of funded value over liability)			
Total Current Other Assets			**10,350**	**12,272**
Total Other Assets			**23,960**	**20,251**

10. INVENTORIES (CURRENT)

		As at 31 March 2026	As at 31 March 2025
(a)	Raw Materials and Components*	91,801	86,200
(b)	Finished Goods	17,389	15,738
(c)	Work-in-progress	11,642	11,042
(d)	Stores and spares	4,969	5,396
	*[Include Goods in transit : ₹40,525 Lakhs (31 March 2025 : ₹ 34,208 Lakhs)]		
Total Inventories		**1,25,801**	**1,18,376**

The write-down of inventories to net realisable value during the year amounted to ₹12 Lakhs (31 March 2025: ₹1,260 Lakhs). The write-down are included in the cost of material consumed or changes in inventories of finished goods and work-in-progress.

11. TRADE RECEIVABLES (CURRENT)

		As at 31 March 2026	As at 31 March 2025
(a)	From Related Parties - Considered Good - Unsecured	5,269	8,871
(b)	Others - Considered Good - Unsecured	13,846	8,563
(c)	Which have significant increase in Credit Risk (Doubtful)	-	-
		19,115	**17,434**
Less: Provision for doubtful receivables		-	-
Total Trade Receivables (Refer Note 11(a) for ageing schedule)		**19,115**	**17,434**

Trade Receivables are not credit impaired.

(All amounts in ₹ Lakhs, unless otherwise stated)

Note No.11(a) : AGEING SCHEDULE OF TRADE RECEIVABLES:

Sr. No.	Particulars	As at 31 March 2026								
		Total Receivables	Unbilled (net of advance)	Not due	Outstanding for following periods from due date of payment					
					Less than 6 months	6 months to 1 year	1 - 2 years	2 - 3 years	more than 3 years	Total outstanding
		1=2+3+9	2	3	4	5	6	7	8	9=4 to 8
a)	Undisputed Trade Receivables									
	i) considered good	19,115	-	10,130	3,815	388	3,259	626	897	8,985
	ii) which have significant increase in credit risk	-	-	-	-	-	-	-	-	-
	iii) credit impaired	-	-	-	-	-	-	-	-	-
b)	Disputed Trade Receivables	-	-	-	-	-	-	-	-	-
	i) considered good	-	-	-	-	-	-	-	-	-
	ii) which have significant increase in credit risk	-	-	-	-	-	-	-	-	-
	iii) credit impaired	-	-	-	-	-	-	-	-	-
Total Trade Receivables		**19,115**	**-**	**10,130**	**3,815**	**388**	**3,259**	**626**	**897**	**8,985**

Sr. No.	Particulars	As at 31 March 2025								
		Total Receivables	Unbilled (net of advance)	Not due	Outstanding for following periods from due date of payment					
					Less than 6 months	6 months to 1 year	1 - 2 years	2 - 3 years	more than 3 years	Total outstanding
		1=2+3+9	2	3	4	5	6	7	8	9=4 to 8
a)	Undisputed Trade Receivables									
	i) considered good	17,434	-	6,534	8,118	338	658	504	1,282	10,900
	ii) which have significant increase in credit risk	-	-	-	-	-	-	-	-	-
	iii) credit impaired	-	-	-	-	-	-	-	-	-
b)	Disputed Trade Receivables	-								
	i) considered good	-	-	-	-	-	-	-	-	-
	ii) which have significant increase in credit risk	-	-	-	-	-	-	-	-	-
	iii) credit impaired	-	-	-	-	-	-	-	-	-
Total Trade Receivables		**17,434**	**-**	**6,534**	**8,118**	**338**	**658**	**504**	**1,282**	**10,900**

12. CASH AND CASH EQUIVALENTS (CURRENT)

		As at 31 March 2026	As at 31 March 2025
(a)	**Cash and Cash equivalents**		
	(i) Balances with Banks	12,332	17,482
	(ii) Short term deposit with Banks - maturity less than three months	70,704	33,169
	(iii) Cash on hand	6	4
		83,042	**50,655**
(b)	**Other Bank balances**		
	(i) Unpaid Dividend Accounts	105	75
	(ii) Margin Money and Security deposits (having maturity within 12 months)	12	11
		117	**86**
Total Cash and Cash equivalents		**83,159**	**50,741**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

13. OTHER FINANCIAL ASSETS

	As at 31 March 2026	As at 31 March 2025
Non-current		
(a) **Security Deposits**		
(i) Considered Good - Unsecured	1,374	1,436
(ii) Which have significant increase in Credit Risk (Doubtful)	-	-
(b) Fixed Deposits with Financial Institution	-	10,000
(c) Margin Money and Security deposits (having maturity beyond 12 months)	-	17
Total Non-current Other Financial Assets	**1,374**	**11,453**
Current		
(a) **Security Deposits**		
Considered Good - Unsecured	53	45
(b) Fixed Deposits with Financial Institution	97,500	47,500
(c) Interest accrued on deposits	4,830	692
(d) Government Incentives	38,863	10,000
Total Current Other Financial Assets	**1,41,246**	**58,237**
Total Other Financial Assets	**1,42,620**	**69,690**

14. EQUITY SHARE CAPITAL

	As at 31 March 2026	As at 31 March 2025
Authorised		
2,00,00,000 (31 March 2025: 2,00,00,000) Equity Shares of ₹10 each	2,000	2,000
Issued		
1,32,13,802 (31 March 2025: 1,32,13,802) Equity Shares of ₹10 each	1,321	1,321
Subscribed and Paid-up		
1,31,76,262 (31 March 2025: 1,31,76,262) Equity Shares of ₹10 each fully paid up	1,318	1,318
[of the above 2,00,918 (31 March 2025 : 2,00,918) Equity Shares are allotted as fully paid shares pursuant to a contract without payment being received in cash and 57,29,934 (31 March 2025 : 57,29,934) Equity Shares are allotted as fully paid Bonus Shares by capitalisation of reserves]		
[These allotments were made before earlier financial year and not in the period of five years preceding 31 March 2026 or 31 March 2025].		
Add: Amount paid for forfeited Shares	-*	-*
Total Equity Share Capital	**1,318**	**1,318**

- Denotes amount less than ₹ 50,000/-*

Note: Offer on Rights basis for 17,932 (31 March 2025: 17,932) Equity Shares of ₹10 each is kept in abeyance as per the provisions of Section 126 of the Act.

(a) Reconciliation of the shares outstanding at the beginning and at the end of the reporting period (Equity Shares of ₹10 each)

Particulars	As at 31 March 2026		As at 31 March 2025	
	Number	(₹)	Number	(₹)
Shares outstanding at the beginning of the year	1,31,76,262	1,318	1,31,76,262	1,318
Issued/Reduction during the year	-	-	-	-
Shares outstanding at the end of the year	**1,31,76,262**	**1,318**	**1,31,76,262**	**1,318**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(b) Terms/rights attached to Equity Shares

The Company has issued equity shares. All equity shares issued rank pari-passu in respect of distribution of dividend, a right to vote in proportion to holding and repayment of capital. 1,30,32,914 Equity Shares are quoted equity shares with no restriction on transfer of shares. 27,600 Equity Shares are 'A' equity shares, which are transferrable only to permanent employees of the Company. 1,15,748 Equity Shares are Second 'A' equity shares which are transferrable to permanent employees, who have put in five years of service with the Company.

(c) In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

(d) Shares held by holding/ultimate holding company and/or their subsidiaries/associates

The Company is a subsidiary of Jaya Hind Industries Private Limited, which holds 57.38% (31 March 2025 : 57.38%), 75,59,928 (31 March 2025 : 75,59,928) shares in the Company.

