

SEIL/Sec./SE/2026-27/36

August 18, 2026

The Manager
Listing Department
National Stock Exchange of India Ltd
Exchange Plaza, Bandra Kurla Complex
Bandra (East), MUMBAI 400 051
Fax # 022-2659 8237/8238/8347/8348
Symbol: SCHNEIDER

The Secretary
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street
MUMBAI 400 001
Fax # 022-2272 3121/2037/2039
Scrip Code No. 534139

Sub: Notice of the Sixteenth (16th) Annual General Meeting and Annual Report including Annual accounts for the financial year 2025-26 and matters related thereto

Dear Sir/Madam,

We wish to inform you that the 16th Annual General Meeting ("**AGM/Meeting**") of Schneider Electric Infrastructure Limited ("**Company**") is scheduled to be held on Thursday, September 10, 2026 at 3:30 p.m. (IST) through Video Conferencing ("**VC**")/Other Audio Visual Means ("**OAVM**") in accordance with the relevant circulars/notifications issued by the Ministry of Corporate Affairs ("**MCA**") and the Securities and Exchange Board of India ("**SEBI**"), to transact the businesses set out in the Notice of the 16th AGM dated August 14, 2026 ("**Notice**").

The calendar of events related to the AGM is detailed below:

Event	Day & Date	Time
Cut-off Date for e-Voting	Thursday, September 3, 2026	-
e-Voting commencement date	Monday, September 7, 2026	9:00 a.m. (IST)
e-Voting closure date	Wednesday, September 9, 2026	5:00 p.m. (IST)
AGM Date	Thursday, September 10, 2026	3:30 p.m. (IST)

Pursuant to Regulation 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**Listing Regulations**"), please find enclosed herewith the Notice of AGM and Annual Report for the financial year 2025-26 including Business Responsibility and Sustainability Report, dispatched today, i.e. August 18, 2026, in electronic mode to only those shareholders of the Company who have registered their e-mail ids with the Company or their Depository Participants as on Friday, August 14, 2026.

The aforesaid documents are also available on website of the Company at <https://infra-in.se.com/>.

We request you to kindly take the above on record.

Thanking you.

Yours Sincerely,
For **Schneider Electric Infrastructure Limited**

SUMIT GOEL
Digitally signed by SUMIT
GOEL
Date: 2026.08.18 14:39:40
+05'30'

(Sumit Goel)
Company Secretary and Compliance Officer
Encl: As above

Schneider Electric Infrastructure Limited

Corporate Office: 15th Floor, DT-4, DLF Downtown, Phase 3, Sector 25A, Gurugram, Haryana – 122002

Tel. +91 9228078000

Registered Office: Milestone 87, Vadodara-Halol Highway, Village Kotambi, Post Office Jarod,

Vadodara-391510 Gujarat, India | Tel. +91 0266866200

CIN: L31900GJ2011PLC064420

Notice of

Schneider Electric Infrastructure Limited

Sixteenth (16th) Annual General Meeting 2026



Notice

SCHNEIDER ELECTRIC INFRASTRUCTURE LIMITED

CIN: L31900GJ2011PLC064420

Regd. Office: Milestone 87, Vadodara-Halol Highway, Village Kotambi, Post Office Jarod, Vadodara 391 510, Gujarat, India

Tel. +91 9228078000

Website: <https://infra-in.se.com/>; E-mail: company.secretary@schneider-electric.com

Notice of Schneider Electric Infrastructure Limited – Sixteenth (16th) Annual General Meeting

NOTICE is hereby given that the Sixteenth (16th) Annual General Meeting ('AGM/Meeting') of the Members of Schneider Electric Infrastructure Limited ('Company') will be held on Thursday, 10th day of September, 2026 at 3:30 p.m. (IST) through Video Conferencing ('VC') / Other Audio- Visual Means ('OAVM') to transact the following businesses:

ORDINARY BUSINESS

1. Audited Financial Statements of the Company for the financial year ended March 31, 2026, along with Reports of the Board of Directors and Statutory Auditors thereon.

To receive, consider and adopt and in this regard, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT the annual Audited Financial Statements of the Company for the financial year ended March 31, 2026, including audited Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, Cash Flow Statement for the year ended on that date and notes forming part thereto and the Reports of the Board of Directors and Auditors thereon as circulated to the Members, be and are hereby received, considered and adopted."

2. To appoint a director in place of Mr. Udai Singh (DIN: 10311583) who retires by rotation and being eligible offers himself for re-appointment (liable to retire by rotation).

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT in accordance with the provisions of Section 152 and other applicable provisions of the Companies Act, 2013, Mr. Udai Singh (DIN: 10311583), who retires by rotation and being eligible offers himself for re-appointment at this meeting, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation.

RESOLVED FURTHER THAT the Board of Directors be and is hereby authorized to do all such acts, deeds, things and to sign all such documents as may be deemed necessary to give effect to this resolution and for matters connected therewith or incidental thereto."

SPECIAL BUSINESS

3. Re-appointment of Mr. Udai Singh (DIN: 10311583) as Managing Director and Chief Executive Officer of the Company

To consider and, if thought fit, to pass, the following Resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 196, 197 and 203 of the Companies Act, 2013 ("Act") read with Schedule V and other applicable provisions, if any, of the Act and the Rules made thereunder, applicable provisions of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 ('Listing Regulations'), (including any statutory amendment(s) or modification(s) or enactment(s) or re-enactment thereof, for the time being in force) and pursuant to the recommendation of Nomination and Remuneration Committee ('NRC') and the Board of Directors of the Company (hereinafter referred to as the "Board" which term shall be deemed to include any Committee of the Board constituted to exercise its powers, including the powers conferred by this Resolution and/or such other persons as may be authorized in this regard by the Board and/or Committee), the provisions contained in the Articles of Association of the Company, the consent of the Members be and is hereby accorded for re-appointment of Mr. Udai Singh (DIN: 10311583), as a Managing Director and Chief Executive Officer ("MD & CEO") of the Company, in professional capacity, to hold office for a period of 3 (three) years effective from September 15, 2026 up to September 14, 2029 (both days inclusive), on payment of such remuneration as may be approved by the NRC not exceeding 5% (Five Percent) of the net profits of the Company calculated in accordance with the provisions of Section 198 of the Act every year, during the tenure of his appointment and on such terms and conditions including remuneration, as contained in his appointment agreement/letter, material terms of which are set out in the statement under Section 102(1) of the Act, and Regulation 17(11) of the Listing Regulations, attached to this Notice.

RESOLVED FURTHER THAT in his capacity as MD & CEO, Mr. Udai Singh (DIN: 10311583), is entitled to exercise all powers as are exercisable by the MD & CEO of the Company as permissible under the provisions of the Act, and any other statutes in order to manage the affairs of the Company.



RESOLVED FURTHER THAT in the event the Company has no profits or its profits are inadequate in any financial year during the period of 3 (Three) years commencing from September 15 2026, the Managing Director shall be paid the aforesaid remuneration as minimum remuneration, notwithstanding the absence or inadequacy of profits, in accordance with the provisions of the Companies Act, 2013 read with Schedule V thereto, as amended from time to time, and the Board of Directors of the Company (which term shall be deemed to include any Committee thereof duly authorised for the purpose) be and is hereby authorised to revise, amend, modify, alter or vary the terms and conditions of remuneration payable to the Managing Director from time to time, within the limits and in the manner permissible under the Companies Act, 2013, including Schedule V thereto and/or any statutory modification(s), amendment(s) or re-enactment(s) thereof for the time being in force, as may be agreed between the Board and the Managing Director.

RESOLVED FURTHER THAT the Board, on recommendation of the NRC, be and is hereby authorized to alter and vary, from time to time, during the tenure of appointment of Mr. Udai Singh, the terms and conditions of his appointment and/or remuneration as per the Company policy for annual assessments and increments, provided that such alteration or variation shall remain within the overall limits approved by the Members and permissible under the Act, Schedule V and other applicable laws.

RESOLVED FURTHER THAT the Board of Directors be and is hereby authorized to do all such acts, deeds, matters and take all such steps in their absolute discretion as may deem necessary, expedient and desirable to give effect to this resolution."

4. Ratification of Remuneration payable to M/s. Shome & Banerjee, Cost Accountants as Cost Auditors of the Company for the Financial Year 2026-27.

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory amendment(s) or modification(s) or enactment(s) or re-enactment(s) thereof for the time being in force), the remuneration of ₹ 5,45,000 (Rupees Five Lakhs Forty Five Thousand Only) plus applicable taxes and reimbursement of out-of-pocket expenses, for the financial year ending March 31, 2027, as recommended by the Audit Committee and approved by the Board of Directors, payable to M/s. Shome & Banerjee, Cost Auditors (Firm Registration No. 000001) appointed by the Board of Directors ("Board"), to conduct the audit of the cost records of the Company, be and is hereby ratified.

RESOLVED FURTHER THAT the Board of Directors be and is hereby authorized to do all such acts, deeds, things and to sign all such documents and writings as may be deemed necessary to give effect to this resolution and for matters connected therewith or incidental thereto."

5. Appointment of Mr. Soumya Bagchi (DIN:11789286) as Whole- Time Director of the Company.

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 152, 161 and all other applicable provisions, if any, of the Companies Act, 2013 ("the Act") and the relevant Rules made thereunder and Regulation 17 and other applicable Regulations under the Securities and Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015, ("Listing Regulations") (including any statutory amendment or modification(s) or enactment or re-enactment thereof, for the time being in force), the provisions of the Articles of Association of the Company ("AOA") and based on the recommendation of the Nomination and Remuneration Committee ("NRC") and approval of the Board of Directors, Mr. Soumya Bagchi (DIN: 11789286) who has been appointed as an Additional Director effective June 30, 2026 as per Section 161 of the Act and who holds office up to three months from the date of appointment or till the next general meeting, whichever is earlier, and in respect of whom the Company has received a notice in writing under Section 160(1) of the Act from a Member proposing his candidature for the office of Director of the Company, be and is hereby appointed as a Director of the Company, in professional capacity, liable to retire by rotation.

RESOLVED FURTHER THAT pursuant to the recommendation of NRC and approval of the Board of Directors and pursuant to the provisions of Sections 196, 197, and 198 read with Schedule V of the Act, and other applicable provisions, if any, of the Act and the Rules made thereunder, (including any statutory amendment(s) or modification(s) or enactment or re-enactment thereof, for the time being in force), the approval of the Members be and is hereby accorded for appointment of Mr. Soumya Bagchi (DIN: 11789286) as a Whole-Time Director ("WTD") of the Company for a period of 3 (three) years effective from August 14, 2026 up to August 13, 2029, (both days inclusive), on payment of such remuneration as may be approved by the NRC not exceeding 5% (Five Percent) of the net profits of the Company calculated in accordance with the provisions of Section 198 of the Act every year, during the tenure of his appointment and on such terms and conditions, as contained in his appointment agreement/letter, material terms of which are set out in the statement under Section 102(1) of the Act, and Regulation 17(11) of the Listing Regulations, attached to this Notice.

RESOLVED FURTHER THAT in the event the Company has no profits or its profits are inadequate in any financial year during the period of 3 (Three) years commencing from August 14, 2026, the Whole-Time Director shall be paid the aforesaid remuneration as minimum remuneration, notwithstanding the absence or inadequacy of profits, in accordance with the provisions of the Companies Act, 2013 read with Schedule V thereto, as amended from time to time, and the Board of Directors of the Company (which term shall be deemed to include any Committee

thereof duly authorised for the purpose) be and is hereby authorised to revise, amend, modify, alter or vary the terms and conditions of remuneration payable to the Whole- Time Director from time to time, within the limits and in the manner permissible under the Companies Act, 2013, including Schedule V thereto and/or any statutory modification(s), amendment(s) or re-enactment(s) thereof for the time being in force, as may be agreed between the Board and the Whole-Time Director.

RESOLVED FURTHER THAT the Board of Directors on recommendation of the NRC, be and is hereby authorized to alter and vary, from time to time, during the tenure of appointment of Mr. Soumya Bagchi, the terms and conditions of his appointment and/or remuneration as per the Company policy for annual assessments and increments, within the statutory limits prescribed under Section 197 of the Act.

RESOLVED FURTHER THAT the Board of Directors be and is hereby authorized to do all such acts, deeds, matters and take all such steps in their absolute discretion as may deem necessary, expedient and desirable to give effect to this resolution."

6. Appointment of Ms. Nirupa Chander (DIN:11874458) as Non – Executive Non – Independent Director of the Company.

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of sections 152, 161 and other applicable provisions, if any, of the Companies Act, 2013 ("Act") read with the Companies

(Appointment and Qualifications of Directors) Rules, 2014 (including any statutory modification or re-enactment thereof, for the time being in force) and pursuant to the notice received under section 160 of the Act and on recommendation of Nomination and Remuneration Committee and Board of Directors of the Company and in line with the Articles of Association of the Company, Ms. Nirupa Chander (DIN:11874458), who was appointed as an Additional Non-Executive Director of the Company with effect from August 14, 2026 and who holds office up to the date of this Annual General Meeting, be and is hereby appointed as a Non-Executive Non Independent Director of the Company, in professional capacity, liable to retire by rotation, with effect from the original date of appointment i.e. August 14, 2026.

RESOLVED FURTHER THAT the Board of Directors be and is hereby authorized to do all such acts, deeds, things and to sign all such documents and writings as may be deemed necessary to give effect to this resolution and for matters connected therewith or incidental thereto."

**By Order of the Board of Directors
For Schneider Electric Infrastructure Limited**

Sumit Goel

Company Secretary &
Compliance Officer
FCS 6661

Date: August 14, 2026
Place: Gurugram

Regd. Office: Milestone 87, Vadodara-Halol Highway,
Village Kotambi, Post Office Jarod, Vadodara 391 510,
Gujarat



Notes:

1. The statement pursuant to Section 102(1) of the Companies Act, 2013 ('the Act') and Regulation 17(11) of SEBI (Listing Obligations and Disclosures Requirement) Regulations, 2015 ("Listing Regulations"), setting out material facts concerning the special businesses to be transacted at the 16th AGM is annexed hereto forming part of this Notice. The Board of Directors of the Company at its meeting held on August 14, 2026 considered and recommended that the special businesses under Item No. 3, 4, 5 & 6, be transacted at this 16th AGM of the Company.

Further, the relevant details with respect to "Directors seeking appointment and re-appointment at this AGM" are also provided as Annexure I, pursuant to Regulation 36(3) of ("Listing Regulations") and Secretarial Standard-2 on General Meetings issued by the Institute of Company Secretaries of India (ICSI).

2. GENERAL INSTRUCTIONS FOR ACCESSING AND PARTICIPATING IN THE AGM THROUGH VIDEO CONFERENCING/OTHER AUDIO-VISUAL MEANS (VC/OAVM) AND VOTING THROUGH ELECTRONIC MEANS INCLUDING REMOTE E-VOTING:

- a. The Ministry of Corporate Affairs ('MCA') vide General Circular No. 03/2025 dated September 22, 2025, read with General Circular No. 20/2020 dated May 5, 2020 and other relevant circulars issued from time to time and the latest being Circular No. 03/2025 dated September 22, 2025, (collectively referred to as '**MCA Circulars**'), has permitted companies to conduct Annual General Meetings and circulars issued by SEBI in this regard from time to time, Meetings can be conducted through Video Conferencing ('VC') / Other Audio-Visual Means ('OAVM') till further orders, subject to compliance with the framework prescribed therein. The MCA Circulars clarify that the permission to hold AGMs through VC/OAVM shall not be construed as an extension of the statutory timelines for holding AGMs under the Companies Act, 2013. Accordingly, this AGM of the Company is being held through VC/OAVM.
- b. Since the AGM is being convened through VC/OAVM, the requirement of appointing proxies is dispensed with, in terms of the aforesaid MCA Circulars and SEBI Circular. However, in pursuance of Section 113 of the Act, Corporate/ Institutional Members (i.e. other than individuals, HUF, NRI, etc.) are required to send scanned image (PDF/ JPG format) of certified true copy of relevant board resolution/authority letter etc., together with attested specimen signature of the duly authorized signatory(ies) who is/are authorized to vote, to the Scrutinizer through email at sanjaygrover7@gmail.com with a copy marked to evoting@nsdl.com and may also upload the same in the e-Voting module in their login.

- c. Participation of Members through VC/OAVM shall be reckoned for the purpose of quorum for AGM as per Section 103 of the Act.
- d. The deemed venue for the AGM shall be the Registered Office of the Company at Milestone-87, Vadodara - Halol Highway, Village Kotambi, Post Office Jarod, Vadodara-391510, Gujarat.
- e. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) the Secretarial Standard on General Meetings (SS-2) issued by the ICSI and Regulation 44 of the Listing Regulations, and the Circulars issued by MCA from time to time, the Company is providing facility of remote e-Voting to its Members in respect of the businesses to be transacted at the AGM and facility for participating in the AGM to cast vote through e-Voting system during the AGM.
- f. The Company has engaged the services of National Securities Depository Limited ('NSDL') to facilitate the participation of the Members in the AGM and to provide e-Voting facility (remote e-Voting and e-Voting at the AGM) for casting the votes electronically in terms of the aforesaid MCA Circular.
- g. The Members may join the AGM through VC/OAVM by following the procedure as mentioned below which shall be kept open from 3:00 p.m. (IST) i.e. 30 minutes before the time scheduled to start the AGM on Thursday, September 10, 2026. The facility of participation at the AGM through VC/OAVM will be made available for 1000 members on first come first served basis. This will not include large shareholders (shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc., who are allowed to attend the AGM without restriction on account of first come first served basis.
- h. In compliance with the aforesaid MCA Circulars read with the provisions of Regulation 36 of the Listing Regulations, Notice of the AGM along with the Annual Report 2025-26 is being sent through electronic mode to all Members who have registered their e-mail addresses with the Company / Depository Participants ('DPs') / Company's Registrar and Share Transfer Agent viz. MUFG Intime India Private Limited ('RTA'), unless the Members have registered their request for a physical copy of the same, and whose names appear in the Register of Members / List of Beneficial Owners as received from the Depositories i.e. National Securities Depository Limited ('NSDL') / Central Depository Services (India) Limited ('CDSL') as on Friday, August 14, 2026, being the date considered for determining Members entitled to receive the Notice of the AGM and Annual Report 2025-26.

- i. A letter providing the web-link, including the exact path, with complete details of the Annual Report are being sent to those Members whose e-mail addresses are not so registered with the Company/ Depositories / Depository Participants.
- j. In line with the MCA Circular, the Notice calling the AGM has been uploaded on the website of the Company at <http://infra-in.se.com>. The Notice can also be accessed from the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and the AGM Notice is also available on the website of NSDL (agency for providing the Remote e-Voting facility) i.e. www.evoting.nsdl.com.
- k. Since the AGM will be held through VC/OAVM, the Route Map and attendance slip is not annexed to this Notice.
- l. **Dispute Resolution:** SEBI vide Master Circular No. SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/195 dated December 28, 2023, as updated from time to time, has established a common Online Dispute Resolution Portal ("ODR Portal") for resolution of disputes arising in the Indian securities market. Pursuant to the above-mentioned circulars, after exhausting the option to resolve their grievances with the RTA / Company directly and through the existing SCORES platform, investors may initiate dispute resolution through the ODR Portal (<https://smartodr.in/login>), which can also be accessed through the Company's website at <https://infra-in.se.com/en/investor.jsp>.
- m. Recorded transcript of the meeting shall be uploaded on the website of the Company and the same shall also be maintained in safe custody of the Company.

3. PROCESS FOR THOSE MEMBERS WHOSE EMAIL IDS ARE NOT REGISTERED FOR PROCURING USER ID AND PASSWORD AND REGISTRATION OF EMAIL IDS FOR E-VOTING ON THE RESOLUTIONS SET OUT IN THIS NOTICE:

- a. Those Members, who hold shares in physical form or who have not registered their email address with the Company and who wish to participate in the AGM or cast their vote through remote e-Voting or through the e-Voting system during the Meeting, may obtain the login ID and password by sending scanned copy of: i) a signed request letter mentioning name, folio number and complete address; and ii) self-attested scanned copy of the PAN Card and any document (such as Driving License, Bank Statement, Election Card, Passport, Aadhar Card) in support of the address of the Member as registered with the Company to the email address of the Company at company.secretary@schneider-electric.com or RTA at investor.helpdesk@in.mpms.mufg.com or to NSDL at evoting@nsdl.com.
- b. In case shares are held in demat mode, Members may obtain the login ID and password by sending scanned

copy of (i) a signed request letter mentioning name, DP ID-Client ID (16 digit DP ID + Client ID or 16 digit beneficiary ID); (ii) self-attested scanned copy of client master or Consolidated Demat Account statement; and (iii) self-attested scanned copy of the PAN Card, to the email address of the Company at company.secretary@schneider-electric.com or RTA at investor.helpdesk@in.mpms.mufg.com or to NSDL at evoting@nsdl.com.

4. INSTRUCTIONS FOR E-VOTING DURING THE AGM ARE AS UNDER:

- a. Upon declaration by the Chairperson about the commencement of e-Voting during the AGM, Members who have not cast their vote using remote e-Voting, shall do so by following the e-Voting instructions mentioned below for remote e-Voting.
- b. Only those Members, who will be present in the AGM through VC/OAVM and have not cast their vote on the resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system during the AGM.
- c. The Members who have cast their vote by remote e-Voting prior to the AGM may also participate in the AGM through VC/ OAVM but shall not be entitled to cast their vote again.
- d. 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.

5. INSTRUCTIONS FOR PARTICIPATING IN THE AGM THROUGH VC/OAVM ARE AS UNDER:

- a. Members will be provided with a facility to attend the AGM through VC/OAVM platform provided by NSDL. Members may access the same by following the steps mentioned below for **Access to NSDL e-Voting system**. After successful login, you can see the link of VC/OAVM placed under "**Join Meeting**" menu against the Company name. You are requested to click on the VC/OAVM link placed under "Join Meeting" menu. The link for the AGM will be available in shareholder/member login where the EVENT of the Company will be displayed.
- b. Please note that the Members who do not have User ID and Password for e-Voting or who have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in this Notice.
- d. Members are encouraged to join the Meeting through Laptops for better experience.
- e. Further, Members will be required to allow Camera, if any, and hence use internet with a good speed to avoid any disturbance during the Meeting.
- f. While all efforts will be made to make the VC/ OAVM meeting smooth, Members connecting from mobile devices or tablets or through laptops etc. 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.

- g. **Registration as speaker shareholder:** Members who would like to ask questions/ express their views during the AGM may register themselves as a speaker by sending their request from their registered e-mail ID mentioning their name, DP ID and Client ID/Folio number, PAN, mobile number at company.secretary@schneider-electric.com. The Speaker Registration or the option for posting the questions shall be available from Monday, September 7, 2026 (9 a.m. IST) till Wednesday, September 9, 2026 (5 p.m. IST). The queries may be raised precisely and in brief to enable the Company to answer the same suitably depending on the availability of time at the Meeting. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.
- h. 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 <https://www.evoting.nsdl.com> to reset the password.
- i. In case of any queries related to e-Voting, you may refer the FAQs for Shareholders and e-Voting user manual for Shareholders available at the download section of <https://www.evoting.nsdl.com> or call on +91 22 48867000 or send the request to Ms. Pallavi Mhatre, Assistant Vice President, NSDL at evoting@nsdl.com.

6. INSTRUCTIONS FOR E-VOTING AND JOINING THE AGM ARE AS UNDER:

(A) VOTING THROUGH ELECTRONIC MEANS

- a. The Members are provided with the facility to cast their vote electronically, through the e-Voting services provided by NSDL, on all the resolutions set forth in this Notice.
- b. The remote e-Voting will be available during the following period:

Commencement of remote e-Voting	From 9:00 a.m. (IST) on Monday, September 7, 2026
End of remote e-Voting	Up to 5:00 p.m. (IST) on Wednesday, September 9, 2026

The remote e-Voting will not be allowed beyond the aforesaid date and time, and the e-Voting module shall be disabled by NSDL upon expiry of aforesaid period. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently.

- c. Members who have voted on some of the resolutions during the said voting period are also eligible to vote on the remaining resolutions during the AGM.
- d. Members whose names appear in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on Thursday, September 3, 2026 i.e. the ‘Cut-off Date’ shall only be entitled to avail the facility of remote e-Voting and e-Voting at the AGM. Any person who is not a Member on the Cut-off Date should treat the Notice for information purposes only.
- e. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being Thursday, September 3, 2026.
- f. In compliance with Master Circular no. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 issued by SEBI in relation to e-Voting facility provided by listed companies, the individual members holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and DPs. Members are advised to update their mobile number and email address in their demat account in order to access remote e-Voting facility.
- g. Any person who acquires shares of the Company and becomes Member of the Company after dispatch of Notice of AGM and holds shares as on the Cut-off Date, can obtain the login ID and password by sending a request at evoting@nsdl.com or company.secretary@schneider-electric.com. However, if you are already registered with NSDL for remote e-Voting, then you can use your existing user ID and password/PIN for casting your vote.

In case of individual shareholders holding securities in dematerialized mode and who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date may follow steps mentioned under “Login method for remote e-Voting and joining virtual meeting for individual shareholders holding securities in dematerialized mode.

- h. The way to vote electronically on NSDL e-Voting system consists of “Two Steps” as mentioned below:

Step 1: Access to NSDL e-Voting system

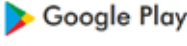
A. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

Pursuant to SEBI Master Circular no. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026, on “e-Voting facility provided by Listed Entities”, e-Voting process has been enabled to all the individual demat account holders, by way of single login credential, through their demat accounts/ websites of Depositories/DPs to increase the efficiency of the voting process. Individual demat account holders would be able to cast their vote without having to register again with the e-Voting service provider (“ESP”) thereby not only facilitating seamless authentication but also ease and convenience of participating in e-Voting process. Members are advised to update their mobile number and e-mail ID with their DPs to access e-Voting facility.

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

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	1. OTP based login - For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. - You will have to enter your 8-digit DP ID, 8-digit Client Id, PAN No., Verification code and generate OTP. - Enter the OTP received on registered email id/mobile number and click on login. - After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. - Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting and voting during the meeting. 2. NSDL IDeAS facility If you are already registered, follow the below steps - Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. - On the e-Services home page click on the “Beneficial Owner” icon under “Login” which is available under ‘IDeAS’ section, this will prompt you to enter your existing User ID and Password. - After successful authentication, you will be able to see e-Voting services under Value added services. - Click on “Access to e-Voting” under e-Voting services and you will be able to see e-Voting page. - Click on company name or e-Voting service provider i.e. NSDL and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. If you are not registered, follow the below steps - 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 - Please follow steps given above in points 1-5.



Type of shareholders	Login Method
	3. E-Voting website of NSDL - Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. - Once the home page of e-Voting system is launched, click on the icon “Login” which is available under ‘Shareholder/Member’ section. - A new screen will open. You will have to enter your User ID (i.e. your sixteen-digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. - After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 4. Shareholders/Members can also download NSDL Mobile App “NSDL Speede” facility by scanning the QR code mentioned below for seamless voting experience. NSDL Mobile App is available on    
Individual Shareholders holding shares in demat mode with CDSL.	- Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password. - After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers’ website directly. - If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. - Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the e-Voting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding shares 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. - Once logged in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. - Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

Members facing any technical issue – NSDL	Members facing any technical issue - CDSL
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.	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911.

B. Login method for e-Voting and joining virtual meeting for Non-Individual Members and Members holding securities in Physical Form

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

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

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

4. Your User ID details are given below:

Manner of holding shares

i.e. Demat (NSDL or CDSL) or Physical

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

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

- a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.

- b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the ‘initial password’ which was communicated to you by NSDL. 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 e-mail ID is registered in your demat account or with the Company, your ‘initial password’ is communicated to you on your e-mail ID. Trace the e-mail sent to you from NSDL in your mailbox from evoting@nsdl.com. Open the e-mail 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) In case you have not registered your e-mail address with the Company/Depository, please follow instructions mentioned below in this Notice.

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

- a) Click on “**Forgot User Details/Password?**”

(If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

- b) “Physical User Reset Password?” (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

- c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, PAN, name and registered address.

- d) Members can also use the OTP 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 your 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.
8. **OTHER INFORMATION/ GUIDELINES FOR MEMBERS:**
 - a. The voting rights 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.
 - b. A person whose name is recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the Cut-off Date shall only be entitled to avail the facility of remote e-Voting or casting vote through e-Voting system during the Meeting.
 - c. Mr. Anirudh Grover, Partner, failing him, Mr. Vipin Dhameja, Partner, M/s. Sanjay Grover and Associates, have been appointed as the Scrutinizer to scrutinize the e-Voting process in a fair and transparent manner and they have communicated their willingness to be so appointed.
 - d. The Scrutinizer shall, immediately after the conclusion of e-Voting at the AGM, unblock the votes cast through e-Voting (votes cast during the AGM and votes cast through remote e-Voting) and shall make a consolidated scrutinizer's report of the total votes cast in favour or against, invalid votes, if any, and whether the resolution has been carried or not. Such report shall then be sent to the Chairperson or a person authorized by him, within the prescribed statutory timelines, who shall countersign the same and declare the results of the voting forthwith.
 - e. The Results declared along with the report of the Scrutinizer shall be placed on the website of the Company at <https://infra-in.se.com/> and on the

website of NSDL at <https://www.evoting.nsdl.com> immediately after declaration of results by the Chairperson or a person authorized by him, within the prescribed statutory timelines, and shall also be displayed on the notice board at the registered office and corporate office of the Company. The Results shall also be forwarded to BSE Limited and National Stock Exchange of India Limited within the prescribed statutory timelines. The resolutions set out in this Notice shall be deemed to be passed on the date of AGM, subject to receipt of the requisite number of votes in favour of the resolutions.

- f. All the relevant documents referred to in the Notice and Statement annexed thereto will be available for electronic inspection without any fees by the Members from the date of circulation of this Notice up to the date of AGM. Further, Members seeking to inspect such documents can send an email to company.secretary@schneider-electric.com. The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Act and Register of Contracts or Arrangements in which directors are interested under Section 189 of the Act, will be available for inspection by the Members electronically during the AGM.
- j. The relevant information regarding particulars of directors seeking appointment/re-appointment requiring disclosure, in terms of Regulation 36 of the Listing Regulations and SS-2 issued by the ICSI is annexed as Annexure-I to this Notice. The Company has received the requisite consents / declarations for appointment and re-appointment under the Act and the rules thereunder.
- k. Non-Resident Indian members are requested to inform RTA / respective DPs, 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.
- l. In case of joint holders attending the Meeting, only such joint holder who is higher in the order of names as per the Register of Members of the Company will be entitled to vote at the Meeting.
- m. To prevent fraudulent transactions, Members are advised to exercise due diligence and notify the Company of any change in address or demise of any member as soon as possible. Members are also advised to not leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned DP, and holdings should be verified from time to time.

n. Appeal to Shareholders:✓ **DEMATERIALIZATION OF SHARES**

With effect from April 2, 2026, SEBI has dispensed with the requirement of issuance of a Letter of Confirmation (LOC) by the Company/ RTA while processing service request[#]. Accordingly, securities will be credited directly to the shareholder's demat account upon submission of valid demat account details along with the latest Client Master List(not older than 2 months), Demat Conversion Request Form for NSDL/ Demat Request form for CDSL and Latest Client Master List, both attested by Depository Participant, besides mandatory documents for the subject service requests subject to folio being KYC Compliant. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR-4, the format of which can be downloaded from the website of the Company at <https://infra-in.se.com/en/investor/notices-circulars/>.

#Request for Issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate; endorsement; sub-division/splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition.

Further, all requests for transfer of securities including transmission and transposition requests shall be processed only in dematerialized form. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialization, members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or the RTA for assistance in this regard.

✓ **REGISTRATION OF NOMINATION AND BANK MANDATE**

Registration of nomination makes easy for dependents to access your investments and set out the proportion of your benefits to the nominees. Registration and/ or updating of bank mandate ensures the receipt of dividend and/ or any other consideration timely, faster and easier and more important avoids fraudulent encashment of warrants. Members are requested to submit their bank registration documents i.e. request letter, cancelled cheque

and self- attested PAN card & address proof with the Company and/ or DP.

Members of the Company holding shares in physical mode are hereby notified that SEBI has mandated that all the folios have to be KYC compliant and accordingly, asked the shareholders to furnish their PAN, contact details and nomination to the RTAs. The Members are also required to register their postal address with PIN and are encouraged to register their email address. The Members are accordingly requested to complete their KYC by writing to the Company's RTA, at investor_helpdesk@in.mpms.mufig.com.

✓ **E-mail Registration:** The members are requested to register their e-mail addresses as detailed in this Notice.✓ **KYC Update:** SEBI has mandated furnishing PAN and KYC details (i.e., postal address with pin code, e-mail address, mobile number, and bank account details) and nomination details by holders of securities. RTA will not process any service requests or complaints from the member until the aforesaid details/ documents are provided to RTA. Relevant details and forms prescribed by SEBI in this regard are available at <https://web.in.mpms.mufig.com/KYC-downloads.html>.✓ **Special Window for Transfer and Dematerialization of Physical Securities:** Pursuant to SEBI Circular No. HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026 dated January 30, 2026, shareholders are hereby informed that a special window has been opened from February 5, 2026 till February 4, 2027 for transfer and Dematerialization of Physical Securities sold/ purchased prior to April 01, 2019. The special window is also applicable to such transfer requests which were submitted earlier and were rejected/returned/not attended to due to deficiency in the documents/process/or otherwise. Please note that all such requests/ shares during this window shall be processed only in demat mode and due process shall be followed for such transfer-cum-demat requests. Transfers would be approved if all the requisite documents are in place and will carry a one year lock in period from the date of



transfer registration. Eligible shareholders may submit their requests along with the requisite documents to the Company and/or to RTA within the afore-said period.

o. **ELECTRONIC COMMUNICATION**

All notices, financial statements, annual report etc. can be sent to the Members electronically as notified in the Act and Rules made thereunder. It reduces Company's cost of printing and dispatch, ensures timely and speedy intimations and also supports the initiative of green environment. Members are requested to register/update their e-mail ID by writing to the Company except wherein the shareholding is in demat it may be sent to the respective DP.

p. **GENERAL REQUEST**

At regular intervals, verify the address and bank details updated with RTA or DP and intimate the changes, if any, pertaining to name, postal address, email address, telephone/mobile numbers, 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., as and when required;

Deal only with SEBI registered intermediaries and obtain a valid Contract Note/Confirmation Memo from the broker/sub-broker, within 24 hours of execution of the trade;

Do not share your demat account login and password and retain the relevant instruction slips in safe custody;

Obtain periodic statement of your holdings from the concerned DP and verify your holdings periodically.

- q. In this Notice and the statement of material facts, the term "shareholder(s)" and "member(s)" and the term "AGM" and "Meeting" are used interchangeably.
- r. For any queries regarding the matters set out in the Notice or any other investor related queries, the Members may write to the Company Secretary at company.secretary@schneider-electric.com.
- s. In adherence to the provisions of Section 125 of the Act read with Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016 ('IEPF Rules'), the shares on which dividends have not been claimed and unclaimed dividend for 7 (seven) consecutive years were transferred in favor of IEPF Authority. The details of the unclaimed dividends and shares transferred to IEPF are as follows:

Financial Year	Amount of unclaimed dividend transferred (in ₹)	Number of unclaimed shares transferred
2011-12	843,224	1,460,437
Total	843,224	1,460,437

No unclaimed dividends and shares were transferred to IEPF Authority during the financial year 2025-26.

The details of outstanding shares in IEPF account as on March 31, 2026, are disclosed in Report on Corporate Governance forming part of Annual Report 2025-26.

STATEMENT PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013 [THE ACT]

Item no. 3

Mr. Udai Singh was initially appointed as Managing Director & Chief Executive Officer of the Company for an initial period of three (3) years with effect from September 15, 2023. His current term is set to conclude on September 14, 2026 and consequently, he is now proposed to be re-appointed as Managing Director, designated as Managing Director & Chief Executive Officer (MD & CEO) of the Company for a further period of three (3) years.

During his tenure, Mr. Udai Singh has provided strong leadership and valuable strategic direction to the Company. Under his guidance, the Company has continued to progress and strengthen its position.

Brief profile of Mr. Udai Singh is as under:

"Mr. Udai Singh joined L&T in E&A as a Graduate Engineer Trainee (GET) in 1992 and over the last 33+ years of association with the organization, he has held various roles in the areas of Sales, Marketing, Projects & Contract management, and Manufacturing operations and his last role as Business Head for Equipment Business. Mr. Singh is a well-known professional in the industry, holding a bachelor's degree in electrical engineering from IIT Varanasi and has undertaken various leadership programs at Ross Business school & INSEAD."

Taking into consideration the size and nature of the operations of the Company and keeping in mind Mr. Singh's broad functional and general management skills, the NRC and Board believe that his continuation on the Board will be in the interest of the Company and will support in broadening the overall expertise of the Board.

The Board of Directors, at their meeting held on May 28, 2026, based on the recommendation of the Nomination & Remuneration Committee ("NRC") and subject to the approval of the Members, approved the re-appointment of Mr. Udai Singh (DIN: 10311583) as MD & CEO in professional capacity, liable to retire by rotation, for a term of 3 (three) years with effect from September 15, 2026 till September 14, 2029.

The Company has received a notice in terms of Section 160 of the Act, from a Member signifying intention of proposing Mr. Singh's appointment as a Director of the Company.

Below are the broad particulars of the re-appointment and remuneration payable to Mr. Singh, as approved by NRC and Board, in accordance with the remuneration policy of the Company:

Remuneration details:

- i. Salary, Perquisites and Allowances per annum:

Components	Amount (in ₹) per annum
Salary	14,740,008

Components	Amount (in ₹) per annum
Additional Benefits Viz. Medical Reimbursement; Leave; Personal Accident/Medicaid Policy etc.	129,000
Long Term Incentive Plan (LTIP)*	16,208,640
Target Short Term Incentive Plan (STIP)	6,633,000
Amenities including fully Furnished Accommodation, car benefit	As per Company's policy

* LTIP may vary as per the Company policy, during vesting in March 2027.

The perquisites and allowances, as aforesaid, may include, as per Company policy, accommodation (furnished or otherwise) or house rent allowance in lieu thereof; house maintenance allowance together with reimbursement of expenses and / or allowances for utilization of gas, electricity, water, furnishing and repairs, medical assistance and leave travel concession for self and family including dependents.

The said perquisites and allowances shall be evaluated, wherever applicable, as per the provisions of Income Tax Act, 1961 or any rules thereunder or any statutory modification(s) or re-enactment(s) thereof; in the absence of any such rules, perquisites and allowances shall be evaluated at actual cost.

- ii. Increment in salary, perquisites and allowances and remuneration by way of incentive / bonus / performance linked incentive, payable to Mr. Udai Singh, as may be determined by the Board and / or the NRC shall be in addition to the remuneration under (i) above, however, not exceeding 5% (Five Percent) of the net profits of the Company calculated in accordance with the provisions of Section 198 of the Act every year.
- iii. It is clarified that any stock options (from Company or under group policy) granted / to be granted to Mr. Udai Singh, from time to time, shall not be considered as a part of perquisites under (i) above, and that the perquisite value of stock options exercised shall be in addition to the remuneration under (i) above.
- iv. Reimbursement of Expenses: Expenses incurred for travelling, boarding and lodging during business trips and other expenses on Company's business shall be reimbursed at actuals and not considered as perquisites.
- v. Retiral Benefits: The Company's contribution to provident fund, superannuation or annuity fund, gratuity payable and encashment of leave, as per the rules of the Company, shall be in addition to the remuneration under (i) above.

Other Key Terms:

- i. Tenure of Re-appointment: Mr. Singh is being re-appointed as the MD & CEO of the Company for a period of 3 (three) years commencing from September 15, 2026 up to September 14, 2029, subject to the approval of Members.
- ii. Notice Period: The office of the MD & CEO may be terminated by the Company or by him by giving notice as per Company's Policy.



- iii. **Insurance:** Insurance will be covered under the Company's insurance scheme as obtained for the Directors and Officers of the Company.
- iv. **Employee Benefits:** During the term of employment, the MD & CEO is entitled to participate in the employee benefit plans currently and hereafter maintained by the Company of general applicability to other employees of the Company.
- v. **Disentitlements:** The MD & CEO shall not be entitled to any sitting fees and/ or commission for attending the meetings of the Board of Directors of the Company or any Committee(s) thereof.

General Terms of Appointment:

- i. As the MD & CEO, Mr. Udai Singh will carry out such functions, exercise such powers and perform such duties as the Board of Directors of the Company shall from time to time in its absolute discretion determine and entrust to him, nevertheless to the provisions of the Act or any statutory modifications or re-enactment thereof for the time being in force.
- ii. The MD & CEO shall, to the best of his skill and ability, endeavor to promote the interests and welfare of the Company and comply with the directions & regulations of the Company and also such orders and directions as may from time to time be given to him by the Board of Directors of the Company and the functions of the MD & CEO will be under the overall authority of the Board of Directors.
- iii. Subject to the superintendence, control and direction of the Board, MD & CEO shall have the general control of the business of the Company and be vested with the Management and day to day affairs of the Company and shall have the authority to do and perform all other acts and things which in the ordinary course of such business he may consider necessary or proper in the best interest of the Company.
- iv. The MD & CEO shall act in accordance with the Articles of Association of the Company and shall abide by the provisions contained in Section 166 of the Act regarding duties of directors.
- v. The MD & CEO shall adhere to the Company's Trust Charter - Code of Conduct.

Pursuant to Sections 196, 197 and other applicable provisions of the Act and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 read with Schedule V of the Act, (including any statutory amendment(s) or modification(s) or enactment(s) or re-enactment thereof for the time being in force), the appointment of Mr. Udai Singh along with the terms of remuneration, requires approval of the Members by way of Ordinary Resolution.

The Company has received all statutory disclosures/ declarations from Mr. Udai Singh with respect to his appointment including,

- (a) his consent in writing to act as a Director in Form DIR-2 pursuant to Rule 8 of The Companies (Appointment & Qualification of Directors) Rules, 2014;

- (b) declaration in Form DIR-8 in terms of The Companies (Appointment & Qualification of Directors) Rules, 2014, to the effect that he is not disqualified from being appointed as a Director under provisions of Section 164 of the Act, and
- (c) confirmation that he is not debarred from holding the office of director by virtue of any SEBI order or any other such authority.

If at any time the MD & CEO ceases to be a Director of the Company, for any reason whatsoever, he shall cease to be the MD & CEO of the Company.

The terms as set out in the resolution and the statement under Section 102 of the Act may be treated as a written memorandum setting out the terms & conditions of appointment of Mr. Singh under Section 190 of the Act.

Details pursuant to Regulation 36 of the Listing Regulations and Secretarial Standard - 2 on General Meetings issued by the Institute of Company Secretaries of India is attached as **Annexure- I.**

Copy of the resolution and statement setting out the terms and conditions of Mr. Singh's appointment would be available for inspection by the Members electronically up to the date of the AGM.

Save and except Mr. Udai Singh, being appointee, and his relatives, to the extent of their shareholding interest, if any, in the Company, none of the other Directors/Key Managerial Personnel and their relatives are in any way, concerned or interested, financially or otherwise, in the Ordinary Resolution set out at Item No. 3.

The Board of Directors accordingly recommends the Ordinary Resolution set out at Item No. 3 of this Notice for the approval of the Members.

Item no. 4

Based on the recommendation of the Audit Committee, the Board of Directors at their Meeting held on May 28, 2026, approved the appointment of M/s. Shome & Banerjee, Cost Accountants (Firm Registration No. 000001), as Cost Auditors to conduct the audit of the cost records of the Company for Financial Year 2026-27 at a remuneration of ₹ 5,45,000/- (Rupees Five Lakh Forty-Five Thousand Only) plus reimbursement of out-of-pocket expenses and applicable taxes.