(e) Details of shareholder holding more than 5% shares

Name of Shareholder	As at 31 March 2026		As at 31 March 2025	
	No. of Shares of ₹10 each fully paid	% of Holding	No. of Shares of ₹10 each fully paid	% of Holding
Jaya Hind Industries Private Limited	75,59,928	57.38%	75,59,928	57.38%

(f) Shareholding of Promoters

Shares held by Promoters at the end of the year						% change during the year ended 31 March 2026
Sr. No.	Promoter name	As at 31 March 2026		As at 31 March 2025		
		No. of shares	% of total shares	No. of shares	% of total shares	
1	Jaya Hind Industries Pvt. Ltd.	75,59,928	57.38%	75,59,928	57.38%	-
2	Mr. Abhaykumar Navalmal Firodia	2,64,351	2.01%	2,64,351	2.01%	-
3	Mr. Prasan Abhaykumar Firodia	2,20,763	1.68%	2,20,763	1.68%	-

15. OTHER EQUITY

	As at 31 March 2026	As at 31 March 2025
I Reserves and Surplus		
(a) **Securities Premium**	5,920	5,920
(b) **General Reserve**		
(i) Opening balance	34,721	34,716
(ii) **Add:** Transferred from retained earnings	9	8
	34,730	**34,724**
(iii) **Less:** Transferred to non-controlling interest	3	3
Closing balance	**34,727**	**34,721**
(c) **Retained Earnings**		
(i) Opening balance	2,57,235	1,80,092
(ii) Net Profit / (Loss) for the year	1,21,175	80,086
(iii) Comprehensive income for the year	613	(291)
	3,79,023	**2,59,887**
Adjustments		
(i) Equity Dividend	5,270	2,635
(ii) Transfer to General Reserve	9	8
	3,73,744	**2,57,244**
Less: Transferred to non-controlling interest	9	9
Closing Balance	**3,73,735**	**2,57,235**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

		As at 31 March 2026	As at 31 March 2025
II	**Equity instruments through Other Comprehensive Income**		
	Opening Balance	4,149	3,468
	Adjustments		
	FVTOCI equity investments - change in fair value	(414)	681
	Closing Balance	**3,735**	**4,149**
	Total Other Equity	**4,18,117**	**3,02,025**

- **Securities Premium:** The amount received in excess of face value of the equity shares is recognised in Securities Premium Account.
- **General Reserve:** General Reserve comprises of transfer of profits from retained earnings for appropriation purposes. The reserve can be distributed / utilised by the Group in accordance with the Companies Act, 2013.
- **Retained Earnings:** Retained earnings are the profits that the Company has earned till date, net of transfer to general reserve and dividend distributions made to the shareholders.

16. FINANCIAL LIABILITIES: BORROWINGS

	As at 31 March 2026	As at 31 March 2025
Non-current		
(a) Loans from Banks (Secured / Unsecured)	-	134
Total Non-current Borrowings	**-**	**134**
Current		
(a) Current maturities of Non-current Borrowings		
Loans from Bank (Secured / Unsecured)	-	1,609
Total Current maturities of Non-current Borrowings	-	1,609
Total Current Borrowings	**-**	**1,609**
Total Borrowings [Refer Note 42(b) for maturity pattern of Borrowings]	**-**	**1,743**

- Working Capital Loans are secured by hypothecation of Company's stock of raw materials, work-in-progress, finished goods, consumable stores, spares, bills receivable and book debts, both present and future. The Fund Based Limits are payable on demand to the Banks
- The Company has used the borrowed funds for the specific purpose for which it was taken as at the balance sheet date.
- The quarterly returns or statements, of current assets, filed by the Company with Banks or financial institutions are in agreement with the Books of accounts of the Company.

17. OTHER FINANCIAL LIABILITIES

	As at 31 March 2026	As at 31 March 2025
Non-current		
Security Deposits	169	170
Total Non-current Other Financial Liabilities	**169**	**170**
Current		
(a) Deposits matured but not claimed	1	1
(b) Interest on Borrowings		
(i) Accrued but not due on Loans	-	1
(ii) Accrued and due on unclaimed deposits	-*	-*
(c) Unclaimed dividend	105	75
(d) Creditors for Capital Goods	2,356	1,705
(e) Security Deposits	404	372
(f) Other payables	899	399
Total Current Other Financial Liabilities	**3,765**	**2,553**
Total Other Financial Liabilities	**3,934**	**2,723**

- Denotes amount less than ₹ 50,000/-*

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

18. PROVISIONS

	As at 31 March 2026	As at 31 March 2025
Non-current		
(a) Provision for Employee benefits (Refer Note 38)	6,069	3,995
(b) Provision for Product warranties	108	94
Total Non-current Provisions	**6,177**	**4,089**
Current		
(a) Provision for Employee benefits (Refer Note 38)	7,759	1,821
(b) Provision for Product warranties	526	452
(c) Provision for Other expenses	22,925	20,872
Total Current Provisions	**31,210**	**23,145**
Total Provisions	**37,387**	**27,234**

Provisions for Post Retirement benefits includes Gratuity, Leave Encashment, etc.

The provision for warranties is based on the estimates made from the technical evaluation and historical data.

Movement in Product Warranties

	As at 31 March 2026	As at 31 March 2025
Product Warranties		
(a) Opening balance	546	500
(b) Additional provision made during the year	542	468
(c) Amount paid during the year	(225)	(315)
(d) Amount written back	(229)	(107)
Closing balance	**634**	**546**

19. TRADE PAYABLES

	As at 31 March 2026	As at 31 March 2025
(a) Total outstanding dues of Micro and Small enterprises	4,781	3,208
(b) Related Parties	4,613	1,836
(c) Total outstanding dues of other than Micro and Small enterprises [Includes payable for Goods in transit : ₹40,525 Lakhs (31 March 2025: ₹34,208 Lakhs) and liability towards bills discounted with Bank]	94,638	73,315
Total Trade Payables	**1,04,032**	**78,359**

Trade Payables ageing Schedule:

Particulars	As at 31 March 2026					
	Outstanding for following periods from due date of payment					Total
	Not due	Upto 1 year	1 - 2 years	2 - 3 years	More than 3 years	
(a) MSME	4,741	-	-	-	-	4,741
(b) Others	99,011	240	-	-	-	99,251
(c) Disputed dues - MSME	-	-	-	-	40	40
(d) Disputed dues - Others	-	-	-	-	-	-
Total	**1,03,752**	**240**	**-**	**-**	**40**	**1,04,032**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Particulars		As at 31 March 2025					
		Outstanding for following periods from due date of payment					Total
		Not due	Upto 1 year	1 - 2 years	2 - 3 years	More than 3 years	
(a)	MSME	3,168	-	-	-	-	3,168
(b)	Others	75,086	65	-	-	-	75,151
(c)	Disputed dues - MSME	-	-	-	-	40	40
(d)	Disputed dues - Others	-	-	-	-	-	-
Total		**78,254**	**65**	**-**	**-**	**40**	**78,359**

Refer Note 33 for disputed dues.

20. OTHER LIABILITIES

	As at 31 March 2026	As at 31 March 2025
Non-current		
Service Coupon Liability	544	416
Total Non-current Other Liabilities	**544**	**416**
Current		
(a) Advances against order and deposits	59,523	56,274
(b) Statutory dues	4,750	9,689
(c) Service Coupon Liability	1,142	895
Total Current Other Liabilities	**65,415**	**66,858**
Total Other Liabilities	**65,959**	**67,274**

Movement in Service Coupon Liability

	As at 31 March 2026	As at 31 March 2025
Free Service Coupons		
(a) Opening balance	1,311	708
(b) Additional provisions made during the year	1,405	1,029
(c) Amount paid during the year	(640)	(430)
(d) Amount short / (Written back)	(390)	4
Closing balance	**1,686**	**1,311**

21. NON-CONTROLLING INTEREST (NCI)

	As at 31 March 2026	As at 31 March 2025
Tempo Finance (West) Private Limited		
Non-controlling Interest (%)	33.57%	33.57%
Current Assets	732	694
Current Liabilities	-*	-*
Net Assets	732	694
Net Assets attributable to NCI	**246**	**233**
Net Profit for the period of Tempo Finance (West) Pvt. Ltd.	37	37
Net Profit attributable to NCI	**12**	**12**

- Denotes amount less than ₹50,000/-*

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

22. REVENUE FROM OPERATIONS

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Sale of Products	8,97,967	8,00,692
(b) Interest income	51	50
(c) Other Operating Revenue		
(i) Service charges	59	156
(ii) Others	7,628	6,275
Total Revenue from Operations	**9,05,705**	**8,07,173**

23. OTHER INCOME

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Interest income	7,791	2,339
(b) Dividend income from Equity Investments designated at FVTOCI	38	35
(c) Gain on Exchange fluctuation (Net)	370	617
(d) Lease / Rental income	1,398	1,229
(e) Profit on sale of assets	155	42
(f) Profit on sale of investment	-*	-
(g) Others	1,294	1,394
Total Other Income	**11,046**	**5,656**

- Denotes amount less than ₹50,000/-*

24. CHANGES IN INVENTORIES OF FINISHED GOODS AND WORK-IN-PROGRESS

	For the year ended 31 March 2026	For the year ended 31 March 2025
Opening Stock		
(a) Finished Goods	15,738	14,743
(b) Work-in- progress	11,042	10,884
	26,780	**25,627**
Closing Stock		
(a) Finished Goods	17,389	15,738
(b) Work-in- progress	11,642	11,042
	29,031	**26,780**
Total Changes in Inventories of Finished Goods and Work-in-progress	**(2,251)**	**(1,153)**

25. EMPLOYEE BENEFITS EXPENSE

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Salaries, Wages and Bonus	63,232	54,556
(b) Contribution to Provident, Other Funds and Schemes	4,022	3,388
(c) Staff Welfare expenses	1,377	1,245
Total Employee Benefits Expense	**68,631**	**59,189**

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for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

26. FINANCE COSTS

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Interest expense	8	2,216
(b) Interest on Income Tax	260	353
(c) Other borrowing costs	18	18
(d) Net interest cost on net defined benefit obligations	40	-
Total Finance Costs	**326**	**2,587**

27. DEPRECIATION AND AMORTISATION EXPENSE

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Depreciation on Property, Plant and Equipment	21,459	20,496
(b) Amortisation of Intangible Assets	7,100	7,493
(c) Depreciation on Investment Property	40	35
Total Depreciation and Amortisation Expense	**28,599**	**28,024**

28. OTHER EXPENSES

	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Consumption of Stores and Spares	13,689	11,775
(b) Fabrication and Processing Charges	7,084	5,486
(c) Power and Fuel	5,278	5,212
(d) Forwarding Charges	7,601	6,425
(e) Lease / Rent	835	1,259
(f) Rates and Taxes	199	198
(g) Insurance	1,270	1,243
(h) Repairs and Maintenance		
(i) Plant and Machinery	3,389	2,964
(ii) Buildings	506	797
(iii) Others	271	206
(i) Publicity and Sales promotion	3,019	2,159
(j) Payments to Auditors (Refer details below)	48	51
(k) Commission to Non-executive Director	123	75
(l) Donation [Includes donation under Section 182 of the Companies Act, 2013: ₹Nil Lakhs (31 March 2025: ₹300 Lakhs)]	1,843	1,351
(m) Expenditure on Corporate Social Responsibility (Refer Note 46)	1,016	875
(n) Loss on sale of assets	52	591
(o) Other / Miscellaneous Expenses	16,563	15,057
Total Other Expenses	**62,786**	**55,724**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Details of payments to Auditors

		For the year ended 31 March 2026	For the year ended 31 March 2025
(a)	Audit Fees	21	21
(b)	Tax Audit Fees	1	1
(c)	Limited review, other professional services and certification work	26	28
(d)	Reimbursement of expenses	-*	1
Total payments to Auditors		**48**	**51**

- Denotes amount less than ₹ 50,000/-*

29. EXCEPTIONAL ITEMS

	For the year ended 31 March 2026	For the year ended 31 March 2025
Government Incentives	28,863	39,457
Labour Code impact - past period employee benefit liability	(7,739)	-
Total Exceptional Items	**21,124**	**39,457**

Exceptional items for the year ended 31 March 2026 represents:

(a) **Exceptional income of ₹28,863 lakhs -** being Government Incentives, as per the Madhya Pradesh Industrial Investment Promotion Assistance Scheme, 2010, recognised on the basis of sanction order dated 23 December 2025, for the financial year 2024-25, of which ₹5,000 Lakhs has been received in April, 2026.

(b) **Exceptional expenses of ₹7,739 lakhs –** The New Labour Codes became effective 21 November 2025, resulting in a past period employee benefit liability of ₹7,739 lakhs. Considering the materiality and regulatory driven, the non-recurring nature of the impact, the Company has presented such incremental imact under "Labour Code impact - past period employee benefit liability" in standalone financial statement of Profit and Loss for the year ended 31 March, 2026. The Company continues to monitor the finalisation of central / state rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments in the period in which they are notified.

30. EARNINGS PER SHARE

		For the year ended 31 March 2026	For the year ended 31 March 2025
(a)	Profit / (Loss) attributable to Equity Shareholders	1,21,163	80,074
(b)	Weighted average number of Equity Shares used as Denominator	1,31,76,262	1,31,76,262
(c)	Basic and Diluted Earnings Per Share of nominal value of ₹ 10 each	919.56	607.71

31. EXPENDITURE CAPITALISED

Amount capitalised represents expenditure allocated out of employee cost and other expenses, incurred in connection with capital items and various product development projects undertaken by the Company for the introduction of new products as well as development of engine and existing product variants.

32. CONTINGENT LIABILITIES AND COMMITMENTS

		As at 31 March 2026	As at 31 March 2025
(a)	**Contingent Liabilities**		
	Claims against the Group not acknowledged as debts		
	(i) Taxes and Duties	7,879	8,069
	(ii) Others (including Court cases pending)	4,503	3,759
(b)	**Commitments**		
	Estimated amount of contracts remaining to be executed on capital account and not provided for	24,855	17,200

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(c) The Company has initiated arbitration proceedings, against an entity, in relation to an agreement relating to transfer of technology. In the said arbitration, the Company has claimed various reliefs. The Respondent therein has also claimed various reliefs, by way of a counterclaim. The Company denies each and every allegation of such entity including but not limited to the counterclaim and the Company shall deal with/ defend the said allegations/counterclaim appropriately.

The Board of Directors is of the opinion that the said allegations/counterclaim of the entity can be successfully resisted by the Company.

This note/disclosure is made as a matter of caution and without prejudice to the rights of the Company or without the Company, in any way admitting the said allegations/counterclaim or any part thereof. The information, which is usually required to be disclosed, as per Ind AS 37 (Provisions, Contingent Liabilities and Contingent Assets) is not disclosed, as such disclosure may prejudice seriously, the outcome of the litigation (said arbitration proceedings).

33. DISCLOSURE AS PER THE REQUIREMENT OF SECTION 22 OF THE MICRO, SMALL AND MEDIUM ENTERPRISE DEVELOPMENT ACT, 2006

On the basis of information received as to the status as Micro, Small and Medium Enterprises, from suppliers of the Group along with a copy of the Memorandum filed by the said suppliers, as per the provisions of Section 8 of the Micro, Small and Medium Enterprises Development Act, 2006 (the Act), dues to Micro, Small and Medium Enterprises are as under:

		As at 31 March 2026	As at 31 March 2025
(a)	The amounts remaining unpaid to Micro and Small Enterprises as at the end of the year		
	(i) Principal	4,781	3,208
	(ii) Interest	-	-
(b)	Amount of interest - paid by the Company, accrued and remaining unpaid and amount of further interest remaining due and payable in the succeeding years until such date when the interest dues above are actually paid.	-	-

The proceedings initiated by one of the suppliers, claiming to be a small scale enterprise, as per the provisions of Section 18 of the Act, culminated into an award of claim for ₹157 Lakhs with interest. The Company has not accepted the said liability. The Company has a major counter-claim against the said supplier amounting to about ₹906 Lakhs, which being unearned income, is not accounted. The award is challenged by the Company, as per the provisions of the Act and proceedings are pending before the Hon'ble District Judge, Pune, and before the Hon'ble High Court of Judicature at Bombay.