In accordance with the provisions of Section 148 of the Act, read with the Companies (Audit and Auditors) Rules, 2014, as amended, the remuneration payable to the Cost Auditors is required to be ratified by the Members of the Company.

Accordingly, consent of the Members is sought for ratification of the remuneration payable to the Cost Auditors for the financial year ending on March 31, 2027.

None of the Directors, Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested financially or otherwise, in the proposed resolution.

The Board of Directors of the Company recommends the resolution set out at Item No. 4 for approval of the Members as an Ordinary Resolution.

Item no. 5

The Board of Directors, on the recommendation of the Nomination and Remuneration Committee ("NRC") and subject to the approval of the Members, approved the appointment of Mr. Soumya Bagchi (DIN: 11789286) as an Additional Director of the Company, with effect from June 30, 2026, by way of a resolution passed through circulation on June 26, 2026.

Further, based on the recommendation of the NRC, the Board of Directors, at its meeting held on August 14, 2026, approved the appointment and designation of Mr. Bagchi as a Whole-Time Director ("WTD"), in professional capacity, liable to retire by rotation, for a term of 3 (three) years commencing from August 14, 2026, and ending on August 13, 2029, subject to the approval of the Members.

The Members may further note that the approval of the shareholders for Mr. Bagchi's appointment is being obtained pursuant to the provisions of Regulation 17(1C) of the Securities and Exchange Board of India (Listing Obligations & Disclosures Requirements) Regulations, 2015 ("the Listing Regulations") which mandates obtaining shareholders' approval for appointment of a Director on Board, within a time period of 3 months from the date of appointment or at next general meeting, whichever is earlier.

The Company has received a notice in terms of Section 160 of the Act, from a Member signifying intention to propose Mr. Bagchi's appointment as a Director of the Company.

Brief profile of Mr. Soumya Bagchi is cited hereinbelow for the information of the Members.

"Mr. Soumya Bagchi joined L&T in Electrical & Automation (E&A) Business as a GET in 1994 and E&A business was acquired by Schneider Electric India Private Limited, sister concern of the Company in August 2020. Mr. Bagchi holds a bachelor's degree in electrical engineering from Jadavpur University Kolkata and has undertaken various leadership programs at Ross Business School & INSEAD. Over the last 30+ years, Mr. Bagchi has held various roles in the areas of P&L Ownership, Product & Solution development, Business development, Projects & Contract Management, and Manufacturing operations. Prior to his current role as Business Unit Head of MV Equipment - Electrical Systems Equipment (ESE), Mr. Bagchi was heading Project & Contract Management for LV & MV equipment business of ESE for India & MEA."

Considering the size and nature of the Company's operations and taking into account Mr. Bagchi's extensive functional expertise and broad general management experience, the NRC and the Board are of the view that his induction on the Board would be in the best interests of the Company. His appointment is expected to further strengthen and diversify the Board's collective skills, experience, and expertise.

Below are the broad particulars of the appointment and remuneration payable to Mr. Bagchi, as approved by NRC and Board, in accordance with the remuneration policy of the Company:

(i) Salary, Perquisites and Allowances per annum:

Components	Amount (in ₹) per annum
Fixed Salary	9,497,372/-
Additional Benefits Viz. Medical Reimbursement; Leave; Personal Accident/Mediclaim Policy etc.	As per Company's policy
Long Term Incentive Plan (LTIP)*	2024 - 29,953 Euro 2025 - 29,947 Euro 2026 - 15,000 Euro
Target Short Term Incentive Plan (STIP)	2,849,211/-
Amenities including fully furnished Accommodation, car benefit	setting allowance of ₹ 150,000/-.

* Vesting will take place as per the Company's rules and policies.

The perquisites and allowances, as aforesaid, may include, as per the Company's policy, accommodation (furnished or otherwise) or house rent allowance in lieu thereof; house maintenance allowance together with reimbursement of expenses and / or allowances for utilization of gas, electricity, water, furnishing and repairs, medical assistance and leave travel concession for self and family including dependents.

A one-time payment of ₹ 222,763.00 /- was made at the time of joining.

The said perquisites and allowances shall be evaluated, wherever applicable, as per the provisions of Income Tax Act, 1961 or any rules thereunder or any statutory modification(s) or re-enactment(s) thereof; in the absence of any such rules, perquisites and allowances shall be evaluated at actual cost.

- ii. Increment in salary, perquisites and allowances and remuneration by way of incentive / bonus / performance linked incentive, payable to Mr. Soumya Bagchi, as may be determined by the Board and / or the NRC of the Board, shall be in addition to the remuneration under (i) above, however, not exceeding 5% (Five Percent) of the net profits of the Company calculated in accordance with the provisions of Section 198 of the Act every year.
- iii. It is clarified that any stock options (from Company or under group policy) granted / to be granted to Mr. Soumya Bagchi, from time to time, shall not be considered as a part of perquisites under (i) above, and that the perquisite value of stock options exercised shall be in addition to the remuneration under (i) above.
- iv. Reimbursement of Expenses: Expenses incurred for travelling, boarding and lodging during business trips and other expenses on Company's business shall be reimbursed at actuals and not considered as perquisites.
- v. Retiral Benefits: The Company's contribution to provident fund, superannuation or annuity fund, gratuity payable and encashment of leave, as per the rules of the Company, shall be in addition to the remuneration under (i) above.

Other Key Terms:

- i. Tenure of Appointment: Mr. Soumya Bagchi is appointed as the WTD of the Company for a period of 3 (three) years commencing from August 14, 2026 up to August 13, 2029 subject to the approval of Members.



- ii. Notice Period: The office of WTD may be terminated by the Company or by him, by giving notice as per the Company Policy.
- iii. Insurance: Insurance will be covered under the Company's insurance scheme as obtained for the Directors and Officers of the Company.
- iv. Employee Benefits: During the term of employment, WTD is entitled to participate in the employee benefit plans currently and hereafter maintained by the Company of general applicability to other employees of the Company.
- v. Disentitlements: The WTD shall not be entitled to any sitting fees and/ or commission for attending the meetings of the Board of Directors of the Company or any Committee(s) thereof.

General Terms of Appointment:

- i. As the WTD, Mr. Soumya Bagchi will carry out such functions, exercise such powers and perform such duties as the Board of Directors of the Company shall from time to time in its absolute discretion determine and entrust to him, nevertheless to the provisions of the Act or any statutory modifications or re-enactment thereof for the time being in force.
- ii. The WTD shall, to the best of his skill and ability, endeavor to promote the interests and welfare of the Company and comply with the directions & regulations of the Company and also such orders and directions as may from time to time be given to him by the Board of Directors of the Company and the functions of the WTD will be under the overall authority of the Board of Directors.
- iii. The WTD shall act in accordance with the Articles of Association of the Company and shall abide by the provisions contained in Section 166 of the Act regarding duties of directors.
- iv. WTD shall adhere to the Company's Trust Charter - Code of Conduct.

Pursuant to Sections 196, 197, and other applicable provisions of the Act and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 read with Schedule V of the Act, (including any statutory modification(s) or re-enactment thereof for the time being in force), the appointment of Mr. Soumya Bagchi along with the terms of remuneration, requires approval of the Members by way of Ordinary Resolution.

The Company has received all statutory disclosures/ declarations from Mr. Soumya Bagchi with respect to his appointment including,

- (a) his consent in writing to act as a Director in Form DIR-2 pursuant to Rule 8 of The Companies (Appointment & Qualification of Directors) Rules, 2014;
- (b) declaration in Form DIR-8 in terms of The Companies (Appointment & Qualification of Directors) Rules, 2014, to the effect that he is not disqualified from being appointed as a Director under provisions of Section 164 of the Act, and

- (c) confirmation that he is not debarred from holding the office of director by virtue of any SEBI order or any other such authority.

If at any time Mr. Soumya Bagchi ceases to be a Director of the Company, for any reason whatsoever, he shall cease to be the WTD.

The term as set out in the resolution and the statement under Section 102 of the Act may be treated as a written memorandum setting out the terms & conditions of appointment of Mr. Bagchi under Section 190 of the Act.

Details pursuant to Regulation 36 of the Listing Regulations and Secretarial Standard - 2 on General Meetings issued by the Institute of Company Secretaries of India is attached as **Annexure- I**.

Copy of the resolution and statement setting out the terms and conditions of Mr. Bagchi's appointment would be available for inspection by the Members electronically till the last date of AGM.

Save and except Mr. Soumya Bagchi, being appointee, and his relatives, none of the other Directors/Key Managerial Personnel and their relatives are in any way, concerned or interested, financially or otherwise, in the Ordinary Resolution set out at Item No. 5.

The Board of Directors accordingly recommends the Ordinary Resolution set out at Item No. 5 of this Notice for the approval of the Members.

Item no. 6

Based on the recommendation of the Nomination and Remuneration Committee ("NRC"), the Board of Directors, at its meeting held on August 14, 2026, approved the appointment of Ms. Nirupa Chander (DIN: 11874458) as an Additional Non-Executive Non-Independent Director of the Company, in professional capacity, liable to retire by rotation, with effect from August 14, 2026, subject to the approval of the Members.

The Members may note that, pursuant to Regulation 17(1C) of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 ("Listing Regulations"), approval of the shareholders for the appointment of a director on the Board is required to be obtained within three months from the date of appointment or at the next general meeting, whichever is earlier. Accordingly, approval of the Members is being sought for the appointment of Ms. Chander as a Director of the Company.

The Company has received a notice from a Member under Section 160 of the Companies Act, 2013 ("the Act"), proposing the candidature of Ms. Chander for appointment as a Director of the Company.

Brief profile of Ms. Nirupa Chander is cited hereinbelow for the information of the Members.

"Ms. Nirupa Chander is the Senior Vice President, Secure Power & Data Centers, International Operations at Schneider Electric, leading more than 1000 seasoned professionals in delivering innovative solutions to empower channel partners and support customers with successful digital transformation projects and achieving sustainability goals.

As SVP, Ms. Nirupa is responsible for business success in multiple geographies: East Asia, Japan, Pacific, India, MEA, and South America.

Ms. Chander was formerly the Vice President of Schneider Electric's Power Systems business in the Middle East and Africa region. She brings nearly 20 years of international experience, starting with a career in the energy sector in India and Australia. She has led teams delivering transformative energy industry projects in Energy Storage and Microgrids in Australia before moving to the Southeast Asian market to lead Digital and Services. She was previously leading Hitachi Energy in Singapore, where she actively supported the development of Singapore's power, industry, and transport infrastructure.

Ms. Nirupa joined Schneider Electric in 2021 and is based in Dubai, UAE. She has previously worked in the Power Generation sector in India and Renewables, Mining, Transport, and Microgrids in Australia and Singapore. She is passionate about energy and digital transformation technologies and building diverse, engaged teams to drive this change, with a strong focus on industry partnerships."

The induction of Ms. Chander on the Board is expected to provide valuable strategic insights, diverse perspectives, and strengthened governance capabilities, thereby contributing positively to the Company's long-term growth and stakeholder value creation.

The Company has received the following confirmations and declarations from Ms. Chander:

- (a) Consent to act as a Director in Form DIR-2 pursuant to Rule 8 of the Companies (Appointment and Qualification of Directors) Rules, 2014;
- (b) Declaration in Form DIR-8 confirming that she is not disqualified from being appointed as a Director under Section 164 of the Act; and

- (c) Confirmation that she is not debarred from holding the office of director by virtue of any order of SEBI or any other regulatory authority.

Details pursuant to Regulation 36 of the Listing Regulations and Secretarial Standard - 2 on General Meetings issued by the Institute of Company Secretaries of India is attached as **Annexure- I.**

Copy of the resolution and statement setting out the terms and conditions of Ms. Chander's appointment would be available for inspection by the Members electronically till the last date of AGM.

Save and except Ms. Nirupa Chander, being appointee, and her relatives, none of the other Directors/Key Managerial Personnel and their relatives are in any way, concerned or interested, financially or otherwise, in the Ordinary Resolution set out at Item No. 6.

The Board of Directors accordingly recommends the Ordinary Resolution set out at Item No. 6 of this Notice for the approval of the Members.

By Order of the Board of Directors
For Schneider Electric Infrastructure Limited

Sumit Goel

Company Secretary &
Compliance Officer
FCS 6661

Date: August 14, 2026

Place: Gurugram

Regd. Office: Milestone 87,
Vadodara-Halol Highway,
Village Kotambi, Post Office Jarod,
Vadodara 391 510, Gujarat

Annexure- I to the 16th AGM Notice

Information of Directors seeking appointment/re-appointment at the 16th Annual General Meeting pursuant to Regulation 36(3) of SEBI (Listing Obligations and Disclosures Requirements) Regulations 2015, and Secretarial Standard 2 issued by the Institute of Company Secretaries of India, as on the date of Notice:

Name of Director/ Particulars	Mr. Udai Singh	Mr. Soumya Bagchi	Ms. Nirupa Chander
Designation	Managing Director & Chief Executive Officer	Whole – Time Director, subject to approval of shareholders	Non-Executive Non-Independent Director
Director Identification Number (DIN)	10311583	11789286	11874458
Date of Birth (Age in years) & Nationality	July 28, 1969 (56 years) & Indian	December 10, 1972 (53 years) & Indian	January 13, 1983 (43 years) & Australian
Date of first Appointment on the Board/ Re-Appointment	Initial Appointment Date: September 15, 2023. Re-Appointment Date: September 15, 2026 (i.e. immediately after expiry of current term).	Date of first Appointment on the Board: June 30, 2026.	Date of first Appointment on the Board: August 14, 2026.
Brief Resume including background details, Expertise in specific functional Areas	Mr. Udai Singh joined L&T in Electrical & Automation (E&A) Business as a GET in 1992 and E&A business was acquired by Schneider Electric India Private Limited, sister concern of the Company in August 2020. Over the last 33+ years, he has held various roles in the areas of Sales, Marketing, Projects & Contract management, and Manufacturing operations. Prior to his current role as Electrical Systems Equipment (ESE) - BU VP, Mr. Singh was heading Sales & After Sales for India, SAARC & Africa along with key account management.	Mr. Soumya Bagchi joined L&T in Electrical & Automation (E&A) Business as a GET in 1994 and E&A business was acquired by Schneider Electric India Private Limited, sister concern of the Company in August 2020. Over the last 30+ years, Mr. Bagchi has held various roles in the areas of P&L Ownership, Product & Solution development, Business development, Projects & Contract Management, and Manufacturing operations. Prior to his current role as Business Unit Head of MV Equipment - Electrical Systems Equipment (ESE), Mr. Bagchi was heading Project & Contract Management for LV & MV equipment business of ESE for India & MEA.	Ms. Nirupa Chander is the Senior Vice President, Secure Power & Data Centers, International Operations at Schneider Electric, leading more than 1000 seasoned professionals in delivering innovative solutions to empower channel partners and support customers with successful digital transformation projects and achieving sustainability goals. As SVP, Ms. Nirupa is responsible for business success in multiple geographies: East Asia, Japan, Pacific, India, MEA, and South America. Ms. Chander was formerly the Vice President of Schneider Electric's Power Systems business in the Middle East and Africa region. Ms. Nirupa joined Schneider Electric in 2021 and is based in Dubai, UAE. She has previously worked in the Power Generation sector in India and Renewables, Mining, Transport, and Microgrids in Australia and Singapore. She is passionate about energy and digital transformation technologies and building diverse, engaged teams to drive this change, with a strong focus on industry partnerships.

Name of Director/ Particulars	Mr. Udai Singh	Mr. Soumya Bagchi	Ms. Nirupa Chander
Qualifications/ Skills & capabilities	Bachelor's degree in electrical engineering from IIT Varanasi and undertaken various leadership programs at Ross Business school & INSEAD.	Mr. Bagchi holds a bachelor's degree in electrical engineering from Jadavpur University Kolkata and has undertaken various leadership programs at Ross Business School & INSEAD.	Ms. Chander holds bachelor's degree in electrical and communication engineering from L.D. Engineering College, Ahmedabad. She brings nearly 20 years of international experience, starting with a career in the energy sector in India and Australia. She has led teams delivering transformative energy industry projects in Energy Storage and Microgrids in Australia before moving to the Southeast Asian market to lead Digital and Services. She was previously leading Hitachi Energy in Singapore, where she actively supported the development of Singapore's power, industry, and transport infrastructure.
Experience	33 years	32 years	20 years and above
Terms and Conditions of Re-appointment/ appointment	Mr. Udai Singh was appointed w.e.f. September 15, 2023 as Managing Director & CEO of the Company and is liable to retire by rotation.	Mr. Soumya Bagchi was appointed w.e.f. August 14, 2026, as Whole – Time Director of the Company and is liable to retire by rotation.	Ms. Nirupa Chander was appointed w.e.f. August 14, 2026, as Non – Executive Non-Independent Director of the Company and is liable to retire by rotation.
Remuneration sought to be paid/ last drawn	As detailed in the above explanatory statement	As detailed in the above explanatory statement	None
Number of Meetings of Board attended during FY 2025-26	7 out of 7 Board meetings	Not Applicable Since Mr. Soumya's appointment was made effective June 30, 2026.	Not Applicable Since Ms. Chander's appointment was made effective August 14, 2026.
Shareholding in Schneider Electric Infrastructure Limited and shareholding as a Beneficial Owner.	500 Equity Shares	None	None



Name of Director/ Particulars	Mr. Udai Singh	Mr. Soumya Bagchi	Ms. Nirupa Chander
Relationship with Directors, Managers and Key Managerial Personnel	None	None	None
Directorship held in other companies in India	None	None	None
Listed entities from which the person has resigned in the past three years	None	None	None
Membership/ Chairmanship of Committees in other Companies in India	None	None	None

**By Order of the Board of Directors
For Schneider Electric Infrastructure Limited**

Sumit Goel

Company Secretary &
Compliance Officer
FCS 6661

Date: August 14, 2026
Place: Gurugram

Regd. Office: Milestone 87,
Vadodara-Halol Highway,
Village Kotambi, Post Office Jarod,
Vadodara 391 510, Gujarat

Notes

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ADVANCING **ENERGY** TECH



Schneider Electric Infrastructure Limited
Annual Report 2025-26

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To learn more, please click below

<https://infra-in.se.com/en/>

Key Highlights of

FY 2025-26

Financial

₹**3,430** Crores

Order intake

₹**2,891** Crores

Sales

₹**389** Crores

EBITDA

₹**213** Crores

Profit after tax

Our Impact

100%

of our manufacturing sites electricity consumption sourced from Renewable sources including RECs

Zero

Incidents / Accidents achieved

18.7%

Women diversity among permanent employees and workers

155,103

Beneficiaries from CSR initiatives



Prelude

Advancing Energy Tech

Planet. People. Business. All matter.

All thrive on energy.

Energy powers our lives. Energy is essential to progress.

Energy systems today require the seamless integration of power, control and digital technologies to operate efficiently at scale.

Through the convergence of electrification, automation and digitalisation, energy technology advances industry, drives innovation and connects communities.

We are your energy technology partner.

Driving Smart Energy Ecosystem

We are supporting a smarter energy future by scaling efficiency, fortifying system resilience and driving more responsive, connected infrastructure.

We Electrify

We are contributing to the energy transition with solutions designed to make power systems more agile, efficient and future-facing.

Addressing growing energy needs through scalable, distributed energy solutions that optimise performance, improve flexibility and strengthen resilience.

Shaping smart grids through intelligent, data-enabled networks that boost reliability and drive seamless electricity distribution.

We Automate

We are driving open, software-defined automation, fostering interoperability and flexibility to enhance competitiveness and resilience across industrial operations.

Helping customers move from rigid systems to more scalable, efficient models that elevate performance, reduce operational constraints and drive long-term resilience.

Accelerating EcoStruxure™ Automation Expert by delivering a next-generation, interoperable platform that simplifies integration and ensures seamless digital continuity across the value chain.

We Digitalise

We are helping customers extract greater value from data through energy-efficient, high-performance infrastructure that supports increasingly digital and AI-led environments.

Empowering next-generation data centres through integrated, end-to-end platforms designed to meet the rising demands of AI-driven innovation.



Energy is evolving from a utility into a driver of performance. We support this transition through electrification, automation and digitalisation, helping customers unlock the full value of power and resources. The outcomes are evident through greater efficiency and stronger resilience, creating organisations that are well-prepared to navigate the future of energy.



Prelude

India's growth narrative is being redefined by a powerful mix of capital inflows, technological acceleration and structural shifts across energy, industry and infrastructure. Investment is increasingly directed towards areas that fortify energy security, accelerate digital capability, modernise physical infrastructure and augment manufacturing depth.

Together, these shifts are steadily reshaping the economy into a more balanced, tech-led and forward-looking ecosystem. A key dimension of this change is the energy transition, which is gathering pace as policy support across renewables, storage and electric mobility systematically translates into disciplined execution.

Expanding domestic capabilities in clean energy technologies and associated infrastructure is further boosting energy independence and gradually steering the system towards lower-carbon pathways. Digital infrastructure is scaling at a similar pace, with data centres and deep-tech research and development becoming core to enterprise and public systems.



As data becomes central to decision-making and operations, the emphasis is shifting towards building infrastructure, capable of ensuring uninterrupted availability, handling higher loads and driving faster processing, thereby supporting innovation-led economic expansion. Alongside this, urbanisation and transport modernisation are improving the way economic activity is performed across regions. Better mobility and logistics infrastructure are facilitating faster, smoother movement of goods and people. Simultaneously, manufacturing resilience is being built through initiatives that encourage domestic production in strategic sectors such as electronics and semiconductors, firming supply chain stability.



The convergence of electrification, automation and digitalisation is transforming industries across India. As energy demands become more intelligent and data-driven, we are advancing technologies that enhance efficiency, responsiveness and sustainability. By combining next-generation innovation with operational expertise, we deliver resilient energy solutions that empower customers to thrive in the evolving electricity landscape.





Growth Approach

Across India, we empower industries with a comprehensive portfolio of intelligent solutions that combine electrification, automation and plug-and-play innovation. Leveraging deep domain expertise and connected technologies, we help businesses optimise efficiency, bolster operational resilience and improve sustainability outcomes.

Through seamless digital experiences and a robust ecosystem of partners, we support organisations to navigate evolving market demands with agility, while accelerating their transition towards a smarter, more integrated and sustainable future.



Creating A Seamless Energy Experience

Shaping the Future of Energy Technology

We strive to be the energy technology partner of choice, supporting India's aspiration to become a more electrified, automated and digitalised economy. Through innovation and intelligent solutions, we enable progress that is efficient, adaptable and built for the future.



Balanced Exposure

We have built a diversified presence across industries, business models and regions in India, strengthening resilience through changing market cycles. Our multi-hub approach combines sound local understanding with global expertise, enabling us to respond to evolving opportunities and drive consistent, sustainable growth.



Portfolio and Innovation

We offer a comprehensive lifecycle portfolio that integrates Energy Management and Industrial Automation technologies across products, systems, software and services. Designed for India's evolving needs, our solutions advance Energy Tech to the next level of intelligence while addressing diverse industry and infrastructure needs.



One Schneider

We deliver greater value to customers, employees, partners and shareholders through a unified approach. By strengthening local presence, integrating sales and service capabilities and boosting digital engagement, we create a seamless experience supported by a robust India supply chain and service ecosystem.



Market Coverage

We command an extensive presence across India, supported by our strong partner network serving a wide installed base. Our ecosystem connects panel builders, system integrators, distributors and partners who assemble and deliver our technologies, strengthening regional responsiveness and market access.



People and Sustainability

We are committed to building skilled talent and advancing sustainability across our India operations. By fostering inclusive teams, encouraging innovation and promoting responsible practices, we create long-term value for customers, communities and stakeholders.



About the Group

As a global leader in energy technology, Schneider Electric helps transform critical industries, buildings and infrastructure into intelligent, connected ecosystems. Leveraging AI for insight, automation for control and digital platforms for scale, the Group drives efficiency, resilience and sustainable outcomes.

Our solutions enable buildings, data centres, factories, infrastructure and power grids to operate as open, connected ecosystems that optimise performance, fortify resilience and advance sustainability imperatives. The portfolio brings together intelligent devices, software-defined architectures, AI-enabled platforms, digital services and expert advisory, helping customers adapt to changing energy and operational landscapes.

As global energy demand increases, the need for intelligent, efficient, and scalable solutions becomes more critical. From the power edge to the production line, we integrate real-time control, sophisticated software, AI and services to simplify complexity and create measurable value. Our strength lies in unifying energy management and industrial intelligence within a single, connected offering, enabling smarter systems, sites and operations across end markets. This platform supports a future where energy is increasingly digital, intelligent and software-defined.

For 190 years, Schneider Electric has shaped the evolution of energy technology, from pioneering the first arc-less enclosed fuse to introducing the programmable logic controller and developing the smart single-phase uninterruptible power supply.

This legacy of innovation continues to advance industry, accelerate digital transformation and foster connected communities. Guided by this vision, our teams remain committed to being the trusted partner that electrifies, automates and digitalises industries, businesses and homes, enabling sustainable progress at scale.

Shaping the Evolution of Energy Technology

Schneider Group facts

100+

Countries where we operate

195

Number of zero-CO₂ sites

163 k+

Employees across the world

1.4 Mn+

Contractors and electricians in our partner network

Consistently ranked as one of the world's leading companies



1) Schneider Electric (SBGSY): Company Profile, Stock Price, News, Rankings, Fortune | (2) Ethisphere, website, 'The 2025 World's Most Ethical Companies Honoree List', 2025 | (3) Time, website, 'TIME 100 Most Influential Companies 2025', 2025 | (4) Gartner, article, 'Gartner Announces 2025 Rankings of the Global Supply Chain Top 25', June 2025 | (5) Interbrand, website, 'Best Global Brands 2025', 2025 | (6) Glassdoor, website, 'Glassdoor's Best Places to Work 2025', 2025

Advancing Energy Tech to the Next Level of Intelligence

Leveraging a resilient model, balanced exposure, and strong market leadership, the Group is building its strategy on three pillars: technology leadership, customer differentiation and operational excellence. This framework, powered by two enablers, people and sustainability priorities, strengthens competitiveness, elevates efficiency and drives long-term value.

Three Strategic Pillars

1

Energy & Industrial Intelligence

Technology Leadership

EcoStruxure™ creates a unique value proposition to our customers across the lifecycle. Our comprehensive portfolio brings value to life by creating one unified customer experience. This portfolio gives us a unique opportunity to go to the next level of Energy & Industrial Intelligence.

2

Regionalisation

Customer Differentiation

We aim to be the most customer-centric company. Expectations are evolving, and to keep winning we must differentiate by partnering closely across our entire ecosystem and delivering superior value that meets current and future customer needs.

3

Cost Competitiveness & Scalability

Operational Excellence

We focus on cost discipline and operational efficiency to support performance and scalability. By strengthening the way we operate and embedding efficiency across the organisation, we reinforce our competitiveness and maintain capacity to invest in strategic priorities.

2030 Sustainability Ambition

Driving impact.
Transforming our ecosystem.

We electrify the world towards decarbonisation

We reinvent our industry towards innovation

We unlock human potential towards equal opportunities

We empower local communities towards action and care



About SEIL

At Schneider Electric Infrastructure Limited ('Schneider Electric', 'SEIL', 'the Company'), we are advancing alongside India's evolving energy ambitions, while supporting the nation's transition towards a digitally enabled, sustainable economy. Through next-generation grid technologies and integrated solutions, we are helping shape resilient infrastructure, strengthen energy networks and accelerate industrial, technological and economic transformation.

Leading the Digitised Energy World



Our solutions help industries, utilities and communities manage energy with greater reliability, efficiency and agility amidst an increasingly complex operating environment. Leveraging Artificial Intelligence (AI), advanced analytics, and digital innovation, we help customers modernise infrastructure, optimise performance and streamline decision-making across the energy value chain.

Our portfolio spans transformers, medium voltage switchgear, protection relays, distribution management systems and next-generation smart grid solutions, including self-healing networks and E-Houses. These capabilities address diverse end markets such as power generation, transmission, distribution, oil and gas, metro rail, mining, metals and other infrastructure sectors, including electro-intensive industries.

Through our flagship EcoStruxure™ platform, we bring together connected technologies, software, and services to improve system visibility, safety, operational continuity and sustainability outcomes in a dynamic and competitive landscape.

Supported by leading-edge manufacturing facilities in Vadodara and Kolkata, we deliver scalable and future-ready solutions that strengthen infrastructure resilience and support India's growth journey.



Our Vision

SEIL will lead the new digitised energy world, offering our Customers and Partners innovative, connected products and solutions, ready for the then power distribution's elevated expectations.

Our balanced business models, superior quality and efficient supply chain will keep our growth and profitability resilient and sustainable.



Our Mission

We are your **Energy Technology Partner**.

We electrify, automate and digitalise every industry, business and home, driving efficiency and sustainability for all.

Our Offerings Anchored in Customer Needs



Equipment

Medium voltage switchgear and transformers



Transactional

RMUs, circuit breakers and relays



Projects

E-House, switchyard and automation



Services

Digital services, spares, maintenance and modernisation



Strengthening Trust through Industry Recognition

Our Key End Markets



Power sector

Power Generation and Transmission & Distribution



Industrial sector

Mining, Metals & Minerals, Energies and Chemicals



Urban and digital ecosystem

Smart Cities, Metro, Airports, Data Centres, Buildings and Infrastructure



Recognised with the **Golden Peacock Award for ESG – 2025** for outstanding performance in sustainability and ESG practices.



Won the **Golden Peacock Award for Innovative Product/Service 2026** for EcoStruxure™ XR Operator Advisor (XROA), an advanced Extended Reality solution that seamlessly connects digital insights with physical operations.



Ranked among **TIME's India's Best Employers 2025**, securing a place in the Top 15 Employers in India, reflecting the Company's commitment to fostering an inclusive, high-performance, and employee-centric workplace.



Our Offerings

Shaping Cutting-edge Future-ready Solutions

In a world where electrification, automation and digitalisation are transforming industries at an unprecedented pace, Schneider Electric stands at a defining moment. Our strong market position, globally trusted brand and deep domain expertise have enabled us to lead through change. In an increasingly connected world, competitive advantage lies in converting data into actionable intelligence that drives better decisions and outcomes.

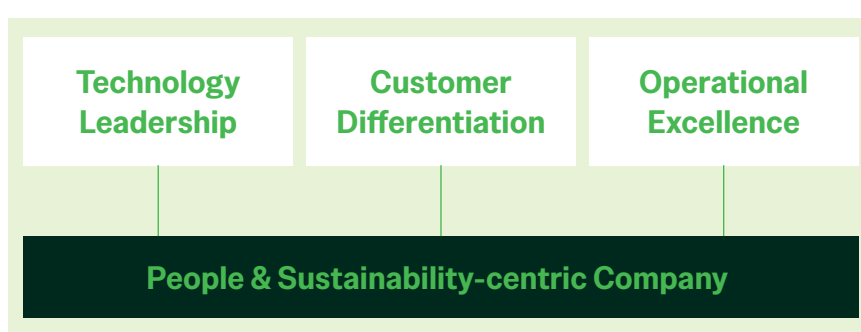




To remain at the forefront of this rapidly changing landscape, we are advancing a strategy built on three core pillars: Technology Leadership, Customer Differentiation and Operational Excellence. These priorities are underpinned by our enduring commitment to our people and sustainability, which remain integral to how we create long-term value.

Technology Leadership Pillar

Our Technology Leadership pillar defines how we will shape the future by continuously evolving our EcoStruxure™ platform and expanding our network of technology partnerships. Together, these strategic priorities enable us to advance energy technology and deliver innovative, future-ready solutions.



Together, these pillars align our businesses, capabilities and talent around the opportunities of tomorrow, enabling us to strengthen competitiveness, accelerate innovation and build the foundations for sustained growth. Through this journey, we are responding to change, we are shaping the future and creating the differentiators that will define our success in the years ahead.

Capacity Expansion Roadmap*

Particulars	Kolkata Plant for VI and VCB	Kolkata (Breakers)	Vadodara (MV Panels)	Vadodara (RMU)	Vadodara (Transformers)
Investment	₹184 Crores	₹107.2 Crores	₹156.4 Crores	₹15.8 Crores	₹13.6 Crores
Existing Capacity	80,000 nos. VI	5,000 nos. Breakers	8,000 nos. Panels	25,600 Functions	5,500 MVA
Capacity Addition	1,70,000 nos. VI	40,000 nos. Breakers	6,000 nos. Panels	6,400 Functions	1,500 MVA
New Capacity after Completion	2,50,000 nos. VI	45,000 nos. Breakers	14,000 nos. Panels	32,000 Functions	7,000 MVA

*Capex programme as on July 31, 2026



Our Offerings

Evolving EcoStruxure™

EcoStruxure™ is Schneider Electric's AI-powered, software-defined platform that enables energy and industrial intelligence. Since its inception in 2007, EcoStruxure has provided the foundation for connected, efficient and sustainable operations. Nearly two decades later, the accelerating energy transition, emergence of a new energy landscape, rapid technological disruption and evolving customer expectations are reshaping the operating environment. To remain ahead of these shifts, EcoStruxure continues to evolve, guided by five core design principles. The evolution extends beyond these principles.

In line with our customer-centric approach, we have reimagined EcoStruxure's architecture by shifting from a technology-centric framework (Products, Edge and Cloud) to an outcome-driven model focused on Onboard, Operate and Optimise.

EcoStruxure™ Architecture

Power Management

Optimise



EcoStruxure
Power Advisor



EcoStruxure
ADMS & DERMS



EcoStruxure
ArcFM



EcoStruxure
Grid Asset Advisor

Operate

Power Logic Family



FRTU



RTU



Relay



EcoStruxure
EV Charging Expert

Onboard

MV Distribution Products



Trafo

AIS

GIS

SSIS

RMU

MV ATS

Breakers

Pre-fabricated Digital Substation Solution



PSS

E-House

ICEBERG

We onboard and seamlessly integrate intelligent devices to address customer needs while ensuring secure and autonomous operations. We then help customers operate more efficiently through edge computing capabilities that orchestrate and control connected devices in real time, enhancing reliability, performance and cybersecurity.

Finally, we optimise outcomes by capturing, analysing and leveraging data to generate actionable insights that improve efficiency, strengthen collaboration and drive continuous improvement. This evolution positions EcoStruxure to deliver greater value, helping customers navigate complexity, accelerate their digital transformation journeys and achieve their sustainability ambitions.

Energy Services



EcoStruxure
Asset Advisor



EcoStruxure
Transformer Expert



AutoGrid Flex™



EcoStruxure
Microgrid Advisor

Enterprise Data



EcoStruxure
Power Monitoring
Expert



EcoStruxure
Power SCADA
Operation



EcoStruxure Power
Automation System



EcoStruxure
Microgrid Operation

Operational Data



Digital Substation



Merging Unit
Smart Terminal Block

IoT Sensors



Wireless Sensors
(Temp / Vibration / PD Moisture)

LV Distribution Products



LV Smart
Panels

Field Data



Our Offerings

Five Design Principles at the Heart of EcoStruxure's Evolution

Autonomous

AI That Acts for You

Predicts, adapts and takes action to keep operations running smoothly

Human + AI Collaboration

To augment your team

Instant Insights

Turns complex data into decisions in real time

Smart at the Edge

Intelligence where your data lives for faster, safer responses

Trusted

Security Everywhere

Protects your systems across cloud, edge and hybrid environments

Ethical AI

Aligned with our Responsible AI Strategy

Your Data, Your Control

Privacy and governance built in from day one

Simulated

Faster Go-live

Test and validate virtually to cut time, cost and risk

Accuracy You Can Trust

Digital twins ensure real-world performance matches design

Always Improving

Continuous feedback loops for efficiency, uptime, and predictive maintenance

Open

No Lock-in

Built on open industry standards and protocols for true interoperability

Easy Integration

API-first design for seamless third party and ecosystem collaboration

Innovate Together

Open to co-development and customisation to best fit in your world

Software-defined

From Hardware-led to Software-driven

Decouples functionality from physical infrastructure for greater agility

Scale without Limits

Rapid updates, remote deployment, and elastic scalability

Future-ready

Modular and programmable to evolve with your needs

New Product Update



PIX 36 Air-Insulated Switchgear (AIS): Enhanced Capacity, Greater Reliability

The PIX 36 range extension, Air-Insulated Switchgear (AIS) delivers reliable, high-performance power distribution with strong safety and operational efficiency. Designed for medium voltage applications up to 36kV, it features withdrawable vacuum circuit breakers, internal arc protection, forced air cooling and smart monitoring to ensure dependable performance in demanding environments.

The compact design of the product integrates digital connectivity to optimise space utilisation and enhance operational visibility. It is well-suited for renewable energy applications and the Mining, Minerals and Metals industries, delivering higher capacity, improved safety, simplified maintenance and dependable performance across critical medium voltage environments.

Key Benefits

Safety: Ensuring a high degree of operator protection

Efficiency: Compact CB roll-on-floor design with digital connectivity for improved operational performance

Simplicity: Easy-access design, closed-door operation and QR code-enabled information access

Reliability: Engineered for longer operational life with robust component design



Our Offerings



GMSeT – Modular and Digital Gas-Insulated Switchgear: Reliable, Connected Performance

GMSeT Gas-Insulated Switchgear (GIS) delivers safe and reliable power distribution with internal arc classification and IoT-enabled smart monitoring, improving operational visibility and performance.

Designed for medium voltage applications up to 36kV, the compact, modular design of the solution helps in flexible installation and faster deployment, while its embedded digital capabilities support predictive maintenance and efficient asset management. Manufactured in India with a localised supply chain, GMSeT ensures dependable lifecycle performance across a wide range of applications, including utilities, transportation, buildings and data centres.

Key Benefits

Safety: Internal arc tested with IP67 stainless steel tank for enhanced protection and durability

Efficiency: Compact modular design enabling optimised footprint and improved operational performance

Simplicity: Flexible configuration with faster installation and easy integration

Reliability: Embedded sensors enabling predictive maintenance and extended asset life



Trihal™ Dry-Type Transformer: Safe, Efficient and Sustainable

Trihal™ by Schneider Electric is a globally proven dry-type cast resin transformer designed for superior safety, reliability and efficiency. With over **1,70,000 installations across 100+ countries**, it delivers dependable performance across data centres, transportation, commercial buildings and industrial utilities. Its advanced design combines high endurance, seismic resilience, easy monitoring and up to **84% recyclability**, supporting both operational and sustainability objectives.

Key Benefits

- Enhances operational safety through advanced dry-type cast resin technology
- Minimises maintenance requirements and lowers lifecycle costs
- Ensures reliable performance in demanding operating environments
- Supports business continuity through resilient and stable power distribution



One Digital Grid is Schneider Electric's unified, AI-enabled software platform that brings together grid planning, operations and asset management within a single modular ecosystem. Designed to help utilities modernise faster, enhance grid resilience and optimise costs, the platform enables innovation and operational efficiency without requiring extensive infrastructure upgrades.

Key Benefits

- Augments grid reliability through AI-driven monitoring and intelligent decision-making
- Accelerates outage response and restoration, improving service continuity
- Optimises operational efficiency through integrated planning, operations and asset management
- Ensures flexible and scalable deployment across cloud and on-premise environments for faster digital transformation



Our Battery Energy Storage System (BESS) is an end-to-end solution designed to help utilities and commercial & industrial customers enhance grid resilience, optimise energy costs and maximise asset performance. Integrating energy management, microgrid control and advanced digital orchestration, the solution facilitates seamless renewable energy integration, peak demand management and long-term operational efficiency.

Key Benefits

- Optimises energy costs through peak shaving, time-of-use management and intelligent energy dispatch
- Enhances grid resilience and power reliability with integrated control and backup capabilities
- Delivers a comprehensive end-to-end solution spanning products, software and lifecycle services
- Supports long-term asset performance through predictive maintenance, analytics and lifecycle management services



Events and Exhibitions

Showcasing Cutting-edge Energy Solutions

Powering India's Intelligent Energy Future



At the Innovation Summit India 2026, we showcased how India's energy transition is being shaped by the convergence of electrification, automation, artificial intelligence, and digital infrastructure. The two-day event featured a 60,000 sq. ft. Innovation Hub and a CEO Forum with participation from over 50 senior executives, bringing together industry leaders, policymakers, customers, and partners.

Showcasing of 400+ energy technology solutions and 30+ new product launches across data centres, industrial automation, smart buildings, and energy management, the summit highlighted the growing need for intelligent, connected, and resilient infrastructure capable of supporting India's accelerating economic and industrial growth.

Through industry platforms, technology showcases, and collaborative engagements, we continued to demonstrate how intelligent energy management, automation, and digital innovation are shaping the future of resilient infrastructure. These interactions enabled us to strengthen customer partnerships, exchange transformative ideas, and reinforce our commitment towards enabling smarter, safer, and more sustainable industrial and energy ecosystems.

5,000+

Stakeholders engaged

400+

Energy-tech solutions showcased

30+

New solutions launched

A key focus area was the integration of AI with energy systems. Through platforms such as EcoStruxure™ Foresight and the One Digital Grid Platform, we highlighted how predictive analytics, digital twins, and real-time monitoring can improve efficiency, reliability, and operational responsiveness across power networks and industrial ecosystems. The summit also underscored the rising importance of energy resilience as India expands renewable energy capacity and modernises its grid infrastructure.

Data centres emerged as another critical theme, particularly with the rapid growth of AI workloads that demand higher energy efficiency and advanced cooling systems. Our collaboration with NVIDIA further reinforced the increasing convergence between digital infrastructure and intelligent energy management, positioning smart and sustainable energy ecosystems at the centre of India's next phase of development.



At the Bharat Electricity Summit, we showcased our forward-looking vision for India's evolving energy ecosystem, where electrification, automation, artificial intelligence and sustainability are converging to create smarter and more resilient infrastructure systems.

The summit provided a strong platform for industry collaboration, customer engagement and the exchange of transformative ideas. Through meaningful interactions and the showcase of our latest power and energy management solutions, we gained deeper insights into emerging industry needs. These engagements continue to strengthen our commitment to co-creating intelligent, efficient and sustainable solutions that support India's long-term energy transition journey.



Message from our Chairperson

Building Sustainable Infrastructure with Intelligent Energy Solutions



Pravin K. Purang
Chairperson

The energy landscape is undergoing a decisive transformation, with electricity becoming more integral to economic activity and artificial intelligence accelerating this shift. In India, this evolution is unfolding at scale across infrastructure, data centres, manufacturing, utilities and smart buildings. The convergence of AI and energy is enhancing efficiency, resilience and sustainability, while also reshaping how power is generated, distributed and consumed, creating sustained demand for intelligent and integrated solutions.

This has been another remarkable year, as we advanced our strategic priorities, reinforced our position in a rapidly evolving energy landscape, and delivered strong performance through focused execution. As infrastructure development accelerates, digital adoption intensifies, and energy transition gathers pace, we are increasingly positioned at the convergence of these shifts, creating new pathways for growth and value creation. We are advancing on our mission to electrify, automate and digitalise every industry, business and home, driving efficiency and sustainability for all.

The energy landscape is undergoing a decisive transformation, with electricity becoming more integral to economic activity and artificial intelligence accelerating this shift. In India, this evolution is unfolding at scale across infrastructure, data centres, manufacturing, utilities and smart buildings. The convergence of AI and energy is enhancing efficiency, resilience and sustainability, while also reshaping how power is generated, distributed and consumed, creating sustained demand for intelligent and integrated solutions.

In this context, our focus remains clear, to strengthen our leadership in electrification, automation and digital solutions while enabling customers to transition towards more efficient, reliable and sustainable operations. Through targeted investments and disciplined execution, we are aligning our capabilities with emerging opportunities, positioning ourselves to capture long-term growth across India's evolving energy ecosystem.

Macro Operating Environment

During the year under review, the global economic environment reflected a delicate balance between resilience and uncertainty, shaped by geopolitical tensions, evolving trade dynamics, inflationary pressures, and volatility across energy markets and supply chains. While technology-led investments, particularly in artificial intelligence and digital infrastructure, continued to support productivity and innovation, macroeconomic adjustments and policy recalibrations moderated growth expectations across several regions. Emerging markets remained sensitive to commodity cycles and financial conditions, even as structural reforms and digital transformation initiatives strengthened long-term competitiveness. In this environment, policy stability, prudent fiscal management, and innovation-centric investments remained critical to sustaining economic resilience.

Against this backdrop, India's economy demonstrated steady progress, supported by strong domestic demand, policy continuity, and sustained infrastructure investments. Improving consumption trends, increasing private capital expenditure, and robust services activity contributed to growth momentum. Macroeconomic stability was reinforced through controlled inflation, supportive fiscal and monetary measures, and continued structural reforms. Simultaneously,



India's rapid digital expansion is driving substantial investments in data centres, cloud infrastructure, and digitally enabled industrial ecosystems. Technologies such as artificial intelligence, machine learning, and advanced analytics are transforming operational management through predictive maintenance, real-time monitoring, and enhanced operational visibility. With data centre capacity and the digital economy projected to expand significantly over the coming years, demand for high-quality and uninterrupted power infrastructure continues to rise, reinforcing India's position as an emerging global digital hub.

supply chain diversification and expanding trade partnerships enhanced India's productivity and global competitiveness, positioning the country for sustainable long-term growth.

A key pillar of this transformation continues to be India's accelerating energy transition. Investments in renewable energy, energy storage, and electric mobility are gaining momentum, aligned with the country's target of achieving 500 GW of renewable energy capacity by 2030. Rising electrification across industrial, commercial, and residential sectors is augmenting the demand for reliable, efficient, and intelligent power infrastructure. Policy support for domestic manufacturing of lithium-ion cells, storage technologies, and EV charging infrastructure is further strengthening ecosystem readiness while advancing energy resilience and emissions reduction.

Parallely, India's rapid digital expansion is driving substantial investments in data centres, cloud infrastructure, and digitally enabled industrial ecosystems. Technologies such as artificial intelligence, machine learning, and advanced analytics are transforming operational management through predictive maintenance, real-time monitoring, and enhanced operational visibility. With data centre capacity and the digital economy projected to expand significantly over the coming years, demand for high-quality and uninterrupted power infrastructure continues to rise, reinforcing India's position as an emerging global digital hub.



Message from our Chairperson

Urbanisation and infrastructure modernisation also continue to reshape India's economic landscape. Expanding rail corridors, metro networks, logistics infrastructure, and smart urban ecosystems are increasing the need for resilient transportation and power systems. At the same time, India's manufacturing sector is gaining structural strength through localisation initiatives, automation, precision engineering, and digitally enabled manufacturing practices. Supported by policy-led incentives and long-term national development priorities, these trends are accelerating demand for integrated, energy-efficient, and technologically advanced solutions that support operational continuity, productivity, and sustainability across the evolving industrial ecosystem.

Sustained Performance Momentum

In FY 2025-26, we delivered a resilient financial performance, supported by healthy order inflows and sustained sales momentum. Our order intake grew by 27.4% year-on-year to ₹3,430 Crores, reflecting continued demand visibility and strengthening presence across key segments.

Sales increased by 9.6% to ₹2,891 Crores in FY 2025-26 from ₹2,637 Crores in FY 2024-25, demonstrating consistent execution of our commercial priorities and operational initiatives. Despite a challenging cost environment marked by higher prices of key commodities such as copper, aluminium, and steel, along with the impact of ₹31.8 Crores in exceptional items on a year-on-year basis, the Company delivered a resilient financial



We are progressing on our strategic priorities to drive sustainable growth, enhance profitability and create long-term value for our stakeholders. This is being anchored in a focused approach across key pillars that are strengthening our market position and execution capabilities.

performance. EBITDA for FY26 stood at ₹389 Crores (₹407 Crores in FY25), while PAT was ₹213 Crores (₹268 Crores in FY25). These results reflect the strength of the Company's business model, the effectiveness of its risk management and governance framework, and the dedication of its leadership team and employees. As we look ahead, our continued emphasis on innovation, technology adoption, operational agility, and sustainable long-term growth will remain central to creating enduring value for all stakeholders.

Powering Growth through Strategic Priorities

We are progressing on our strategic priorities to drive sustainable growth, enhance profitability and create long-term value for our stakeholders. This is being anchored in a focused approach across key pillars that are strengthening our market position and execution capabilities.

Scaling High-growth Opportunity Segments: We expanded our presence across structurally strong sectors such as data centres, renewables, semiconductors, power and grid modernisation and rail and metro infrastructure, where rising investments are creating sustained demand for sophisticated electrification solutions.

Accelerating Digital and Smart Technology Integration: We fortified capabilities in connected equipment, digital switchgear, automation platforms and predictive maintenance solutions, resulting in greater reliability, real-time monitoring and improved lifecycle efficiency of electrical infrastructure.

Deepening Localisation and Engineering Strength: We bolstered domestic manufacturing and engineering capabilities to elevate supply chain agility, reduce lead times and develop market-relevant solutions aligned with India's evolving infrastructure and industrial requirements.

Enhancing Execution Quality: We maintained disciplined project selection and optimised portfolio mix across products, systems and services, while boosting operational efficiencies to support profitable growth, strong cash generation and long-term value creation.



Our sustainability strategy emphasises transitioning towards Net Zero across our operations and value chain, fostering an inclusive workforce, ensuring safe workplaces and strengthening community collaboration. We made steady progress in decarbonisation by scaling renewable energy adoption, with rooftop solar installations supporting in-plant power consumption and reducing Scope 1 and Scope 2 emissions. Water stewardship initiatives, including rainwater harvesting and water treatment systems, led to efficient water utilisation and zero liquid discharge across facilities.

Sustainability Journey

Our sustainability strategy emphasises transitioning towards Net Zero across our operations and value chain, fostering an inclusive workforce, ensuring safe workplaces and strengthening community collaboration. We made steady progress in decarbonisation by scaling renewable energy adoption, with rooftop solar installations supporting in-plant power consumption and reducing Scope 1 and Scope 2 emissions. Water stewardship initiatives, including rainwater harvesting and water treatment systems, led to efficient water utilisation and zero liquid discharge across facilities.

Our people shape our progress, supported by a culture built on collaboration, capability building and shared accountability. During the year, we strengthened our focus on learning and leadership development, while reaffirming inclusive workplace practices. Workplace safety was prioritised through technology-driven monitoring systems, enabling a zero-incident environment and promoting preventive mechanisms.

Road Ahead

Looking ahead, SEIL is well-positioned for the next phase of growth, backed by strong capabilities, a focused strategy, and a leadership team ready to capture opportunities across India's expanding electrification, digitalisation and infrastructure landscape. Our clear direction across electrification, automation and digital solutions, supported by robust governance, will drive consistent performance, resilience and long-term value creation.

On behalf of the Board, I express sincere appreciation to our customers for their continued trust, our employees for their commitment and professionalism, our shareholders for their confidence and sustained support, and our partners for the strength of our collaborative ecosystem.

In a rapidly evolving world, we are sharpening our roadmap to advance energy intelligence, while continuing to deliver automation and energy management solutions that support sustainable progress and inclusive growth for India.

Yours sincerely,

Pravin K. Purang
Chairperson



Insights from MD & CEO and CFO

Advancing Energy Tech, Creating Lasting Value



Udai Singh
Managing Director & CEO



Omkar Prasad
CFO

Insights from Udai Singh, Managing Director & CEO, and
Omkar Prasad, CFO, on business performance, market
dynamics, and the road ahead

₹**2,891** Crores
Sales

₹**3,430** Crores
Order intake

₹**389** Crores
EBITDA

₹**213** Crores
Profit After Tax

How do the evolving macroeconomic and industry dynamics shape our growth outlook, and how are we positioned to capture the opportunities arising from India's growth trajectory?

India continues to stand out as one of the world's fastest-growing major economies, supported by sustained public investment, expanding manufacturing capabilities, accelerating digital adoption, and a strong focus on infrastructure development. While global challenges such as geopolitical uncertainties, foreign exchange volatility, and fluctuating commodity prices continue to influence the business environment, the long-term growth fundamentals of the Indian economy remain robust.

Several structural trends are creating significant opportunities across our key markets. The ongoing energy transition is driving investments in grid modernisation, renewable energy integration, battery energy storage systems, and electrification. Simultaneously, rapid advancements in AI, digitalisation, and data infrastructure are strengthening the demand for intelligent, connected, and energy-efficient solutions. In transportation, the expansion of rail networks, high-speed corridors, electric mobility, and urban infrastructure is creating new avenues for growth. Additionally, the Government's strong push towards manufacturing through production-linked incentives, localisation initiatives, and industrial corridor development is consistently cementing India's position as a global manufacturing hub.

Our growth strategy is closely aligned with these emerging opportunities. As an energy technology partner, we are well-positioned to support customers across energy, infrastructure, transportation, industrial, and digital ecosystems through our diverse portfolio of localised, India-focused solutions, strong manufacturing capabilities, extensive market presence, and a growing suite of digital

solutions. Our continued investments in innovation, technology, localisation, and capacity enhancement strengthen our ability to address evolving market requirements, while enabling us to respond with greater speed and relevance to the needs of the Indian market.

What key factors drove our revenue growth, strong order momentum, and overall financial performance during FY26?

FY26 was marked by strong business momentum and record revenues, reflecting the resilience of our business model and the effective execution of our growth strategy. Sales increased by 9.6% to ₹2,891 Crores from ₹2,637 Crores in FY25, supported by healthy demand across power infrastructure, transportation, manufacturing, energy transition, and digital infrastructure segments. Order inflows grew by a robust 27.4% to ₹3,430 Crores, resulting in a closing order backlog of ₹1,911 Crores, up 50.1% year-on-year, providing strong visibility and a solid foundation for future growth.

While revenue performance remained strong, profitability was moderated by elevated input costs, particularly in key commodities such as copper, aluminium, and steel, alongside the impact of ₹31.8 Crores from exceptional items year-on-year. EBITDA stood at ₹389 Crores in FY26 compared to ₹407 Crores in FY25, while Profit Before Tax (PBT) and Profit After Tax (PAT) were ₹292 Crores and ₹213 Crores, respectively. Despite these headwinds, our disciplined approach to project selection, operational excellence, supply chain resilience, and customer-centric execution enabled us to deliver a resilient performance. These efforts, coupled with sustained investments in technology, innovation, and emerging growth segments, have further fortified our competitive position and enhanced our readiness to capitalise on future opportunities.



Insights from MD & CEO and CFO

83%

Reduction in Scope 1 and
Scope 2 emissions intensity

1,000

Youth trained across 11 Skill
Development Centres

How have our engineering excellence, technology capabilities, and execution strengths translated into leadership across key segments and significant project wins?

Our ability to deliver integrated, reliable, and future-ready solutions has strengthened our position as a trusted partner in some of the country's most critical infrastructure and industrial projects.

During the year, these strengths translated into several significant project wins across both established and high-growth emerging sectors. We bolstered our presence in data centres and semiconductors industry, secured major orders in metro rail and transportation electrification, expanded our footprint in utilities and power distribution, and deepened our engagement with leading players in metals, renewable energy, and advanced manufacturing. Our differentiated offerings, including digital substations, intelligent transformers, smart RMUs, substation automation systems, EcoStruxure-enabled solutions, and connected asset management platforms, equipped us to address increasingly complex customer requirements while improving reliability, efficiency, sustainability, and operational visibility.

We also achieved several important firsts during the year, including breakthrough wins in semiconductor manufacturing, digital power management, smart utility infrastructure, defence applications, and sustainable SF6-free technologies. These accomplishments reflect our ability to convert innovation into scalable customer solutions, strengthen our installed base, and create long-term growth opportunities.

How are our new product introductions and technology innovations strengthening our growth prospects and competitive differentiation?

We are continuously expanding our portfolio with several advanced solutions designed to support the growing demand for intelligent, connected, and sustainable energy infrastructure.

Among the key introductions is the launch of our next-generation Trihal dry-type transformers, which combine high safety standards, operational reliability, and environmental performance, making them particularly well-suited for applications such as data centres, metros, commercial buildings, healthcare facilities, and critical infrastructure. We also introduced One Digital Grid, an AI-enabled grid management platform that helps utilities enhance network visibility, improve asset utilisation, optimise maintenance planning, and fortify grid reliability through advanced analytics and intelligent decision-making.

In addition, we strengthened our presence in the rapidly growing energy storage market through integrated Battery Energy Storage System (BESS) solutions that combine power distribution, automation, software, and energy management capabilities. These offerings complement our broader portfolio of electrification, automation, and digital solutions, helping customers to accelerate their sustainability and operational efficiency objectives.

What are the strategic pillars of SEIL's next phase of growth, and how will they support the Company's growth ambitions?

The global transition towards electrification, automation and digitalisation is fundamentally reshaping industries, customer expectations and business models. To remain at the forefront of this transformation, our strategy is anchored on three complementary pillars: Technology Leadership, Customer Differentiation and Operational Excellence.

Technology Leadership reflects our commitment to continuous innovation across electrification, automation, software and digital technologies. We continue to invest in advanced solutions that help customers improve efficiency, resilience, sustainability and productivity while strengthening our leadership in the markets we serve.

Customer Differentiation focuses on delivering greater value through deep customer understanding, industry expertise and a comprehensive portfolio of integrated solutions and services. By staying close to our customers and anticipating their evolving needs, we create tailored offerings that elevate customer experience and build long-term partnerships. Operational Excellence ensures that we execute with speed, agility and discipline across our value chain. Through digitalisation, process optimisation, quality enhancement and continuous improvement, we strengthen productivity, improve responsiveness and create a more resilient organisation capable of sustaining profitable growth.

Supporting these three pillars is our foundation of being a People & Sustainability-centric company. Our people drive innovation and execution, while sustainability remains embedded in every aspect of our strategy, from product design and operations to customer solutions.

What were the major achievements that reflected our ESG commitments during the year?

Our commitment to sustainable and responsible growth remained central to our strategy. We made significant progress across environmental stewardship, people practices, community development, and governance, further strengthening our ESG performance and creating positive impact for stakeholders.

Environmental sustainability remained a key focus area during the year as we continued to advance our decarbonisation journey and augment the use of clean energy across our operations. On the environmental front, we achieved an 83% reduction in Scope 1 and Scope 2 emissions intensity (tonne/₹ Crore) and sourced 100% of our electricity requirements from renewable sources through a combination of on-site solar generation and Renewable Energy Certificates (RECs).

Our people-centric approach was reflected in both safety and inclusion outcomes. We maintained zero lost-time injuries for the second consecutive year, underscoring our strong safety culture and commitment to employee well-being. We further promoted workforce diversity, with the number of women employees increasing by 17.7% year-on-year and accounting for 18.7% of our workforce, strengthening our efforts towards building a more inclusive organisation.

We continued to invest in building future-ready talent through our skill development initiatives, training over 1,000 youth across 11 Skill Development Centres established in partnership with Government ITIs. Extending our commitment to inclusive development beyond our operations, we also distributed 3,000 portable solar lamps across rural communities and urban slum areas around Bengaluru, enhancing access to clean and reliable energy while supporting improved quality of life.

Strong governance continued to underpin all our sustainability efforts. We remained committed to the highest standards of corporate governance through transparent disclosures, robust internal controls, proactive risk oversight, and a culture of ethics and integrity across the organisation. This disciplined approach strengthened stakeholder trust, enhanced organisational resilience, and supported sustainable long-term value creation.

In recognition of our continued ESG efforts and performance, we were honoured with the prestigious Golden Peacock Award for ESG Excellence 2025.

Further reinforcing our commitment to responsible growth, we received a 'Strong' ESG rating from CRISIL, an independent ESG rating organisation, recognising our continued focus on sustainability, governance and responsible business practices.

What is our roadmap for sustaining growth, enhancing competitiveness, and delivering long-term stakeholder value?

Our focus remains on building a stronger, more agile, and future-ready organisation. To support future growth and stay aligned with market demands, our Company is undertaking significant capacity expansions at its Vadodara and Kolkata plants. We will continue to enhance execution excellence, operational efficiency, supply chain resilience, and manufacturing competitiveness while deepening customer partnerships and expanding our presence across strategic growth segments. Backed by a strong order backlog, disciplined capital allocation, and a robust governance framework, we are well-positioned to deliver sustainable growth and long-term stakeholder value.



Board and Leadership

Steering Operations with Prudence and Purpose

Board of Directors



Mr. Pravin Kumar Purang
Chairperson, Independent,
Non-Executive Director



Mr. D. Sundaram¹
Independent,
Non-Executive Director



Dr. Shalini Sarin¹
Independent,
Non-Executive Director



Mr. Udai Singh
Managing Director and Chief
Executive Officer



Mr. Deepak Sharma
Non-Executive Director



Mr. Chinmoy Das²
Whole-Time Director



Audit Committee	Risk Management Committee
Nomination & Remuneration Committee	Stakeholders Relationship Committee
Environmental, Social & Governance and Corporate Social Responsibility Committee	Finance and Banking Committee
Chairperson	Member



Brief profile of the Board of Directors can be accessed at



Corporate Information

Key Managerial Personnel



Mr. Omkar Prasad³
Chief Financial Officer



Mr. Sumit Goel
Company Secretary and
Compliance Officer

¹Mr. D. Sundaram & Dr. Shalini Sarin – Appointed as Non-Executive Independent Director(s) w.e.f. October 24, 2025.

²Mr. Chinmoy Das – Resigned from the position of Whole-Time Director w.e.f. June 30, 2026.

³Mr. Omkar Prasad – Appointed as the Chief Financial Officer w.e.f. September 16, 2025.

Statutory Auditors

S.N. Dhawan & Co. LLP

Chartered Accountants
51-52, Sector 18, Phase IV, Udyog Vihar,
Gurugram 122 016, Haryana

Registrar & Share Transfer Agent

MUFG Intime India Private Limited (Formerly known as C B Management Services (P) Limited)

C-101, Embassy 247, L.B.S. Marg, Vikhroli (West)
Mumbai - 400083, Maharashtra
Telephone: +91 22 4918 6000
Contact: Mr. Amit Banerjee
E-mail: investor.helpdesk@in.mpms.mufg.com

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Email: company.secretary@schneider-electric.com

Corporate Office

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Sector 25A, Gurugram, Haryana - 122002
Tel. No. +91 92 2807 8000
Contact: +91 0124 7152300

Detailed information on the Board Committees is available in the Corporate Governance Report forming part of this Annual Report.



Governance and Risk Management

Aligning Objectives with Responsible Actions

Corporate governance at Schneider Electric is shaped by practical oversight, transparent reporting and a culture of accountability. Our frameworks guide business decisions with an emphasis on ethical conduct, risk management and long-term performance. With this systematic approach, we manage complexities effectively, fortify operational integrity and drive responsible, sustainable growth.



Strong Board oversight, effective internal control mechanisms and rigorous audit practices ensure greater responsibility in conduct. Embedded in our governance policies, Code of Conduct, Board Committee charters and structured disclosure and reporting processes, these core elements ensure consistency, reliability and stakeholder confidence. Our purpose to electrify, automate and digitalise every industry, business and home guides our approach to governance, aligning business decisions with long-term value creation and sustainable outcomes.

We recognise that our responsibilities extend beyond financial performance to include employees, business partners, communities and the environment. To ensure alignment with stakeholder expectations, the Board of Directors strikes a balance between risk and opportunity while strengthening organisational resilience.

Governance Structure

We follow a governance model aligned with our Company's culture, strategic priorities and evolving business requirements, with continuous efforts to strengthen its effectiveness. Designed to serve the best interests of the Company and its stakeholders, the structure that guides General Management, establishes clear accountability, well-defined responsibilities and an effective distribution of decision-making authority across governance bodies.

The governance framework enables strong financial and sustainability performance while creating conditions that support long-term development. It protects shareholder rights, promotes transparency and ensures an appropriate balance of authority among the Board, management and committees, reaffirming disciplined oversight.

Our Board of Directors provides strategic direction and reviews performance across key areas, including risk management, sustainability and stakeholder engagement. Through regular deliberations, the Board evaluates progress, guides key decisions and ensures alignment with long-term priorities. A balanced composition, including Independent Directors, brings diverse perspectives that support objective evaluation and well-informed decision-making.

In addition, the Board ensures adherence to applicable legal and regulatory requirements. In fulfilling its fiduciary responsibilities, it supports management in navigating evolving market conditions, addressing risks, capturing opportunities and safeguarding stakeholder interests.

Board Composition

The Board is well-structured and has optimum combination of Executive and Non-Executive Directors.

33.34%

Executive Directors

16.66%

Non-Independent, Non-Executive Directors

50%

Independent, Non-Executive Directors

Expertise Enabling Purposeful Leadership

Our Board comprises members with extensive experience across business strategy, finance, governance, regulatory matters, risk management, technology and digital transformation. Their varied professional backgrounds bring different perspectives to discussions and decision-making.

This combination of expertise supports practical evaluation of business priorities, informed oversight of complex matters and steady guidance on the Company's immediate direction and long-term trajectory.



Governance and Risk Management

Driven by our Trust Charter

The Schneider Electric Trust Charter reflects the Company's commitment to ethics, safety, sustainability, quality and cybersecurity. Trust is regarded as a core value that guides responsible decision-making and strengthens our approach to environmental, social and governance priorities. In an increasingly demanding business environment, the Charter provides clear direction, enabling the organisation to act with integrity and consistency.

Trust shapes Schneider Electric's interactions with customers, shareholders, employees and the communities it serves, fostering relationships that are responsible, inclusive and transparent.

The Charter is implemented through a structured Ethics and Compliance programme, with defined responsibilities across the Board, executive leadership, corporate functions and operational teams, ensuring consistent adherence to established conduct across the organisation.

Robust Policy Framework

We have a comprehensive set of policies that promote transparency, consistency and responsible business conduct. Covering areas such as material disclosures, risk management, related party transactions, CSR, Board diversity and induction, insider trading, director remuneration, dividend distribution and record retention, these frameworks strengthen accountability, uphold ethical practices and support sound governance.



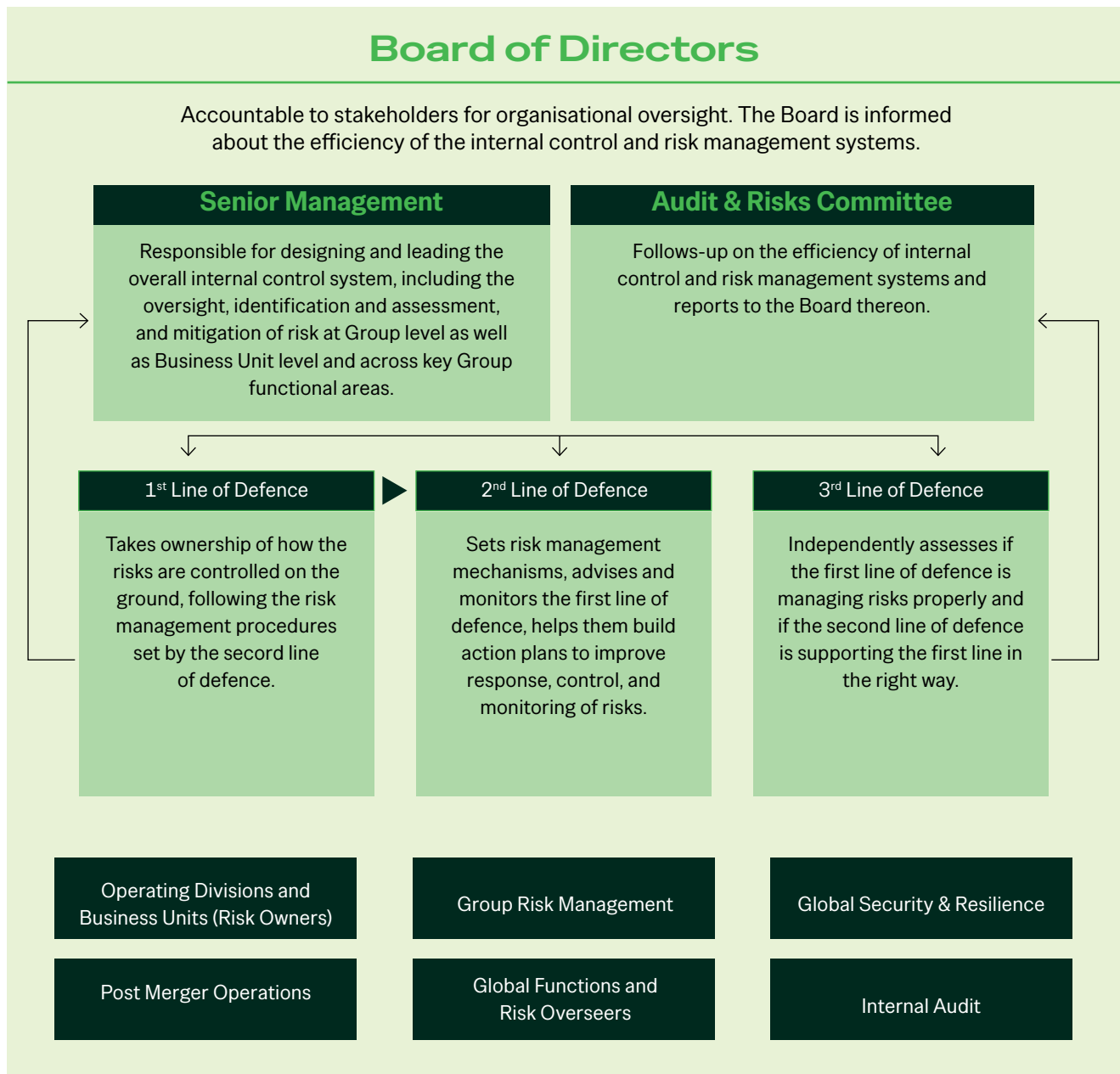
Enterprise Risk Management

Schneider Electric Infrastructure Limited prioritises resilience as a key driver of sustainable growth and long-term value creation. Our risk management approach is aligned with responsible business practices and is designed to help the Company operate efficiently within India's evolving regulatory, economic and operational environment.

Our Enterprise Risk Management framework is based on the three lines of defence model, ensuring structured oversight and clear accountability.

Central functions define policies, frameworks and control mechanisms, while business units and functional teams own and manage risks by implementing these protocols within their respective operations.

This integrated approach enables consistent identification, assessment and mitigation of risks across the organisation. It strengthens operational stability, fortifies regulatory compliance and supports informed decision-making to address emerging risks and opportunities in the Indian market.





Business Model

Powering Value through an Integrated Model

Inputs

Financial

Strong balance sheet and disciplined capital allocation

₹774 Crores

Shareholders' funds

₹477 Crores

Capex programme as on July 31, 2026

Manufactured

- Advanced manufacturing facilities driven by automation, digitalisation and AI-led technologies
- Comprehensive product portfolio including transformers, switchgear, protection relays and smart grid solutions

3

World-class manufacturing plants (Vadodara & Kolkata)

Intellectual

- Technology leadership in digital transformation through the EcoStruxure™ platform
- Domain excellence in energy management and industrial automation

1,400+

Global patent applications (Schneider Electric Group, 2025)

Human

- Skilled and experienced workforce supported by a culture of innovation and inclusion
- Continuous focus on learning, capability development and leadership building
- Strong commitment to safety, health and employee well-being

Natural

- Commitment to reducing environmental impact (waste management, emissions reduction, eco-friendly materials)
- Emphasis on resource efficiency and circular economy principles

1 MW

Capacity installed at each Vadodara plant

Social & Relationship

- Strong customer and partner relationships supported by customised solutions
- CSR initiatives led through Schneider Electric India Foundation (SEIF)
- Active industry collaboration to bolster the broader ecosystem

₹ 4.7 Crores

CSR spent in FY 2025-26

Operating model



Electrification



Automation



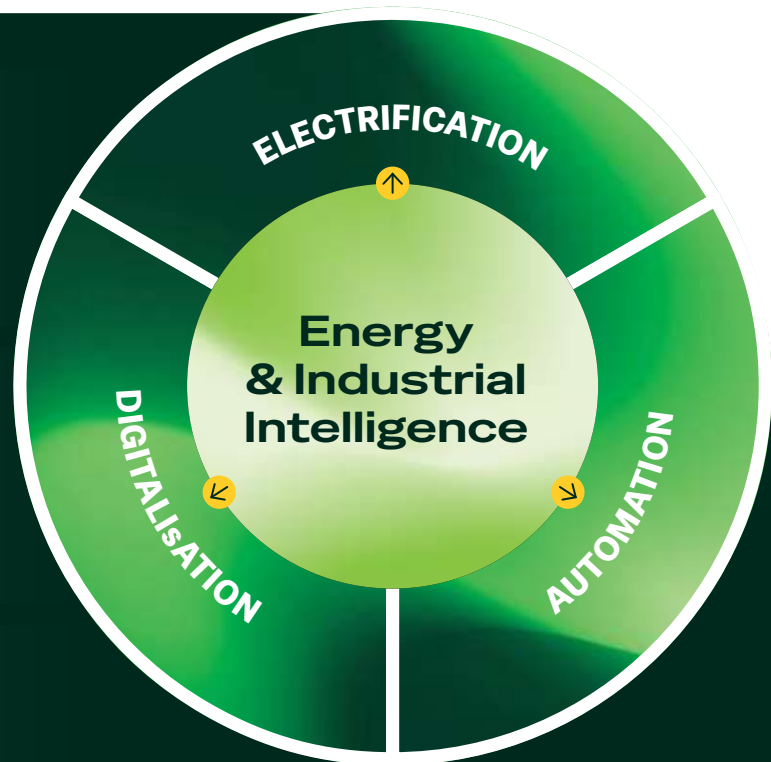
Digitalisation

Employees

- Strengthened engagement, capability and productivity across the workforce
- Fostered an inclusive, innovative and purpose-driven organisational culture
- Promoted well-being, diversity and gender inclusion through progressive people practices

Our portfolio is designed around the realities of a changing energy and industrial landscape to create enduring value for our stakeholders. By combining a unified technology platform, engineering capabilities and execution expertise, we are able to address evolving customer needs while improving agility, strengthening competitiveness and supporting sustainable business growth.

- End-to-end energy technologies spanning grid to plug and chip to cloud
- Leadership in software-defined innovation and AI-driven energy intelligence
- Robust global partner ecosystem supporting integrated solutions
- Industrial intelligence leadership across process and discrete environments
- AI-enabled operational excellence and industry-leading open, software-driven automation
- Firm focus on process safety, cybersecurity and regulatory compliance
- Cross-domain unified AI platforms driving connected operations
- AI-enabled workflows driving autonomous energy management and industrial optimisation
- End-to-end lifecycle digital twin capabilities supported by AVEVA and ETAP ecosystems



Our Expertise

Our integrated approach delivers a complete plug-and-play solution to our customers.



Stakeholder Value Creation

Society and Environment

- Prioritised sustainability and decarbonisation objectives
- Mitigated environmental impact across operations through responsible practices
- Nurtured communities through initiatives in skilling, electrification and education, led by SEIF

Partners and Suppliers

- Bolstered collaboration through digital integration and supply chain alignment
- Encouraged local sourcing and sustainability practices across the partner network
- Co-developed market opportunities through innovation and ecosystem partnerships

Customers

- Recognised as a trusted partner supporting digital transformation in energy management
- Delivered tangible improvements in efficiency, safety and sustainability outcomes
- Ensured uninterrupted connectivity and predictive maintenance through the EcoCare programme
- Provided tailored, future-ready solutions for power, infrastructure and electro-intensive industries

Shareholders and Investors

- Delivered strong revenue growth and maintained financial resilience amid profitability pressures
- Maintained a strong order pipeline, delivered strong growth in order intake resulting in highest-ever order backlog
- Focused on long-term value creation, capital discipline and business resilience



Strategic Priorities

Driving Sustainable Operations across Industries

We are shaping a business that is steady in its foundations and ready to embrace future opportunities, balancing growth with financial discipline. The focus is on strengthening our core capabilities, venturing into future-leaning sectors and streamlining operations to ensure a growth trajectory that fulfils the dual objectives of sustainability and profitability.

By integrating digital innovation, responsible practices and customer centricity, we create long-term value across our ecosystem. This holistic framework enables us to adapt to evolving market dynamics, optimise resource utilisation and drive resilient performance consistently.



Build Capacity and Strengthen Localisation

Develop India-focused offerings tailored to market needs

Scale manufacturing capabilities to support future growth



Drive Digital and Sustainability Transformation

Advance customers' digital journeys through integrated solutions and services

Accelerate adoption of SF₆-free and environmentally responsible technologies



Expand Partnerships and Market Reach

Fortify partner ecosystems with complementary capabilities

Catalyse new growth opportunities through collaborative expansion



Optimise Asset Lifecycle and Customer Value

Augment operational efficiency by enabling the shift from Capex to Opex models

Drive value through modernisation of installed assets



Unlock Opportunities in Emerging Energy Segments

Expand footprint in future-ready sectors such as data centres, energy storage, renewables, EV infrastructure and semiconductors



Foster an Empowered and Future-ready Workforce

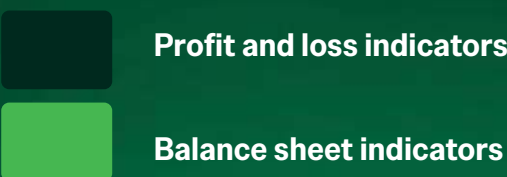
Build a culture of continuous learning and capability development

Support early career growth and promote diversity across all levels



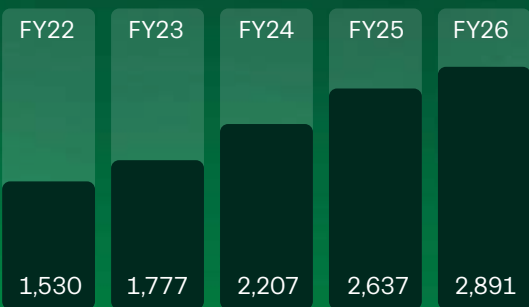
Key Performance Indicators

Elevating Performance through Disciplined Execution



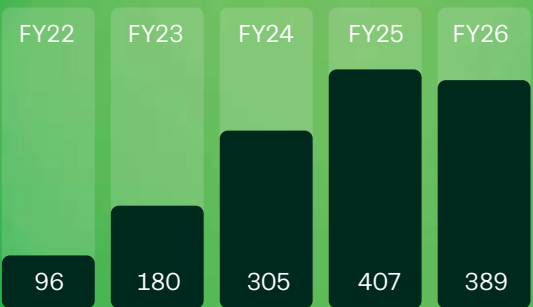
Sales

(₹ in Crores)



Operating EBITDA

(₹ in Crores)



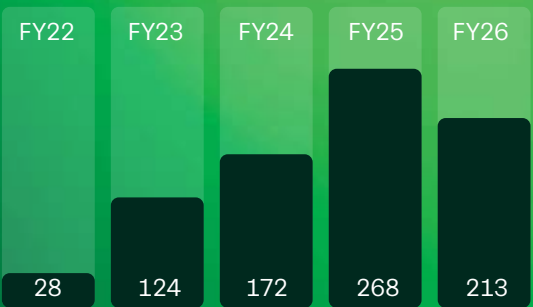
Operating EBITDA

(% to Sales)



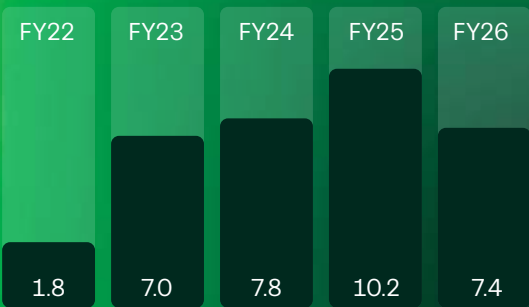
Profit After Tax

(₹ in Crores)



Profit After Tax

(% to Sales)



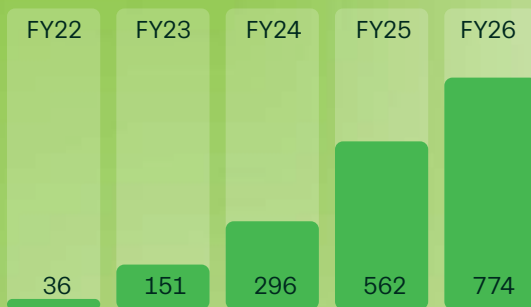
Disciplined execution and operational efficiency across our business model resulted in a stable and resilient financial performance. Supported by strong demand momentum across core and emerging segments, we achieved balanced growth across product, project and service offerings.

A healthy order pipeline, together with improved backlog visibility, boosted revenue predictability and strengthened our ability to leverage tailwinds generated through energy transition, digitalisation and infrastructure investments. Profitability remained resilient despite operating and commodity cost pressures, supported by prudent cost management and structured risk mitigation. Our disciplined approach to contract selection, working capital efficiency and resource allocation enabled us to sustain financial stability and bolster margins over the medium term.

Taken together, these outcomes reflect the strength of our operating model, supported by technology-led differentiation and improving demand visibility, while maintaining a firm focus on sustainable and profitable progress. Continued traction across strategic segments such as digital energy, grid modernisation, data centres and renewable energy further fortifies our long-term growth outlook and reaffirms the resilience and adaptability of our business.

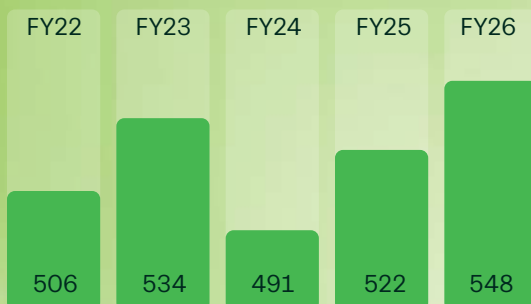
Networth

(₹ in Crores)



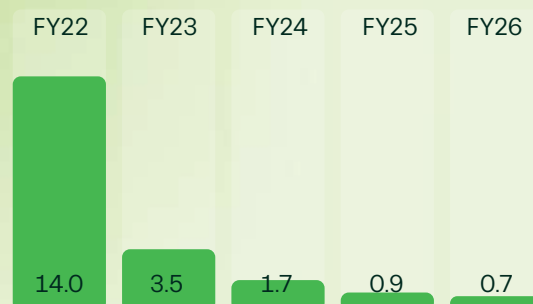
Debt (Long and Short-term)

(₹ in Crores)



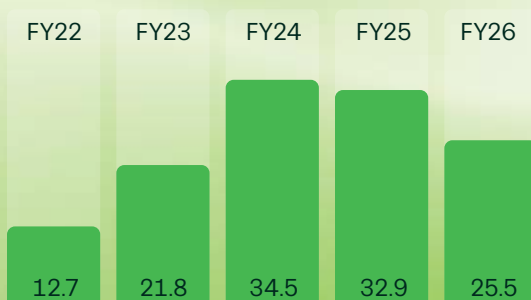
Debt Equity Ratio

(Times)



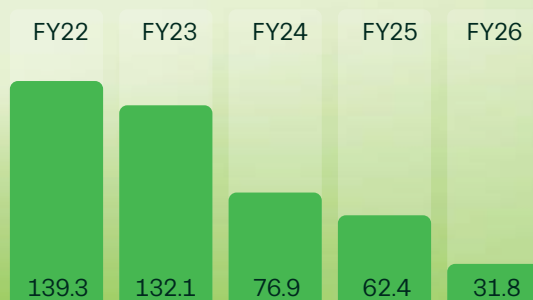
ROCE

(%)



ROE

(%)



The background of the page is a composite image. The top half shows a dark sky filled with a dense field of green and yellow star-like points, resembling a starry night sky or a digital data visualization. The bottom half shows a long-exposure photograph of a city street at night, with light trails from cars and buildings in shades of green, yellow, and red, creating a sense of motion and energy.

Growing in Step with India's Transformative Landscape



India's development journey is being defined by the growing interplay among intelligent technologies, clean energy and industrial modernisation. Across sectors, accelerating electrification is driving smarter, more sustainable and increasingly distributed energy ecosystems, while digitalisation and AI are fundamentally transforming the way enterprises, infrastructure and industries operate, scale and make decisions.

The rapid adoption of data-intensive technologies and connected systems is driving significant growth in computing requirements and digital infrastructure, reshaping operational priorities across the economy. At the same time, businesses are adapting to evolving global supply chains and increasing focus on localisation that encourage domestic manufacturing and strengthen technological self-reliance, while creating new opportunities alongside emerging complexities.

Supporting this evolution is a strong institutional and policy framework focused on inclusive and sustainable growth. National initiatives across transmission networks, renewable energy, semiconductor manufacturing and digital and grid infrastructure are catalysing investment and sharpening India's long-term industrial competitiveness. Policy support for domestic manufacturing, energy efficiency and infrastructure modernisation continues to create opportunities for local capability building and innovation across industries.

As these transformations reshape the operating landscape, we continue to strengthen our role as a technology and sustainability partner to India's evolving energy ecosystem. By combining our extensive domain expertise with advanced digital, automation and energy management capabilities, we are driving smarter infrastructure, more efficient operations and sustainable industrial choices. By investing in innovation, local capability development and customer-centric solutions, we are helping businesses adapt to changing energy needs and emerging opportunities, while supporting India's trajectory of resilient, future-ready growth.



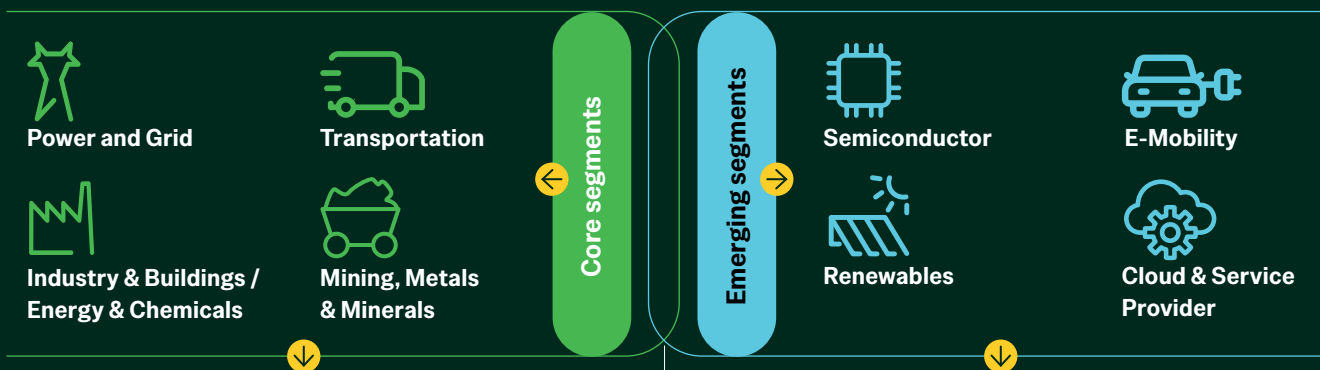
Business Success Stories

Leveraging Opportunities for Resilient Progress



We continue to drive growth through a focused strategy centred on electrification, automation and digitalisation across our core and emerging end markets. Our journey is built on three strategic pillars, including Technology Leadership, Customer Differentiation and Operational Excellence, and strengthened through our commitment to people and sustainability. These priorities determine our emphasis on sharpening competitive edge, boosting customer relevance and fostering consistent, long-term value.

Our Business Segments



Building Resilience in Core Segments

Strengthened leadership across established markets by delivering reliable, efficient, localised and sustainable power solutions that enhance operational performance and infrastructure resilience.

Scaling Growth in Emerging Segments

Expanded our presence in high-growth markets through innovative, customer-centric solutions that accelerate digitalisation, electrification and sustainability while addressing evolving industry needs.



Business Success Stories

Power & Grid

Powering Smart Township Development with Reliable Energy Infrastructure



Leveraging our integrated solutions, strong execution capabilities, and customer-centric approach, the project strengthened our presence in the urban infrastructure ecosystem and enhanced visibility for future township and smart city opportunities.

The Opportunity

A leading township development authority sought a reliable and future-ready power distribution solution for a large integrated township in North India. The project necessitated a seamlessly integrated electrical infrastructure capable of delivering uninterrupted power, supporting urban growth, and enhancing operational efficiency. It also demanded close coordination among multiple stakeholders, timely execution, and high standards of reliability throughout the project lifecycle.