34 FOREIGN EXCHANGE DIFFERENCES

The amount of net exchange differences included in the Profit / Loss for the year on Revenue account is ₹438 Lakhs Credit (31 March 2025 : ₹620 Lakhs Credit) and on Capital account is ₹68 Lakhs Debit (31 March 2025: ₹2 Lakhs Debit).

35. EXPENDITURE ON RESEARCH AND DEVELOPMENT

The Group's expenditure on its Research and Development activity during the year under report was as follows:

		As at 31 March 2026	As at 31 March 2025
(a)	Capital Expenditure	19,194	12,495
(b)	Revenue Expenditure	16,832	17,182

(The above expenditure is grouped with other non-R&D expenditure under various heads of Capital and Revenue expenditures.)

As per the Indian Accounting Standard (Ind AS 38) – Intangible Assets, the Company has recognised Intangible Assets, arising out of in-house Research and Development activities of the Company, by capitalising the revenue expenditure, amounting to ₹12,788 Lakhs (31 March 2025 : ₹7,758 Lakhs).

As the development activity, of few projects, is continued, these assets are considered as Capital Work-in-progress, and will be amortised over the period of their life, after the completion of the development phase.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

36. LEASES

Operating Leases

As a Lessor

(a) Industrial Shed at Chakan

The Group has entered into a Lease Agreement for Industrial shed at Chakan, Pune, for a period of 10 years. The Lease Agreement provides for a refundable interest free deposit of ₹169 lakhs, clause for escalation of lease rental and a non-terminable lock-in period of 36 months. The Lease income has been recognised in the Statement of Profit and Loss.

Future minimum lease rentals receivable as at the Balance Sheet date is as under:

		As at 31 March 2026	As at 31 March 2025
(a)	Not later than one year	408	389
(b)	Later than one year but not later than five years	1,849	1,760
(c)	Later than five years	609	1,105
Total		**2,866**	**3,254**

(b) Freehold Land

Out of the freehold land at Akurdi, Pune;

2700 sq. mtrs. (cost ₹1,374) of land has been given on lease to Maharashtra State Electricity Distribution Company Limited for 99 years, w.e.f. 1 August 1989. Lease rentals are recognised in the Statement of Profit and Loss.

19,000 sq. mtrs. (cost ₹ 9,669) of land has been given on lease to Navalmal Firodia Memorial Hospital Trust for 25 years, w.e.f. 12 August 2014. Lease rentals are recognised in the Statement of Profit and Loss.

Out of the freehold land at Chakan, Pune

600 sq. mtrs. of land including Shed thereon given on lease to Maharashtra State Electricity Distribution Company Limited, Rajgurunagar, Taluka Khed, District Pune, for 99 years as per lease deed dated 16 March 2020. Lease rentals are recognised in the Statement of Profit and Loss.

These leased properties are not considered as investment property, considering the substance over form, the purpose and immateriality of lease rentals, area and cost relative to the total area and cost of the freehold land at the respective places.

As a Lessee

Leasehold land

The Group has entered into Lease Agreement for industrial land, at Pithampur in Madhya Pradesh. The Group being a lessee may surrender the leased area after giving Lessor 3 months notice period in writing. The lease premium is not refundable to Group in case of early termination of agreement by the Group. The Lessor is also entitled to terminate the Lease Agreement, if the Lessee defaults the terms and conditions of the Lease Agreement. The lease expense has been recognised in the Statement of Profit and Loss.

37. RELATED PARTY DISCLOSURES (AS REQUIRED BY IND AS 24)

(I) Names of the related party and nature of relationship where control exists:

Name of the Related Party		Nature of relationship
(A)	Jaya Hind Industries Pvt. Ltd.	Holding Company
(B)	Tempo Finance (West) Pvt. Ltd.	Subsidiary Company
(C)	Force MTU Power Systems Pvt. Ltd.	Joint Venture Company

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(II) List of other related parties with whom there are transactions in the current year:

Name of the Related Party			Nature of relationship
(A)	**Key Management Personnel (KMP)**		
	(a)	Abhaykumar Navalmal Firodia	Chairman
	(b)	Prasan Abhaykumar Firodia	Managing Director
	(c)	Vallabh R. Bhanshali	Director
	(d)	Mukesh M. Patel	Director
	(e)	Sonia Prashar	Director
	(f)	Nitin Kareer (w.e.f.19.12.2025)	Director
	(g)	Gautam Bambawale (w.e.f.19.12.2025)	Director
	(h)	Lt. Gen. Vinod Gulabrao Khandare (Retd.) (w.e.f.29.01.2026)	Director
	(i)	Prashant V. Inamdar	Executive Director (Operations)
	(j)	Sanjay Kumar Bohra (upto 09.06.2025)	Chief Financial Officer
	(k)	Rishi Luharuka (w.e.f. 10.06.2025)	Chief Financial Officer
	(l)	Rohan Sampat	Company Secretary
(B)	**Other Entities with whom there are transactions in the current year**		
	(a)	Bajaj Tempo Limited Provident Fund	Post employment benefit Trust
	(b)	Amar Prerana Trust	Entity controlled by KMP of Company
	(c)	Navalmal Firodia Memorial Hospital Trust	Entity controlled by KMP of Company
	(d)	Veerayatan	Entity controlled by KMP of Company
	(e)	Shantilal Mutha Foundation	Entity having common director
	(f)	Pinnacle Industries Ltd.	Entity controlled by KMP of Parent Company
	(g)	Instor India Pvt. Ltd. (Earlier known as Kider (India) Pvt. Ltd.)	Entity controlled by KMP of Parent Company
	(h)	Makarand Kanade (w.e.f. 25.02.2026)	KMP of Holding Company
(C)	**Other Entities with whom there are no transactions in the current year**		
	(a)	VDL Pinnacle Engineering India Pvt. Ltd.	Entity controlled by KMP of Parent Company
	(b)	AAPF One Act Kinder Foundation	Entity controlled by KMP of Company
	(c)	PSAA Properties LLP	Entity controlled by KMP of Company
	(d)	Jaya Hind International B.V.	Holding Company's subsidiary
	(e)	LMG Manufacturing GmbH	Holding Company's subsidiary
	(f)	Jaya Hind Montupet Pvt. Ltd.	Holding Company's subsidiary

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(III) Transactions with related parties (Amounts including taxes)

Name of related parties	As at 31 March 2026		As at 31 March 2025	
	Amount of transaction during the year	Balance as at 31 March 2026 Receivables/ (Payables)	Amount of transaction during the year	Balance as at 31 March 2025 Receivables/ (Payables)
(A) Holding Company: Jaya Hind Industries Pvt. Ltd.				
(a) Purchase of Capital Goods	518		58	
(b) Purchase of Raw Materials, Components, Processing charges & Others	24,599		17,855	
(c) Sundry Sales	834		741	
(d) Sale of Tools / Jigs	100		67	
(e) Service Charges recovered	179		152	
(f) Processing Charges recovered	27	(3,822)	85	(511)
(g) Dividend paid	3,024	616	1,512	816
(h) Lease / Rent recovered	941		809	
(i) Expenses recovered	2		5	
(j) Business Support Services	9		-	
(k) Repayment of Inter Corporate Deposits (ICDs)	-		15,000	
(l) Interest on ICDs	-		1,350	
(B) Joint Venture Company: Force MTU Power Systems Pvt. Ltd.				
(a) Purchase of Capital Goods	370		-	
(b) Service charges/Expenses recovered	487		487	
(c) Royalty for use of Trademark	-*	2,311	-*	2,595
(d) Reimbursement of expenses	-*		-*	
(C) Key Management Personnel [Including KMP of Holding Company]				
(a) **Remuneration**				
(i) Short term employee benefits (including Commission)	4,869		3,431	
(ii) Post employment benefits	127	(3,851)	87	(2,784)
(iii) Other long-term benefits	142		116	
(b) **Others**				
(i) Dividend paid	194	-	97	-
(ii) Sitting fees	23	-	21	-
(iii) Professional Fees	13	-	29	-
(iv) Commission	123	(123)	75	(75)
(D) Other Entities				
(a) Pinnacle Industries Pvt. Ltd.				
(i) Purchase of Capital Goods	37		469	
(ii) Purchase of Raw Materials, Components & Others	39,678		33,472	
(iii) Sales	6,431	(1,157)	8,256	(1,006)
(iv) Lease / Rent recovered	291	3,135	249	5,460
(v) Reimbursement of Expenses	-		-*	