Outcome Delivered

We secured the project through strong customer engagement and a compelling integrated value proposition. Our end-to-end solution enabled the development of a resilient and efficient power distribution network to support the township's long-term infrastructure needs. The project reinforced customer confidence, demonstrated our execution excellence, and established a strong foundation for pursuing similar opportunities across future smart city developments.

Modernising Urban Power Distribution Infrastructure



By delivering reliable and future-ready substation infrastructure solutions, the project strengthened our presence in the urban power distribution ecosystem while supporting safer, smarter, and more resilient grid operations.

The Opportunity

A leading power distribution utility embarked on multiple greenfield and brownfield substation projects to strengthen and modernise its transmission and distribution infrastructure across key urban locations. The engagement required reliable execution, adherence to stringent timelines, advanced GIS expertise, and seamless coordination across multiple stakeholders, while ensuring minimal disruption to existing operations.

Outcome Delivered

We successfully secured and executed multiple turnkey substation packages involving MV switchgears, power transformer augmentation, control and relay panel replacements, and switchgear modernisation. Through strategic customer engagement, technical solution capabilities, and strong execution planning, we navigated complex qualification requirements, competitive market conditions, and project-specific operational challenges. The engagement strengthened customer confidence, reinforced our technical positioning within urban power infrastructure projects, and enhanced visibility for future grid modernisation opportunities.

Mining, Metals & Minerals

Enabling Intelligent and Sustainable Steel Infrastructure



By integrating intelligent automation, monitoring, and connected electrical infrastructure, the project enhanced operational efficiency, safety, and long-term reliability for a large-scale steel manufacturing ecosystem.

The Opportunity

A leading steel manufacturer required a reliable and future-ready power distribution and automation solution to support the phased expansion of its integrated steel plant. The project called for high operational reliability, continuous asset monitoring, reduced maintenance dependency, and enhanced sustainability and safety standards across critical electrical infrastructure.

Outcome Delivered

We delivered an integrated substation solution comprising switchgear, protection and automation systems, EcoStruxure Power Automation System software, and temperature and humidity sensors. The solution enhanced operational visibility, improved energy efficiency, enabled predictive maintenance, and strengthened monitoring and sensor integration. The project also positioned us for future opportunities in GIS, transformer, automation, and township modernisation projects.

Powering Cement Expansion with Reliable Medium-voltage Solutions



The project cemented our position as a trusted electrification partner and opened opportunities to support the customer's future expansion across power and distribution transformers and HT panels.

The Opportunity

A leading cement manufacturer required robust and reliable medium-voltage infrastructure for a 13,500 TPD integrated cement plant, among India's largest. The project demanded high standards of safety, reliability and operational continuity to support critical plant operations.

Outcome Delivered

Building on strong customer relationships and the successful execution of earlier projects, we delivered advanced switchgear panels that established a resilient and scalable electrical backbone. The solution enhanced power reliability, system availability and operational efficiency while supporting uninterrupted production.



Business Success Stories

Transportation

Powering Urban Mobility through Integrated Metro Infrastructure



Harnessing our integrated power distribution and automation capabilities, the projects strengthened our presence in the urban mobility ecosystem and enhanced visibility for future metro and rail infrastructure opportunities.

The Opportunity

Two major metro rail projects in Western India required reliable and integrated power distribution and automation infrastructure to support expanding urban transit networks. The projects necessitated seamless execution, stringent safety and performance standards, and close coordination across consultants, and multiple project stakeholders to ensure uninterrupted operations.

Outcome Delivered

We secured and delivered integrated power distribution and automation solutions through close collaboration with customers and consultants. The projects enhanced the reliability, safety, and operational efficiency of critical metro infrastructure while reinforcing our capabilities in delivering complex urban mobility projects. The successful execution strengthened our position in the rail and metro ecosystem and created opportunities for future electrification and infrastructure modernisation projects.

Strengthening Mission-critical Lifecycle Support



Building on strong customer relationships and lifecycle support capabilities, the project solidified our position in the shipbuilding ecosystem and created opportunities for long-term aftermarket services and lifecycle support.

The Opportunity

A leading shipyard in Mumbai required critical spare components to support the long-term operational readiness of its platforms. The project required close coordination across multiple stakeholders, timely execution, and sustained engagement to ensure uninterrupted asset availability and lifecycle support.

Outcome Delivered

We secured this strategic order through close collaboration with the customer and our global manufacturing teams. The successful execution fortified our relationship with a leading shipyard, reinforced our lifecycle support capabilities, and established a strong foundation for future spares, services, and long-term maintenance opportunities.

Industry & Buildings / Energy & Chemicals

Powering Critical Energy & Chemical Infrastructure



By leveraging capacity enhancements, cross-region technical collaboration, and direct customer engagement, the project strengthened our credibility in the high-rating transformer category and unlocked future opportunities across the energy and chemicals sector.

The Opportunity

A leading chemicals and fertilisers manufacturer required a high-capacity power transformer for its facility at Thal, with strong emphasis on reliability, execution capability, and delivery responsiveness. The project also represented an opportunity to establish capabilities in the high-rating transformer segment and strengthen participation within the energy and chemicals sector.

Outcome Delivered

We secured a direct order for a high-capacity power transformer by leveraging enhanced manufacturing capabilities, stronger technical expertise and agile project execution. The project marked our entry into the high-rating transformer segment, enabled by optimised specifications developed through international technical collaboration and reinforced by our ability to deliver with speed, quality and reliability.

Powering India's Strategic Defence and Space Infrastructure



The projects demonstrated our ability to deliver highly customised, integrated power solutions for mission-critical applications, strengthening our presence across India's strategic defence and space infrastructure ecosystem.

The Opportunity

Two mission-critical projects in India's defence and space research ecosystem required customised and reliable power infrastructure. A premier naval research facility needed compact substations with unconventional configurations, high short-circuit ratings and site-specific design requirements. Separately, an upcoming satellite launch facility required two prefabricated E-House substations as an efficient alternative to conventional RCC substations.

Outcome Delivered

Through early engagement, technical workshops and close collaboration with customers and end users, we developed solutions tailored to each project. The naval research project included customised compact substations, while the space research project comprised integrated medium- and low-voltage E-Houses with switchboards. These solutions addressed complex technical requirements while supporting safety, reliability and execution efficiency.



Business Success Stories

E-Mobility

Powering India's Electric Mobility Manufacturing Ecosystem



By delivering reliable and integrated power distribution infrastructure, the project supported uninterrupted manufacturing operations and bolstered our presence within the electric mobility sector.

The Opportunity

A leading electric mobility manufacturer required reliable and redundant electrical infrastructure for its EV manufacturing facility in Western India. The project demanded uninterrupted power availability, seamless integration with existing infrastructure, extensive civil and cable connectivity works, and close coordination across multiple stakeholders within a fast-evolving manufacturing environment.

Outcome Delivered

We delivered an integrated electrical infrastructure solution comprising medium- and low-voltage switchgear systems, extension panels, transformers, busway systems, and associated connectivity solutions. Through continuous customer engagement, technical collaboration, and strong execution support from the initial stages of the project, we successfully addressed operational reliability and redundancy requirements across the facility. The engagement strengthened customer confidence, enhanced supply reliability, and solidified our positioning within India's rapidly growing electric mobility manufacturing ecosystem.

Enabling Intelligent Power Management for Advanced Battery Manufacturing



The project established the facility's first power SCADA implementation, strengthening our position in the emerging battery manufacturing ecosystem and creating opportunities for future expansion.

The Opportunity

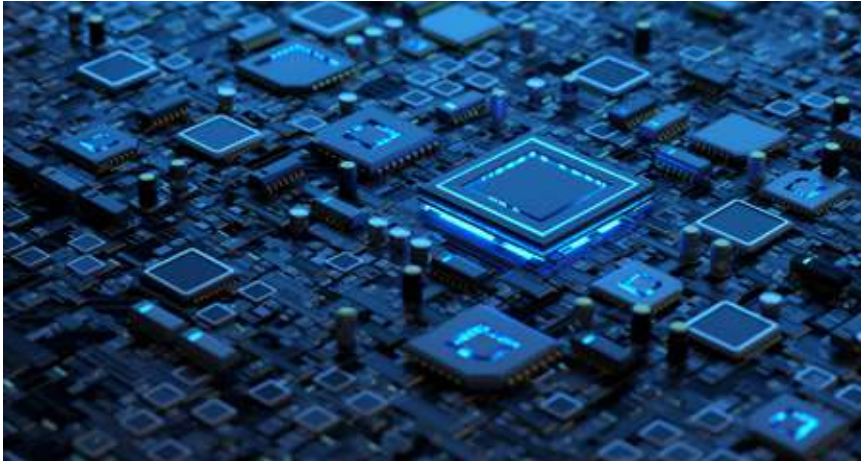
A leading battery manufacturer required an integrated power monitoring and control solution for its large-scale lithium-ion battery manufacturing facility in Western India. The project necessitated real-time visibility, high system availability, scalability, cybersecurity compliance and future integration with a unified plant platform.

Outcome Delivered

Through close collaboration with the customer and consultant, we delivered remote terminal units integrated with EcoStruxure™ Power Operation. The solution provides a unified HMI for electrical SCADA, power quality and energy management, enabling real-time monitoring, harmonic analysis and automated reporting through a scalable, flexible and future-ready platform.

Semiconductor

Enabling India's First Semicon Front-end Fab



By delivering reliable and intelligent electrical infrastructure, the project strengthened our presence in India's emerging semiconductor manufacturing ecosystem while reinforcing our capabilities in complex, high-technology industrial projects.

The Opportunity

A leading electronics manufacturer required advanced electrical distribution and automation infrastructure for India's first semiconductor front-end fabrication facility in Western India. The project demanded fast-track execution, high system reliability, seamless coordination with global consultants, and robust solution architecture aligned with the stringent operational requirements of semiconductor manufacturing.

Outcome Delivered

We secured the electrical distribution infrastructure scope through strong technical capabilities, integrated solution architecture, strategic collaboration, and close coordination with consultants and stakeholders. The engagement fortified our positioning as a trusted technology partner while creating visibility for future opportunities across intelligent automation, digital infrastructure, and advanced industrial solutions.

Powering India's Semiconductor Manufacturing Expansion



By delivering compact, reliable, and future-ready electrical infrastructure solutions, the project strengthened our role within India's fast-growing semiconductor manufacturing ecosystem.

The Opportunity

A leading semiconductor manufacturing project in Western India called for reliable medium-voltage switchgear infrastructure, close-coupled substations, and critical power systems aligned with the stringent operational requirements of semiconductor fabrication facilities. The project needed high system reliability, compact infrastructure design, advanced thermal performance, and close coordination across consultants, customers, and end users.

Outcome Delivered

We secured the project through early engagement with end users, consultants and customer teams, backed by strong technical collaboration. Our integrated solution combined switchgear, close-coupled substations, LV systems, DC infrastructure, EcoStruxure™ Power Operation, EPMS and digital twin software applications. This hardware-software offering enhanced operational visibility, reliability and lifecycle performance while showcasing the strength of our One Schneider Electric portfolio.



Business Success Stories

Cloud & Service Provider

Powering Data Centre Expansion through Integrated Solutions



The two wins demonstrated our end-to-end capabilities across equipment, automation and lifecycle services, strengthening customer confidence and positioning us to support future data centre expansion projects.

The Opportunity

Two facilities of a leading data centre operator in Western and Northern India required reliable medium-voltage infrastructure to support capacity expansion. The projects involved stringent delivery timelines, competitive commercial requirements and the integration of infrastructure within an existing installation at one location, requiring early technical collaboration and dependable execution.

Outcome Delivered

Through proactive customer engagement and strong techno-commercial capabilities, we delivered tailored solutions for both facilities. The Western India project included medium-voltage switchgear panels with installation, testing and commissioning. The Northern India project comprised switchgear panels, ring main units, PLC logic and HMI integration, supported by an EcoCare solution with a five-year annual maintenance contract. The successful execution bolstered our relationship with the customer and created opportunities to support future expansion projects.

Powering Mission-critical Data Centre Infrastructure



By delivering intelligent and reliable electrical infrastructure solutions, the project strengthened operational readiness and reinforced our presence within the rapidly growing digital infrastructure sector.

The Opportunity

A leading cloud and data centre infrastructure project required reliable transformer and MV solution/switchgear for a large-scale data centre facility in Southern India. The project demanded high operational reliability, accelerated delivery timelines, compact system design, and seamless integration within space-constrained infrastructure environments.

Outcome Delivered

We delivered transformers, AIS panel, and connected monitoring solutions supported by EcoCare-enabled cloud connectivity and advanced sensor-based monitoring capabilities. Through strong consultant engagement, responsive execution, and differentiated technical capabilities, we successfully addressed complex design and operational requirements despite aggressive market competition. The project strengthened our positioning within India's rapidly growing data centre ecosystem while creating visibility for future medium-voltage infrastructure opportunities.

Renewables

Building the World's Most Integrated New Energy Ecosystem



By delivering reliable and energy-efficient transformer solutions, the project supported the development of next-generation green energy infrastructure aligned with India's sustainability ambitions.

The Opportunity

A leading renewable energy and new materials enterprise sought high-efficiency transformers for its large-scale green energy giga complex in Western India. The project demanded accelerated engineering, reliable manufacturing, low-loss transformer technology, and robust execution capabilities aligned with stringent sustainability and operational expectations.

Outcome Delivered

We supplied transformers from our Vadodara facility, leveraging strong customer relationships, technical expertise, and execution capabilities. The project strengthened our positioning as a trusted energy technology partner while supporting the customer's vision of building an integrated and self-sufficient green energy ecosystem. Successful execution also created visibility for future opportunities across E-House solutions, power systems, and transformer deployments.

Powering Utility-scale Renewable Energy Infrastructure



By integrating intelligent monitoring, predictive analytics, and connected electrical infrastructure, the project elevated reliability and operational efficiency across large-scale renewable energy operations.

The Opportunity

A leading renewable energy developer needed reliable and future-ready electrical infrastructure for a large-scale solar project. The project called for MV switchgear, seamless system connectivity, predictive monitoring capabilities, and robust execution aligned with the fast-growing renewable energy ecosystem.

Outcome Delivered

We deployed connected MV switchgear with advanced monitoring capabilities supported by EcoCare-based predictive analytics and continuous environmental monitoring systems. The solution strengthened operational reliability, enabled proactive asset monitoring, and enhanced system efficiency across the solar infrastructure. The engagement also helped establish a strong market reference within the renewable energy sector while creating visibility for future utility-scale solar opportunities.



Customers

Ensuring Stronger Outcomes through Precise Execution

Delivering lasting customer value requires organisations to continuously evolve and perform at scale. We support this through a high-performance ecosystem built on operational discipline, cutting-edge innovation and sustained improvements across our organisation and customer network. This holistic approach fortifies execution capabilities, elevates service reliability and consistently delivers stronger customer outcomes and long-term business gains.



Through closer collaboration, refined processes and a solution-oriented framework, we ensure each engagement augments efficiency and optimises impact. With a focus on accountability and adaptability, we respond effectively to evolving requirements while maintaining the highest standards of execution and customer experience.

Driving Execution with Integrated Capabilities

As infrastructure projects become increasingly complex and time-sensitive, execution excellence has emerged as a critical differentiator. Across sectors including power, transportation, data centres, renewables, metals, semiconductors, and utilities, we fortified our execution capabilities through integrated solutions, cross-functional collaboration, and disciplined project management. Our ability to combine engineering expertise, technical consultation, manufacturing strength, and responsive service enabled us to deliver reliable outcomes across mission-critical applications.

Strengthening Customer Confidence through Early Engagement

A key enabler of successful execution has been our consultative approach and early engagement with customers, consultants, EPC partners, and end users. By participating from the specification and design stages, we were able to influence solution architecture, optimise project configurations, and

align execution timelines with customer expectations. This collaborative approach helped strengthen customer confidence while enabling smoother implementation across large and technically demanding projects.

Enhancing Reliability through Intelligent and Connected Solutions

We integrated intelligent monitoring, automation, predictive maintenance, and connected service capabilities across our solutions portfolio. From SCADA integration and EcoCare-enabled monitoring to smart RMUs, digital substations, and automation platforms, these capabilities enhanced operational visibility, improved asset reliability, and enabled proactive maintenance for customers operating critical infrastructure.

Building Long-term Strategic Opportunities

Our focus on precise execution not only strengthened operational outcomes but also helped create long-term strategic visibility across emerging sectors.

Successful project delivery reinforced customer trust and strengthened reference creation. It also expanded future opportunities across grid modernisation, renewable energy, semiconductor manufacturing, electric mobility, hyperscale data centres, and urban infrastructure projects.

Scaling Up for Tomorrow

We are strengthening our manufacturing and product capabilities to align with rising demand across power, infrastructure and emerging energy segments. Through targeted investments across facilities and product lines, we are expanding capacity, boosting operational efficiency and building a future-ready platform that supports sustainable and profitable growth. This expansion reflects our commitment to localisation, faster delivery and serving customers with greater agility and scale.





Partners and Alliances

Collaborating for A Wider Impact

A strong network of trusted partners continues to fortify our market presence and growth journey. Working closely with distributors, panel builders and key component partners, we have fostered a collaborative ecosystem, centred on operational efficiency, agility and long-term value creation. Built on strategic alignment and shared priorities, these enduring relationships enable our partners to benefit from stronger capabilities, improved responsiveness and sustainable growth opportunities.



Together, we foster a high-performance network that expands our collective market impact. Through coordinated efforts, simplified processes and deeper engagement, we deliver consistent, relevant outcomes for our customers.

As we continue to strengthen and widen this ecosystem, our focus remains on building transparent, accountable and future-ready partnerships that support lasting progress.

Partnerships of Progress

Broadening our partner network

We consistently expand our ecosystem by engaging with organisations that share our vision and values, helping us broaden market reach, augment capabilities and deliver greater value to customers.

Deepening partner capabilities

We focus on strengthening existing partnerships through continuous training, structured enablement and dedicated support, equipping partners to better address evolving customer needs and deliver superior service.

Enhancing regional access

We steadily bolster our regional footprint to improve accessibility, serve a wider customer base and deliver more localised solutions with faster response times and stronger on-ground presence.

Together, these collaborative, innovation-led partnerships position us to deliver differentiated value, respond effectively to customer challenges and adapt with agility in a dynamic market landscape.



Strategic Partnerships Driving Impact

Our partnerships form a critical foundation of our operations, enabling us to access diverse markets and address a wide spectrum of customer requirements. By collaborating with key industry stakeholders, we deliver integrated, high-quality solutions that strengthen our overall service capabilities.



Distributors

Extend market reach by ensuring seamless availability of our products and solutions across geographies.



Original Equipment Manufacturers (OEMs)

Integrate our technologies into their offerings, elevating product performance and sharpening technological acumen.



Panel Builders

Deliver customised solutions tailored to specific customer needs through collaborative design and execution.



Contractors

Work in close coordination to execute end-to-end, integrated solutions aligned with project requirements.



System Integrators

Develop efficient, scalable systems that boost operational performance and deliver measurable outcomes.

Together, these partnerships amplify our ability to deliver consistent quality and foster innovation, driving sustainable growth in a dynamic and evolving market.



Sustainability Approach

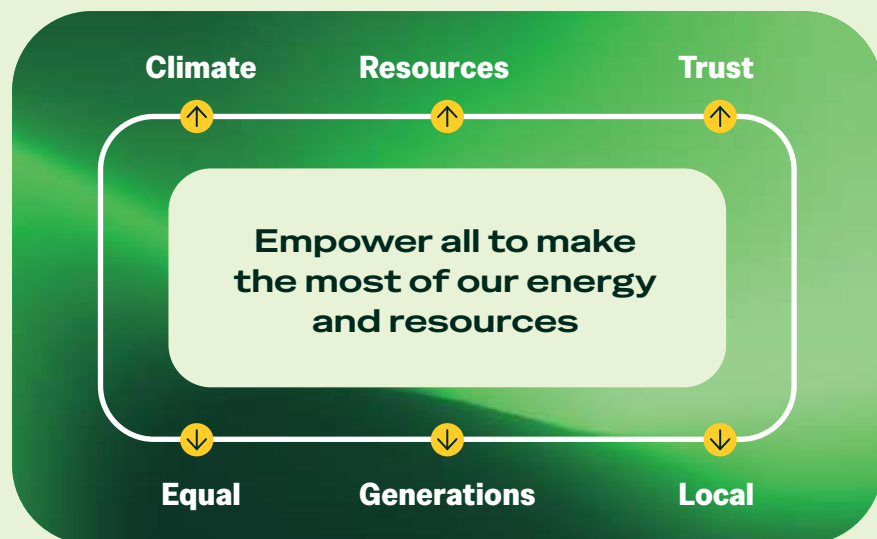
Sustainability Strategy



At SEIL, we have deeply embedded sustainability into our business strategy and the way we create long-term value. As a leading provider of energy management and electrical distribution solutions, we recognise that our role extends beyond delivering reliable products and technologies. We are committed to contributing positively to society, accelerating climate action, improving resource efficiency, creating opportunities for people and upholding the highest standards of business integrity.

Our sustainability approach is aligned with Schneider Electric Group's global sustainability ambition, built on more than two decades of leadership in sustainable business practices. Through this alignment, we contribute to the Group's long-term vision of bridging progress and sustainability by being the trusted technology partner for all, while supporting India's transition towards a low-carbon, inclusive and resilient economy. Our ESG strategy is structured around six interconnected pillars: Climate, Resources, Trust, Equal, Generations and Local.

6 Long-term Commitments



5 GLOBAL

Act for a **climate** positive world
 Be efficient with **resources**
 Live up to our Principles of **Trust**
 Create **equal** opportunities
 Harness the power of **all generations**

+1 LOCAL

Empower **local** communities



Sustainability Approach

Sustainability Highlights



100% Electricity Procurement from Renewable Sources (including RECs)

In FY 2025-26, we advanced our decarbonisation journey by sourcing 100% of our electricity requirement from renewable sources, through a combination of on-site solar generation and Renewable Energy Certificates (RECs). On-site solar installations at MVI, TBI and KMVC enabled direct renewable power consumption at key manufacturing locations, while the balance grid electricity was addressed through RECs allocated in line with Schneider Electric Group's renewable electricity strategy. This achievement supports the Group's RE100 commitment and our roadmap towards net-zero ready operations by reducing Scope 2 emissions exposure, while ongoing energy audits, digital monitoring, compressed air optimisation, VFD deployment, occupancy sensors and other energy efficiency measures improved operational energy performance across sites.

Reducing SF₆ Leakage to 0.15%

We maintained SF₆ leakage at the threshold level of 0.15% in FY25-26, reflecting our focused approach to managing fugitive emissions with high global warming potential from manufacturing operations. This performance was supported by the implementation of a new SF₆ leakage detection system, including leakage detector sensors and leakage monitoring dashboard for SF₆ filling equipment, enabling faster identification, response and control of potential leakages. Strong monitoring discipline, periodic checks, shopfloor awareness and preventive maintenance helped embed leakage control into day-to-day operations, reinforcing our commitment to reducing Scope 1 emissions and continuously improving environmental performance.



60% Reduction in CO₂ Emissions from Top Suppliers

Through The Zero Carbon Project, we contributed to a 68.7% reduction in CO₂ emissions from our suppliers' operations, exceeding the programme's original ambition of a 50% reduction across the upstream value chain. We focused on engaging strategic and high-impact suppliers to measure their carbon footprint, report emissions, define reduction roadmaps and implement actions such as energy efficiency improvements, renewable energy adoption and operational optimisation. We supported our suppliers through training, capacity building, progress reviews, peer learning and sustainability governance mechanisms embedded in our procurement processes, including supplier performance monitoring and quarterly business reviews. This achievement demonstrates our ability to extend climate action beyond our own operations and accelerate low-carbon transformation across our supply chain.

90% Employees Confident to Report Behaviours against Principles of Trust

We achieved 91% employee confidence to report behaviours against the Principles of Trust in FY25-26, surpassing our target of 84% and reinforcing the strength of our speak-up culture. We obtained this outcome through the sustained deployment of Schneider Electric's Trust Charter, whistle-blower and vigil Mechanism and Trust Line reporting channel, complemented by mandatory ethics and compliance trainings and focused campaigns encouraging employees to raise concerns without fear of retaliation. Leadership-led communication, shopfloor awareness sessions, regional-language posters, employee engagement initiatives and dedicated 'Speak Up' interventions helped us build psychological safety across our offices and manufacturing sites. Therefore, this result reflected a culture of integrity, transparency and accountability, where our employees feel empowered to report unethical conduct and trust that concerns will be handled confidentially, impartially and responsibly.

100% Strategic Supplier Providing Decent Work Conditions

In FY25-26, 100% of our strategic suppliers adhered to Decent Work Programme requirements, demonstrating our commitment to responsible sourcing and respect for human rights across our value chain. Our Decent Work Program, aligned with international labour frameworks including ILO principles and ISO 26000, assesses suppliers on fundamental and advanced requirements covering worker rights, health and safety, fair treatment, working hours, wages, prevention of child labour and forced labour, and ethical business conduct. Our supplier sustainability framework supports implementation through the Supplier Code of Conduct, supplier approval and quality management processes, self-assessments, audits, capacity building, corrective action tracking and periodic business reviews. This achievement strengthens our supply chain resilience and ensures that our business growth is supported by dignified, safe and equitable working conditions.

Zero Lost Time Injury Frequency Rate at Manufacturing Sites

We sustained zero lost time accidents at its manufacturing sites for the last two years, reflecting the effectiveness of our safety management systems and the strong safety culture embedded across operations. Our safety framework is aligned with ISO 45001 and supported by a clear safety strategy built around operational discipline, technical qualification, leadership role-modelling and creating a safe workplace for everyone. Key initiatives included risk assessments for high-risk activities, work permit systems, toolbox talks, Safety committees, incident reporting and investigation, safety campaigns, job-specific training and external audits. We also strengthened workplace safety through machine guarding, fall protection systems, fire safety upgrades, ergonomic improvements and deployment of advanced safety equipment such as PAPR welding helmets and AI-based guarding systems. The sustained zero lost time accident performance demonstrates our commitment to ensuring that employees, contractors and visitors return home safely every day.



Sustainability Approach

Double Materiality and Stakeholder Engagement

At SEIL, we recognise that understanding stakeholder expectations is fundamental to building a resilient and future-ready business. Through our double materiality assessment, we identify the environmental, social and governance issues most relevant to our strategy, operations, stakeholders and long-term value creation.

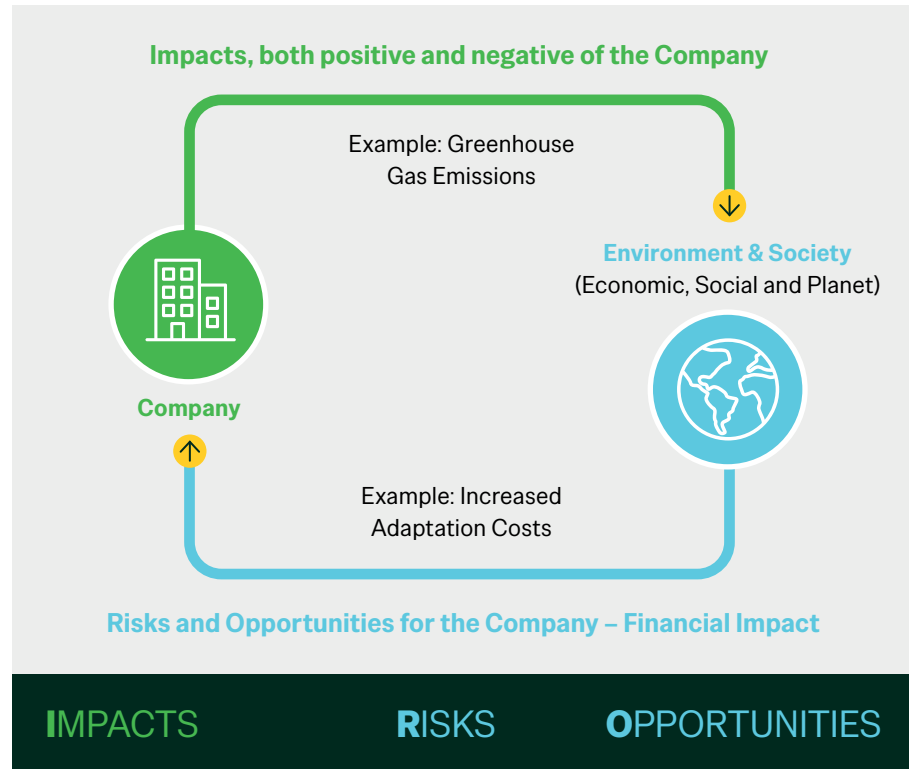
We assess both how sustainability issues affect our business and how our operations impact the economy, environment and society. Through continuous engagement, we evaluate emerging trends, regulatory developments, industry expectations and stakeholder concerns to keep our sustainability priorities relevant and responsive.



Double Materiality Assessment

In FY 25-26, we conducted a Double Materiality Assessment to identify the sustainability topics most relevant to our Company, our stakeholders and our value chain. We evaluated ESG topics through two complementary lenses: how we impact people and the environment, and how sustainability-related risks and opportunities may affect our business performance, resilience, reputation and long-term value creation.

This approach has helped us develop a more strategic, stakeholder-informed and business-relevant understanding of our sustainability priorities.



Why Double Materiality is Important for SEIL

Double materiality is important for us because we operate in sectors being reshaped by electrification, digitalisation, infrastructure modernisation and the sustainability transition. Sustainability topics are increasingly linked to customer expectations, operational efficiency, employee engagement, supply chain resilience, governance quality and long-term competitiveness.

For us, the assessment is important because it helps us:

- **Identify the most relevant ESG priorities** from both stakeholder impact and business relevance perspectives.
- **Understand our Company's outward impact** on people, communities, the environment, suppliers and customers.
- **Assess sustainability-related business risks and opportunities** that may influence performance, reputation, operational continuity and long-term value creation.
- **Align SEIL's sustainability roadmap with Schneider Electric's broader sustainability direction**, while keeping the assessment grounded in SEIL's India-specific operations, products, markets and stakeholder landscape.

Stakeholder Reach

46

Stakeholders surveyed

11

External value chain stakeholders

51

Impact, Risk & Opportunities assessed



Sustainability Approach

Methodology Adopted

We followed a structured methodology to identify, assess, prioritise and validate material sustainability topics. Our process progressed from topic identification and stakeholder engagement to impact assessment, financial assessment, development of the materiality matrix and management validation.

Assessment Methodology

Topic Identification and Shortlisting

SEIL began with a broad universe of 92 ESRS-aligned sustainability topics. Following peer benchmarking, review of ESG ratings and rankings, stakeholder considerations, Schneider Electric sustainability themes and SE India validation, the universe was reduced to 74 topics and subsequently consolidated into 27 shortlisted topics.

SHORTLISTED TOPICS

27 topics

10 Environment || 13 Social || 4 Governance



Impact Materiality Assessment

Topics were assessed based on scale, scope, irremediability and likelihood to understand the significance of SEIL's actual or potential impacts on people and the environment.

IMPACT SIGNIFICANCE

4 criteria

Scale • Scope • Irremediability • Likelihood



Materiality Matrix Development

Results from the impact and financial assessments were consolidated into a double materiality matrix to classify topics as double material, impact material, financially material or of lower relative materiality at this stage.

Identification of Impacts, Risks and Opportunities (IROs)

The assessment considered associated impacts, risks and opportunities linked to the shortlisted topics, covering environmental, social and governance considerations.

ASSOCIATED IROs

58 IROs

27 Impacts || 17 Risks || 14 Opportunities



Financial Materiality Assessment

Topics were assessed using Schneider Electric's Enterprise Risk Management-based approach, considering financial impact, image and reputation impact, and likelihood over a three-to-five-year horizon. Market or stock-price impact was additionally assessed for risks but was not separately assessed for opportunities.

ENTERPRISE RISK MANAGEMENT (ERM)-BASED LENS

3-5 years

Financial • Reputation • Market Impact • Likelihood



Management Validation

Final results were reviewed by management to ensure that the material topics reflected SEIL's strategic context, operating realities, stakeholder relevance and future business direction.

SHORTLISTED MATERIAL TOPICS

12

A validated double-materiality view of SEIL's sustainability priorities, aligned with stakeholder relevance and future business direction.

Scope of Assessment and Stakeholder Engagement

The assessment covered our own operations as well as our upstream and downstream value chain relationships. This ensured that the final material topics reflected our direct manufacturing and operational footprint, as well as the broader ecosystem in which we operate. This broader scope helped us assess sustainability priorities across the full value chain, including the role our products and services play in enabling reliable, efficient and sustainable electrical infrastructure. Stakeholder engagement was a central part of our Double Materiality Assessment. We aimed to ensure that the outcome reflected a balanced combination of leadership judgement, functional expertise, employee perspectives and external value-chain relevance.

We assessed impact materiality through a structured stakeholder survey, while financial materiality was determined through internal topic owners and business representatives using a risk-based approach, supported by validation discussions. To ensure a balanced interpretation of stakeholder inputs, we applied stakeholder weightages to the impact assessment.

Key Materiality Outcomes through Management Review and Strategic Validation

The final material topic set was not determined by scoring alone. Our management reviewed the results to ensure that the outcomes were aligned with our strategic priorities, operating realities and future sustainability ambitions. This step helped us refine the final materiality outcome and make the assessment more actionable for business planning.

The stakeholder groups covered included:

- **Key management personnel**, to capture strategic and leadership perspectives.
- **Subject matter experts**, to bring functional and technical depth across ESG topics.
- **Employees**, to reflect workplace, operational and people-related perspectives.
- **External stakeholders**, including selected value-chain participants, to bring outside-in perspectives on our sustainability impacts and business relevance.

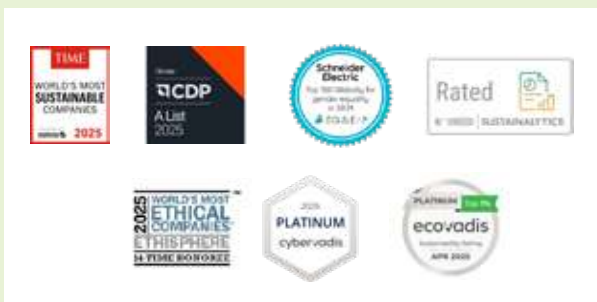
As part of the strategic validation, we selected topics based on their importance to our long-term sustainability direction. You can read more about our Double Materiality Assessment (DMA) topics, along with their associated risks and opportunities, in Section A of our BRSR.

Linkage with SEIL's 2030 Sustainability Action Plan

The Double Materiality Assessment will serve as a foundation for our upcoming 2030 Sustainability Action Plan. By identifying the ESG topics that matter most to us and our stakeholders, the assessment will help us define focused action areas, measurable targets, ownership structures and performance indicators for the next phase of our sustainability journey.

ESG Ratings & External Recognition

Being part of Schneider Electric, one of the world's most recognised sustainability leaders, SEIL's process and performance are aligned to globally established frameworks, best practices, and advanced sustainability management systems for which Schneider Electric is recognised globally. In 2025, Schneider Electric was recognised by leading global institutions for its sustainability leadership, including being ranked among the world's most sustainable companies by reputed international rating agencies and benchmark providers.



We continuously strengthen our ESG performance through robust governance, transparent disclosures, improved environmental performance, responsible business practices and social impact initiatives.

Recognition through sustainability awards, ESG assessments, safety achievements, people excellence programmes and responsible business ratings reflects the collective efforts of our employees, leadership, suppliers and partners to uphold high sustainability standards across our operations.

In FY 2025-26, CRISIL ESG Ratings assessed us as a 'Strong' performer, while NSE Sustainability Ratings classified us as an 'Aspirant'. Both are independent, SEBI-accredited ESG rating providers in India. We remain committed to improving our ESG performance through measurable action, transparent reporting and continuous stakeholder engagement.



Environment

Engineering a Low-carbon, Resource-efficient Future

Climate and environmental stewardship are integral to our sustainability strategy. We are reducing emissions, improving resource efficiency and embedding circularity across our operations through renewables adoption, energy-efficient technologies, responsible water management and waste recovery. Leveraging digital monitoring, continuous improvement and value chain collaboration, we are strengthening environmental resilience while supporting India's transition to a net-zero and nature-positive future.



Aligned with Schneider Electric's Net-zero Ambition

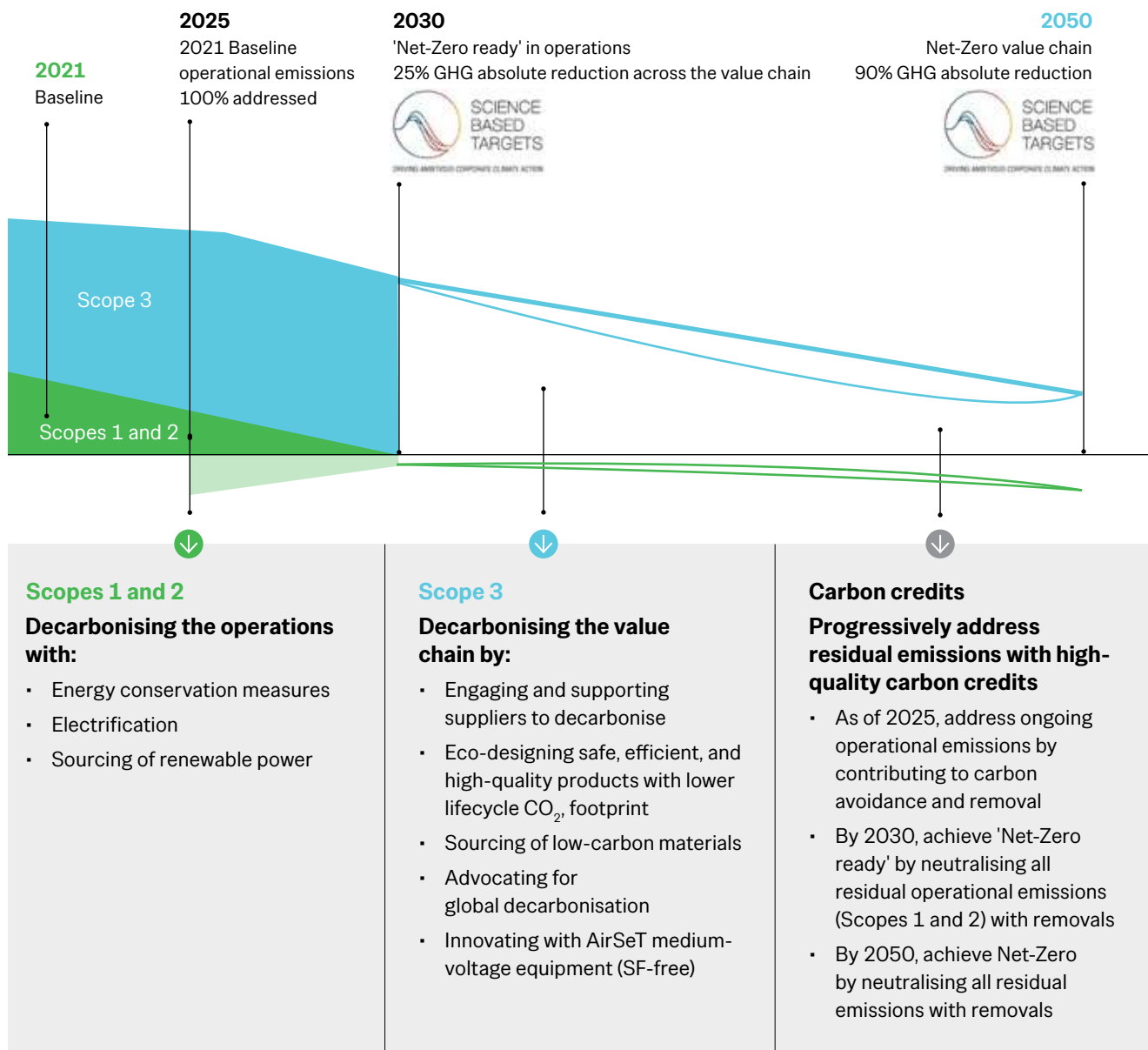
We align our climate actions with Schneider Electric Group's net-zero ambition while contributing to India's climate goals. The Group's strategy establishes ambitious targets to reduce emissions across its operations and value chain and neutralise residual emissions.

In August 2022, Schneider Electric became one of the first companies to have its greenhouse gas reduction targets validated by the Science Based Targets initiative (SBTi), in line with the Corporate Net-Zero Standard published in October 2021.

Under its 2030 SBTi, the Group is committed to:

- Achieving net-zero-ready operations by reducing absolute Scope 1 and Scope 2 emissions by 90% from the 2017 baseline
- Reducing absolute Scope 3 value chain emissions, covering upstream and downstream activities, by 90% from the 2021 baseline

Residual Scope 1, Scope 2 and Scope 3 emissions will be neutralised through high-quality carbon-removal credits. The Group has also made specific commitments towards energy efficiency, electrification and renewable electricity through the Climate Group's EP100, EV100 and RE100 initiatives.





Environment

Strengthening Climate Resilience

Schneider Electric assesses both physical and transition risks associated with climate change. Physical risks include acute events such as floods, heatwaves, droughts, wildfires, storms and extreme cold, as well as chronic risks such as rising temperatures and water stress. These risks could disrupt operations, damage assets, increase cooling and water-related costs, and create supply-chain and logistics bottlenecks.

To manage these risks, the Group uses climate-risk modelling, site-level assessments, business continuity planning and regular audits. It conducts 60–80 audits annually and updates site risk profiles based on the findings. In response

to the Group's findings, SEIL has adopted measures like fire-protection systems, flood-response plans, employee preparedness training, HVAC upgrades, water recycling, supply-chain mapping, strategic inventory and dual sourcing. Critical manufacturing sites and logistics hubs are also reviewed to strengthen operational resilience.

Transition risks include regulatory, reputational and market-related factors arising from climate policies, carbon pricing, evolving customer expectations and demand for low-carbon products. Schneider Electric views decarbonisation, electrification, energy efficiency, automation and digital infrastructure as long-term growth drivers. Its response encompasses value-chain decarbonisation, delivery of its net-zero commitments, product eco-design, low-carbon solutions, responsible marketing, ESG screening and proactive regulatory compliance.

Managing GHG Emissions

We have developed a comprehensive approach to reducing greenhouse gas emissions across our operations and value chain. Carbon-footprint mapping has been undertaken across all SEIL facilities, supported by detailed energy audits conducted by a Bureau of Energy Efficiency-certified auditor. Grid electricity, SF₆, LPG and diesel were identified as the principal contributors to our emissions.

Our decarbonisation approach focuses on reducing fossil fuel consumption, electrifying oil- and gas-dependent processes, increasing renewable energy adoption and improving operational efficiency through digitalisation and optimisation initiatives.

Scope Emissions 1

We have implemented several measures to reduce direct emissions. These include replacing diesel with LPG in the autoclave oil-heating process, resulting in a 50% reduction in associated CO₂ emissions; installing solar water-heating systems for canteen operations; and transitioning from diesel vehicles to electric vehicles for movement within our sites. EV charging stations have also been installed to encourage green mobility among employees.

To manage fugitive SF₆ emissions, we have installed leakage-detection sensors, alarms and emission-monitoring systems for SF₆-filling equipment, strengthening our ability to detect and minimise gas losses.

Scope Emissions 2

We are advancing renewable energy adoption through phased on-site solar installations and the procurement of Renewable Energy Certificates covering 100% of our grid electricity consumption. Currently, 20% of our electricity requirement is met through on-site solar generation.

Our energy-efficiency initiatives include optimising compressed-air pressure, insulating chiller pump bodies, installing variable frequency drives in chillers and other energy-intensive equipment, improving power factor, deploying occupancy sensors and using leak-detection devices for compressed-air systems.

Scope Emissions 3

Through the Zero Carbon Project, we are collaborating with suppliers to reduce value-chain emissions. This initiative achieved a ~68% reduction in upstream CO₂ emissions in FY 2025-26 compared with the 2021 baseline.

We have also introduced SF₆-free product ranges using pure-air and vacuum technology. Route optimisation, milk-run logistics and improved truck-load utilisation are further helping us reduce logistics-related emissions.

Further details on our GHG emissions management are provided under Principle 6 of the BRSR.

Advancing Water Stewardship

We recognise water as a critical shared resource and follow a proactive stewardship approach. Our manufacturing facilities in Vadodara are located in a water-stressed region, as identified by the World Resources Institute's Aqueduct Water Risk Atlas. We have therefore embedded water management into our sustainability framework, with three key priorities:

- Reducing dependence on freshwater resources
- Maximising water reuse and recycling through circular systems
- Achieving zero or minimal discharge into the environment

All the sites have taken targets to implement water-related initiative and 100% of our sites have implemented all water-related actions.

We have installed rainwater harvesting systems to capture monsoon runoff for secondary use and ensure the reuse of treated wastewater from sewage treatment plants for gardening. Water recycling plants and Zero Liquid Discharge systems further enable the treatment, recovery and reuse of water within our operations, reducing freshwater withdrawal and discharge. Last year, 30% water for the domestic purposes in MVI factory was met through rainwater harvesting.



Accelerating Circularity and Waste Management

Schneider Electric views circularity as a powerful lever for enabling a net-zero and nature-positive future. Its approach focuses on designing out waste and pollution, keeping products and materials in use for longer, and reducing dependence on virgin resources and energy-intensive manufacturing.

Aligned with this ambition, we have ensured that all our sites are classified as 'Waste to Resource' sites, with >99% of non-hazardous waste diverted from landfill to recycling or energy recovery operation. Also, we have embedded the following features:

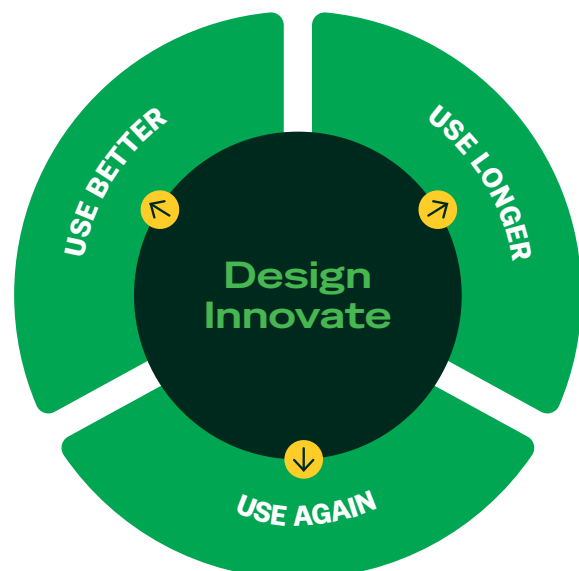
Design and Innovate: Applying eco-design principles to improve reliability, durability and product life, while exploring service-led business models.

Use Better: Increasing the use of sustainable and recycled materials while reducing manufacturing scrap and waste.

Use Longer: Extending product life through on-site repair, maintenance and equipment modernisation.

Use Again: Recirculating products, components and materials through take-back, refurbishment and resale of retired assets.

We recognise that the greatest value can be retained during the design and innovation stage, while recovery becomes increasingly resource-intensive later in the product lifecycle. For example, optimising copper use during manufacturing is more efficient than recovering it from end-of-life products.





Environment

Embedding Circularity in Operations

We embed circularity across our value chain to minimise waste and optimise material utilisation. Through sustained prevention, reduction and recovery initiatives, we have achieved over 99% waste recovery, advancing our commitment to Zero Waste to Landfill and greater material circularity.

Packaging remains an important area of focus. We are transitioning to recyclable corrugated materials, reducing wood-based packaging, eliminating single-use plastics and adopting coconut coir as an alternative to plastic foam. We have also replaced wooden pallets with metal pallets under circular models and introduced reusable metal cages that can be used approximately 50 times.

These efforts are supported by segregation at source, recycling and recovery, as well as the conversion of organic waste into compost through vermicomposting and food-waste processing. Collaboration across procurement, manufacturing and logistics, together with supplier and partner engagement, helps us scale circular solutions across the value chain.

Eco-designing Sustainable Products

Design and innovation are central to our circularity approach. By embedding EcoDesign principles into product development, we seek to reduce material footprints, improve energy efficiency, extend product life and minimise end-of-life impacts.

Our approach considers the complete product lifecycle, including materials, energy efficiency, durability, recirculation, packaging and operations. This enables us to develop products that use resources more efficiently, remain in service longer and can be reused, repaired, refurbished or recycled after their first life. Service-led business models further support customers in reducing CO₂ emissions and improving resource efficiency.

We align with Schneider Electric's circularity ambition by placing design at the centre of our sustainable product and operations strategy. Our focus is on reducing dependence on virgin resources, improving product durability and repairability, and developing solutions that help customers lower their environmental impact.

Schneider Electric's EcoDesign capabilities, supported by lifecycle assessments, environmental footprint measurement, repairability principles and the Environmental Data Program, provide a strong framework for advancing circularity across our value chain. By integrating these principles into offer creation, product design, manufacturing and customer solutions, we support the broader objective of decoupling business growth from natural resource extraction and advancing net-zero and nature-positive outcomes.

EcoDesign Circularity



Recirculation

Ensure products, parts and materials have multiple lives.



Lifetime Extension

Extend lifetime of product and parts through design and services.



Energy Efficiency

Optimise energy efficiency during product use. Strengthen ability to deliver energy efficiency for customers.



Materials and Substances

Focus on using less. Focus on alternative materials for circularity, low carbon emission, people and ecosystem safety.



Packaging and Operations

Use alternative packaging solutions to optimise resources and minimise waste generation. Other benefits occurring at Schneider Electric operations.

Lifetime Extension through EcoFit Offers

In FY 2025-26, SEIL advanced its circularity and customer sustainability agenda by repairing and servicing circuit breakers through Schneider Electric's EcoFit offers. This helped customers extend the life of existing electrical assets while improving reliability, safety and performance. EcoFit modernisation and circularity services are designed to extend equipment life, reduce environmental footprint and avoid premature replacement by retrofitting, repairing or upgrading active components instead of replacing complete equipment. This approach supports resource efficiency, reduces material consumption and lowers associated CO₂ emissions, while enabling customers to maintain continuity of operations with reduced downtime and optimised maintenance costs. Through EcoFit solutions, we have refurbished more than 10,000 products on-site, delivering material and cost savings for customers while supporting a more circular and resource-efficient economy.

Enhancing Lifecycle Transparency

Schneider Electric's Environmental Data Program provides fact-based information on the environmental performance of products throughout their lifecycle. Building on the earlier EcoDesign programme, it covers attributes such as carbon footprint, recycled material content, energy efficiency and end-of-life recycling options.

Product Environmental Profiles further provide lifecycle-based environmental declarations, enabling transparent communication of product impacts. In alignment with this approach, 55% of our products have Product Environmental Profiles. This helps customers make informed sustainability decisions while advancing our commitment to circularity, responsible design and reduced lifecycle impact.



Protecting Biodiversity and Nature

We take a proactive approach to protecting, restoring and enhancing ecosystems within and around our operations, aligned with Schneider Electric's ambition to contribute to a nature-positive future. At the Group level, biodiversity impacts and dependencies across land, oceans, freshwater and the atmosphere are assessed using frameworks such as the Taskforce on Nature-related Financial Disclosures and the Global Biodiversity Score methodology developed by CDC Biodiversité. 100% of our manufacturing sites have implemented applicable biodiversity actions.

One of our flagship initiatives is the development of a Miyawaki forest ecosystem at our Vadodara sites, where more than 1,500 native trees have been planted using a dense, high-growth model. Ponds and rainwater-harvesting systems complement this initiative by supporting groundwater

recharge and strengthening ecosystem resilience in a water-stressed region. Across our sites, landscaped areas comprising more than 2,000 trees and plants contribute to local biodiversity, microclimate improvement and employee well-being.

We also integrate nature-based and circular practices into our operations. At one site, we expanded an organic kitchen garden from approximately 3,300 sq. ft. to over 10,000 sq. ft. Fruits and vegetables are cultivated using sustainable practices and distributed among employees. Organic compost generated through vermicomposting and food-waste processing supports the garden, creating a closed-loop system that converts waste into nutrients.

These initiatives reflect our commitment to working with employees and partners to preserve biodiversity while reducing pressure on natural resources through circularity, responsible sourcing and efficient resource use.





People

Empowering Talent for Lasting Impact

Our people power our growth and shape our future. By attracting diverse talent, building future-ready capabilities, fostering inclusion, supporting holistic well-being and maintaining a strong safety culture, we create an environment where every individual can contribute, grow and thrive while advancing our ambitions in electrification, automation and digitalisation.



Our values form the foundation of a high-performing culture that unites our people and drives business success. As we lead the industrial technology transformation, we continue to embrace emerging opportunities across renewable energy, artificial intelligence and digital innovation. Our '2027 and Beyond' growth ambition is centred on building a sustainable future through electrification, automation and digitalisation.

Our people and culture are fundamental to achieving this ambition. Our diverse and talented workforce brings the vision, capabilities and energy required to fulfil our purpose and foster a performance- and growth-oriented culture.

Our IMPACT values bring our culture and Employee Value Proposition to life. They represent our distinct cultural

DNA and guide how we think, act and collaborate, individually and collectively, every day. While uniting us through shared behaviours, these values also encourage every employee to embrace and express their unique identity.



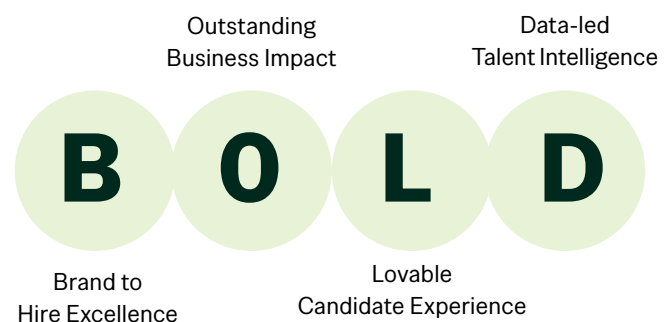
Building an Inclusive, Future-ready Workforce

We are committed to building a diverse, equitable and inclusive workforce aligned with Schneider Electric's global sustainability ambition. Our inclusive hiring strategy seeks to strengthen representation across lateral, frontline management and leadership roles, with a focus on gender, generational diversity, under-represented groups and early-career talent.

Shifting from Role-Fit to Skill-Fit

As business priorities evolve, we are strengthening capabilities across digital technologies, AI, data, sustainability and advanced engineering. Our skills-based hiring approach enables us to align talent acquisition more closely with emerging business requirements, shifting the emphasis from role-fit to skill-fit and improving the quality of hiring.

We also nurture talent internally through career development, leadership programmes, continuous learning, internal mobility and upskilling. These efforts are supported by the BOLD framework:



The framework strengthens our talent pipeline, aligns hiring with business priorities, enhances the candidate experience and enables data-led sourcing decisions.

Strengthening Retention and Ownership

Employee retention remains a key priority, supported by strong engagement mechanisms and a culture of ownership and shared success. Our attrition rate stood at 7%, reflecting the strength of our people practices.

The Worldwide Employee Share Ownership Plan enables employees to invest in Schneider Electric and participate in its performance. Discounted share purchases, employer-matching contributions, dividend reinvestment, potential capital appreciation, flexible investment options and life-event exit flexibility support employee engagement, long-term wealth creation and retention.



People

Advancing Diversity, Equity and Inclusion



Diversity, equity and inclusion are strategic business priorities that strengthen innovation, performance and purpose-led growth. Gender equity remains central to our people agenda, with continued emphasis on recruiting and developing women and diverse talent across digital technologies, data analytics, data science, ESG, sustainability, finance, marketing and other business-critical functions.

In FY 2025-26, women representation was 18.7% of our workforce. We have maintained pay equity since 2023, while employee engagement remained consistent across genders at approximately 86%.

Creating Inclusive Pathways

Our inclusion journey is supported by targeted programmes and progressive policies. The Second Innings programme, launched in 2023 as Her Second Innings, helps experienced women professionals resume their careers after a break. The programme was expanded significantly in 2025.

We advance LGBTQIA+ inclusion through awareness sessions, gender-neutral restrooms, inclusive insurance benefits covering gender reassignment and same-sex partners, and the LGBTQ+ & Allies Employee Resource Network.

For people with disabilities, the SAKSHAM programme, accessibility audits, dedicated infrastructure budgets and the Count Me In campaign promote accessibility, voluntary self-

identification and customised support. Our advocacy also extends beyond the workplace through allyship initiatives, including our participation with ABBF at the Vedanta Delhi Half Marathon.

Embracing Diversity across Generations

We recognise the value of generational diversity and veteran inclusion. Programmes such as OJAS and Champions Club help accelerate the development of early-career women for frontline and leadership roles. Our campus hiring approach also emphasises diversity, including the recruitment of women and students with disabilities.

Flexible, gig-based opportunities support senior professionals at later stages of their careers, while structured hiring, onboarding and development create inclusive career pathways for veterans.

These efforts are strengthened by three employee-led and business-sponsored Employee Resource Networks: Women & Allies, PwD & Allies, and LGBTQ+ & Allies. These networks provide platforms for mentoring, career navigation, community support and inclusive culture-building across SEIL.

Supporting Holistic Wellbeing

We place employee wellbeing and care at the heart of our employee experience, recognising holistic health as an important driver of engagement, productivity and long-term success. Guided by the philosophies of Be Healthy & Safe and Work Well, Work Smart, we promote physical, mental, emotional and financial wellbeing through continuous engagement and initiatives such as H.E.A.L.T.H.Y Me.

We provide mental health support through wellbeing nudges, self-care resources, social communities, peer-support groups and a 24/7 Employee Assistance Programme for employees and their families. Our Digital Employee Benefits Wallet allows employees to personalise benefits across health check-ups, gym memberships, vaccinations and outpatient consultations, with more than half of our employees using the facility.

We foster an inclusive culture of care through accessible workplaces and insurance coverage for prosthetics and mobility aids. STEPATHON 2.0 engaged more than 3,000 participants, who recorded an average of 8,000 steps per day.



We also promote financial wellbeing through sessions on tax planning, investments and budgeting. The Refyne salary-on-demand facility recorded over 8,000 transactions in 2025, while retirement benefits include the Voluntary Provident Fund, National Pension System and gratuity.

Read more about our people-centric policies and initiatives in BRSR Principles 3 and 5.

Strengthening Employee Engagement

We drive employee engagement across our locations through multidimensional initiatives that strengthen alignment, wellbeing and organisational culture. Manufacturing conclaves such as V-Rise in Vadodara have enabled leadership alignment, collaboration and a growth-oriented mindset.

These efforts are complemented by sports festivals involving more than 350 employees, health sessions, sustainability drives, social impact programmes, Industry 4.0 and Total Productive Maintenance workshops,

and development initiatives for our shopfloor workforce. Recognition on national platforms and strong industry-academia partnerships further reinforce a culture of learning and collaboration.

OneVoice, our annual employee engagement survey, provides every employee with an opportunity to be heard and create an impact. The collective insights help us recognise our strengths, identify areas for improvement and advance our journey towards shared growth and success.





People

Building Future-ready Capabilities

In FY 2025-26, we further strengthened our learning ecosystem, empowering employees, partners, customers and emerging talent to thrive in a rapidly evolving digital and energy landscape.

During the year, we delivered 28,906.65 learning hours, averaging 20.72 hours per learner. We also launched new learning centres in Gurugram, Mumbai and Bengaluru, equipped with advanced infrastructure for immersive, hands-on learning.

Gurukul remained an important capability-building platform, providing hands-on product training to more than 20 SEIL employees through innovation laboratories and advanced hardware at Avinya in Bengaluru, Aarohan in Gurugram and Mahape in Mumbai. Aligned with the 1 SE Saturation and 3S

Strategy, our learning programmes focused on megatrends, market dynamics and evolving business priorities.

We strengthened our culture of innovation through six Electrifiers in 2025. Our Higher Education Policy also enabled more than five employees to pursue learning opportunities through partnerships with institutions such as SP Jain, BITS Pilani and MAHE Manipal.

Employees also had access to over 10,000 Coursera courses from more than 200 leading universities, enabling continuous, self-directed learning.

Leadership development remained central to our talent strategy. Flagship programmes such as Champions Club, OJAS, TEJAS, STEP1, CSA and BGL recorded more than 52 successful completions. Through immersive learning, mentorship, real-world exposure and partnerships with institutions such as XLRI and ISB, these programmes are helping us develop future-ready leaders.



Building a Culture of Health and Safety

Health and safety are foundational to Schneider Electric's Trust Charter and essential to maintaining the confidence of our employees, customers, contractors and other stakeholders. We are committed to providing a safe and healthy environment where employees can perform to their full potential, contribute to customer safety and return home safely every day.

Our commitment is formalised through the Group Safety and Occupational Health Policy, which is reviewed annually, aligned with ISO 45001 and applicable to employees, contractors and everyone working under our supervision. It promotes a resilient safety culture grounded in trust, Speak

Up, Just Culture, continuous learning, employee engagement and leadership accountability. Every employee is expected to identify and mitigate risks, whether at our facilities, on the road or at customer sites.

Our risk-led approach embeds health and safety within the Enterprise Risk Management framework. It is supported by High Potential Severity incident analysis, annual Health and Safety Improvement Plans, global reporting tools and the S.A.F.E. First approach, which encourages employees to pause and assess risks before beginning any task.

Executive-level reviews, global steering committees, Environmental Health and Safety assessments, legal registers, ISO 45001 audits and digital risk-assessment tools for customer-facing activities further strengthen governance.

In FY 2025-26, we achieved zero lost-time injuries for the second consecutive year, while 100% of employees were covered by a health and safety management system.

Further details on our health and safety strategy, policies and initiatives are provided under Principle 3 of the BRSR.





Corporate Social Responsibility

Creating Shared Value through Purposeful Impact

We integrate Corporate Social Responsibility (CSR) into our strategy, aligned with our purpose of advancing energy technologies to electrify, automate and digitalise every industry, business and home, driving efficiency and sustainability for all.



In India, this commitment is advanced through the Schneider Electric India Foundation (SEIF), which works closely with underserved communities through high-impact programmes benefiting youth, children and vulnerable communities.

Our CSR approach is centred on promoting inclusive growth by expanding access to industry-relevant skills and sustainable energy solutions. Supported by a robust governance framework and overseen by a dedicated CSR Committee, we ensure effective implementation, transparency and accountability across our initiatives.

Program Highlights for FY 2025–26

We remain committed to creating meaningful community impact through focused interventions in skilling and community well-being. During FY 2025–26, the Company implemented several initiatives aligned with national priorities and the evolving needs of local communities.

Youth Skill Development Programme

Our flagship Skill Development programme empowers underserved and rural youth with industry-ready skills through vocational training in electrical, solar and industrial automation, strengthening employability and creating pathways to sustainable livelihoods.

State-of-the-Art Skilling Infrastructure:

We have established 11 Skill Development Centres across Gujarat, including 10 Government Industrial Training Institutes (ITIs), to provide industry-relevant technical training.

Creating Employable Talent:

These centres have trained more than 1,100 youth, strengthening local employment readiness and creating pathways to sustainable livelihoods.

Employee-led Knowledge Sharing:

Employee volunteerism plays a pivotal role in the programme's success. SEIL's subject matter experts actively mentor trainees and contribute to the Teachers' Mission initiative, fostering knowledge exchange and reinforcing a culture of community development.

An independent impact assessment highlights the programme's strong effectiveness and socio-economic impact, with a Social Return on Investment (SROI) of 1:7. This demonstrates how invested capital translates into measurable social value, unlocking community potential and supporting long-term economic independence.



Skill Centre Inauguration at Govt ITI Palana, Gujarat and visit by Leaders at Shishu Mandir Bengaluru

Rural Electrification for Underprivileged Communities

Our Community Electrification Programme focuses on expanding access to clean and reliable energy in remote areas with limited electricity availability. Through the deployment of sustainable solar energy solutions, we seek to bridge the rural energy divide, enhance community safety and improve overall quality of life.

During the year, our programme strengthened critical community infrastructure by supporting **Anganwadis** and public healthcare facilities with clean energy solutions, while also providing portable solar lighting to rural households, improving access to safe and reliable illumination and contributing to better living conditions.

Solar Electrification of Community Centres

During FY 2025–26, we deployed **34 kW of solar capacity** to power healthcare centres and childcare facilities, ensuring a reliable and clean energy supply. These installations are expected to enhance service delivery across healthcare facilities, benefiting more than 1.3 lakh villagers, while supporting the development and well-being of over 250 children enrolled in Anganwadi centres.

Solar-powered Anganwadis in Vadodara

Solar infrastructure was installed across **14 Anganwadi centres** in Ganeshpura, Kumetha, Rasullabad, Paladi, Hansapura, Asoj, Khandivada, Lirola, Bhagvanpura, Adiran, Jitpura and Shankarpura, creating safer and well-lit environments for early childhood learning and development.

Strengthening Rural Healthcare around Vadodara

A total of **eight healthcare facilities**, comprising **three Public Health Centres** at Rameshra, Shivrajpur and Kathola, and **five Sub-centres** at Hadbiya, Ravaliya, Kadachla, Gayatri Nagar and Chandrapura, were equipped with solar power systems to ensure uninterrupted healthcare services for rural communities.

Illuminating Homes with Clean Energy

More than **3,000 rural households** in slum communities around Bengaluru received portable solar lamps. These clean lighting solutions replace hazardous fuels, improve safety after dark and extend productive hours for education and livelihood activities.



Bhavnagarpara Anganwadi, Vadodara

Driving Forward with Purpose

We remain committed to creating sustainable, inclusive and measurable impact through our strategic CSR initiatives. By advancing industry-relevant skills, expanding access to clean energy and strengthening community infrastructure, we continue to contribute meaningfully to national development priorities.

Guided by strong governance, technology-driven solutions and collaborative partnerships, we aim to further scale our community interventions, empowering underserved populations and fostering a more equitable, resilient and self-reliant future.

Management Discussion & Analysis



Prelude

At Schneider Electric Infrastructure Limited (SEIL), our mission is to advance new energy technologies that enable a more electric, digital, and sustainable world.

As energy systems evolve through decarbonisation, decentralisation, and digitalisation, we remain committed to shaping the future of energy through innovation and integration. Our focus is on enabling efficient energy use, accelerating electrification, and supporting the transition to low-carbon, resilient infrastructure. Through smart, connected solutions in grid modernisation, automation, and energy management, we help utilities and industries enhance reliability, optimise performance, and reduce environmental impact in a rapidly evolving energy landscape.

Our focus is anchored in three core pillars:



Electrification

Expanding access to reliable and efficient power



Digitalisation

Enabling intelligent, data-driven energy systems



Sustainability

Supporting decarbonisation and resource efficiency

By advancing next-generation energy technologies, we are supporting India's transition towards a more efficient, resilient, and sustainable power ecosystem while creating long-term stakeholder value. Over the years, SEIL has evolved to deliver locally engineered, digitally enabled solutions that strengthen energy management and distribution through IoT, artificial intelligence, and predictive analytics.

Our portfolio spans transformers, switchgear, protection relays, electricity distribution and management systems, alongside digital solutions such as self-healing smart grids and energy management platforms, serving sectors including utilities, data centres, oil and gas, metro rail, metals, and mining.

Anchored by the EcoStruxure™ platform, our solutions help customers enhance reliability, improve operational efficiency, and reduce environmental impact. Backed by strong manufacturing capabilities and long-standing customer partnerships, we remain well positioned to support India's energy efficiency, industrial growth, and net-zero ambitions.



Global Economic Review

The global economy continues to demonstrate resilience, although the growth trajectory has moderated amid rising geopolitical uncertainties and evolving trade dynamics. Heightened tensions in energy-producing regions have contributed to volatility in global energy prices, with implications for inflation, trade flows, and supply chain stability across economies. According to the International Monetary Fund's April 2026 World Economic Outlook, global real GDP growth is projected at 3.1% in CY 2026 and 3.2% in CY 2027, below both recent trends and the long-term historical average, indicating a phase of steady but slower expansion.

Global Growth Forecast (%)

	Estimated	Projected	
	CY 2025	CY 2026	CY 2027
World Economy	3.4	3.1	3.2
Advanced Economies	1.9	1.8	1.7
Emerging & Developing Economies	4.4	3.9	4.2

(Source: IMF April Outlook)

The near-term global outlook has been impacted by escalating geopolitical tensions in the Middle East, leading to volatility in energy markets, supply chain disruptions, inflationary pressures, and tighter financial conditions. These developments have reinforced the importance of energy security, localisation, supply chain diversification, and infrastructure resilience across economies.



Despite near-term uncertainties, structural growth drivers remain strong. Investments in artificial intelligence, automation, and digital technologies continue to accelerate industrial transformation, increasing demand for reliable and energy-efficient electrical infrastructure across data centres, manufacturing, and urban ecosystems.

Emerging economies, particularly in Asia, continue to support global growth through infrastructure development, industrial expansion, and domestic consumption, although commodity-importing nations remain vulnerable to energy price fluctuations and external shocks. Global inflation is projected to rise to 4.4% in CY2026 before moderating to 3.7% in CY2027 as supply-side disruptions gradually ease.

Simultaneously, global supply chains are being reshaped by geopolitical realignments and the need for critical resource security. These shifts are accelerating investments in electrification, grid modernisation, renewable integration, and intelligent energy management systems, creating long-term opportunities for resilient and sustainable energy infrastructure.

Outlook



The global economy is expected to witness moderate growth, supported by technology investments, infrastructure spending, and policy support, though risks from geopolitical tensions, energy price volatility, trade fragmentation, rising debt, and financial market uncertainties persist.

In this environment, investments are increasingly focused on resilience, efficiency, and sustainability. Electrification, grid modernisation, expansion of power distribution networks, and digitalisation of energy systems are expected to remain central to long-term economic transformation.

For SEIL, these trends present significant growth opportunities. The Company's capabilities in power distribution, grid solutions, and energy management position it well to support reliable, efficient, and sustainable energy ecosystems. As investments in infrastructure and energy transition accelerate globally, SEIL remains well placed to benefit from the long-term growth cycle driven by electrification and digitalisation.

(Source: IMF April Outlook)

Indian Economic Review

The Indian economy continues to exhibit strong resilience and steady growth, with real GDP estimated to have grown by 7.7% in FY 2025-26, according to the Second Advance Estimates of the National Statistics Office. This sustained momentum reflects robust underlying economic fundamentals and positions India among the fastest-growing major economies globally. The outlook remains supported by rising productivity, broad-based development, and policy emphasis on inclusiveness and stability, reinforcing the country’s long-term trajectory towards the vision of Viksit Bharat 2047.

GDP Forecast* (in %)

Financial Year	Real GDP Growth
2023-24	7.2
2024-25	7.1
2025-26 (E)	7.7
2026-27 (P)	6.4

E: Estimated | P: Projected (Source: MoSPI)

*Note: Data Based on New base of 2022-23

India’s growth continues to be driven by a balanced mix of consumption and investment-led expansion. Rising incomes, urbanisation, improved credit access, and digital adoption are supporting sustained electricity demand across residential, commercial, and industrial sectors. Macroeconomic stability remained resilient, aided by moderated inflation, and responsive policy measures despite global energy market volatility.

Strong imports of capital goods and energy, alongside steady exports, reflected continued industrial expansion and infrastructure development. Rising public capital expenditure and improving private sector participation are accelerating investments across infrastructure, manufacturing, and energy systems. Growth in manufacturing, mining, and electricity, supported by initiatives such as PLI schemes, is driving higher adoption of automation, digital technologies, and smart power infrastructure. These trends continue to strengthen India’s industrial ecosystem while supporting long-term economic growth and energy transition.



Outlook



India’s economic outlook remains strong, supported by robust domestic consumption, infrastructure expansion, and growing manufacturing activity. The IMF estimates GDP growth of around 6.4% for FY2026–27, reflecting India’s resilience amid global uncertainties. Structural reforms, policy continuity, and rising investor confidence continue to strengthen long-term growth prospects.

Rapid progress in electrification, digital transformation, and sustainability-led investments is accelerating capacity creation across transportation, energy, data centres, electronics manufacturing, and renewable energy. While geopolitical developments and energy price volatility may create near-term challenges, India’s diversified sourcing strategies and policy agility provide stability. Increasing electrification and digital infrastructure expansion are expected to sustain demand for advanced power solutions.

Against this backdrop, SEIL remains well-positioned to benefit from rising investments in grid modernisation, electrification, and intelligent energy management, supporting the development of resilient, efficient, and sustainable power ecosystems across the country.



Indian Power Sector Review

India's power sector continues to play a pivotal role in enabling economic growth, industrial expansion, and improved quality of life, supported by sustained investments in generation capacity, grid modernisation, and clean energy transition. As one of the world's largest producers and consumers of electricity, India is steadily moving towards a more diversified and sustainable energy mix, driven by supportive policy reforms, strengthening distribution discipline and accelerating renewable adoption. India's total installed power generation capacity reached 532.7 GW as of 31 March 2026, with a record capacity addition of 55.3 GW during FY 2025-26. Non-fossil sources accounted for 53.2% of the installed capacity, reflecting sustained momentum in the country's clean energy transition. While thermal power continues to provide critical base-load support and grid stability, increasing renewable integration is gradually reshaping the energy landscape towards a more balanced and resilient system.

transformation capacity. Planned additions of ~67,000 circuit kilometres of transmission lines will further enhance inter-regional connectivity and facilitate the evacuation of renewable energy targeted at 500 GW by 2030.

The evolving power ecosystem reflects a steady shift toward cleaner and more efficient energy systems, with solar and wind leading capacity additions, supported by favourable economics, policy support, and growing private sector participation. Hydro, nuclear, and biomass continue to play an important role in balancing grid variability, while investments in green energy corridors, hybrid renewable zones, storage solutions, and emerging technologies such as green hydrogen are expected to further strengthen reliability and flexibility. Together, these developments position India's power sector for sustained, efficient, and sustainable growth, enabling the creation of a future-ready energy infrastructure.

(Source: PIB)

Installed Power Generation Capacity (GW)



Electricity demand continues to expand in line with economic activity, urbanisation, and rising electrification across industries and households, with India successfully meeting peak demand of ~242-243 GW in 2025. Industrial consumption remains the largest contributor, accounting for nearly 41-42% of total electricity usage, followed by residential, agricultural, and commercial segments, underscoring the close correlation between economic growth and power demand. To support this trajectory, transmission infrastructure continues to strengthen under the vision of "One Nation - One Grid - One Frequency," with the national grid exceeding 5 lakh circuit kilometres and 1,407 GVA

Outlook

The Indian power sector is undergoing a significant transformation, driven by rising electricity demand, evolving energy mix, and changing market dynamics. India continues to focus on ensuring reliable power access while accelerating the transition towards cleaner energy through reduced dependence on fossil fuels and increased renewable capacity. Strong demand fundamentals, supportive policies, and sustained infrastructure investments are expected to drive future growth. By FY2030, the share of renewable energy in generation is expected to rise from 18% to 44%, while thermal power contribution may decline from 78% to 52%.

Overall, the sector is expected to remain a key enabler of economic growth by supporting rising electricity demand, strengthening energy security, and improving the resilience and sustainability of India's power infrastructure.

(Source: IBEF)

Growth Drivers

The Indian economy continues to exhibit strong resilience and steady growth, with real GDP estimated to have grown by 7.7% in FY 2025-26, according to the Second Advance Estimates of the National Statistics Office. This sustained momentum reflects robust underlying economic fundamentals and positions India among the fastest-growing major economies globally. The outlook remains supported by rising productivity, broad-based development, and policy emphasis on inclusiveness and stability, reinforcing the country's long-term trajectory towards the vision of Viksit Bharat 2047.

Economic & Manufacturing Growth

Initiatives such as Make in India, Atmanirbhar Bharat, and PLI schemes are driving industrial expansion across steel, cement, chemicals, electronics, and automotive sectors, increasing demand for reliable power and resilient grid infrastructure.

Digital Infrastructure Expansion

Growth in data centres, semiconductor facilities, AI workloads, and cloud adoption is accelerating demand for uninterrupted power supply, advanced distribution systems, and energy management solutions.

Transportation Electrification

Rising EV adoption, charging infrastructure expansion, and electrification of metro rail and public transport are driving higher urban electricity demand.

Infrastructure & Urbanisation

Investments in metro rail, airports, industrial corridors, logistics hubs, and smart cities under initiatives like PM Gati Shakti are supporting sustained power demand growth.

Grid Modernisation & Digitalisation

Investments in transmission and distribution networks, smart grids, digital substations, smart meters, and predictive monitoring systems are enhancing grid reliability, efficiency, and resilience.

Indian Power Distribution and DISCOM Reforms

India's power distribution segment remains a critical pillar of the electricity ecosystem, ensuring reliable delivery of power to consumers amid rising demand driven by industrial growth, urbanisation, and increasing electrification. Improving the operational efficiency and financial sustainability of DISCOMs continues to be a major policy priority, particularly given longstanding challenges such as high Aggregate Technical and Commercial (AT&C) losses, tariff revision delays, and the gap between Average Cost of Supply (ACS) and Average Revenue Realised (ARR).

To address these issues, the Revamped Distribution Sector Scheme (RDSS), with an outlay of ₹3.03 lakh crore from FY2021–22 to FY2025–26, has accelerated infrastructure modernisation, loss reduction, and billing efficiency improvements. Initiatives such as smart metering, feeder segregation, and deployment of SCADA, ADMS, and GIS technologies are enhancing operational visibility, grid reliability, and system control. The Draft National Electricity Policy (NEP) 2026 further reinforces the focus on smart grids, renewable integration, and higher-voltage distribution systems to strengthen network efficiency and capacity.

(Source: PIB)



India's Clean Energy Transition

India's energy transition is accelerating, supported by strong policy measures, ambitious targets, and sustained investments in clean energy infrastructure. The Government's goal of achieving 500 GW of non-fossil fuel capacity by 2030 highlights the country's shift towards a cleaner and more diversified energy mix. As of 31 March 2026, India's installed renewable energy capacity stood at approximately 274.68 GW, led by solar and wind power.

Strengthening grid infrastructure through initiatives such as the Green Energy Corridor remains critical for efficient renewable integration. At the same time, energy storage systems and digital grid technologies are becoming increasingly important for managing intermittency, improving flexibility, and enhancing system reliability. Beyond power generation, initiatives such as the National Green Hydrogen Mission are supporting industrial decarbonisation and the development of a broader clean energy ecosystem, accelerating India's transition towards a low-carbon and resilient energy future.

(Source: PIB, MNRE)

India's Infrastructure Sector

India's infrastructure sector continues to play a pivotal role in driving economic growth, supported by strong policy measures, rising investments, and increasing private participation. Programmes such as PM Gati Shakti are accelerating integrated infrastructure development across transportation, logistics, power systems, and urban infrastructure, with a growing focus on sustainability, efficiency, and resilience.

The railway sector is witnessing significant transformation through electrification, network modernisation, and capacity expansion under the National Rail Plan 2030, which targets 100% electrification and higher freight modal share. Expansion of Vande Bharat trains and metro rail networks is strengthening passenger mobility and supporting sustainable urban transportation. India's operational metro rail network expanded to more than 1,155 km across 26 cities in 2026, reinforcing the country's position as home to the world's third-largest metro network and reflecting sustained investments in urban mass transit infrastructure.



Maritime infrastructure is also evolving through initiatives such as Sagarmala, promoting green ports, electrification, and cleaner logistics practices. In parallel, programmes including AMRUT, Smart Cities Mission, Swachh Bharat Mission (Urban), and PMAY-Urban continue to improve urban infrastructure, housing, sanitation, and mobility. The aviation sector is expanding through regional connectivity initiatives and airport modernisation.

Overall, sustained investments across transport, urban systems, and housing are strengthening India's infrastructure ecosystem while creating significant opportunities for advanced electrical, automation, and energy management solutions that support efficient, resilient, and future-ready infrastructure.

(Source: PM GATI, PIB)

Indian Mining, Metals and Minerals (MMM) Sector

India's mining, metals, and minerals (MMM) sector remains a key pillar of the country's industrial and infrastructure ecosystem, supplying critical raw materials for steel, cement, power, transportation, and construction. Rising infrastructure development and manufacturing activity continue to drive demand, supported by India's diversified mineral base including coal, iron ore, bauxite, and limestone.

Policy reforms such as amendments to the MMDR Act and transparent auction processes have improved regulatory clarity and encouraged greater private participation. Increasing focus on critical minerals and rare earth elements through initiatives such as the National Critical Mineral Mission is supporting the development of domestic value chains for clean energy technologies, electric mobility, and advanced manufacturing. These efforts aim to strengthen supply security, reduce import dependence, and enhance India's position in the global critical minerals ecosystem.

Simultaneously, adoption of automation, digital monitoring, advanced processing technologies, and electrified equipment is transforming mining operations by improving efficiency, safety, and resource utilisation. Supported by policy momentum, technology integration, and sustained industrial demand, the MMM sector is expected to remain a key driver of India's long-term industrial and economic growth.

Indian Oil and Gas Sector

India's oil and gas sector remains critical to economic growth and energy security, supporting demand from transportation, industry, aviation, and urbanisation. Petroleum products continue to form a key part of the energy mix, while natural gas is gaining importance as a transition fuel due to its relatively lower emissions. Continued investments in refining capacity, downstream infrastructure, and logistics are strengthening supply resilience and supporting India's position as a major hub for refined petroleum products.

Natural gas is increasingly central to the energy transition, supported by expansion of pipeline networks, liquefied natural gas (LNG) infrastructure, and City Gas Distribution (CGD) systems aimed at improving accessibility and reliability. Policy reforms such as the Hydrocarbon Exploration and Licensing Policy (HELP) and the Open Acreage Licensing Policy (OALP) are encouraging exploration, enhancing transparency and supporting long-term sector competitiveness. In parallel, the adoption of digital technologies, automation and advanced energy management systems is improving operational efficiency, optimising energy use and reducing environmental impact across the value chain.

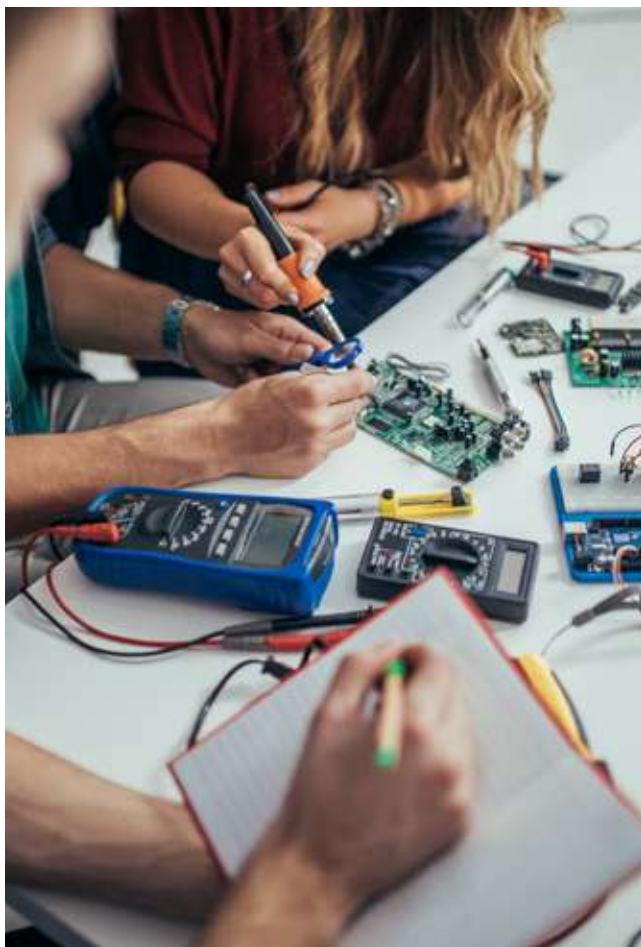
Indian Mobility Sector

India's mobility sector maintained strong momentum in FY 2025–26, supported by economic growth, infrastructure expansion, and rising consumption. The Indian automobile industry recorded its highest-ever annual domestic sales in FY 2025-26, with total vehicle wholesales reaching 28.27 million units, up 10.4% year on year. All major vehicle segments, including passenger vehicles, commercial vehicles, three-wheelers and two-wheelers, achieved record annual sales, reflecting broad-based growth across the industry.

Infrastructure development continued to play a critical role, with sustained investments in highways, expressways, and freight corridors improving connectivity and logistics efficiency across key economic regions.

Electrification is emerging as a structural trend, supported by government initiatives such as the Faster Adoption and Manufacturing of Electric Vehicles (FAME) scheme and the Production Linked Incentive (PLI) scheme, with strong growth in electric two- and three-wheelers. In parallel, the increasing adoption of digital technologies, including connected vehicles and telematics, is enhancing performance monitoring, enabling predictive maintenance, and improving overall operational efficiency.

Together, these trends are driving the evolution of India's mobility ecosystem toward more efficient, technology-enabled, and sustainable transportation solutions.



India's Electric Vehicle (EV) Infrastructure

India's electric vehicle ecosystem expanded steadily in FY 2025–26, driven by policy support, rising investments, and growing consumer adoption. EV registrations crossed 2.45 million units, reflecting ~24–25% year-on-year growth, with penetration increasing to ~8.5% from 7.7% in the previous year. Growth continued to be led by electric two- and three-wheelers, while passenger EV adoption gained momentum.

Charging infrastructure also scaled up across urban centres, highways, and commercial hubs, supported by investments from utilities, oil marketing companies, and private operators. The rollout of fast charging, battery swapping, and smart charging solutions improved accessibility.

Adoption is expanding beyond metros into Tier 2 and Tier 3 cities, aided by better infrastructure, wider product availability, and supportive state policies. Ongoing advancements in battery technology, charging networks and integration with renewable energy are expected to further accelerate India's transition to sustainable mobility.

(Source: JMK)

India's Battery Energy Storage System (BESS) Market

India's Battery Energy Storage System (BESS) market is emerging as a key enabler of the country's clean energy transition, supporting the rapid expansion of solar and wind capacity. As renewable generation increases, energy storage is becoming essential for managing intermittency, enhancing grid stability, and enabling reliable round-the-clock power supply.

During FY 2025-26, the BESS ecosystem gained further momentum, supported by favourable policy measures and a growing project pipeline. The Government of India's Viability Gap Funding (VGF) scheme, with an outlay of ₹3,760 crore, aims to support the development of 13,200 MWh of storage capacity, improving project viability and encouraging private sector participation.

According to the National Electricity Plan, India's energy storage requirement is projected to rise significantly from 82.37 GWh in FY 2026-27 to 411.4 GWh by FY 2031-32. With declining battery costs, technological advancements, and increasing adoption across grid balancing, peak demand management and renewable integration, BESS is set to play a critical role in strengthening grid flexibility and supporting India's long-term clean energy ambitions.

(Source: MNRE)

India's Semiconductor Market

India's semiconductor market gained strong momentum in FY2025–26, driven by rising demand across consumer electronics, telecom, automotive electrification, data centres, and industrial automation. India is among the world's fastest-growing semiconductor markets, with domestic semiconductor demand projected to reach approximately USD 90 billion by FY2030, driven by rapid growth in electronics manufacturing, automotive electrification, data centres, AI and digital infrastructure. The Government is accelerating ecosystem development through the Semicon India Programme under the India Semiconductor Mission (ISM), backed by an incentive outlay of around USD 10 billion. The initiative aims to strengthen capabilities across fabrication, ATMP, and chip design, while partnerships between global and domestic players are supporting the establishment of semiconductor manufacturing and packaging facilities. India's strong semiconductor design talent base remains a significant advantage.

Supported by policy incentives, supply chain diversification, and rising investments, India is steadily emerging as a key hub for semiconductor design, manufacturing, and advanced electronics production.