- Denotes amount less than ₹ 50,000/-*

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Name of related parties		As at 31 March 2026		As at 31 March 2025	
		Amount of transaction during the year	Balance as at 31 March 2026 Receivables/ (Payables)	Amount of transaction during the year	Balance as at 31 March 2025 Receivables/ (Payables)
(b)	**Instor India Pvt. Ltd. [Earlier known as Kider (India) Pvt. Ltd.]**				
	Purchase of Raw Materials, Components & Others	327	(11)	1,353	(319)
(c)	**Bajaj Tempo Limited Provident Fund**				
	Contribution to Provident Fund	1,442	(125)	1,210	(110)
(d)	**Navalmal Firodia Memorial Hospital Trust**				
	Lease / Rent recovered	-*	-	-*	-
(e)	**Veerayatan**				
	(i) Service charges recovered	4	-	4	-
	(ii) CSR contribution	400	(400)	-	-
(f)	**Amar Prerana Trust**				
	(i) Charges for use of Training facilities	9	-	63	-
	(ii) Donation	1,800	-	1,000	-
(g)	**Shantilal Mutha Foundation**				
	CSR contribution	345	-	-	-

- Denotes amount less than ₹ 50,000/-*

Note: All transactions are at arms length in line with the Related Party Transaction Policy of the Group.

38. EMPLOYEE BENEFITS

(A) Defined Contribution Plans

An amount of ₹697 Lakhs (31 March 2025: ₹582 Lakhs) is recognised as an expense and included in "Employees Benefits Expense" in the Statement of Profit and Loss.

(B) Defined Benefit Plans

(a) The amounts recognised in Balance Sheet are as follows:

		As at 31 March 2026		As at 31 March 2025	
		Gratuity Plan (Funded)	Provident Fund* (Funded)	Gratuity Plan (Funded)	Provident Fund* (Funded)
(i)	**Amount to be recognised in Balance Sheet**				
	Present value of defined benefit obligation	13,996	39,351	8,679	36,721
	Less: Fair value of plan assets	8,001	40,332	7,961	37,267
	Amount to be recognised as Liability or (Asset)	**5,995**	**(981)**	**718**	**(546)**
(ii)	**Amount to be reflected in Balance Sheet**				
	Liabilities	5,995	(981)	718	(546)
	Assets	-	-	-	-
	Net Liability/(Asset)	**5,995**	**(981)**	**718**	**(546)**

** Not considered in the books, being excess of plan assets over defined benefit obligation.*

(All amounts in ₹ Lakhs, unless otherwise stated)

As the Group is not entitled for any surplus in provident fund scheme, Group has not recorded, any asset for excess of plan assets over provident fund liability.

(b) The amounts recognised in the Statement of Profit and Loss are as follows:

		For the year ended 31 March 2026		For the year ended 31 March 2025	
		Gratuity Plan (Funded)	Provident Fund* (Funded)	Gratuity Plan (Funded)	Provident Fund* (Funded)
(i)	Employee Benefit Expense				
	Current service cost	934	1,556	662	1,259
(ii)	Acquisition (Gain)/ Loss	-	-	-	-
(iii)	Past service cost	5,358	-	-	-
(iv)	Finance cost			-	-
	Net Interest (Income) / Expense	40	(159)	(23)	(180)
	Transfer in / (out)	-*	-	10	-
Net periodic benefit cost recognised in the Statement of Profit and Loss		**6,332**	**1,397**	**649**	**1,079**

- Denotes amount less than ₹ 50,000/-*

** Not considered in the books, being excess of plan assets over defined benefit obligation.*

(c) The amounts recognised in the Statement of Other Comprehensive Income (OCI)

		For the year ended 31 March 2026		For the year ended 31 March 2025	
		Gratuity Plan (Funded)	Provident Fund* (Funded)	Gratuity Plan (Funded)	Provident Fund* (Funded)
(i)	Opening amount recognised in OCI outside Statement of Profit and Loss	-	-	-	-
(ii)	Re-measurements for the year-obligation (Gain)/ Loss	(747)	(400)	472	1,449
(iii)	Re-measurements for the year-plan assets (Gain)/ Loss	(68)	10	(20)	(946)
(iv)	Total re-measurements cost / (Credit) for the year recognised in OCI	**(815)**	**(390)**	**452**	**503**
(v)	**Less:** Accumulated balances transferred to retained earnings	(815)	(390)	452	503
Closing balances [re-measurements (Gain)/Loss recognised in OCI]		**-**	**-**	**-**	**-**

** Not considered in the books, being excess of plan assets over defined benefit obligation.*

(d) The changes in the present value of defined benefit obligation representing reconciliation of opening and closing balances thereof are as follows:

		As at 31 March 2026		As at 31 March 2025	
		Gratuity Plan (Funded)	Provident Fund (Funded)	Gratuity Plan (Funded)	Provident Fund (Funded)
(i)	Present value of obligation as at the beginning of the year	8,679	36,721	7,593	33,442
(ii)	Acquisition adjustment	-	-	-	-
(iii)	Transfer in/(out)	(21)	505	(6)	(188)
(iv)	Interest cost	556	2,340	526	2,283

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

	As at 31 March 2026		As at 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund (Funded)	Gratuity Plan (Funded)	Provident Fund (Funded)
(v) Past service cost	5,358	-	-	-
(vi) Current service cost	934	1,556	662	1,259
(vii) Employee Contribution	-	2,224	-	1,950
(viii) Curtailment cost/(credit)	-	-	-	-
(ix) Settlement cost/(credit)	-	-	-	-
(x) Benefits paid	(763)	(3,595)	(568)	(3,474)
(xi) Re-measurements on obligation - (Gain) / Loss	(747)	(400)	472	1,449
Present value of obligation as at the end of the year	**13,996**	**39,351**	**8,679**	**36,721**

(e) Changes in the fair value of plan assets representing reconciliation of the opening and closing balances thereof are as follows:

	As at 31 March 2026		As at 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund (Funded)	Gratuity Plan (Funded)	Provident Fund (Funded)
(i) Fair value of the plan assets as at beginning of the year	7,961	37,267	7,844	34,361
(ii) Acquisition adjustment	-	-	-	-
(iii) Transfer in/(out)	(22)	505	(16)	(188)
(iv) Interest income	516	2,499	549	2,463
(v) Contributions	226	3,666	225	3,159
(vi) Mortality charges and taxes	(7)	-	(7)	-
(vii) Benefits paid	(741)	(3,595)	(654)	(3,474)
(viii) Amount paid on settlement	-	-	-	-
(ix) Return on plan assets, excluding amount recognised in Interest Income - Gain / (Loss)	68	(10)	20	946
Fair value of plan assets at the end of the year	**8,001**	**40,332**	**7,961**	**37,267**
Actual return on plan assets	**584**		**569**	

(f) Net interest (income) / expenses

	For the year ended 31 March 2026		For the year ended 31 March 2025	
	Gratuity Plan (Funded)	Provident Fund* (Funded)	Gratuity Plan (Funded)	Provident Fund* (Funded)
(i) Interest (income) / expense – obligation	556	2,340	526	2,283
(ii) Interest (income) / expense – plan assets	(516)	(2,499)	(549)	(2,463)
Net interest (income) / expense for the year	**40**	**(159)**	**(23)**	**(180)**

** Not considered in the books, being excess of plan assets over defined benefit obligation.*

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Basis used to determine the overall expected return:

The net interest approach effectively assumes an expected rate of return on plan assets equal to the beginning of the year discount rate. Expected return of 6.70% has been used for the valuation purpose.