(Source: NITI Aayog)

India's Cloud and Service Providers Industry

India's cloud and service providers industry witnessed strong growth in FY2025–26, driven by rapid digital transformation, rising data consumption, and increasing adoption of AI, analytics, and IoT technologies. Enterprises across sectors are increasingly shifting to cloud-based infrastructure to improve scalability, flexibility, and operational efficiency. India's public cloud market is projected to exceed USD 17–18 billion by 2027, supported by growing adoption across BFSI, retail, healthcare, telecom, and manufacturing.

Significant investments by hyperscale cloud providers in data centre infrastructure across major hubs such as Mumbai, Chennai, Hyderabad, Bengaluru, and Delhi NCR continue to strengthen the ecosystem. Government initiatives including Digital India, 5G expansion, and rising generative AI workloads are further accelerating demand for high-performance computing infrastructure. Increasing focus on renewable energy sourcing and energy-efficient operations is also driving sustainable growth across the sector.

(Source: IBEF, Nasscom, Mordor Intelligence)

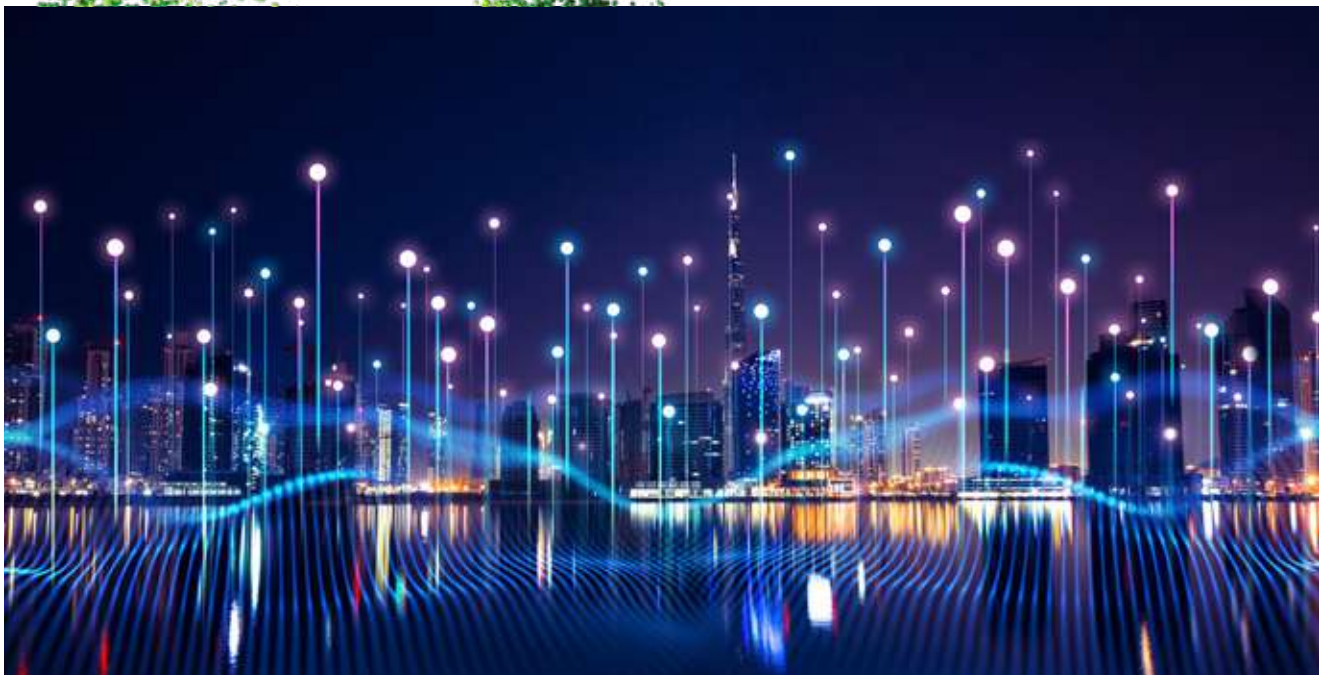
SEIL's Role and Opportunities in Core and Emerging Segments

Across these diverse end markets, SEIL is positioned to benefit from the structural transformation of India's infrastructure and industrial landscape, driven by electrification, digitalisation and decarbonisation.

SEIL's broad and integrated portfolio across power management, automation, grid modernisation and digital technologies, combined with strong technology capabilities, enables the Company to address evolving customer requirements across utilities, industries and emerging growth sectors.

Its presence across high-growth areas such as renewable integration, BESS, eMobility, semiconductor manufacturing and data centres provides multiple avenues for long-term growth, while its technology platforms and application expertise enable customers to adopt increasingly connected, intelligent and sustainable infrastructure.

This diversified end-market presence, supported by a customer-focused approach and continued technology advancement, positions SEIL to capture opportunities arising from the growing convergence of electrification, automation and digital intelligence across the economy.





Company Overview

SEIL is part of the Schneider Electric Group, a global leader in energy management and automation with operations in over 100 countries. Incorporated in 2011, SEIL has played an important role in supporting the country's electrification and industrial growth. As one of the Group's most localised entities, SEIL combines global technology expertise with strong domestic manufacturing and engineering capabilities.

Our strong local footprint and partner ecosystem enable us to deliver solutions tailored to India's evolving infrastructure and industrial needs. Through a comprehensive portfolio of electrical distribution, automation, and digital energy management solutions, we help customers build smarter, more efficient, and resilient energy infrastructure in an increasingly interconnected and digitalised energy landscape.

Our portfolio includes:	
Air-Insulated Switchgear (AIS)	Gas-Insulated Switchgear (GIS)
E-House and Switchyard solutions	Oil and Dry Type Transformers
Vacuum Circuit breakers and Protection Relays	Automation platforms and digital energy management systems
Ring Main Units (RMUs)	Battery Energy Storage Solutions



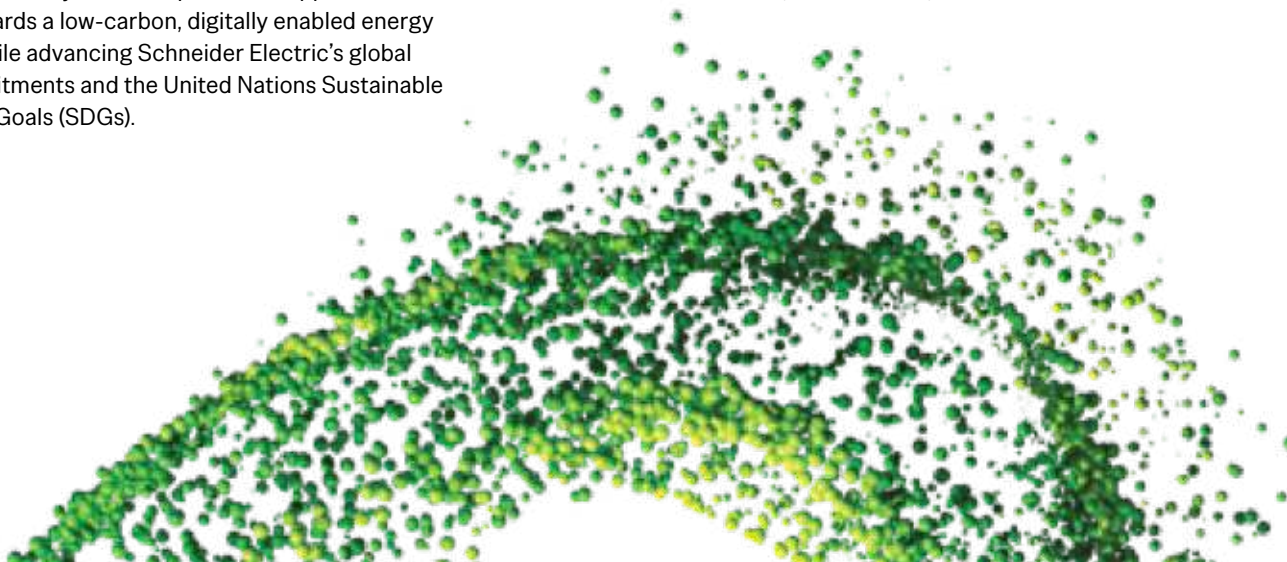
Beyond equipment, we support customers across the entire asset lifecycle—from system design and commissioning to digital monitoring, predictive maintenance, and modernisation services. Through training and capability-building initiatives, we also help customers and partners maximise the value of digital energy technologies and enhance operational performance.

Energy as a Catalyst for Progress

Energy and digital technologies are key enablers of economic development and industrial transformation. Our focus is to help organisations achieve greater efficiency, resilience, and sustainability by combining electrification with digital intelligence. Through IoT-enabled platforms, artificial intelligence, advanced analytics, and cloud-based automation, we enable customers to optimise energy performance and operational efficiency. These capabilities support India's transition towards a low-carbon, digitally enabled energy ecosystem while advancing Schneider Electric's global climate commitments and the United Nations Sustainable Development Goals (SDGs).

Sustainability at the Core of Our Strategy

As part of Schneider Electric's vision of becoming an Impact Company, sustainability remains embedded across our strategy, innovation, and operations. Our solutions help industries reduce energy intensity, optimise resource utilisation, and enhance operational resilience through smarter infrastructure and efficient energy systems. In doing so, we support India's climate ambitions while creating long-term value for customers, communities, and stakeholders.



A Portfolio Designed for the Evolving Energy Landscape

Our operating model is built to address the diverse and evolving requirements of utilities, industries and infrastructure customers.

Equipment	Transactional Solutions	Integrated Projects	Lifecycle Services	Software
Medium-voltage switchgear, transformers and electrical distribution systems designed to ensure safe and reliable power infrastructure.	Ring Main Units (RMUs), circuit breakers and protection relays supporting efficient distribution networks.	E-House solutions, switchyard systems and automation platforms that enable scalable and reliable power infrastructure.	Digital services, spare parts, predictive maintenance, asset modernisation and lifecycle management solutions that enhance reliability and optimise operational performance.	AI-enabled SCADA, SAS, and smart grid solutions enhance automation, efficiency, reliability, predictive analytics, and intelligent energy management across networks.

Strategic Priorities: Enabling India's Energy and Industrial Transformation

In FY 2025-26, we continue to sharpen our strategic priorities to align with the accelerating convergence of electrification, digitalisation and sustainability.

Driving Digital and Sustainable Energy Systems

We continue to expand our portfolio of digital-enabled equipment, automation systems and energy management solutions that enable customers to optimise operations and advance their sustainability ambitions.

Our innovation roadmap includes the deployment of next-generation digital architectures and SF₆-free switchgear technologies, supporting safer and more environmentally responsible power systems

Maximising Asset Performance through Lifecycle Services

Our growing suite of digital and recurring services enables customers to enhance asset performance, extend equipment life and reduce operational risks.

Through predictive maintenance, real-time monitoring and advanced analytics, we help organisations maintain high-performing, technologically current and resilient electrical infrastructure.

Strengthening Domestic Innovation and Manufacturing

Aligned with the Make in India vision, we continue to strengthen domestic engineering capabilities and manufacturing excellence.

Through close collaboration with partners and customers, we develop locally relevant solutions tailored to India's evolving industrial and infrastructure needs, while supporting the development of a robust domestic technology ecosystem.

Empowering People and Building an Inclusive Culture

Our people are at the heart of our transformation journey. We are committed to fostering a culture that promotes diversity, inclusion, leadership development and continuous learning.

Through structured career development pathways, mentorship initiatives and upskilling programmes, we empower our teams to drive innovation in an increasingly digital and technology-driven environment.

Capturing Opportunities in Emerging Energy Ecosystems

We are strategically positioned to support high-growth sectors including data centres, electric mobility infrastructure, semiconductors and advanced manufacturing ecosystems, where reliable and intelligent energy systems are critical.

At the same time, we continue to support renewable energy segments, including solar, wind and hydro, along with battery energy storage systems (BESS), by delivering advanced power distribution and digital energy management solutions that enable efficient integration of clean energy into industrial and infrastructure systems.



Strong Order Momentum and Segment Wins

Our order bookings maintained healthy momentum during the year, growing 27.4% year-on-year to ₹3430 crore in FY2025–26, reflecting strong demand across both core and emerging sectors. This performance was supported by continued traction in transactional and service businesses, a strengthening order backlog, and enhanced execution

capabilities. Our focused strategy of expanding in high-growth segments while deepening engagement with existing customers enabled us to secure several important wins across utilities, industrial infrastructure, and digital economy segments.

Power & Grid

We secured multiple orders from utilities for grid modernisation and digitalisation projects, including solutions for 765 kV substations, control and relay panels, and SCADA systems. These projects support utilities in enhancing grid reliability, improving monitoring capabilities, and strengthening power distribution infrastructure. We also continued advancing SF₆-free and environmentally sustainable switchgear solutions aligned with greener grid technologies.

Utilities & Distribution Infrastructure

We secured major orders for smart RMUs and digital solutions from leading utilities, supporting secondary distribution networks. Continued deployment of SCADA, CRP, and SAS solutions is enabling improved network visibility, reliability, and operational efficiency.

Data Centres & Semiconductors

We secured end-to-end electrical distribution solutions for data centres, including transformers, connected AIS panels, and EcoCare-enabled services. We also won a significant order from a leading semiconductor manufacturer for AIS, GIS, transformers, and LV switchboards, reinforcing our position in mission-critical infrastructure.

Metals, Mining & Minerals (MMM)

We delivered high-rated digitalised GIS and AIS electrification solutions for major steel and cement plants, helping improve operational reliability, safety, and efficiency across critical electrical infrastructure.

Energy & Renewables

We supported the renewable energy ecosystem through advanced AIS switchgear panels, breakers, and transformer solutions for solar projects, including one of the largest switchgear panel orders secured during the year.

Urban Infrastructure & Mobility

We secured an order to deliver a full SCADA system for a metro rail network in Western India, strengthening our presence in urban mobility and transportation infrastructure.

Capacity and Infrastructure Expansion

During FY2025–26, the Company strengthened its manufacturing and operational capabilities to address rising demand across utilities, industrial infrastructure, and digital economy segments. Investments focused on capacity expansion, new offers, efficiency enhancement, localisation and faster delivery of advanced electrical distribution and automation solutions.

The Company also expanded its capabilities in digital electrical infrastructure and smart grid solutions, including substation automation, sensor-enabled transformers, and connected switchgear, enhancing reliability and asset performance. Strengthened engineering and execution capabilities enabled efficient delivery of complex projects across data centres, renewables, semiconductors, and metro rail, aligned with its focus on localisation, innovation, and energy transition.



Financial Overview

During FY 2025-26, the Company delivered strong financial performance, supported by sustained demand for energy-efficient solutions, disciplined cost management and continued operational improvements. Revenue increased by 9.6% year-on-year to ₹2891 crore, reflecting healthy demand across key customer segments and improved execution across projects and transactional businesses. While revenue performance remained strong, profitability was moderated by elevated input costs, particularly in key commodities such as copper, aluminium, and steel, alongside the impact of ₹31.8 Crores from exceptional items year-on-year. Despite these headwinds, our disciplined approach to project selection, operational excellence, supply chain resilience, and customer-centric execution enabled us to deliver a resilient performance.

Profit & Loss Summary

Amount (₹ Crore)	FY 2025-26	FY 2024-25	% Change
Revenue	2,890.6	2,636.7	9.6%
EBITDA	388.8	407.4	-4.6%
EBITDA Margin	13.4%	15.4%	
Profit After Tax	212.6	267.9	-20.6%
PAT Margin	7.4%	10.2%	

Company Debt Profile

Amount (₹ Crore)	FY 2025-26	FY 2024-25	% Change
Long-term Debt	534	515.6	3.6%
Short-term Debt	14.2	6.0	137.1%
Gross Debt	548.3	521.6	5.1%
Debt-to-Equity Ratio	0.71	0.93	
PAT Margin	7.4%	10.2%	

Key Financial Ratios

Ratio	FY 2025-26	FY 2024-25	% Change
ROI	15.8%	20.3%	-4.5 pts
ROCE	25.5%	32.9%	-7.4 pts
ROE	31.8%	62.4%	-30.6 pts

Advancing New Energy Tech Outlook



With rising investments in energy transition, grid modernisation, digital infrastructure, and advanced manufacturing, demand for reliable and digitally enabled electrical infrastructure solutions remains strong. The Company is well positioned to capitalise on opportunities across high-growth sectors such as data centres, renewable energy, and semiconductor manufacturing, while strengthening its presence in utilities, metals, and urban infrastructure. During the year, it secured strategic orders spanning data centres, steel plants, renewable projects, and semiconductor facilities, reinforcing its capabilities in mission-critical infrastructure. Backed by a healthy order intake, expanding sectoral presence, and strong technology capabilities, the Company remains focused on profitable growth through innovation, localisation, and disciplined execution.



Board's Report

Dear Members,

Your Directors have pleasure in presenting the Sixteenth (16th) Annual Report along with Audited Financial Statements of your Company for the year ended March 31, 2026.

Summary of Financial Results

(₹ in Lakhs)

	Financial Year 2025-26	Financial Year 2024-25
Income including other income	290,861	266,128
EBITDA	38,877	40,734
EBITDA (as percentage of income/sales)	13.4%	15.3%
Depreciation	3,227	2,536
EBIT	35,650	38,198
Finance cost	5,075	4,928
Restructuring	-	-
Profit/(Loss) after tax	21,256	26,789

Results of Operations and State of Company's affairs

During the year under review, the Company recorded revenue (including other income), amounting to ₹ 290,861 as compared to ₹ 266,128 in the previous financial year. Profit after tax (PAT) stood at ₹ 21,256 in comparison to ₹ 26,789 in previous financial year. Revenue increased year on year, however, EBITDA Margin and PAT moderated as compared with previous year and as explained in Management Discussion and Analysis Report.

The Company regularly keeps its members informed of its quarterly and annual financial performance through publication of financial results, discussions during analyst calls, and updates hosted on the Company's website.

For a detailed analysis of the Company's performance during FY 2025-26, members are requested to refer to the Management Discussion and Analysis Report, which forms an integral part of this Annual Report.

Dividend and Dividend Distribution Policy

The Board has decided not to recommend any dividend for the financial year ended March 31, 2026, in order to conserve resources for supporting the Company's growth initiatives, including capital expenditure, technological advancements, and strategic priorities aligned with its long-term business objectives.

The Board believes that this approach is in the best interest of the Company and its stakeholders, with a focus on sustainable value creation over the long term.

In accordance with Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("Listing Regulations"), the Company has formulated a Dividend Distribution Policy to ensure transparency in the declaration of dividends and to protect the interests of investors.

The said Policy is available on the Company's website at https://download.se.com/files?penDocType=Institutional+Document&pDoc_Ref=Dividend_Distribution_2018

Reserves

The details of reserves are provided under the notes on equity in the financial statements.

Capital Expenditure

During the financial year under review, the Company invested in capital expenditure aimed at enhancing the existing capacity of Switchgears and transformers at Vadodara Plant and Vacuum Interrupters and VCBs at Kolkata plant, strengthening its operational capabilities and supporting future growth, in line with the Company's strategic objectives. The Company evaluates its capital expenditure plans carefully to ensure efficient utilization of resources and long-term value creation for stakeholders. Detailed information on capital expenditure is further covered in Management Discussion and Analysis Report/ Financial Statements, wherever applicable.

Share Capital

During the period under review, there was no change in the capital structure of the Company.

The Authorized Share Capital of the Company as on March 31, 2026 is ₹ 2,300,000,000 divided into 250,000,000 Equity Shares of ₹ 2 each and 180,000,000 Cumulative Redeemable Preference Shares of ₹ 10 each.

The paid-up share capital as on March 31, 2026 is ₹ 2,198,208,070/-, comprising of 239,104,035 equity shares of ₹ 2 each and 172,000,000 8% non-convertible preference shares of ₹ 10 each.

Extract of Annual Return

In accordance with Section 92(3) of the Companies Act, 2013 ("the Act"), the annual return in the e-form MGT-7 is available on the website of the Company at <https://infra-in.se.com/en/investor/annual-returns/>.

Directors

As on the date of this Report, the Board comprises a balanced mix of Executive and Non-Executive Directors, with Independent Directors constituting half of the Board's composition.

At the year ended March 31, 2026, the Board had six (6) Directors, comprising of two (2) Executive Directors, one (1) Non-Executive Non-Independent Director and three (3) Non-Executive Independent Directors including one (1) Woman Independent Director. The details regarding the composition of the Board of Directors are provided in the Report on Corporate Governance, which forms part of this Annual Report.

The year under review observed the following changes to the Board composition:

Appointment(s)/Re-appointment(s)

Based on the recommendation of the Nomination & Remuneration Committee ("NRC"), following changes took place in Board composition during year under review and up to the date of this Report:

- ❖ **Reappointment of Independent Director:** Re-appointment of Mr. Pravin Kumar Purang (DIN: 02533080) as an Independent Director of the Company for a second and final term of three (3) consecutive years, with effect from May 21, 2025.

The aforesaid re-appointment was approved by the Board by way of resolution passed through circulation on April 11, 2025, and subsequently by the shareholders by way of a special resolution passed through postal ballot by remote e-voting on May 16, 2025.

- ❖ **Appointment of Non-Executive Independent Directors:** Appointment of below individuals as Non-Executive Independent Directors of the Company, for a respective period of three (3) consecutive years, with effect from October 24, 2025 to October 23, 2028.

- Mr. Sundaram Damodarannair (DIN: 00016304) and
- Dr. Shalini Sarin (DIN: 06604529)

The aforesaid appointments were approved by the Board at its meeting held on October 24, 2025, and subsequently by the shareholders via resolutions passed through postal ballot on December 11, 2025.

- ❖ **Re-appointment of Managing Director & CEO:** Re-appointment of Mr. Udai Singh (DIN: 10311583) as Managing Director & CEO, for a period of 3 years with effect from September 15, 2026, subject to the approval of the shareholders at the ensuing 16th Annual General Meeting (AGM) of the Company.

The Board approved the said re-appointment at its meeting held on May 28, 2026, which shall be subject to the approval of shareholders at the ensuing 16th AGM.

Brief profiles of Directors are available on the Company's website at <https://infra-in.se.com/en/investor/profile/>.

Director Retiring by Rotation

Pursuant to the provisions of Section 152(6) of the Act and Articles of Association of the Company, Mr. Udai Singh (DIN: 10311583), Managing Director & CEO, is liable to retire by rotation at the ensuing AGM and, being eligible, has offered himself for re-appointment.

The requisite details of Mr. Singh, required in terms of the provisions of the Act and the Listing Regulations, are provided in the Notice convening the 16th AGM.

Cessation(s)

During the year under review and up to the date of this Report, the following changes took place in the composition of the Board:

- ❖ **Resignation:** Mr. Anil Chaudhry resigned as Non-Executive Director of the Company with effect from October 30, 2025.
- ❖ **Cessation owing to completion of Tenure:** Ms. Namrata Kaul ceased to be an Independent Director of the Company upon completion of her second and final term, with effect from close of business hours on November 5, 2025.

The Board of Directors places on record its appreciation for Mr. Anil Chaudhry's outstanding leadership and invaluable contribution in driving the growth and success of the Company.

The Board also expresses its sincere appreciation for the guidance and contributions made by Ms. Namrata Kaul during her tenure as Chairperson and Director of the Company.

Code of Conduct

The Board of Directors has adopted a Trust Charter (Code of Conduct) applicable to the Directors, Key Managerial Personnel and Senior Management Personnel of the Company. The said Code is available on the website of the Company at <https://infra-in.se.com/en/investor/code-of-conduct/>.

All Directors, Key Managerial Personnel and Senior Management Personnel have affirmed compliance with the Code of Conduct for the financial year ended March 31, 2026.

Declarations

The Company has received declarations from all Independent Directors of the Company confirming that:

- a) they meet the criteria of independence prescribed under the Act and the Listing Regulations which has been duly assessed by the Board as part of their annual performance evaluation exercise;
- b) they have registered their names in the Independent Directors' Databank;
- c) they are not aware of any circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence;



- d) they are not debarred from holding the office of director under any SEBI order or any other such authority; and
- e) they comply with the Code for Independent Directors prescribed in Schedule IV to the Act.

ESG/sustainability experience of Directors

The Board collectively possesses relevant experience and oversight capabilities in ESG and sustainability, supported by diverse expertise in industry, strategy, leadership, corporate governance, regulatory compliance, risk management, technology and digitalization. The Company's business is intrinsically linked to energy management, electrification, digital transformation, efficiency and sustainability, which enables the Board to engage meaningfully on ESG-related matters in the context of the Company's strategy and operations.

Measures to enhance Board's knowledge on ESG topics

The Executive Directors of the company are trained on Sustainability topics through internal training programs & Trust Charter, which covers ethics, safety, sustainability, quality and cyber security, thereby supporting continued awareness and alignment of the Board and leadership on ESG priorities.

Detailed list of key skills, expertise and core competencies of the Board, including Independent Directors, are provided in the Report on Corporate Governance, forming part of this Annual Report.

In line with provisions of Section 149 read with Board evaluation, the Board is of the opinion that the Independent Directors appointed/re-appointed possess integrity, expertise, experience and proficiency.

Key Managerial Personnel(s) (KMPs)

During the year under review, the following changes occurred in the Key Managerial Personnel ("KMP") of the Company:

❖ Appointment

Mr. Omkar Prasad was appointed as Chief Financial Officer w.e.f. September 16, 2025.

❖ Cessation

Ms. Suparna Banerjee Bhattacharyya resigned from the position of the Chief Financial Officer w.e.f. from close of business hours on September 15, 2025.

As at the date of this report, following are the Key Managerial Personnel of the Company:

- ❖ Mr. Udai Singh, Managing Director and Chief Executive Officer;
- ❖ Mr. Omkar Prasad, Chief Financial Officer; and
- ❖ Mr. Sumit Goel, Company Secretary and Compliance Officer.

Board Meetings

The Board of Directors met 7 (seven) times during the year under review. Details of these Board meetings are provided in the Report of Corporate Governance forming part of this Annual Report. The gap between two Board Meetings was within the time prescribed under the Act and the Listing Regulations.

In case of special and urgent business requirements, the Boards' approval is obtained by passing resolution through circulation,

as permitted under law, which are noted and confirmed at the subsequent Board Meeting(s).

The Board approved three (3) matters by passing resolution by circulation during the financial year 2025-26.

Annual Performance Evaluation

The annual evaluation of the performance of the Board for the period under review was carried out through structured questionnaire comprising questions on performance evaluation of the Board, its Committees, the Chairperson and individual Directors. The evaluation also considered specific criteria and the grounds on which all Directors in their individual capacity were evaluated including fulfilment of the independence criteria by Independent Directors as laid in the Act and the Listing Regulations.

The performance evaluation of the Board, its Committees, Chairperson & the individual Directors along with the suggestions emanating from the evaluation exercise were first reviewed by the Independent Directors at their separate meeting held on May 28, 2026, and subsequently by the Nomination & Remuneration Committee & Board of Directors at their respective meetings held on May 28, 2026.

Further, in order to enhance the effectiveness of the annual Board evaluation process, the Company introduced a structured mechanism for one-on-one interactions between the Chairperson and individual Board Members to seek candid feedback on Board functioning and governance practices. The consolidated outcome of these interactions was also placed before the NRC and Board for their consideration.

The overall Board evaluation outcome highlighting the key strengths of the Board and areas of improvement in the processes and Board effectiveness were discussed by the NRC and the Board. The Board expressed its satisfaction with the evaluation process as well as performance of all Directors, Committees and Board as a whole.

The mapping of board skills/expertise vis-à-vis individual Directors and highlights on performance evaluation outcome is outlined in the Report on Corporate Governance forming part to this Annual Report.

Policy on Directors' appointment and remuneration

The Company follows a reward philosophy aligned with the principles of the Schneider Electric Group, comprising a balanced mix of fixed pay, benefits and performance-linked variable pay, designed to attract, retain and motivate high-calibre talent. The compensation structure is aligned to individual performance, Company performance and market benchmarks, while ensuring internal equity and long-term value creation.

Pursuant to the provisions of Section 178 of the Act and Regulation 19 of the Listing Regulations, the Company has in place a policy on remuneration of Directors, Key Managerial Personnel and other employees, and the criteria for appointment of Directors ("Policy").

The said Policy, inter alia, lays down the guiding principles for appointment and remuneration, including identification of persons qualified to become Directors, determination of independence of Directors, and evaluation of Board members, taking into account qualifications, experience, expertise and diversity, in alignment with the Company's business strategy and governance framework.

The Policy is available on the Company's website at https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=rpcad_may25

The Company affirms that the remuneration paid to the Directors, Key Managerial Personnel and Senior Management Personnel is in accordance with the aforesaid Policy and reflects the Company's performance-oriented culture.

Details of remuneration paid to the Directors are provided in the Report on Corporate Governance forming part of this Annual Report.

Committees of the Board

In accordance with the requirements of the Listing Regulations, the Board has constituted the following statutory committees: Audit Committee, Stakeholders' Relationship Committee, Nomination & Remuneration Committee, Environmental, Social & Governance and Corporate Social Responsibility Committee and Risk Management Committee.

In addition, the Board has constituted a Finance and Banking Committee to facilitate efficient decision-making on financial and banking matters.

The Audit Committee consists of four members, the majority of whom are Independent Directors, and is chaired by an Independent Director of the Company.

Details of the composition, terms of reference and number of meetings held for the aforesaid Committees during the financial year are provided in the Report on Corporate Governance forming part of this Annual Report.

After the close of the financial year and up to the date of this report, the Board approved changes in the composition of certain Board Committees through a resolution passed by circulation on May 21, 2026. Following these changes, all Independent Directors are now members on all statutory Board Committees, further strengthening governance and bringing enhanced expertise to the deliberations.

During the year under review, recommendations made by the respective Committees were accepted by the Board.

Related Party Transactions

All related party transactions ("RPTs") entered by the Company during the financial year under review were in the ordinary course of business and on an arm's length basis.

All RPTs were placed before the Audit Committee for approval and omnibus approval was obtained for RPTs that were repetitive in nature and fulfilled the criteria prescribed under the applicable provisions.

The necessary approvals from the Audit Committee, the Board, and/or the shareholders, as required, were obtained in accordance with the provisions of the Listing Regulations, the Act, and applicable industry standards.

The Audit Committee, on a quarterly basis, reviewed the RPTs including those executed under the omnibus approvals granted by it.

Details of all RPTs entered during F.Y. 2025-26, are mentioned in the notes to financial statements forming part of the Annual Report.

The particulars of contracts or arrangements with related parties, as required under Section 134(3)(h) read with Section 188 of the Companies Act, 2013 and Rule 8(2) of the Companies (Accounts) Rules, 2014, are provided in Form AOC-2, which forms part of this Report as **Annexure I**.

During the year under review, the Board at its meeting held on February 12, 2026, based on recommendation of the Audit Committee, approved amendments to the Policy on Materiality of Related Party Transactions and on dealing with Related Party Transactions to align with the amendments to Regulation 23 of the Listing Regulations and applicable industry standards. The said Policy is available on the website of the Company at:

https://download.schneider-electric.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=policy_rpt_26feb.

Further, the Company obtained approval of the Members through Postal Ballot by way of remote e-voting for entering into material RPTs with certain group entities of Schneider Electric, which is valid up to the financial year 2026-27.

Deposits

Your Company has not accepted any deposits from public during the year under review falling within the ambit of Section 73 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 and as such, no amount on account of principal or interest on deposits from public was outstanding as on the date of balance sheet.

Loans, Guarantees, Securities and Investments

Details of investments made and/or loans or guarantees given and/or security provided, if any, are given in the notes to the financial statements forming part of the Annual Report.

Energy Conservation, Technology Absorption and Foreign Exchange Earnings & Outgo

Information as per Section 134(3)(m) of the Act read with Rule 8(3) of the Companies (Accounts) Rules, 2014 relating to conservation of energy, technology absorption, foreign exchange earnings and outgo is given in **Annexure II** to this Report.

Particulars of Employees and Remuneration

The statement containing particulars of remuneration and other details as required under Section 197 of the Companies Act, 2013 ("the Act") read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of this Report and is annexed herewith as **Annexure III**.

In terms of the provisions of Section 136 of the Act, the Report and Financial Statements are being sent to the Members excluding the statement of particulars of employees as prescribed under Rule 5(2) & 5(3) of the said Rules. The said information is available for inspection by the Members at the registered office of the Company during business hours on all working days up to the date of the ensuing AGM. Any Member interested in obtaining a copy of the same may write to the Company Secretary of the Company, and the same shall be provided upon request.

The Company is committed to maintaining the confidentiality and security of employee-related information and processes any such data strictly in accordance with applicable data protection laws and internal policies.



Auditors

Statutory Auditors

M/s. S N Dhawan & CO LLP, Chartered Accountants (Firm Registration No. 000050N/N500045) were re-appointed as Statutory Auditors of the Company for a second and final term of five (5) years at the fifteenth (15th) AGM of the Company held on September 4, 2025 to hold office till the conclusion of the Twentieth (20th) AGM.

The Auditors have confirmed their eligibility under Section 141 of the Act and the Rules framed thereunder for the financial year 2026-27.

The reports issued by the Statutory Auditors on the financial statements of the Company for the year ended March 31, 2026, is self-explanatory and do not contain any qualification, observation or comment or adverse remark which have an adverse effect on the functioning of the Company and therefore, do not call for any comments from Directors.

Further, the Statutory Auditors has not reported any fraud as specified under Section 143(12) of the Act.

The Statutory Auditors were also present virtually at the last AGM of the Company.

Cost Auditors

M/s. Shome & Banerjee, Cost Accountants, Kolkata (Firm Registration No. 000001) were appointed as the Cost Auditors, to audit the cost accounts of the Company for the financial year 2025-26.

The Company has maintained cost records in respect of the applicable products as specified by the Central Government, for the financial year ended March 31, 2026, in terms of the provisions of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014 as amended from time to time.

The Board, on recommendation of the Audit Committee, re-appointed M/s. Shome & Banerjee, Cost Accountants, Kolkata (Firm Registration No. 000001), as the Cost Auditors for the financial year 2026-27. The Company has received a certificate confirming their eligibility and consent to act as Cost Auditors as per the criteria prescribed under the Act and rules made thereunder.

A resolution seeking approval of the remuneration payable to the Cost Auditors for financial year 2026-27 forms part of the notice of the 16th AGM of the Company.

Secretarial Auditors

Pursuant to the provisions of Section 204 of the Companies Act, 2013 ("the Act") read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of the Listing Regulations, the shareholders of the Company at its 15th AGM, approved the appointment of M/s. Sanjay Grover & Associates, a Peer Reviewed Firm of Company Secretaries in Practice (Firm Registration No. P2001DE052900), as Secretarial Auditors of the Company for a term of five (5) consecutive financial years, commencing from financial year 2025-26.

The Secretarial Audit Report for the financial year ended March 31, 2026 does not contain any qualification, reservation, adverse remark or disclaimer and forms part of this Report as **Annexure IV**.

Pursuant to SEBI Circular No. CIR/CFD/CMO1/27/2019 dated February 8, 2019, the Company has undertaken an audit for all applicable compliances under the Listing Regulations and circulars/guidelines issued thereunder. The Annual Secretarial Compliance Report for the financial year 2025-26 has been duly submitted to the Stock Exchanges within the prescribed timelines.

The Secretarial Auditors were virtually also present at the previous AGM of the Company.

Internal Auditor

Based on the recommendation of the Audit Committee, the Board of Directors appointed Mr. Vinay Kumar Awasthi, Chartered Accountant, as the Internal Auditor of the Company for the financial year 2025-26, to carry out the internal audit in accordance with the internal audit presentation approved by the Audit Committee.

Mr. Awasthi has been re-appointed as the Internal Auditor of the Company for the financial year 2026-27.

Internal Audit and Internal Financial Control Systems

In compliance with the requirements of the Act, your Company has put in place an independent and objective in-house internal audit department designed to provide reasonable assurance with regards to the effectiveness and adequacy of the internal control system and processes. The internal audit plan is based on risk assessment, which is approved by the Audit Committee. The in-house Global Internal Audit Department provides audit assurance, add value to improve the Company's end-to-end processes through a systematic disciplined approach, from inception, through fieldwork to final reporting.

Also, as per requirements of the Act, a detailed internal financial control framework has been documented, for monitoring the effectiveness of controls in daily operations and timely remediation of deficiencies through a structured evaluation and test program. The said framework is reviewed and updated annually. Operating effectiveness of such framework is tested on annual basis and results are presented to the Board/Audit Committee. Further, self-assessments are performed by respective process owners annually for the defined controls.

The Audit Committee does a regular review of the internal audit reports submitted by the Internal Auditor and an action plan for remedial actions is put in place with a continuous status update. The Committee also meets the Company's Statutory Auditors to ascertain, inter alia, their views on the adequacy of internal control systems in the Company and keeps the Board of Directors informed of its major observations, if any.

The Company confirms that the internal financial controls were adequate and operating effectively, during the year under review.

Corporate Governance

Conducting business with integrity and upholding the highest standards of corporate governance remain fundamental to the Company's philosophy. The Company's corporate governance framework has evolved over the years and is anchored in the principles of transparency, accountability, ethical conduct, regulatory compliance, stakeholders interest and effective risk management.

A Report on Corporate Governance, as stipulated under Regulation 34 of the Listing Regulations, forms part of this Annual Report. The Report, inter alia, sets out the governance structure, key functions and activities of the Board and its Committees, and the policies and practices that enable the Board to effectively discharge its responsibilities. A certificate from a Practicing Company Secretary confirming our compliance with the conditions of Corporate Governance, as required under the Listing Regulations, is also included therein.

Further, a certificate from the Chief Executive Officer and Chief Financial Officer of the Company, in terms of the Listing Regulations, inter alia, confirming the accuracy of the financial statements and cash flow statements, adequacy of internal control systems and reporting to the Audit Committee, forms part of this Annual Report.

Compliance

The Company leverages a robust compliance management system to streamline and effectively monitor compliance across its operations. The system has been systematically implemented to facilitate end-to-end tracking and reporting of applicable compliances.

Customized compliance checklists have been developed for each functional area in consultation with the respective teams, supported by a centralized repository for ease of reference. Compliance obligations are mapped to designated users, who are responsible for timely completion and updating of the system, thereby enabling effective oversight and monitoring. The changes in the regulatory landscape are suitably built into the system from time to time ensuring that the Company remains compliant with applicable laws and regulations.

Vigil Mechanism/ Whistle Blower Policy

The Company has in place a robust vigil mechanism through its Whistle Blower Policy, enabling Directors, employees and other stakeholders to report genuine concerns relating to unethical behavior, actual or suspected fraud, or violation of the Company's Code of Conduct.

In accordance with the Policy, all complaints are reported to the Regional Compliance Officer, who operates independently of the management. In line with global practices, multiple reporting channels have been established, including dedicated email IDs, a centralized database, a whistle-blower hotline with multi-language options, and a web-based portal, to facilitate ease of reporting.

The Company ensures that all complaints are investigated in a timely, fair and confidential manner, and appropriate action is taken to uphold the highest standards of professional and ethical conduct. Post investigation, substantiated cases are placed before the SE Group Ethics Committee for appropriate action. The Company is committed to providing adequate

safeguards against victimisation or retaliation to persons who use such mechanism and ensures that strict confidentiality is maintained in respect of such complaints.

All whistle-blower cases are periodically reported to the Audit Committee of the Company for its review and oversight. Further details of the vigil mechanism are provided in the Report on Corporate Governance forming part of this Annual Report.

It is hereby affirmed that no personnel of the Company have been denied access to the Audit Committee or its Chairperson.

The Whistle Blower Policy is available on the website of the Company at:

https://download.schneider-electric.com/files?penDocType=Institutional+Document&p_Doc_Ref=WhistleBlower_2018

Directors' Responsibility Statement

The Board of Directors, to the best of their knowledge and ability, hereby confirm that:

- in the preparation of the annual accounts for the financial year ended March 31, 2026, the applicable accounting standards have been followed and there are no material departures from the same;
- they have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year on March 31, 2026 and of the profit of the Company for that period;
- they have taken proper and sufficient care 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;
- the annual accounts have been prepared on a going concern basis;
- they have laid down internal financial controls to be followed by the Company and that such internal financial controls were adequate and operating effectively; and
- they have devised proper systems to ensure compliance with the provision of all applicable laws and that such systems were adequate and operating effectively.

Significant and Material Orders passed by the Courts and Tribunals

During the year under review, there were no orders passed by regulators, courts or tribunals impacting the going concern status and the Company's operations in future.

Subsidiaries, Joint Ventures, and Associate Companies

The Company does not have any subsidiary or associate, nor has entered any joint venture with any organisation.

Risk Management

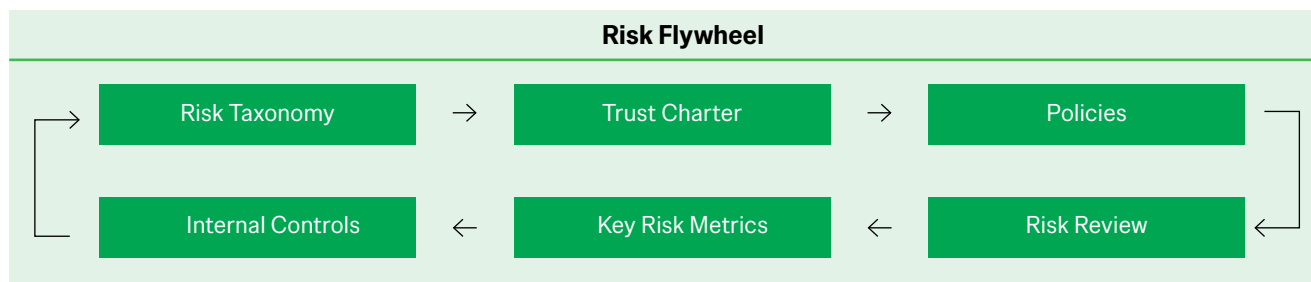
One of the core assets of the Company's risk management practice is a distinct and comprehensive risk taxonomy, which is consistently used across various domains within the organization. The Company recognizes that each category



of risk has a unique nature and, therefore, requires a tailored approach for its identification, assessment, monitoring, and mitigation.

Establishing a strong risk management culture and effective mechanisms requires sustained effort and cross functional collaboration. Accordingly, the Company has implemented a robust risk management framework that enables systematic

identification, assessment, communication, and management of risks across the organization. While defining control objectives, all five essential components of the Committee of Sponsoring Organizations (COSO) framework namely control environment, risk assessment, control activities, information and communication, and monitoring are duly considered. This framework is designed not only to ensure adherence to Company defined guidelines but also to drive continuous improvement and value addition in existing processes.



In compliance with the requirements of the Act, the Company has developed and implemented a Risk Management Policy, with a strong emphasis on risk assessment procedures aimed at risk minimization. These procedures are periodically reviewed to ensure that executive management effectively controls risks through a clearly defined and well-governed framework aligned with prevailing best practices in risk management.

The primary objective of the Risk Management Policy is to assess the potential impact of adverse risk outcomes and to define appropriate measures to mitigate such risks and safeguard the Company.

Further, in compliance with the Listing Regulations, the Company has constituted a Risk Management Committee to oversee the effectiveness of the Risk Management Policy and to ensure the achievement of key objectives, including operational efficiency and effectiveness, informed decision making, protection of people and assets, and compliance with applicable laws and regulations. Details of the Committee are provided in the Report of Corporate Governance, forming part of this Annual Report.

The Risk Management Policy was further modified by the Board at its meeting held on May 28, 2026, to align it with Schneider Electric's global taxonomy and framework.

The Board is of the opinion that the risk management framework of the Company is adequate and commensurate with the nature, size, and complexity of its operations.

The Company's updated Risk Management Policy can be accessed at the following link https://download.schneider-electric.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=SEIL_RiskPol.

Prevention of Sexual Harassment at Workplace

The Company is committed to providing a safe, secure and inclusive work environment, with zero tolerance for sexual harassment and any form of victimization at all levels of the organization.