(g) Principal actuarial assumptions at the Balance Sheet date (expressed as weighted averages)

Gratuity		As at 31 March 2026	As at 31 March 2025
(i)	Discount rate	7.20%	6.70%
(ii)	Expected return on plan assets	6.70%	7.20%
(iii)	Salary growth rate *	8.00%	8.00%
(iv)	Attrition rate - for Bargainable Staff & others	10%	10%
(v)	Attrition rate - Workers	2%	2%

** The estimates of future salary increase considered in actuarial valuation take into account inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.*

Provident Fund		As at 31 March 2026	As at 31 March 2025
(i)	Discount rate	7.20%	6.70%
(ii)	Interest rate	8.25%	8.25%
(iii)	Yield spread	0.50%	0.50%
(iv)	Attrition rate - Bargainable Staff & others	10%	10%
(v)	Attrition rate - Workers	2%	2%

Sensitivity analysis

Sensitivity analysis indicates the influence of a reasonable change in certain significant assumptions on the outcome of the Present Value of Obligation (PVO). Sensitivity analysis is done by varying (increasing/decreasing) one parameter by 50/100 basis points (0.50/1%).

(h) Change in assumption

		For the year ended 31 March 2026		For the year ended 31 March 2025	
		Gratuity	Provident Fund	Gratuity Plan	Provident Fund
(i)	**Discount rate**				
	Increase by 1%	13,334	-	8,243	-
	Decrease by 1%	14,728	-	9,164	-
	Increase by 0.5%	-	39,017	-	36,355
	Decrease by 0.5%	-	39,747	-	37,105
(ii)	**Salary increase rate**				
	Increase by 1%	14,590	-	9,073	-
	Decrease by 1%	13,447	-	8,316	-
(iii)	**Withdrawal rate**				
	Increase by 1%	13,972	-	8,652	-
	Decrease by 1%	14,023	-	8,709	-
(iv)	**Expected future interest rate of Provident Fund**				
	Increase by 0.5%	-	39,732	-	37,080
	Decrease by 0.5%	-	39,017	-	36,362

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

39. FINANCIAL INSTRUMENTS - FAIR VALUES

Accounting classifications and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities with it's classification.

	Carrying Value as at		Fair Value as at	
	31 March 2026	**31 March 2025**	**31 March 2026**	**31 March 2025**
Financial Assets				
(a) Fair value through Other Comprehensive Income (FVTOCI)				
Equity Investments	4,461	4,955	4,461	4,955
(b) Amortised cost				
i) Trade Receivables	19,115	17,434	19,115	17,434
ii) Loans	51	24	51	24
iii) Other Financial Assets	1,42,620	69,690	1,42,620	69,690
iv) Cash and cash equivalents	83,042	50,655	83,042	50,655
v) Other Bank Balances	117	86	117	86
Total	**2,49,406**	**1,42,844**	**2,49,406**	**1,42,844**
Financial Liabilities				
Amortised cost				
i) Non-current Borrowings	-	134	-	134
ii) Current Borrowing	-	1,609	-	1,609
iii) Trade Payable	1,04,032	78,359	1,04,032	78,359
iv) Other Financial Liabilities	3,934	2,723	3,934	2,723
Total	**1,07,966**	**82,825**	**1,07,966**	**82,825**

The following methods and assumptions were used to estimate the fair values:

The fair values of Trade Payables, Trade Receivables, Cash and Cash equivalents and other Bank Balances, are reasonable approximation of fair value due to the short-term maturities of these instruments.

Allowance for credit loss on Trade Receivables, is taken into account, on the basis of credit worthiness of the customer individual and the probability of recovery.

Fair value hierarchy and valuation techniques used

(a) Financial Assets and Liabilities measured at fair value

	Level	As at 31 March 2026	As at 31 March 2025
Financial Assets			
FVTOCI Investments - Quoted	Level 1	4,187	4,681
FVTOCI Investments - Unquoted	Level 3	274	274
Total		**4,461**	**4,955**

(b) Financial Assets and Liabilities measured at amortised cost for which fair value is disclosed

	Level	As at 31 March 2026	As at 31 March 2025
Financial assets measured at amortised cost			
Loans	Level 2	51	24
Other Financial Assets	Level 2	1,42,620	69,690
Total		**1,42,671**	**69,714**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(c) Financial Liabilities measured at amortised cost

	Level	As at 31 March 2026	As at 31 March 2025
Non-current borrowings	Level 2	-	134
Current borrowings	Level 2	-	1,609
Other financial liabilities	Level 2	3,934	2,723
Total		**3,934**	**4,466**

The fair values disclosed in level 2 category are calculated using discounted cash flow method. These fair values reasonably approximate to the carrying values of financial assets and liabilities measured at amortised cost.

During the year ended 31 March 2026, there were no transfers between level 1 and level 2 fair value measurements and no transfers into and out of level 3 fair value measurement.

40. The Company has acquired the entire equity shares of Veera Tanneries Private Limited (VTPL), a private limited company incorporated under the Companies Act, 1956, vide a Share Purchase Agreement by and between the Company, VTPL and the shareholders of VTPL on 23 April 2026 for a total consideration of ₹16,196 lakhs (Rupees Sixteen thousand one hundred ninety six lakhs). Pursuant to such acquisition, VTPL has now become a wholly owned subsidiary of the Company. These events being non-adjusting events, no adjustments were made in the financial statements for the financial year 2025-26.

41. The Ministry of Environment, Forest and Climate Change has notified the Environment Protection (End-of-Life Vehicles) Rules, 2025 ("ELV Rules") effective 01 April 2025, imposing Extended Producer Responsibility (EPR) on vehicle manufacturers for scrapping old vehicles and such obligations are to be fulfilled through the purchase of EPR certificates from registered Vehicle Scrapping Facilities via a Centralised Online Portal. As per best estimates, the Company has recognised a provision of ₹260 lakhs in the financial statements for the year ended 31 March 2026. However, the implementation details and operational procedures of the ELV rules including the modalities of the pricing mechanism for the EPR certificates are yet to be developed.

42. FINANCIAL RISK MANAGEMENT

Financial Risk Management Policy and Objectives

The Group's principal financial liabilities comprise of Borrowings, Trade and Other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets include Trade and Other receivables, Cash and Cash equivalents and Deposits, which are derived directly from its operations.

Group is exposed to market risk, credit risk and liquidity risk.

The management of these risks is overseen by the senior management, which is advised by a team of senior officials. The Risk Management team oversees the policies and systems, on a regular basis to reflect changes in market conditions and Group's activities and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

Risk	Exposure arising from	Measurement	Management
Credit risk	Cash and Cash equivalents, Trade Receivables, Financial Assets measured at amortised cost.	Ageing analysis Credit ratings [Refer Note 42(a)]	Diversification of Credit Limits and Letters of Credit, Sales on cash basis and against securities.
Liquidity risk	Borrowings and Other Financial Liabilities	Cash flow forecasts [Refer Note 42(b)]	Availability of committed credit lines and borrowing facilities.
Market risk – foreign exchange	Recognised Financial Assets and Liabilities not denominated in Indian Rupee	Cash flow forecasting Sensitivity analysis [Refer Note 43]	Group's net forex exposure is covered by natural hedge.
Market risk – interest rate	Loans and Advances on Cash Credit Account, Term Loan from Bank and NCD.	Cash flow forecasting & Sensitivity analysis	Group uses a mix of interest rate sensitive financial instruments to manage the liquidity and fund requirements

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

Risk	Exposure arising from	Measurement	Management
	As the borrowings were at fixed rate of interest, the Company is not exposed to interest rate risk, except the changes linked to Repo, MCLR, SOFR rates, etc.		
Market risk – equity prices	Investments in Equity Securities	Sensitivity analysis [Refer Note 42 (c)]	Portfolio diversification. The overall exposure is not material.
Commodity risk	Procurement of steel and other metals.	Budgeted consumption & its impact on finished product.	A well controlled review process is in place for analysing the price trend and market intelligence and accordingly the procurement strategy is adopted. The overall exposure is not material.

(a) Credit Risk

The table summarises ageing for Trade Receivable:

	Not due	Less than 1 year	More than 1 year	Total
As at 31 March 2026				
Gross Carrying Amount	10,130	4,203	4,782	19,115
Allowance for doubtful debts	-	-	-	-
Net	**10,130**	**4,203**	**4,782**	**19,115**
As at 31 March 2025				
Gross Carrying Amount	6,534	8,456	2,444	17,434
Allowance for doubtful debts	-	-	-	-
Net	**6,534**	**8,456**	**2,444**	**17,434**

The Cash and Cash equivalents are held with Scheduled Banks and Non-banking Financial Institution with an external rating of "AAA". Thus, the Company considers that it's Cash and Cash equivalents have low credit risks.

(b) Liquidity Risk

The table summarises the maturity profile of Group's financial liabilities based on contractual un-discounted payments.

	As at 31 March 2026				
	Carrying amount	On demand	Less than 1 year	More than 1 year	Total
Interest bearing borrowings	-	-	-	-	-
Other Financial Liabilities	3,934	106	3,659	169	3,934
Trade and Other Payable	1,04,032	-	1,04,032	-	1,04,032

	As at 31 March 2025				
	Carrying amount	On demand	Less than 1 year	More than 1 year	Total
Interest bearing borrowings	1,743	-	1,609	134	1,743
Other Financial Liabilities	2,723	76	2,477	170	2,723
Trade and Other Payable	78,359	-	78,359	-	78,359

(c) Market Risk : Equity Price Risk

At the reporting date, the exposure to unquoted equity securities at fair value was ₹ 274 Lakhs.

At the reporting date, the exposure to quoted equity securities at fair value was ₹4,187 Lakhs. A decrease/ increase of 15% on the bank Nifty market index could have an impact of approximately ₹829 Lakhs on the OCI or equity attributable to the Group. These changes would not have an effect on profit or loss.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

43. FOREIGN CURRENCY SENSITIVITY ANALYSIS

Currency	Net exposure in foreign currency		Net exposure in INR	
	As at 31 March 2026	As at 31 March 2025	As at 31 March 2026	As at 31 March 2025
USD	20,128	(6,55,290)	19	(563)
EUR	7,23,743	23,80,341	797	2,246
YEN	81,98,250	-	49	-

Currency	Sensitivity %	Impact on profit (strengthening)*		Impact on profit (weakening)*	
		As at 31 March 2026	As at 31 March 2025	As at 31 March 2026	As at 31 March 2025
USD	5%	(1)	28	1	(28)
EUR	5%	(40)	(112)	40	112
YEN	5%	(2)	-	2	-
		(43)	**(84)**	**43**	**84**

(* Strengthening/ weakening of foreign currency).

44. CAPITAL MANAGEMENT

The Group's capital includes issued Equity Capital, Share Premium and Free Reserves.

The Group policy is to meet the financial covenants attached to the interest-bearing borrowings by maintaining a strong capital base. The Group aims to sustain investor, creditor and market confidence so as to leverage such confidence for future capital / debt requirements.

Management monitors the return on capital earned, the capital/debt requirements for various business plans under consideration and determines the level of dividends to equity shareholders.

No changes were made in the objectives, policies or processes for managing capital during the financial years ended on 31 March 2026 and 31 March 2025.

Particulars	As at 31 March 2026	As at 31 March 2025
Total Shareholder's Equity as reported in Balance Sheet	4,19,435	3,03,343
Net Debt:		
Short-term Debt	-	-
Long-term Debt (including current portion of long-term debt)	-	1,743
Gross Debt:	**-**	**1,743**
Less: Cash and Bank Balances	83,159	50,741
Less: Fixed Deposits with Financial Institutions	97,500	57,500
Net Debt / (Net Cash and Bank balances)	**(1,80,659)**	**(1,06,498)**

45. TRANSFER TO INVESTOR EDUCATION AND PROTECTION FUND

All amounts which became due, for transfer to the credit of Investor Education and Protection Fund, as of 31 March 2026, have been transferred to that fund, except a sum of ₹0.60 Lakh (31 March 2025 :₹0.60 Lakh) being amount of 5 Nos. (31 March 2025 : 5 Nos.) fixed deposits and interest thereon amounting to ₹0.25 Lakh (31 March 2025 : ₹0.25 Lakh). In view of the directives received from the Government Authorities, these amounts are not transferred to the Fund, being involved in an investigation.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

46. The Group has incurred ₹1,016 Lakhs (31 March 2025 : ₹875 Lakhs) towards Corporate Social Responsibility (CSR), which is shown in "Other Expenses" [Note 28 (m)] to the Notes to Financial Statements.

Sr. No.	Description		For the year ended 31 March 2026	For the year ended 31 March 2025
(a)	Gross amount required to be spent by the Company during the year		1,429	529
(b)	Amount required to be set-off for the financial year, if any [out of surplus of previous financial years].		288	67
(c)	Advance CSR contribution for ongoing projects for FY 2025-26		125	-
(d)	Surplus arising out of the CSR Projects or programmes or activities of the previous financial years (net of set off)		(413)	(67)
(e)	Total CSR obligation for the financial year		**1,016**	**462**
(f)	Amount of expenditure incurred during the year		512	875
(g)	Shortfall/(Surplus) at the end of the year		504	(413)
	Less: Amount remained unutilised		-	125
(h)	Net Shortfall / (Surplus) at the end of the year (*)		504	(288)
(i)	Reason for shortfall		(*)	NA
(j)	Nature of CSR activities:			
	(i)	Promoting education and ensuring Environment sustainability and livelihood enhancement projects	120	250
	(ii)	Promoting Arts and Culture and protection of national heritage	29	-
	(iii)	Promoting healthcare	18	-
	(iv)	Promoting education an skill development	345	-
	(v)	Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water.	-	625
	Total		**512**	**875**
(k)	Details of related party transactions, e.g. contribution to a trust controlled by the Company in relation to CSR expenditure as per relevant Accounting Standard.		-	-
(l)	Whereas provision is made with respect to a liability incurred by entering into a contractual obligation, the movements in the provision during the year shall be shown separately.		-	-
(m)	Unspent amount in relation to ongoing projects (for promotion of education) transferred to the CSR Unspent Account (*)		504	-
(n)	Amount available for set off in succeeding financial years		-	288

(*) The Company has transferred the Unspent amount pertaining to Ongoing Projects to a separate designated bank account in the month of April, 2026. The Company has identified ongoing projects pertaining to promotion of education for which such amount would be utilised within the statutory timeframe permitted under the Companies Act, 2013.

47. ADDITIONAL REGULATORY INFORMATION:

(a) Loans and Advances in the nature of Loan to Related Parties:

The Group has not granted any Loans or Advances in the nature of loans to promoters, directors, KMPs and the related parties (as defined under Companies Act, 2013), either severally or jointly with any other person as on 31 March 2026.

(b) Relationship with Struck off Companies:

As per our knowledge, the Group has not entered in to any transactions with Struck off companies as on 31 March 2026.