The Company has in place a Policy on Prevention, Prohibition and Redressal of Sexual Harassment (POSH) at Workplace, in

line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the rules made thereunder. The POSH Policy lays down clear standards of conduct and outlines the roles and responsibilities of employees, managers and other stakeholders in fostering a workplace free from harassment. It also provides for multiple reporting channels, while ensuring confidentiality and protection against retaliation.

In compliance with the aforesaid provisions, the Company has constituted Internal Complaints Committees ("ICCs") at all its locations, responsible for receiving and redressing complaints.

The Company regularly conducts awareness and sensitization programmes to ensure that employees are informed about the provisions of the POSH Policy and their rights and responsibilities thereunder. Key initiatives undertaken to train the employees and extended support staff on POSH include:

- (i) **Mandatory Training:** All employees are required to complete a mandatory e-learning module on 'Prevention of Sexual Harassment at Workplace'.
- (ii) **Robust Reporting Mechanism:** All employees globally are encouraged to report any instance of sexual harassment through multiple channels, including writing to the Regional Compliance Officer or by lodging a complaint via designated online platform, with an option to maintain anonymity, hereby fostering a safe and confidential environment for raising concerns.

A summary of cases, if any, is periodically placed before the Audit Committee and the Board of Directors for their consideration and review.

The following is a summary of complaints received and disposed under the POSH Policy during the financial year 2025-26:

Number of complaints received during the year:	0
Number of complaints disposed of during the year:	0
Number of complaints pending for more than 90 days:	0

Transfer of Unclaimed Dividend & Shares in favor of Investor Education and Protection Fund (IEPF) Authority

No transfer of unpaid dividend or corresponding shares to the Investor Education and Protection Fund ("IEPF") Authority was required to be made during the financial year ended March 31, 2026.

Pursuant to the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), the Company had, during the financial year 2019-20, transferred the unclaimed dividends and corresponding shares in respect of which dividend had not been claimed for seven (7) consecutive years, to the IEPF Authority, in accordance with the applicable provisions.

As on March 31, 2026, total 1,420,932 equity shares of the Company are held by the IEPF Authority.

The Company has duly complied with the procedure prescribed under the Act, the Listing Regulations and the IEPF Rules in respect of such transfers, including sending individual notices to the concerned shareholders and publishing requisite communications.

Members may further note that the unclaimed dividends and corresponding shares transferred to the IEPF Authority can be claimed back by making an application in Form IEPF-5, in accordance with the procedure prescribed under the IEPF Rules, along with submission of requisite documents to the Company/ RTA of the Company.

Code of Conduct for Prevention of Insider Trading

In compliance with the SEBI (Prohibition of Insider Trading) Regulations, 2015 ("PIT Regulations"), the Company has adopted a comprehensive Prohibition of Insider Trading Code ("Code") to regulate, monitor, and report trading in the Company's shares by designated persons and their immediate relatives.

The Code comprises the following:

- Code of Conduct;
- Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information & Policy for determination of "Legitimate Purpose";
- Policy & Procedures for Inquiry in case of leak of Unpublished Price Sensitive Information.

A structured digital database of Unpublished Price Sensitive Information (UPSI) is maintained with adequate internal controls, as required under the PIT Regulations.

The Board and designated persons have affirmed compliance with the Code.

Mr. Sumit Goel, Company Secretary, acts as the Compliance Officer under the Code.

The Company's Code is available on the website of the Company at https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Policy_pit_25.

Management Discussion and Analysis Report

As required under Regulation 34 of the Listing Regulations, a detailed report on the Management Discussion and Analysis covering business performance, sectoral outlook, risks, and internal control adequacy for the financial year 2025-26 forms an integral part of this Annual Report.

Corporate Social Responsibility

Pursuant to the provisions of Section 135 of the Act, read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Company has constituted an Environmental, Social and Governance and Corporate Social Responsibility Committee ("ESG & CSR Committee") and adopted a CSR Policy outlining its approach towards the Company's Corporate Social Responsibility initiatives.

The Company having reported profits in the previous financial year, was required to spend the prescribed amount towards Corporate Social Responsibility ("CSR") activities for the financial year 2025-26. During the year under review, the Company undertook various CSR initiatives, inter alia, in the areas of skill development, community electrification across public health centers, Anganwadi centers and hospitals, and distribution of solar lamps in remote areas, thereby contributing to sustainable community development.

The Chief Financial Officer has certified that the funds earmarked for CSR related activities for financial year 2025-26 have been utilized for the purpose and in the manner recommended by ESG & CSR Committee and approved by the Board of Directors.

The Board has also adopted an ESG Charter to integrate ESG considerations into the Company's business strategy and to define its sustainability governance framework and long-term ambitions.

During the year, the composition of the ESG & CSR Committee was reconstituted with effect from October 24, 2025, and subsequently, on May 21, 2026, following the close of the financial year.

The ESG & CSR Committee met once during the year under review.

The Company has in place a CSR Policy, which is available on the website of the Company at https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=CSR_policy_2021.

The statutory disclosures relating to the ESG & CSR Committee, CSR policy, composition and attendance and other prescribed disclosures are covered in the Annual Report on CSR activities, forming part of this Report as **Annexure V**.

ESG Rating

Your Company has received ESG ratings from NSE Sustainability Ratings & Analytics Limited and SES ESG Research Private Limited, based on their independent assessment of the Company's disclosures and other publicly available information for the financial year 2024-25. The Company has been assigned ESG ratings of 70 and 75.6 by the respective agencies.



The ratings have been accorded suo motu by the said agencies, drawing upon information disclosed by the Company and that available in the public domain. These assessments reflect an external, independent perspective on the Company's environmental, social and governance practices and underscore the Company's continued commitment towards transparency and responsible business conduct, and sustainable value creation.

Business Responsibility and Sustainability Report (BRSR)

Guided by its strong values, your Company has embedded sustainability into its business framework, ensuring that environmental and social considerations are integral to its operations. The Company believes that responsible growth not only strengthens its market position but also contributes to building a more equitable and sustainable future. In accordance with Regulation 34(2)(f) of the Listing Regulations, BRSR for the financial year 2025-26 indicating Company's performance against the principles of the 'National Guidelines on Responsible Business Conduct' and describing the initiatives taken by the Company from environmental, social and governance perspective, forms part of this Annual Report and is available on the website of the Company.

Further, your Company has obtained reasonable assurance of the BRSR Core from third-party Independent Assurance provider and the same forms part of the Annual Report.

Any other material changes and commitments

No material events or commitments impacting the financial position of the Company have taken place between the end of the financial year and the date of this Report.

Other Disclosures

Secretarial Standards

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

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

During the period under review, no application was made by or against the Company and accordingly, no proceeding is pending under the Insolvency and Bankruptcy Code, 2016.

The details of difference between amount of the valuation done at the time of one-time settlement and the valuation done while taking loan from the Banks or Financial Institutions along with reasons thereof

During the year under review, the Company has not entered into any one-time settlement with Banks or Financial Institutions, therefore, there was no reportable instance of difference in amount of the valuation.

Explanation on Statement of deviation(s) or variation(s)

During the year under review, there was no deviation or variation in utilization of funds as no funds were raised through public issue, right issue, preferential issue, QIP or similar issue during the year.

Listing on stock exchanges

The Company's Equity shares are listed on BSE Limited and the National Stock Exchange of India Limited.

General

- During the year under review, there was no change in nature of business of the Company.
- During the financial year 2025-26, all eligible women employees were entitled to maternity leave and related statutory benefits. In addition to the legal requirements, the Company also extends certain supportive measures such as flexible working hours, work-from-home options, and a smooth return-to-work process post-maternity leave. These initiatives reflect the Company's commitment to employee well-being, retention, and a healthy work-life balance.

Cautionary Statement

Statements in the Boards' Report and the Management Discussion & Analysis Report describing the Company's objectives, expectations or forecasts may be forward looking within the meaning of applicable laws and regulations. Actual results may differ from those expressed in the statement.

Acknowledgments

Your Directors take this opportunity to place on record their deepest gratitude to the shareholders, customers, business partners, vendors, investors, bankers, financial institutions, regulatory authorities, stock exchanges and all other stakeholders for their continued trust, cooperation and support to the Company during the year under review.

The Board also acknowledges the support and cooperation received from the Government of India, various ministries, along with their respective agencies, central and state electricity regulatory authorities, tax authorities and local authorities in the regions where the Company operates.

The Directors further place on record their deep appreciation for the dedication, teamwork and professionalism demonstrated by the employees at all levels, whose sustained efforts have contributed to the Company's performance and growth.

The Board looks forward to the continued support of all stakeholders in the years ahead.

**On behalf of the Board of Directors,
For Schneider Electric Infrastructure Limited**

(Pravin Kumar Purang)

Date: May 28, 2026

Place: Gurugram

Chairperson

DIN: 02533080

Annexure I

FORM NO. AOC -2

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

Form for Disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in sub section (1) of section 188 of the Companies Act, 2013 including certain arm's length transaction under fourth proviso thereto:

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

Sl. No/ Particulars	Name of the related party and nature of relationship (1)	Nature of Contract/ arrangement and transactions (2)	Duration of Contract/ arrangements/ transaction (3)	Salient terms of the Contracts/ arrangement or transaction including the value (4)	Justification for entering into such contracts or arrangements or transactions (5)	Date of approval of the Board (6)	Amount paid as Advances, if any (7)	Date on which resolution was passed in General meeting under first proviso to S.188 (8)
The Company did not enter into any contracts, arrangements, or transactions with related parties during the year ended March 31, 2026, that were not conducted on an arm's length basis.								

2. Details of material contracts or arrangements or transactions at Arm's length basis*

Sl. No/	Name of the related party and nature of relationship (1)	Nature of Contract/ arrangement and transactions (2)	Duration of Contract/ arrangements/ transaction (3)	Salient terms of the Contracts/ arrangement or transaction including the value (4)	Date of approval of the Board (5)	Amount paid as Advances, if any (6)
1	Schneider Electric India Private Limited (SEIPL); Fellow Subsidiary	Contracts and arrangements for the purchase or sale of goods, materials, equipment; and for availing, rendering or provisioning of services, including cost recharges and reimbursement.	The contracts, if any, with the said related party shall be in effect and shall continue unless terminated by either Party with a notice period of 3 (three) months.	The pricing for the contract/ arrangement is on a cost-plus mark - up basis. The transaction value as on March 31, 2026 stood at ₹ 50,918 lakhs.	February 11, 2025	Nil
2	Schneider Electric IT Business India Private Limited (SEITB); Fellow Subsidiary	Contracts and arrangements for the purchase or sale of goods, materials, and equipment, and for availing, rendering, or provisioning of services (including cost recharges and reimbursements), as well as arrangements relating to the availing of loans, borrowings, or other credit facilities, and the payment of interest or finance charges thereon.	The contracts, if any, with the said related party shall be in effect and shall continue unless terminated by either Party with a notice period of 3 (three) months.	The pricing for the contract/ arrangement is on a cost-plus mark - up basis, and Interest rate on borrowing is as per Arm's length principle. The transaction value as on March 31, 2026 stood at ₹ 49,212 lakhs.	February 11, 2025	Nil



Sl. No/	Name of the related party and nature of relationship (1)	Nature of Contract/ arrangement and transactions (2)	Duration of Contract/ arrangements/ transaction (3)	Salient terms of the Contracts/ arrangement or transaction including the value (4)	Date of approval of the Board (5)	Amount paid as Advances, if any (6)
3	Schneider Electric Industries SAS; Fellow Subsidiary	Contracts and arrangements for the purchase or sale of goods, materials, equipment; and for availing, rendering or provisioning of services, including cost recharges and reimbursements.	The contracts, if any, with the said related party shall be in effect and shall continue unless terminated by either Party with a notice period of 3 (three) months.	The pricing for the contract/ arrangement is on a cost-plus mark - up basis. The transaction value as on March 31, 2026 stood at ₹ 27,603 lakhs.	February 11, 2025	Nil

* The above table depicts actual RPT that exceeded the materiality threshold limit during the financial year 2025-26.

Note: All related party transactions entered into during financial year 2025-26 were in the ordinary course of business and on arm's length basis.

For and on behalf of Board of Directors

(Pravin Kumar Purang)

Chairperson

DIN: 02533080

Date: May 28, 2026

Place: Gurugram

Annexure II

Conservation of Energy and Technology Absorption & Foreign Exchange - Earning & Outgo

1) Transformers Factory, Vadodara (TBI)

A. Conservation of energy:

1.	The steps taken or impact on conservation of energy management	1. Replacement of 2 MVA incoming Transformer with in-house designed energy efficiency level 2 BIS compliant transformer. The new transformer contributes to reduction in carbon footprint as it is filled with vegetable oil. 2. Replacement of a conventional IC engine rented car with a company owned electric vehicle. 3. Upgradation of Power Monitoring Expert for better monitoring and control of energy in each area. 4. Replacement of old conventional VRF system with new energy efficient VRFs for Administration space. 5. Replacement of a diesel vehicle by a CNG vehicle.
2.	The steps taken by company for utilizing alternate source of energy	Not Applicable
3.	Capital investment on energy conservation equipment	1. Energy Efficient Transformer – ₹ 3,831,000 2. PME software upgradation – ₹ 481,600 3. EV – ₹ 1,150,000 4. VRF system – ₹ 1,490,000
4.	Energy conservation and saving calculation	1. Annualized savings of 33024 KWh at 1.25 MVA average loading. 2. EV car helps save ₹ 400,000 annually. 3. New VRF system saves ₹ 41,400 annually.

B. Technology Absorption

1.	Efforts made towards technology absorption	Technology Transfer for TRIHAL (Dry Type Transformers) from FTR France for producing these transformers in India.
2.	The benefits derived like product improvement, cost reduction, product development or import substitution	To address current market demand from C&SP.
3.	In case of imported technology (imported during the last three years reckoned from the beginning of the financial year) a) The details of technology imported b) The year of Import c) Whether the technology has been fully absorbed d) If not fully absorbed, area where absorption has not taken place and the reasons thereof	Not applicable
4.	Expenditure incurred on Research and Development	Not Applicable



2) Vadodara - Medium Voltage Switchgear (MVI) Factory

A. Conservation of energy:

1.	The steps taken or impact on conservation of energy management	1. Resource Advisor (RA), Power Monitoring Expert (PME) & Building Management System (BMS) – Digital tools are under use for better energy management at plant. 2. Energy performance tracking under Governance, Monitoring and control pillars. Current Score – 88%. 3. VRF Units replaced with new energy efficient units. 4. Occupancy sensors installed at Employee passage gallery, backside of sun conference room. 5. VFD Fans frequency set at 35 Hz from variable speed. 6. Solar panel connected with the pond water circulation and drip irrigation pump. 7. Solar generation tracking connected with Power monitoring system. 8. Efficient usage of shop floor HVAC system according to the weather condition according to ambient humidity and temperature. 9. Admin block air conditioning – Set temperature to increase by 1 degree cent (27 C). 10. Timer installed for auto switch off lights for outside streetlights, parking, high mast. 11. Shop floor dock shutters put on the auto shut off mode.
2.	The steps taken by company for utilizing alternate source of energy	Total Solar Generation is 1235811 KWH which is 33% of total energy consumption. Renewable energy certificates purchased for the grid electricity consumption.
3.	Capital investment on energy conservation equipment	Nil
4.	Energy conservation and saving calculation	1235811 KWH Solar Usage onsite.

B. Technology Absorption

1.	Efforts made towards technology absorption	SF₆ Emission Monitoring System Real-time leak detection in RMU High-sensitivity sensors + alarm system SCADA integration for continuous tracking Early alerts → prevent major losses Lower SF₆ emissions → stronger sustainability Reduced refill cost & improved reliability Ensures environmental compliance SF₆ Leakage for the year 25-26 is 0.15 %, (Jan to March 0.001 %). Welding Fume Extraction Source-level fume capture at welding stations Portable + fixed extractors deployed High-efficiency filtration (clean air) Cuts exposure to toxic fumes Improves welder health & safety Cleaner shopfloor, better productivity, stronger safety culture
2.	The benefits derived like product improvement, cost reduction, product development or import substitution	Ensures environmental compliance SF ₆ Leakage for the year 25-26 is 0.15 %, (Jan to March 0.001 %).

3.	In case of imported technology (imported during the last three years reckoned from the beginning of the financial year) a) The details of technology imported b) The year of Import c) Whether the technology has been fully absorbed d) If not fully absorbed, area where absorption has not taken place and the reasons thereof	The emission monitoring system for SF6 filling is imported in the year 2025 and absorbed fully for the SF6 filling machine.
4.	Expenditure incurred on Research and Development	Nil

3. Kolkata – (i) SLW Factory and (ii) Medium Voltage Component - (KMVC) Factory

A. Conservation of energy:

1.	The steps taken or impact on conservation of energy management	1. ISO:50001-2018 Energy Management System certified plant. 2. Power monitoring (PME) for reviewing energy performance and identifying areas for improvement. 3. New VFD chiller introduced to adjust with load variation resulting in less electricity consumption. Saving KWH consumption by 12% per product of vacuum interrupter. 4. Utilization of Zero Liquid Discharge Plant (ZLDP) for recycling effluent water to reuse the process water. 5. Plant certified under LEED Gold for meeting advanced sustainability standards. 6. Increased Surface Treatment hanger capacity to optimize number of cycles, saved energy consumption by 14647 Kwh (5%), which costs ₹ 1.25 Lakhs.
2.	The steps taken by company for utilizing alternate source of energy	1. Environment Management System Audit ISO 14001 & ISO 50001 is carried out regularly. 2. Shop floor light improved by implementing LED lights, reduced the use of artificial lights. 3. Roof top solar plant of 1 MW is operational giving a benefit of approximate 40% overall energy savings from conventional sources during daytime.
3.	Capital investment on energy conservation equipment	Not Applicable
4.	Energy conservation and saving calculation	Furnace and Surface treatment loading capacity optimization saved Energy 49765 Kwh, which costs ₹ 4.23 Lakhs.

B. Technology Absorption

1.	Efforts made towards technology absorption	1. New generation technology transfer SE range Vacuum Interrupter (VI). The VI range is more simplified in terms of manufacturing, which provides manufacturing stability. 2. New generation technology transfer of ARF-Mechanism line -would cater the global need of all mechanisms of vacuum circuit breaker of Schneider Electric plants including the market need of India.



2.	The benefits derived like product improvement, cost reduction, product development or import substitution	1. As part of the power of two project, the localization of new VI component suppliers in India for business risk mitigation including new sources for oxygen free high conductivity copper rods. 2. One process implementation has benefits like: a. Furnace cycles are optimized and re-defined as per VI requirement. b. Capability to produce all ranges of SE Vacuum Interrupter after one process implementation. 3. Improve reliability in manufacturing and testing process (all state of the art conditioning & testing equipment's in vacuum interrupter plant). 4. Automated BIL testing plant. 5. Artificial Intelligence introduced as a means of detecting internal product defects. 6. Artificial Intelligence introduced in clean room assembly for defect free manufacturing at the source.
3.	In case of imported technology (imported during the last three years reckoned from the beginning of the financial year) a) The details of technology imported b) The year of Import c) Whether the technology has been fully absorbed d) If not fully absorbed, area where absorption has not taken place and the reasons thereof	Not Applicable
4.	Expenditure incurred on Research and Development	Nil

C. Foreign Exchange Earnings & Outgo

(in ₹ Lakhs)

1.	Foreign Exchange earned in terms of actual inflows during the year	25,461.97
2.	Foreign Exchange outgo during the year in terms of actual outflows	53,947.61

Annexure III

Statement of Disclosure of Remuneration as per provisions of Section 197 of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

Sr. No.	Requirement	Disclosures		
		Name of the Director	Category	Ratio
1.	Ratio of the remuneration of each director to the median remuneration of the employees of the company for the financial year	Mr. Udai Singh	Managing Director & Chief Executive Officer	9.30 : 1
		Mr. Chinmoy Das	Whole Time director	5.06 : 1
		Name	Category	Increment %
2.	Percentage increase in remuneration of each director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the financial year	Mr. Udai Singh	Managing Director & Chief Executive Officer	14.00
		Mr. Chinmoy Das	Whole Time Director	3.00
		Mr. Sumit Goel	Company Secretary & Compliance Officer	9.50
		Ms. Suparna Banerjee Bhattacharyya*	Chief Financial Officer	6.00
		Mr. Omkar Prasad**	Chief Financial Officer	20.00
3.	Percentage increase in the median remuneration of employees in the financial year	7.08%		
4.	Number of permanent employees on the rolls of company	1447		
5.	Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration	- Average increment in the financial year 2025-2026 for Key Managerial personnels: 6.33% - Average increment in the financial year 2025-26 for non- Key Managerial personnels: 7.10% - No exceptional increase given in the managerial remuneration		
6.	Affirmation that the remuneration is as per the remuneration policy of the Company	Yes		

*Ceased to be CFO w.e.f. close of business hours of September 15, 2025.

**Appointed as CFO w.e.f. September 16, 2025.

Notes:

1. Sitting Fees/ Commission paid to Non-Executive Directors have not been considered to ascertain this ratio.
2. The Non-Executive Directors of the Company (except Mr. Deepak Sharma) are entitled to sitting fees and commission as per the statutory provisions and within the limits approved by the Shareholders. The details of remuneration paid to the Non-Executive Directors are provided in the Report of Corporate Governance.



Annexure IV

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31st MARCH, 2026

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

To,

The Members

Schneider Electric Infrastructure Limited

(CIN: L31900GJ2011PLC064420)

Milestone 87, Vadodara, Halol Highway,

Village Kotambi, Post Office Jarod,

Vadodara, Gujarat - 391510

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Schneider Electric Infrastructure Limited** ("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 Company's books, papers, minutes books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the financial year ended on 31st March, 2026 ("Audit Period") 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 31st March, 2026 according to the provisions of:

- (i) The Companies Act, 2013 ("the Act") and the rules made thereunder;
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder **{To the extent applicable};**
- (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings, wherever applicable;
- (v) The following Regulations 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 during the Audit Period};**
- (d) The Securities and Exchange Board of India (Share Based Employee Benefits as Sweat Equity) Regulations, 2021 **{Not applicable during the Audit Period};**
- (e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 **{Not applicable 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;
- (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 **{Not applicable during the Audit Period};**
- (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 **{Not applicable during the Audit Period};** and
- (i) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("LODR Regulations").

We have also examined compliance with the applicable clauses of the Secretarial Standard on Meetings of the Board of Directors and on General Meetings issued by the Institute of Company Secretaries of India, with which the Company has complied.

During the audit period, the Company has complied with the provisions of the Act, Rules, Regulations and Guidelines to the extent applicable as mentioned above.

- (vi) The Company is engaged in the business of Manufacturing, Designing, Building and Servicing Technologically Advanced Products and Systems for Electricity Distribution including products such as Distribution Transformers, Medium Voltage Switchgears, Medium and low Voltage Protection Relays and Electricity Distribution & Automation Equipments. As informed by the management, following are the laws which are applicable specifically on the Company:

- Indian Boiler Act, 1923 and rules made there under;
- Environment (Protection) Act, 1986;

- Manufacture, Storage and Import of Hazardous Chemical Rules, 1989 and
- Hazardous Wastes (Management and Handling) Rules, 1989.

On the basis of management representation, recording in the minutes of the Board of Directors and our check on test basis, we are of the view that the Company has ensured the compliance of laws specifically applicable on it.

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. Further, 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.

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

Board decisions are carried out with unanimous consent and therefore, no dissenting views were required to be 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, standards and guidelines.

We further report that during the audit period:

- the Board of Directors of the Company and the Members of the Company, at their respective meetings held on May 26, 2025 and September 4, 2025, approved the re-appointment of M/s S.N. Dhawan & Co LLP (FRN: 000050N/N500045), Chartered Accountants, as the Statutory Auditors of the Company for a second consecutive term,

commencing from the conclusion of the 15th Annual General Meeting until the conclusion of the 20th Annual General Meeting to be held in the year 2030.

- the members of the Company, through a Postal Ballot, the results of which were declared on December 11, 2025, approved the proposal for payment of commission to the Non-Executive Directors of the Company.
- the members of the Company, through a Postal Ballot, the results of which were declared on March 25, 2026, approved the following matters:
 - i) Participation of the Company in the Worldwide Employee Share Ownership Plan 2026 (2026 WESOP), including the grant of loans/financial assistance and free matching shares to employees of the Company;
 - ii) Approval of material related party transaction(s) between the Company and Schneider Electric IT Business India Private Limited;
 - iii) Approval of material related party transaction(s) between the Company and Schneider Electric India Private Limited; and
 - iv) Approval of material related party transaction(s) between the Company and Schneider Electric Industries SAS.

For SANJAY GROVER & ASSOCIATES

Company Secretaries

Firm Registration No.: P2001DE052900

Peer Review No.: 7853/2026

Kapil Dev Taneja

Partner

April 22, 2026
New Delhi

CP No.: 22944; M No.: F4019
UDIN: F004019H000172572



Annexure-A to the Secretarial Audit Report

To,

The Members

Schneider Electric Infrastructure Limited

(CIN: L31900GJ2011PLC064420)

Milestone 87, Vadodara, Halol Highway,

Village Kotambi, Post Office Jarod,

Vadodara, Gujarat - 391510

Our report of even date is to be read along with this Annexure A:

- a) 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.
- b) 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.
- c) We have not verified the correctness and appropriateness of the financial statements of the Company.

- d) Wherever required, we have obtained the Management Representation about the compliances of laws, rules, regulations and standards and happening of events etc.
- e) The compliance of the provisions of the corporate and other applicable laws, rules, regulations and standards is the responsibility of the management. Our examination was limited to the verification of procedures on test basis.
- f) The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For SANJAY GROVER & ASSOCIATES

Company Secretaries

Firm Registration No.: P2001DE052900

Peer Review No.: 7853/2026

Kapil Dev Taneja

Partner

April 22, 2026

New Delhi

CP No.: 22944; M No.: F4019

UDIN: F004019H000172572

Annexure V

ANNUAL REPORT ON CSR ACTIVITIES OF THE COMPANY – 2025-26

1. Brief outline on CSR Policy of the Company:

The Company's CSR Policy has been framed within the objectives prescribed under Schedule VII of the Companies Act, 2013 ("the Act") as per the following vision and objective:

1. Vision:

To contribute to the social and economic development of the underprivileged community. Through a series of interventions, the Company seeks to mainstream economically, physically and socially challenged groups and to draw them into the cycle of growth, development and empowerment. At the core of this, its commitment is to reach out to marginalized communities through its Sustainable Livelihood Initiatives.

2. Objective:

Schneider Electric Infrastructure Limited (Schneider Electric/ SEIL) is committed to identifying and supporting programs aimed at:

- Socio Economic development of community and in particular, those at the base of the pyramid who are unequally endowed/enabled;
- To contribute to society at large by way of social, economic, cultural development, imparting education, training and development and skill enhancement programs for their development and generation of income;
- Reducing negative impact of its operations on the environment; and
- To reinforce a positive and socially responsible image of the Company in society.

2. Composition of CSR Committee#

The composition of Environmental, Social & Governance and Corporate Social Responsibility Committee (ESG & CSR Committee) as on March 31, 2026 is as under:

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. Pravin Kumar Purang	Chairperson (Non-Executive - Independent Director)	1	1
2.	Mr. Udai Singh*	Member (Managing Director & CEO)	-	-
3.	Mr. Deepak Sharma	Member (Non-Executive - Non-Independent Director)	1	1

* Appointed as a member on October 24, 2025

#ESG & CSR Committee has been re-constituted on May 21, 2026, the updated composition of the Committee is available on the Company's website.

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

The composition of the ESG & CSR Committee shared above and is available on the Company's website at <https://infra-in.se.com/en/investor/committees-of-directors/>.

CSR policy- https://download.schneider-electric.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=CSR_policy_2021.

CSR projects - <https://infra-in.se.com/en/investor/esg-csr/>

4. Provide the Executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable: Not Applicable

5. a) Average net profit of the Company as per section 135(5): ₹ 23,466.03 Lakhs
- b) Two percent of average net profit of the Company as per section 135(5): ₹ 469.32 Lakhs
- c) Surplus arising out of the CSR projects or programs or activities of the previous financial years: Nil
- d) Amount required to be set off for the financial year, if any: Nil



e) Total CSR obligation for the financial year [(b)+(c)-(d)]: ₹ 469.32 Lakhs

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

Ongoing Project: Nil

Other Than Ongoing Projects: ₹ 450.75 Lakhs

b) Amount spent in Administrative Overheads: ₹ 18.95 Lakhs

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

d) Total amount spent for the Financial Year [(a)+(b)+(c)] ₹ 469.70 Lakhs

e) CSR amount spent or unspent for the Financial Year: ₹ 469.70 Lakhs

Total Amount Spent for the Financial Year. (in Rs.)	Amount Unspent (in Rs Lakhs)				
	Total Amount transferred to Unspent CSR Account as per sub- subsection (6) of section 135.		Amount Transferred to any Fund specified under Schedule VII as per second proviso to Sub- Section (5) of section 135.		
	Amount	Date of Transfer	Name of the Fund	Amount	Date of Transfer
469.70	NA	NA	NA	NA	NA

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

Sl. No.	Particular	Amount (in ₹ Lakhs)
(1)	(2)	(3)
(i)	Two percent of average net profit of the company as per sub-section (3) of section 135	469.32
(ii)	Total amount spent for the Financial Year	469.70
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	0.38
(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)]	0.38

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 Amount under sub- Section (6) of section 135 (in Rs.)	Balance Amount in Unspent CSR Account under sub- Section (6) of section 135 (in Rs.)	Amount Spent in the Financial Year (in Rs)	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 Rs.)	Deficiency, if any
					Amount (in Rs.) Date of Transfer		
							NA

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

☐ Yes ☒ No

If Yes, enter the number of Capital asset created/ acquired

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

SI. 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 sub-section (5) of section 135: None

For and on behalf of Board of Directors

(Udai Singh)

Managing Director & Chief Executive Officer

DIN: 10311583

Date: May 28, 2026

Place: Gurugram

(Pravin Kumar Purang)

Independent Director and Chairperson of ESG & CSR Committee

DIN: 02533080

Date: May 28, 2026

Place: Gurugram



Corporate Governance Report

Corporate governance is an integral ongoing commitment towards sustainable value creation for all stakeholders. It ensures that the affairs of the Company are conducted with integrity, transparency, and accountability, thereby fostering ethical, fair, and responsible business practices. A robust governance framework strengthens stakeholder confidence, including that of investors, employees, customers, and the broader community.

The Company's governance philosophy is anchored in strong leadership and an effective Board of Directors ("Board"), which plays a critical role in guiding strategy, overseeing risk management, and ensuring compliance with applicable laws and regulatory requirements. This is supported by well-defined policies, robust internal control systems, and independent oversight mechanisms that promote disciplined and informed decision-making.

Transparency and accountability remain central to the Company's governance practices. The Company endeavours to maintain clear and timely communication with stakeholders and ensures that management is accountable for its actions. This approach fosters a culture of responsibility, ethical conduct, and continuous improvement across all levels of the organization.

The Company believes that effective corporate governance is fundamental to its long-term sustainability, growth, and reputation. It enables prudent risk management, enhances operational efficiency, and supports informed strategic planning, thereby contributing to overall organizational resilience and performance.

This report is prepared in accordance with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"). In addition to complying with the requirements of Regulation 4(2) read with Chapter IV of the Listing Regulations, the Company continues to voluntarily adopt and adhere to the highest standards of corporate governance and ethical business conduct.

SCHNEIDER'S PHILOSOPHY ON CORPORATE GOVERNANCE

The world is transforming at an unprecedented speed and creating new opportunities and challenges that require agility, innovation and forward-looking leadership.

At Schneider Electric, we are committed to staying ahead of this transformation. As a global leader in energy technology, we electrify, automate, and digitalize industries, businesses, and homes - enabling greater efficiency, resilience, and sustainability.

Schneider Electric Infrastructure Limited ("the Company"), as a part of the Schneider Electric Group ("Schneider Electric" or the "Group"), follows a governance framework that is aligned with its values, business objectives, and stakeholder expectations. The Board of Directors continuously evaluates and strengthens the

governance structure to ensure its effectiveness and relevance in a dynamic business environment. The governance model is designed to support the Company's financial and sustainability performance, safeguard stakeholder interests, uphold shareholders' rights, and maintain an appropriate balance of authority and accountability across governance bodies.

The accelerating transition towards electrification, automation and digitalization continues to reshape the markets in which the Company operates. By advancing Energy Technology through Innovation and intelligent solutions, the Company seeks to create smarter, more efficient, and more resilient & sustainable systems. Our focus on technology leadership, customer differentiation, operational excellence, and responsible growth enables us to deliver sustainable growth and long-term value to all stakeholders.

The Company has established a robust corporate governance framework that places equal emphasis on performance, compliance, risk management, sustainability, and ethical business conduct. The framework is guided by the principles of integrity, transparency, accountability, fairness, and stakeholder inclusiveness, which form the foundation of all business decisions and actions.

Operating in a highly technical and safety-sensitive industry, the Company is committed to maintaining the highest standards of quality, environmental stewardship, health and safety, and regulatory compliance. Strong internal controls, effective risk management processes, and a culture of continuous improvement support innovation, operational excellence, and organizational resilience. The Company also promotes ethical decision-making at all levels and remains committed to sustainable growth, energy efficiency, and the development of reliable power solutions. By integrating responsible business practices with its strategic objectives, the Company continues to strengthen stakeholder trust and create enduring value for all its stakeholders.

TRUST CHARTER, SCHNEIDER ELECTRIC'S CODE OF CONDUCT

Schneider Electric developed the Trust Charter, with the support of various internal teams including Governance, Customer Satisfaction & Quality, Sustainability, Global Human Resources, Global Supply Chain, Global Finance, Global Marketing, and Corporate Citizenship. This document is made available to stakeholders through Schneider Electric's website and is referenced within contractual relationships.

Schneider Electric believes that trust is a foundational value. It is earned. It serves as a compass, showing the true north in an ever more complex world, and the Group considers it to be core to its environment, sustainability, and governance commitments.

The Trust powers all Schneider Electric interactions with stakeholders and all relationships with customers, shareholders, employees, and the communities Schneider Electric serves, in a meaningful, inclusive, and positive way.

All Schneider Electric employees are expected to comply with Schneider Electric's Trust programs. They are based on management commitment which makes its pillars effective and on risk assessment which assists decision making, determining the risks to be treated and the priority to implement the treatment.

Through its Trust programs, Schneider Electric aims to prevent, detect, and mitigate integrity risks including corruption, fraud, violation of human rights, health and safety, responsible workplace (including discrimination, harassment, and sexual harassment), anti-competitive practices, sanctions and export control, tax law, quality, cybersecurity, as well as data privacy and protection. The program design and operation are influenced by the Group's risk profile, business model, organizational structure, and culture.

Each section of the Trust Charter states clear Do's and Don'ts and provides clear references to relevant policies and procedures, which are adapted to meet local legal requirements when necessary. This Code of Conduct applies to everyone working at Schneider Electric or any of Schneider Electric's subsidiaries. It is both an individual and collective responsibility to comply and respect laws and regulations, to apply Schneider Electric policies, and to uphold strong ethical principles to earn trust at all times.



Compliance by Board of Directors and Employees

The Company has adopted the Schneider Electric Trust Charter, which is applicable to all Directors, Senior Management Personnel, and employees of the Company. The Charter is available on the website of the Company for reference. It serves as the Company's Code of Conduct ("Code") for its Directors, Senior Management Personnel and employees, laying down clear standards of ethical conduct, outlining specific do's and don'ts, and provides references to relevant policies and procedures.

The Code has been duly circulated to all members of the Board and Senior Management Personnel. All such individuals have affirmed their compliance with the Code for the financial year ended March 31, 2026. A declaration to this effect, duly signed

by the Managing Director & Chief Executive Officer (CEO), forms part of this Report as **Annexure A**.

ANTI-CORRUPTION

At Schneider Electric, integrity is a non - negotiable standard. Acting ethically and responsibly is essential to earning trust and to building a sustainable, highperforming company.

The Company applies a zero-tolerance approach to corruption, bribery, and any form of unethical conduct, wherever it occurs. All managers must lead by example and actively promote a culture of integrity. All employees exposed to a higher corruption risk must complete mandatory anti-corruption training at least once a year as defined by Group Compliance. Any employee facing a doubtful situation must immediately consult their manager or the Compliance Department before acting. Disciplinary measures apply consistently at all levels of the organization, including management, and failure to prevent or escalate known risks may itself result in sanctions. In case of serious doubt about the behaviour of a third party or an employee which may be potentially contrary to the provisions of the policy, it sets out the process to report the concerns through the whistleblowing system.

A set of additional policies and procedures related to Conflict of Interest, Business Agents, Gifts & Hospitality, has been created to operationalize the behaviour rules of the Anti-Corruption policy.

The Anti-Corruption Policy considers the results of the risk assessment conducted with key internal stakeholders across all Group processes, as well as benchmarking actions to understand the expectations of external stakeholders, ensuring it is appropriately aligned. This policy acts as a handbook for all Schneider Electric employees and affiliates to be consulted when in doubt about the appropriate behaviour to adopt. It is not intended to address every issue one may encounter, but it provides appropriate examples of corruption risks and offers guidance to resolve many ethical dilemmas.

BOARD OF DIRECTORS

The Board of Directors of the Company comprises an optimum blend of Executive, Non-Executive and Independent including Woman Director, ensuring a balanced and effective governance structure. As on March 31, 2026, Independent Directors constitute 50% of the Board, reflecting the Company's commitment to strong governance, objective oversight, and independent judgment. The Board also seeks to maintain diversity across skills, experience, industry expertise, age, and professional backgrounds, thereby enabling well-informed and balanced decision-making.

Mr. Pravin Kumar Purang serves as the Chairperson of the Board and was appointed to this position by the Board of Directors with effect from November 6, 2025. Under his leadership, the Board continues to provide strategic guidance, promote high standards of corporate governance, and safeguard the long-term interests of the Company's stakeholders.

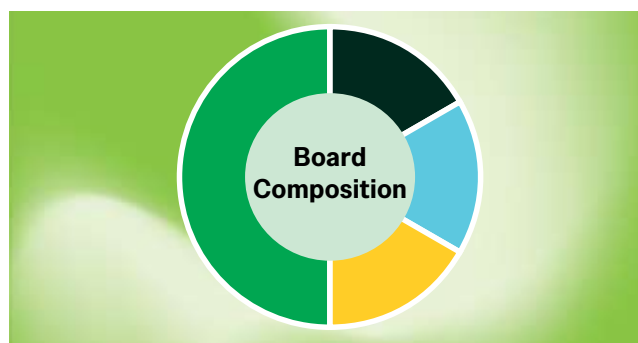
The brief profiles of Directors can be accessed at <https://infra-in.se.com/en/investor/board-of-directors.jsp>.



Size and Composition of the Board

The Board is well-structured and has optimum combination of Executive and Non-Executive Directors, including Independent Directors. The composition of the Board of the Company is in conformity with the provisions of the Companies Act, 2013 ('the Act') and Regulation 17 of the Listing Regulations.

As on March 31, 2026, the Board comprised six Directors, of which three were Independent Directors, representing 50% of the Board.



Category	No. of Directors
Managing Director & Chief Executive Officer	1
Whole Time Director	1
Non-Independent, Non-Executive Director	1
Independent, Non-Executive Director (includes 1 Woman Director)	3

	Managing Director & CEO
	Whole Time Director
	Non-Independent, Non-Executive Director
	Independent, Non-Executive Director (includes 1 Woman Director)

The composition of the Board of Directors, along with the number of directorships and memberships held in various committees in other companies and number of Board meetings attended during the year, are given in the table below. Further, following table includes Directors who held office during the financial year 2025-26 and reflects other directorship, category, committee positions as on the date of this report or cessation date, as applicable:

Name, Category and DIN	Directorship in other companies®		Name of the other listed companies in which holding position of Director and category of Directorship	Number of Committee# positions held in other public companies		Number of shares held in the Company	Whether attended last AGM	Number of Board meetings attended during the year*
	All	Listed		(including Chairmanship)	Chairman/ Chairperson			
Non – Executive Directors								
Pravin Kumar Purang ¹ Chairperson, Independent Director 02533080	0	0	Nil	0	0	-	Yes	7/7
Sundaram Damodarannair ² Independent Director 00016304	4	3	1) Crompton Greaves Consumer Electricals Limited– Chairperson; Non-Independent Director 2) Infosys Limited-Independent Director 3) Credila Financial Services Limited - Chairperson & Independent Director	8	3	-	NA	3/3
Shalini Sarin ² Independent Director 06604529	5	5	1) Polyplex Corporation Limited – Independent Director 2) Sagility Limited - Independent Director 3) Linde India Limited - Independent Director 4) Kirloskar Ferrous Industries Ltd - Independent Director 5) Kirloskar Oil Engines Limited - Independent Director	4	1	-	NA	3/3
Deepak Sharma Non-Executive Director 10059493	0	0	Nil	0	0	-	Yes	7/7

Name, Category and DIN	Directorship in other companies®		Name of the other listed companies in which holding position of Director and category of Directorship	Number of Committee# positions held in other public companies		Number of shares held in the Company	Whether attended last AGM	Number of Board meetings attended during the year*
	All	Listed		(including Chairmanship)	Chairman/ Chairperson			
Namrata Kaul³ Independent Director 00994532	4	3	1. Havells India Limited -Independent Director 2. Fusion Finance Limited -Independent Director 3. Akzo Nobel India Limited-Independent Director	5	3	-	Yes	4/4
Anil Chaudhry³ Non-Executive Director 03213517	5	4	1. Titan Company Limited – Independent Director 2. Crompton Greaves Consumer Electricals Limited - Independent Director 3. Akzo Nobel India Limited - Independent Director 4. GMR Airports Limited- Independent Director	1	0	-	Yes	3/4
Executive Directors								
Udai Singh MD & CEO 10311583	0	0	Nil	0	0	500	Yes	7/7
Chinmoy Das Whole-Time Director 10830577	0	0	Nil	0	0	-	Yes	6/7

@Excluding Directorships of Foreign Companies, Section 8 Companies and Private Limited Companies.

#Includes only Chairmanship/ Membership of the Audit Committee and Stakeholders' Relationship Committee.

*The details of Board Meetings are captured below in this report.

1 Appointed as Chairperson of the Board w.e.f. November 6, 2025.

2Appointed as Non – Executive Independent Director(s) of the Company w.e.f. October 24, 2025, approved by the Shareholders vide resolution passed through postal ballot on December 11, 2025.

3During the financial year 2025-26, Ms. Namrata Kaul ceased to be Non-Executive Independent Director of the Company upon completion of her tenure on November 5, 2025, and Mr. Anil Chaudhry resigned from post of Directorship w.e.f. October 30, 2025.

Based on disclosures received from Directors and records available with the Company, the Directors have confirmed compliance of Regulation 17A of the Listing Regulations, including but not limited to that none of the Director(s) is inter se related to any other Director.

Information and Support to the Board

The Board of Directors is provided with all relevant information necessary to enable it to effectively discharge its responsibilities. Information is shared in a timely manner to facilitate informed decision-making.

Any requests for additional information by the Directors on specific matters are promptly addressed by the Company Secretary, in consultation with the Managing Director & Chief Executive Officer and the Chief Financial Officer of the Company.

The meetings of the Board and its Committees are pre-scheduled, and a tentative annual calendar is drawn at the beginning of each calendar year. In case of urgent business requirements, approvals are obtained by way of circular resolution, as permitted under the applicable provisions of law, and such resolutions are subsequently noted at the ensuing meetings. Additional meetings are convened, as and when required.

Further, at the Board meetings, periodic presentations are made by the Managing Director & Chief Executive Officer and the Chief Financial Officer to provide updates on the Company's strategy, long-term plans, operational and financial performance, and key legal and regulatory developments, enabling the Directors to gain comprehensive insights into the Company's operations and business environment.

The Board also conducts a dedicated strategy session annually to deliberate on key strategic matters. These sessions include thematic presentations and, where relevant, site visits, enabling Directors to enhance their understanding of the Company's operations and long-term strategy.