(c) Registration of charges or satisfaction with Registrar of Companies:

The Group has no charges or satisfaction yet to be registered with Registrar of Companies beyond the statutory period.

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

(d) **Compliance with number of layers of companies:**

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.

(e) **Compliance with approved Scheme (s) of Arrangements Accounted as per Scheme & Ind AS**

Neither the Group has approached to nor any competent authority has approved any scheme of arrangements so as to account for in the books of account of the Group, in order to disclose any deviation in that regard.

(f) **Loans, Guarantee, Security given by Company to Intermediary and it is giving to others on behalf of Company:**

The Group has neither advanced nor loaned or invested funds (either borrowed funds or share premium or any other sources or kind of funds) to any other person(s) or entity(ies), including foreign entities (Intermediaries).

(g) **Crypto Currency or Virtual Currency:**

The Group has neither traded nor invested in Crypto currency or Virtual currency during the financial year.

(h) **Benami Property:**

The Group does not have any Benami property, and hence no proceeding has been initiated or pending against the Group for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.

(i) There is no income surrendered or disclosed as income during the current or previous year in the tax assessments under the Income Tax Act, 1961, that has not been recorded in the books of account.

48. DIVIDEND

The Board of Directors has recommended payment of dividend of ₹ 50 per fully paid equity shares (31 March 2025 : ₹40).This proposed dividend is subject to the approval of shareholders in the ensuing Annual General Meeting. This dividend is not recognised in the books of account at the end of the reporting period.

49. ADDITIONAL INFORMATION AS REQUIRED BY SCHEDULE III OF THE COMPANIES ACT, 2013.

Name of the entity	Net Assets		Share of Profit or Loss		Share of Comprehensive Income		Share of Total Comprehensive Income	
	As a % of consolidated net assets	Amount ₹	As a % of consolidated Profit or loss	Amount ₹	As a % of consolidated Comprehensive Income	Amount ₹	As a % of consolidated Total Comprehensive Income	Amount ₹
Force Motors Limited	98.55	4,13,575	99.96	1,21,126	97.98	194	99.96	1,21,320
Indian Subsidiary:								
Tempo Finance (West) Pvt. Ltd.	0.12	485	0.02	25	0.00	-	0.02	25
Non Controlling Interest (Indian Minority)	0.06	246	0.01	13	0.00	-	0.01	13
Indian Joint Venture:								
Force MTU Power Systems Pvt. Ltd.	1.28	5,374	0.01	11	2.02	4	0.01	15
Total	**100.00**	**4,19,680**	**100.00**	**1,21,175**	**100.00**	**198**	**100.00**	**1,21,372**

Notes to Consolidated Financial Statements (Contd.)

for the year ended 31 March 2026

(All amounts in ₹ Lakhs, unless otherwise stated)

50. INVESTMENT IN JOINT VENTURE

Interest in Joint Venture

Force Motors Limited has 51% interest in Force MTU Power Systems Private Limited (FMTU). FMTU is a private entity that is not listed on any public exchange.

Following table illustrates the summarised financial information of the Group's investment in FMTU :

Particulars	As at 31 March 2026	As at 31 March 2025
Current Assets	34,793	33,600
Non Current Assets	22,478	22,740
Current Liabilities	41,569	38,364
Non Current Liabilities	5,166	7,471
Revenue	26,144	27,435
Net Income / (Loss)	22	101
Other Comprehensive Income	9	6
Total Comprehensive Income	31	107
The above net income includes;		
Sale of products	26,009	27,343
Operating Income	23	14
Other Income	68	77
Cost of material consumed	16,851	20,360
Employee Benefits Expense	1,274	1,225
Other Expenses	7,850	5,691
Income Tax Expenses (credit)	31	58
Net Assets of the Joint Venture	10,536	10,505
Proportion of the Company's interest in Joint Venture (Carrying amount of the Company's interest in joint venture)	5,373	5,358

51. The Group is operating in a Single Segment.

52. Previous year's figures have been re-grouped, re-arranged and re-classified wherever necessary.

As per our separate report of even date.
For **KIRTANE & PANDIT LLP**
Chartered Accountants
[FRN : 105215W/W100057]

Parag Pansare
Partner
Membership No.117309

Place: Pune
Date : 29 April 2026

On behalf of the Board of Directors

Abhaykumar Navalmal Firodia
Chairman
DIN: 00025179

Rohan Sampat
Company Secretary

Rishi Luharuka
Chief Financial Officer

Place: Pune
Date : 29 April 2026

FORCE MOTORS LIMITED

CIN L34102PN1958PLC011172

Regd. Office : Mumbai-Pune Road, Akurdi, Pune–411035, India.
Tel. : (+91) 20 2747 63 81, Visit us at : www.forcemotors.com

FORCE MOTORS LIMITED
CIN L34102PN1958PLC011172
Regd. Office: Mumbai-Pune Road, Akurdi, PUNE – 411 035, INDIA.
Tel.: (+91) 20 2747 63 81
website: www.forcemotors.com

25th August 2026

Dear Shareholders,

Subject: Notice of 67th Annual General Meeting of the Members of Force Motors Limited ("the Company") and Annual Report for the Financial Year 2025-26.

We wish to inform you that the **67th Annual General Meeting ('AGM')** of the Members of **Force Motors Limited (the 'Company')** is scheduled to be held on **Wednesday, 16th September 2026 at 3:00 p.m. (IST)** through Video Conferencing ('VC') facility/Other Audio Visual Means ('OAVM').

Regulation 36(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (LODR Regulations), requires Company to send a letter providing the web-link, including the exact path, where complete details of the Annual Report is available, to those Shareholder(s) who have not registered their email address(es) either with the Company or with the depository participant.

As per the records of the Company, we find that your email address is not available /registered in the records of the Company, hence, in accordance with Regulation 36(1)(b) of the LODR Regulations, this letter is being sent by the Company to inform you the web-link, including the exact path, where complete details of the 67thAnnual Report for FY 2025-26,is available, kindly refer below table for the required details:

Web-link of Annual Report for FY 2025-26	Exact path of Annual Report for FY 2025-26 on Company's website
https://www.forcemotors.com/wp-content/uploads/2026/08/Annual-Report-FY-2025-26.pdf	www.forcemotors.com—Force Motors Limited—Investors—Shareholder's Information—Annual Report—2025-26

Further, in order to receive communications from the Company promptly, we request you to immediately register youremail address by following the below process:

- in case shares are held in electronic form - with your Depository Participant; and
- in case shares are held in physical form - with **MUFG Intime India Private Limited**, Registrar to an Issue & Share Transfer Agent (RTA) of the Company at its address given below, by submitting hard copies of duly filled-in, signed form ISR-1 along with required attachments.

❖ **Additional Information to Shareholders:**

1. Special Window for re-lodgement of physical share transfer requests:

Pursuant to the SEBI Circular No. HO/38/13/11(2)2026-MIRSD-POD/ I/3750/2026 dated 30th January, 2026 read with SEBI Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated 6thFebruary, 2026, a Special Window is available till 4thFebruary, 2027, to facilitate re-lodgement of transfer requests executed before 1stApril, 2019, but were either not lodged for transfer or were lodged and subsequently rejected, returned or not attended due to deficiency in the documents. Eligible Members are encouraged to take advantage of this opportunity by furnishing the necessary documents to the Company's RTA. Securities transferred through this mechanism shall be credited only in dematerialized form and will remain under a one-year lock-in, during which it cannot be transferred, lien-marked, or pledged.

Contact Details of RTA of the Company:

MUFG Intime India Private Limited
Address: Block No. 202, 2ndFloor,
Akshay Complex, Near Ganesh Temple,
Off. Dhole Patil Road,Pune – 411 001.
Contact: +91 20 26161629
Email ID: investor.helpdesk@in.mpms.mufg.com

Thanking you,

Yours faithfully,
For **Force Motors Limited**

Sd/-
Rohan Sampat
Company Secretary and Compliance Officer