Other Initiatives to update the Directors on a continual basis are as follows:

Business and Regulatory Presentations

Presentations on regulatory and business plan, risk management framework, internal audit and controls, cyber security, compliance reports, tax reports, key accounting matters, CSR, HR initiatives, Digitalisation and Technology initiatives and Company's policies and other relevant issues.

Update on Company's performance and operations

Update on Company's performance/ operations/ updates/ major developments affecting the business by various reports on quarterly basis along with major stock exchange announcements, press releases etc.

Active Communication

An active communication with executive management which allows free flow of communication among directors.

Senior Management Personnel are invited to attend meetings, as required, to present and provide insights on matters within their areas of responsibility. Statutory Auditors attend the meetings, as required, particularly for consideration of financial statements.

The Company Secretary plays a key role in advising the Board and its Committees on governance and compliance matters and ensures proper recording of minutes of the proceedings of meetings.

In addition, the information as required under Part A of Schedule II read with Regulation 17(7) of the Listing Regulations, is placed before the Board every quarter, for perusal of the Board Members.

To leverage technology and promote sustainability, the Company uses a secure electronic platform, Diligent Board Pad, for circulation of agenda papers and related information. Directors are provided access to the platform, which ensures high standards of data security and confidentiality for storage and transmission of Board and Committee materials.

The Company has also obtained a Directors' and Officers' (D&O) Liability Insurance Policy, in accordance with the Act and the Listing Regulations, to indemnify Directors and Officers against liabilities arising in the course of discharge of their duties.

Independent Directors

As on March 31, 2026, the Board comprises three (3) Independent Directors, including one (1) Woman Independent Director.

During the year under review, Ms. Namrata Kaul ceased to be an Independent (Non-Executive) Director of the Company with effect from November 5, 2025. Further, Mr. Sundaram Damodarannair and Dr. Shalini Sarin were appointed as Independent Directors of the Company with effect from October 24, 2025.

The Company has received declarations of Independence from all Independent Directors in terms of Section 149(7) of the Act and Regulation 25(8) of the Listing Regulations.

Familiarization of Independent Directors

In the opinion of the Board, the Independent Directors fulfil the conditions specified in the Listing Regulations and are independent of the management.

The Company has in place a comprehensive familiarisation programme for Independent Directors, in terms of Regulation 25(7) of the Listing Regulations. Independent Directors are, inter alia, updated on significant developments relating to the Company's business strategy and operating model, risk management framework, new initiatives and changes in the regulatory environment impacting the industry and the Company.

At the time of induction, Independent Directors are provided with an overview of the Company's business, operations and industry landscape. As part of the Company's governance practices, all Directors are provided with a formal orientation upon appointment, and a letter of appointment is issued setting out their roles, responsibilities and other applicable statutory and regulatory requirements.

The details of such familiarisation programmes are available on the website of the Company in compliance with Regulation 46 of the Listing Regulations at https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=FP+BOD and the Familiarization policy of the Company can be accessed at: https://download.schneider-electric.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Familiarization+2019.

Separate Independent Directors' Meetings

Regulation 25 of the Listing Regulations and Schedule IV of the Act, read with the Rules thereunder mandates that the Independent Directors of the Company shall hold at least one meeting in a financial year, without the presence of Non-Independent Directors and executive Management.

At such meeting, the Independent Directors discuss, among other matters, the performance of the Company and risks faced by it, the flow of information to the Board, strategy, governance, compliance, Board movements, human resource matters and performance review of the Non-Independent Directors, the Board as a whole, including the Chairperson, and Executive Director(s).

Additionally, the Independent Directors also met separately with the Statutory and Internal Auditor to discuss key accounting issues, risks, overall control environment and to invite their overall feedback.

The Board is updated by the Independent Directors about the outcome of the meetings and actions, if any, required to be taken by the Company's management.

During the financial year 2025-26, the Independent Directors met without the presence of management on August 7, 2025, and meeting was chaired by Ms. Namrata Kaul, (former Chair and Independent Director).

Post closure of financial year and before approval of this Report, Independent Directors met on May 28, 2026. The meeting was chaired by Mr. Pravin Kumar Purang, Independent (Non - Executive) Director.

Separate Role of Chairperson & CEO

The Company has a clear demarcation of roles between the Chairperson and the Managing Director & Chief Executive Officer ("MD & CEO"), with well-defined responsibilities, thereby strengthening the overall governance framework and ensuring a balanced distribution of authority.

The Chairperson is primarily responsible for providing leadership to the Board and ensuring its effectiveness in all aspects of governance. The Chairperson presides over the meetings of

the Board and of the Members of the Company and facilitates constructive engagement among Directors.

The Managing Director & Chief Executive Officer is responsible for the overall management of the Company's affairs, including formulation and execution of business strategies, operational performance, and implementation of decisions taken by the Board. Their respective core functions are as follows:

Chairperson	Managing Director & Chief Executive Officer
❖ Provides leadership to the Board and ensures its effective functioning.	❖ Leads the overall management and day-to-day operations of the Company.
❖ Guides the development of long-term strategic priorities and evaluates emerging business opportunities.	❖ Formulates and executes business strategy in alignment with the Board-approved vision and strategic objectives.
❖ Ensures the Board effectively discharges its governance, oversight, and fiduciary responsibilities.	❖ Implements decisions and directions of the Board and its Committees.
❖ Leads Board succession planning and facilitates the identification of quality Board talent.	❖ Drives business growth, operational excellence, profitability, and sustainable value creation.
❖ Promotes the highest standards of integrity, ethics, transparency, and corporate governance.	❖ Provides leadership to the management team and ensures effective execution of business plans and growth initiatives.
❖ Chairs Board meetings and fosters constructive participation and independent judgement by all Directors.	❖ Oversees implementation of policies, risk management frameworks, and internal control systems approved by the Board.
❖ Oversees Board and Director induction, development, succession, and performance evaluation processes; and	❖ Manages capital, resources, and organizational capabilities to achieve strategic and financial objectives; and
❖ Engages with key stakeholders and ensures an appropriate balance among shareholder, employee, customer, regulatory, and community interests.	❖ Ensures that operational decisions remain aligned with the Company's long-term strategy, governance standards, and stakeholder expectations.

DIVERSITY AND INCLUSION

The Board strives to maintain an appropriate balance of skills, expertise, age and diversity, and comprises individuals from varied professional and cultural backgrounds, in alignment with the Company's values.



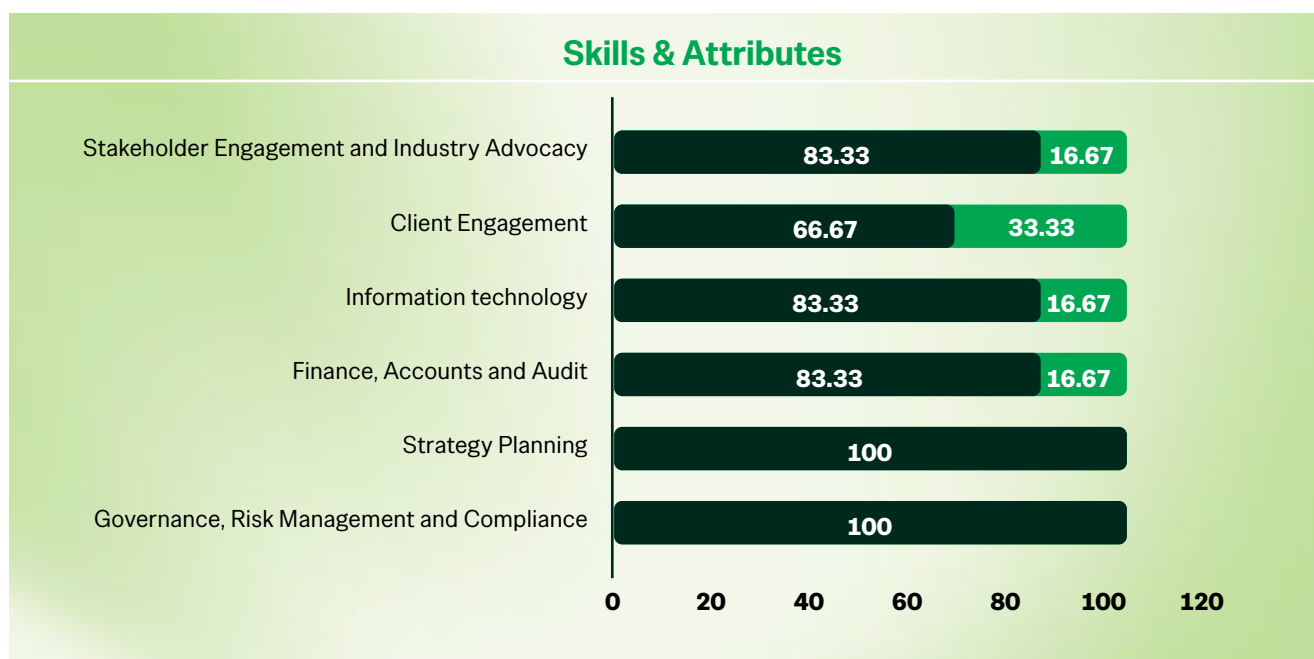
KEY BOARD QUALIFICATIONS, SKILLS, AND ATTRIBUTES

The Board comprises individuals from diverse and complementary professional and backgrounds, true to the Company's history and values. This enables it to perform its duties collectively and constructively. Broadly, the skill sets identified by the Board are categorised as under:

Experience/Expertise/Attribute	Particulars
Strategy Planning	Ability to think strategically; identify and critically assess strategic opportunities and threats. Has a knack to offer a solution-based approach in developing the effective strategies in the context of the strategic objectives of the Company, as expected against his/her executive/non-executive position.
Governance, Risk Management and Compliance	Commitment and experience in the application of corporate governance principles and setting up corporate governance practices to support the Company's legal, risk and compliance systems and governance policies/ practices. Ability to identify key risks associated with the operations of the Company including broad legal and regulatory framework and their mitigation plans.
Finance, Accounts and Audit	Qualifications and/or experience in accounting and/or finance or the ability to understand financial policies, disclosure practices, financial statements and critically assess financial viability and performance; contribute to strategic financial planning and oversee budgets and the efficient use of available resources and ability to analyse adequacy of internal financial controls.
Information Technology	Should possess relevant domain knowledge of the business and a focus on automation, technologies old & new, as expected of the executives/ non-executives role. Have knowledge of the industry wherein the Company operates through its various industrial verticals.
Client Engagement	Experience in engaging with management of businesses and organizations and other customers to assess IT needs and ability to maintain positive relationships with clients/ customers over time.
Stakeholder Engagement and Industry Advocacy	Engagement with key stakeholders, inter-alia investors, customers, regulators, policy makers and thought leaders.

As part of the annual performance evaluation of the Board/individual Directors for FY-2025-26, analysis of the skills, experience and expertise of the Directors was carried out, which brought out that the Board of Directors possesses the right and optimal skill sets for effective functioning of the Company. The results of the analysis are presented below.

The Board comprises of qualified members who bring in the required skills, competence and expertise that allow them to make effective contributions to the Board and its Committees. The Board members are committed to ensure the highest standards of corporate governance. While all the Board members possess the identified skills, their domain of core expertise is presented in the below table:



S. No.	Name of Directors	Stakeholder Engagement and Industry Advocacy	Client Engagement	Information Technology	Finance, Accounts and Audit	Strategy Planning	Governance, Risk Management and Compliance
1	Pravin Kumar Purang						
2	Sundaram Damodarannair						
3	Shalini Sarin						
4	Udai Singh						
5	Chinmoy Das						
6	Deepak Sharma						

The identified skills/competencies are broad-based and absence of marking against any particular director does not indicate that he/she does not possess the corresponding skills/competencies. The table reflects the skill set for Director on the Board as on the date of this report.



Expert



Proficient

SUCCESSION PLANNING

Succession plans in your Company correspond to a systematic, structured process for identifying and preparing employees with potential to fill key organizational positions, should the position become vacant. This process applies to all key positions including the Board of Directors and Key Managerial Personnels and SMP positions.

Succession plans are necessary processes to reduce risk of vacant positions or skill gap transitions, create a pipeline of future leaders, ensure full business continuity, and improve employee motivation and engagement.

The NRC aims at preparing for the future of the Company's executive bodies, in particular through the establishment of a succession plan for executive officers. The plan, which is reviewed at meetings of the NRC, addressing various scenarios, such as:

- Unplanned vacancy due to prohibition, resignation, or death; and
- Planned vacancy due to retirement or expiration of term of office.

NRC reviews succession planning for Board, KMP and Senior Management positions, as considered appropriate, and makes recommendations to the Board from time to time.

Appointment process for Directors & KMPs

The selection process for Directors and KMPs is led by the NRC. When one or more directorships become vacant, or more broadly when the Board of Directors wishes to expand or modify its composition, the NRC documents and ranks the selection criteria for potential candidates, taking into account the desired balance and diversity in the Board's composition. The Committee takes into account the diversity policy and the objectives defined by the Board of Directors in terms of skill set. Based on these criteria, the Committee steers the search for and selection of new Directors, where appropriate with the assistance of an external consultant, and conducts the necessary verifications. The members of the NRC then interview the candidates and issue a recommendation to the Board of Directors. The NRC focused on bringing to the Board an executive with experience as chair or a long tenure as a member of a Board or committee overseeing compensation, or with a technology or industry background.

Your Company believes that effective Board blends diverse perspectives with robust oversight. This involves leveraging the extensive experience of long-serving Directors who have a deep understanding of our business over several years, with the fresh insights of newer appointees. We aim for our Board composition to mirror the global nature of our business.



Changes in the position of Directors / Key Managerial Personnel (KMPs)

Director/KMP	Designation	Change (appointment/ re-appointment/ Cessation)	Date of appointment/ re-appointment/ Cessation/ resignation	Tenure Till
Mr. Pravin Kumar Purang	Non-Executive Independent Director	Appointed as Chairperson of Board	November 6, 2025	-
Ms. Namrata Kaul	Non-Executive Independent Director	Cessation owing to completion of tenure	November 5, 2025	-
Mr. Sundaram Damodarannair	Non-Executive Independent Director	Appointment	October 24, 2025	October 23, 2028
Dr. Shalini Sarin	Non-Executive Independent Director	Appointment	October 24, 2025	October 23, 2028
Mr. Anil Chaudhry	Non-Executive Non-Independent Director	Resignation	October 30, 2025	-
Ms. Suparna Banerjee Bhattacharyya	Chief Financial Officer	Resignation	September 15, 2025	-
Mr. Omkar Prasad	Chief Financial Officer	Appointment	September 16, 2025	-

Note: The Company notified the stock exchanges regarding all changes in the Board of Directors and KMPs as required under Regulation 30 of the Listing Regulations, within the prescribed timelines.

SENIOR MANAGEMENT PERSONNEL

Senior Management Personnels (SMP) play a pivotal role in the organizational hierarchy by driving the strategic decision and objectives. As on March 31, 2026, following are the particulars of SMP of the Company:

Name	Designation
Mr. Latish Babu	Director - Power & Grid Segment
Mr. Pritam Mahangare	Director - Marketing & Diffused Segment
Mr. Ashutosh Shukla	Director - Mobility Segment
Mr. Saibal Choudhury	Director - Commercial End to End
Mr. PP Sreekanth	Director - Sales
Mr. Abhishek Bundelkhandi	Plant Director - TBI
Ms. Suparna Banerjee Bhattacharyya*	Chief Financial Officer
Mr. Omkar Prasad#	Chief Financial Officer
Mr. Sumit Goel	Company Secretary & Compliance Officer

*Resigned during the year w.e.f. close of business hours on September 15, 2025.

#Appointed during the year w.e.f. September 16, 2025.

BOARD COMMITTEES

The Board has constituted various sub-committees with the primary objective of maintaining strong business fundamentals and delivering high performance through relentless focus on significant affairs of the Company.

Each committee is set up by the formal approval of the Board and is guided by its respective charter which clearly defines their purpose, roles and responsibilities.

The Board provides and evaluates the Company's strategic direction, management policies and their effectiveness, and ensures that shareholders' long-term interests are being served. The Board has constituted six Committees, viz. Audit Committee, Nomination and Remuneration Committee, Stakeholders' Relationship Committee, Environmental, Social

& Governance and Corporate Social Responsibility Committee, Risk Management Committee and Finance and Banking Committee. The Company's internal guidelines for Board / Committee meetings facilitate the decision-making process at its meetings in an informed and efficient manner.

All the Committees have optimum composition pursuant to the Act and Listing Regulations. As on the date of signing of this report, in all Statutory Committee majority of members are Independent. The Chairperson of the respective Committee briefs the Board on the summary of the discussions held in the Committee Meetings.

The Board and Committee meetings of the Company for financial year 2025-26 were conducted in a hybrid mode at the Corporate Office of the Company enabling the participation of the members across different regions to attend either physically or electronically through Video Conferencing mode. The Company complied with all the applicable laws in conducting the Board and Committee meetings electronically.

The Company's various business heads / service heads are advised to schedule their work plans well in advance, particularly regarding matters requiring discussion / approval / decision at Board / Committee meetings. Such matters are communicated by them to the Company Secretary in advance so that they are included in the agenda for Board / Committee meetings. The agenda and notes on the agenda are circulated to all Directors in advance. All material information is incorporated in the agenda to facilitate meaningful and focused discussions at the meeting(s).

During the year, all recommendations of the Committees have been accepted by the Board.

The minutes of all the Committee meetings are placed before the Board for its review and noting. The Company Secretary officiates as the Secretary of these Committees. All the Statutory Committees of the Board are chaired by Independent Directors.

All Committees except Finance and Banking Committee comprise of Independent Director(s) as its member(s). The Chairperson for the Finance and Banking Committee is appointed at the start of each meeting.

Details of Board and Committee Meetings held during the financial year 2025-26 are tabled below:

Particulars	Board of Directors	Audit committee	Nomination and Remuneration Committee	Stakeholder and Relationship Committee	Risk Management Committee	ESG & CSR Committee	Finance & Banking Committee
Number of Meetings held	7	5	4	1	2	1	0
Date of Meetings	May 26, 2025; August 07, 2025; August 28, 2025; October 24, 2025; November 7, 2025; February 12, 2026; March 27, 2026	May 26, 2025; August 07, 2025; November 7, 2025; February 12, 2026; March 27, 2026	May 26, 2025; August 07, 2025; October 24, 2025; March 27, 2026	February 12, 2026	May 26, 2025; November 7, 2025	May 26, 2025	Nil
No. of Resolutions approved through circulation	3	3	7	Nil	Nil	2	Nil

Details of the terms of reference & composition of the Board Committees as on March 31, 2026, and the number of meetings held during 2025-26 & attendance therein, are provided below:

A. AUDIT COMMITTEE

Extract of terms of reference	Category, composition, and attendance	Other details												
Brief terms of reference of the Committee inter alia include the following: - Review with the management, the quarterly and annual financial statements before submission to the Board for approval. - Review and monitor the auditor's independence, performance, and effectiveness of audit process. - Recommend appointment, remuneration and terms of appointment of auditors including cost auditors. - Approval of payment to Statutory Auditors, including cost auditors, for any other services rendered by them. - Approval or any subsequent modification of transactions with related parties of the Company.	<table><tr><th>Name and Category</th><th>Attendance (Eligible to attend/ attended)</th></tr><tr><td>Sundaram Damodarannair¹– (C) (ID)</td><td>3/3</td></tr><tr><td>Pravin Kumar Purang – (ID)</td><td>5/5</td></tr><tr><td>Shalini Sarin¹– (ID)</td><td>3/3</td></tr><tr><td>Deepak Sharma – (NED)</td><td>5/5</td></tr><tr><td>Namrata Kaul² – (ID)</td><td>2/2</td></tr></table>	Name and Category	Attendance (Eligible to attend/ attended)	Sundaram Damodarannair ¹ – (C) (ID)	3/3	Pravin Kumar Purang – (ID)	5/5	Shalini Sarin ¹ – (ID)	3/3	Deepak Sharma – (NED)	5/5	Namrata Kaul ² – (ID)	2/2	The primary function of the Audit Committee includes monitoring and providing effective supervision of the financial reporting and maintaining robustness of internal financial controls including cyber security. The Committee works to fortify the adequacy and effectiveness of the Company's legal, regulatory, and ethical compliance & governance programs while monitoring the qualifications, expertise, resources, and independence of both the internal and external auditors; and assessing the auditors' performance and effectiveness each year. Effective October 24, 2025, the Committee got reconstituted, owing to induction of new Independent Directors on the Board and completion of tenure of Ms. Namrata Kaul as Independent Director on November 5, 2025. The Committee is chaired by a Non-Executive Independent Director. Each of the member of the Committee brings immense experience and possess strong accounting and financial management knowledge. In carrying out its oversight responsibilities transparently and efficiently, the Committee majorly relies on the expertise and knowledge of the management, the internal auditors, the Statutory Auditors and also uses external expertise, if required.
	Name and Category	Attendance (Eligible to attend/ attended)												
	Sundaram Damodarannair ¹ – (C) (ID)	3/3												
	Pravin Kumar Purang – (ID)	5/5												
	Shalini Sarin ¹ – (ID)	3/3												
	Deepak Sharma – (NED)	5/5												
	Namrata Kaul ² – (ID)	2/2												
(C) Chairperson; (NED) Non-Independent, Non-Executive Director; (ID) Independent, Non-Executive Director														



Extract of terms of reference	Category, composition, and attendance	Other details
- Review the adequacy of internal audit function and findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board. - Review the functioning of the whistle-blower mechanism / oversee the vigil mechanism. - The detailed terms of reference of the Committee are available on the website of the Company.	- Mr. Sundaram Damodarannair and Dr. Shalini Sarin were appointed with effect from October 24, 2025. - Ms. Namrata Kaul ceased to be a member of the Committee pursuant to the completion of her tenure as Independent Director on November 5, 2025.	The Committee covers a wide range of topics for deliberations and discussions in its meetings. These includes standing items that the Committee considers as a matter of course, typically in relation to the quarterly unaudited financial statements, accounting policies and judgements and reporting matters, and an array of significant issues relevant to Company's control framework. The Committee plays a vital role in evaluating the related party transactions, scrutinising intercorporate loans and verify that the systems for internal control are adequate and are operating effectively. The Chairperson of the Audit Committee was present at the 15th Annual General Meeting to answer shareholders' queries. As part of the Board's annual evaluation of its effectiveness and that of its Committees, the Audit Committee assessed its own effectiveness. The members of the Audit Committee agreed that its overall performance has been effective during the year.

B. NOMINATION AND REMUNERATION COMMITTEE

Extract of terms of reference	Category, composition, and attendance	Other details												
- Brief terms of reference of the Committee inter alia include the following: - Formulate 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. - Evaluate the balance of skills, knowledge, and experience on the Board and on the basis of such evaluation, preparing a description of the role and capabilities required of an independent director. - Formulate the criteria for performance evaluation. - Devise a policy on Board Diversity.	<table><tr><th>Name and Category</th><th>Attendance (Eligible to attend/ attended)</th></tr><tr><td>Shalini Sarin¹ – (C) (ID)</td><td>1/1</td></tr><tr><td>Pravin Kumar Purang – (ID)</td><td>4/4</td></tr><tr><td>Deepak Sharma² – (NED)</td><td>1/1</td></tr><tr><td>Namrata Kaul – (ID)³</td><td>3/3</td></tr><tr><td>Anil Chaudhry⁴– (NED)</td><td>2/3</td></tr></table> (C) Chairperson; (NED) Non-Independent, Non-Executive Director; (ID) Independent, Non-Executive Director	Name and Category	Attendance (Eligible to attend/ attended)	Shalini Sarin ¹ – (C) (ID)	1/1	Pravin Kumar Purang – (ID)	4/4	Deepak Sharma ² – (NED)	1/1	Namrata Kaul – (ID) ³	3/3	Anil Chaudhry ⁴ – (NED)	2/3	The NRC is accountable for overseeing the key processes through which it can make recommendations to the Board on the structure, size and composition of the Board, KMP & Senior Management; and ensure that the appropriate mix of skills, experience, diversity, and independence are present on the Board and senior level for it to function effectively. The NRC also leads the process for new Board appointments, advises the Board on succession planning. The Committee ensures that remuneration policies & practices are designed to attract, retain, and motivate the Executive Directors and the senior management group, while focussing on the delivery of the Group's strategic and business objectives. Effective October 24, 2025, the Committee got reconstituted, owing to induction of new Independent Directors on the Board and completion of tenure of Ms. Namrata Kaul as Independent Director on November 5, 2025. The Chairperson of the NRC is a Non-Executive Independent Director and was present at the 15th Annual General Meeting to answer shareholders' queries.
Name and Category	Attendance (Eligible to attend/ attended)													
Shalini Sarin ¹ – (C) (ID)	1/1													
Pravin Kumar Purang – (ID)	4/4													
Deepak Sharma ² – (NED)	1/1													
Namrata Kaul – (ID) ³	3/3													
Anil Chaudhry ⁴ – (NED)	2/3													

Extract of terms of reference	Category, composition, and attendance	Other details
- Identify persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down and to recommend to the Board their appointment and / or removal. - Specify the manner for effective evaluation of performance of Board, its Committees, and Individual Directors to be carried out either by the Board, by the Human Resources, Nomination and Remuneration Committee or by an independent external agency and review its implementation and compliance. - Recommend to the Board, all remuneration, in whatever form, payable to senior management. - Review Human Resource policies and overall human resources of the Company. - The detailed terms of reference of the Committee are available on the website of the Company.	1) Dr. Shalini Sarin was appointed as Chairperson and member of the Committee with effect from October 24, 2025. 2) Mr. Deepak Sharma was appointed as member of the Committee w.e.f. October 24, 2025. 3) Ms. Namrata Kaul ceased to be a member of the Committee pursuant to the completion of her tenure as Independent Director on November 5, 2025. 4) Mr. Anil Chaudhry ceased to be a member of the Committee effective from October 24, 2025.	The Committee also carries out the entire process of performance evaluation on an annual basis. As part of the Board's annual evaluation of its effectiveness and that of its Committees, as described below, the NRC Committee assessed its own effectiveness. The members of the NRC agreed that its overall performance had been effective during the year.

Performance Evaluation

The essence of Corporate Governance lies in promoting and maintaining integrity, transparency and accountability in the management higher grades. The Board recognizes the benefit of evaluation exercise that provides meaningful insight to Board members on how they can improve their individual and collective contribution to the leadership and effectiveness of the Group.

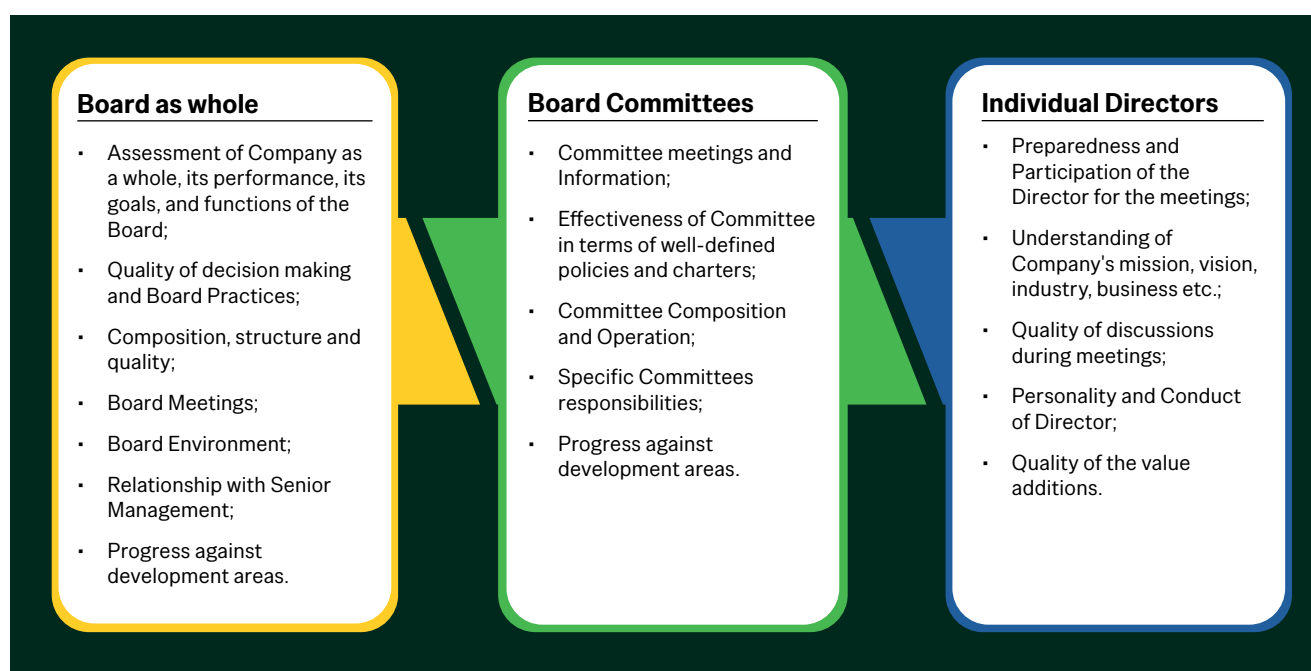
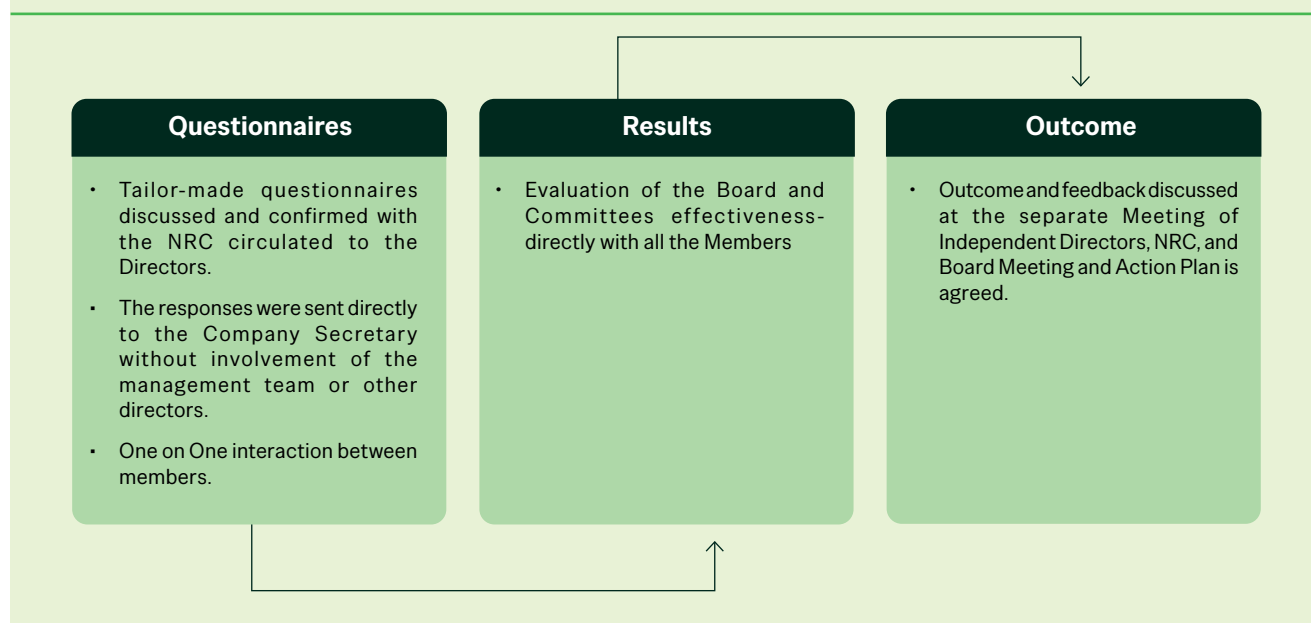
The NRC has devised the criteria for evaluation of the performance of the Directors including the Independent Directors. The said criteria specify certain parameters like attendance, acquaintance with business, communication inter se between board members, effective participation, domain knowledge, compliance with code of conduct, vision and strategy, benchmarks established by global peers etc., which are in compliance with applicable laws, regulations and guidelines.

In line with the previous year, an evaluation using a secure questionnaire was conducted to gather the opinions of each Director. The evaluation was thoughtfully structured yet practical, aiming to foster meaningful discussions on relevant issues, review progress on matters identified in the previous evaluation, and identify opportunities for improving the Board's processes.

Every director fills the questionnaire related to the performance of the Board, its Committees, Chairperson and individual directors except himself, as outlined below:



Process followed for conducting the Board Evaluation



Outcome of Performance Evaluation

The evaluation concluded with strong positive ratings, affirming that the Board and its Committees are operating efficiently. It was observed that the Board members bring diverse and robust expertise, leveraging their extensive experience to foster engaging, productive, and insightful discussions during meetings. Beyond fulfilling their formal responsibilities, the Board and its Committees actively deliberate on critical matters extending beyond their defined terms of reference, ensuring a comprehensive approach to governance, well-balanced mix of expertise, maintaining a collaborative and forward-thinking mindset.

Remuneration of Directors

The Remuneration Policy is significant in ensuring that competitive and impartial rewards are linked to key deliverables and are also in line with market practices and shareholders' expectations.

The NRC ensures that remuneration policies and practices are framed and intended to attract, retain and encourage the Executive Directors and the Senior management group, while simultaneously meeting the delivery of the Group's strategic and business objectives.

The Company's Policy on remuneration of Directors, Key Managerial Personnel and other employees, as approved by the Board, may be accessed on its website at https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=rpcad_may25.

Non-Executive Directors

The Non-Executive and Independent Directors are paid remuneration by way of commission and sitting fees, within the prescribed limits and as approved by the Shareholder, as the case may be. The appointment letter detailing the terms & conditions of appointment of Non-Executive Independent Directors is available on the Company's website. Further, no stock options were issued to the Non- Executive Independent Directors during the year.

During the year under review, there were no other pecuniary relationships or transactions of Non-Executive Directors with the Company.

During the year under review, basis recommendations of NRC, Board approved the revision in criteria for payment of sitting fees and commission to the Independent Directors w.e.f. November 7, 2025. Details of remuneration of Directors for financial year 2025-26 paid/payable are as under:

(Amount in ₹ Lakhs)

Name of the Director	Sitting Fees	Commission	Total
Mr. Pravin Kumar Purang	13.10	6.99	20.09
Mr. Sundaram Damodarannair ¹	5.90	3.97	9.87
Dr. Shalini Sarin ¹	5.30	3.97	9.27
Ms. Namrata Kaul ²	7.60	3.00	10.60
Mr. Anil Chaudhry ³	3.60	2.92	6.52

¹Mr. Sundaram Damodarannair and Dr. Shalini Sarin were appointed as a Non-Executive Independent Directors of the Company for a first term of three (03) years w.e.f. October 24, 2025.

²Ms. Namrata Kaul ceased to be Non-Executive Independent Director of the Company on completion of her second and final term w.e.f. close of business hours on November 5, 2025.

³Mr. Anil Chaudhry resigned from the position of Non – Executive, Non – Independent Director w.e.f. October 30, 2025.

Note: Remuneration is paid to all Non-Executive Directors, except Mr. Deepak Sharma, who is not entitled to any remuneration by way of commission or sitting fees.

Executive Directors

The Executive Directors' remuneration has two components: fixed pay and annual variable pay including performance linked incentive. The fixed component is based upon the industry practice and benchmarks considering the experience, skill, knowledge and job responsibilities. The performance linked incentive is linked to the achievement of the Company and individual performance goals.

Variable pay criteria for Executive Directors is as follows:

The Executive directors of the company are paid the variable components in the form of Short-term Incentive plan (STIP) and Long-term Incentive plan (LTIP). STIP- Is a combination of 50% from Group performance and 50% from Individual performance and LTIP is 100% based on Group performance.

The criteria of group performance in STIP and LTIP is as below:

Short Term Incentive (STIP) [#]	Long-Term Incentive (LTIP) [#]
35% - Group organic sales growth	40% - Adjusted Earnings per Share for parent company (EPS)
25%- Adjusted EBITA margin organic improvement	35%- Relative Total Shareholder Return (TSR)
10%- Group cash conversion rate	25%- Carbon emissions reduction targets
10%- Net Satisfaction Score	
20%- Schneider Sustainability Impact (SSI)	

[#] The STIP and LTIP is paid to the executive directors based on individual performance and the performance of parent company (Global SE) and not of Company's performance.

As mentioned in above table, ESG performance is a critical parameter while determining the variable pay of the Executive Directors. In STIP- 20% weightage of group performance is given to achievement of Global Sustainability goals whereas in LTIP- 25% of weightage is given to achievement of Group's Climate targets aligned with SBTi.

The remuneration of the Executive Directors is governed by the agreements executed with them, subject to the approval of the Board and of the shareholders in general meetings and such other approvals as may be necessary and in line with Remuneration Policy of the Company.

Details of remuneration paid to the Executive Directors for the financial year 2025-26 are as follows:

(Amount in ₹ Lakhs)

Name of the Director	Udai Singh (MD & CEO)	Chinmoy Das (WTD)
Period of Appointment	3 years	3 years
Date of Appointment	September 15, 2023	November 14, 2024
Date of Cessation	-	-
Salary and other Allowances	119.26	64.14
Perquisites [#]	0.19	0.37
Contribution to Provident Fund	6.17	3.56
Performance Linked - Short Term Incentive	55.35	4.40
Performance Linked - Long Term Incentive	42.48	0
Notice Period	Three (3) Months	
Severance Fees		Nil
Stock Options [#]		Nil

[#]The Company does not have any Stock Option Plan for its employees. However, above Executive Directors are entitled to Stock Options of the Ultimate Holding Company - Schneider Electric SE, France under its "Worldwide Employee Stock Option", the perquisite value, if any, of which is included in above table.



C. STAKEHOLDERS' RELATIONSHIP COMMITTEE

Extract of terms of reference	Category, composition, and attendance		Other details										
• The role of the Committee includes: • Resolve the grievances of the shareholders including complaints related to transfer/ transmission of shares, non-receipt of annual report, issue of new/duplicate certificates, general meetings, etc. • Review of measures taken for effective exercise of voting rights by shareholders. • Review reports on shareholder satisfaction surveys, if any.	<table><thead><tr><th>Name and Category</th><th>Attendance</th></tr></thead><tbody><tr><td>Pravin Kumar Purang – (C) (ID)¹</td><td>1/1</td></tr><tr><td>Udai Singh – (MD & CEO)</td><td>1/1</td></tr><tr><td>Deepak Sharma – (NED)</td><td>1/1</td></tr><tr><td>Namrata Kaul – (ID)²</td><td>-</td></tr></tbody></table> (C) Chairperson; (NED) Non-Independent, Non-Executive Director; (ID) Independent, Non-Executive Director; (MD & CEO) Managing Director & Chief Executive Officer		Name and Category	Attendance	Pravin Kumar Purang – (C) (ID) ¹	1/1	Udai Singh – (MD & CEO)	1/1	Deepak Sharma – (NED)	1/1	Namrata Kaul – (ID) ²	-	The Stakeholders’ Relationship Committee (SRC) supports the Company and its Board in maintaining strong and long-lasting relations with its stakeholders at large. The role, powers, and terms of reference of the Stakeholders’ Relationship Committee (SRC) covers all the areas prescribed under Section 178 of the Act and Regulation 20(4) of Listing Regulations besides other terms as referred by the Board of Directors from time to time. The Chairperson of the SRC is a Non-Executive Independent Director and was present at the 15th Annual General Meeting to answer shareholders’ queries.
Name and Category	Attendance												
Pravin Kumar Purang – (C) (ID) ¹	1/1												
Udai Singh – (MD & CEO)	1/1												
Deepak Sharma – (NED)	1/1												
Namrata Kaul – (ID) ²	-												
• Review adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar and Share Transfer Agent. • Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of annual reports/ statutory notices by the shareholders of the Company. • Review shareholding distribution. • Formulation of procedures in line with the statutory guidelines to ensure speedy disposal of various requests received from shareholders from time to time. • Comparative details on demat and physical holding. • Monitors implementation and compliance of Company’s Code of Conduct for Prevention of Insider Trading in its securities.	1. 2) Mr. Pravin Kumar Purang was appointed as Chairperson and member of the Committee with effect from October 24, 2025. Ms. Namrata Kaul ceased to be a member of the Committee with effect from October 24, 2025.	The SRC majorly ensures and oversees the prompt resolution of the grievances of security holders; the implementation of ways to enhance shareholders' experience; assessment of performance of Registrar & Transfer Agent (“RTA”); monitoring of shareholding movements etc. The Investor Relation Head attends the Meeting(s) of SRC, and other directors/ members of the senior management team may attend the meetings at the invitation of the Committee, as may be deemed necessary. The Board accepted all the recommendations made by the Committee in 2025-26.											

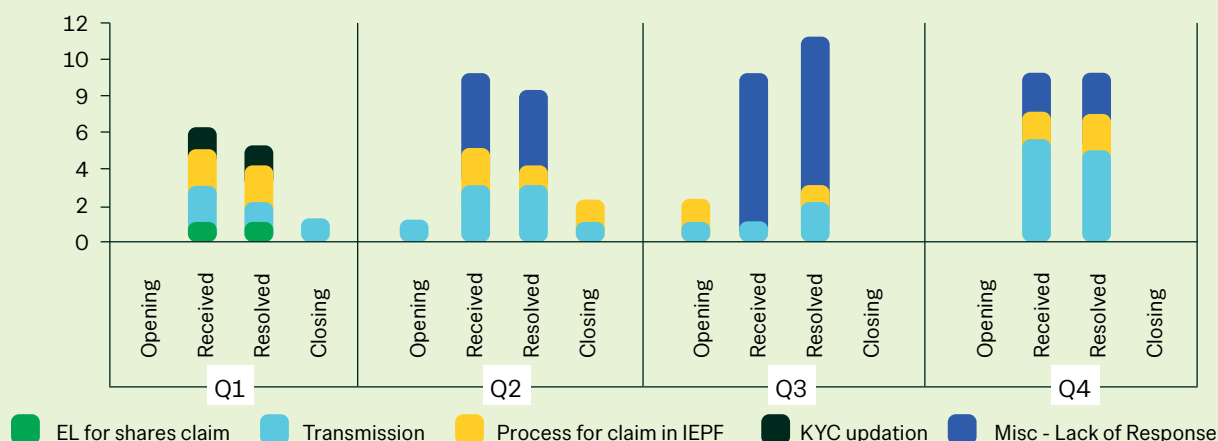
Investor Complaints

All grievances can be addressed either to RTA or to the Company directly. An update on the status of complaints is quarterly reported to the Board and is also filed with stock exchanges as part of Integrated Governance filing. Details of investor complaints/requests received during 2025-26 are as under:

Sr. No	Nature of complaints / letters and correspondence	Opening Balance	Received	Resolved	Closing Balance
1	Entitlement Letter (EL) request for claiming shares	0	1	1	0
2	Non-receipt of Shares / Share Certificates after Transmission / Transfer / Duplicate	2	11	13	0
3	KYC updation	0	1	1	0
4	Process of claim in IEPF	1	6	7	0
5	Miscellaneous – Lack of response, name deletion, etc.	0	14	14	0
Total		0	33	33	0

SEBI has introduced a Common ODR mechanism to facilitate online resolution of all kinds of grievances/ disputes/complaints arising in the Securities Market. The said ODR Portal permits the shareholder(s) an additional mechanism to resolve the grievances/complaints/disputes by raising the complaints through ODR portal at SMARTODR. As mandated, the link of ODR portal is also hosted on the Company's website.

Investors grievances/ disputes/complaints/queries - 2025-26

**Compliance Officer**

As at March 31, 2026, Mr. Sumit Goel, Company Secretary acted as the Compliance Officer for complying with the requirements of the Listing Regulations and securities laws, including SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended.

Nodal officer

Mr. Sumit Goel, Company Secretary & Compliance Officer, acted as the Nodal Officer of the Company to ensure compliance with Investor Education Protection Fund (IEPF) Rules as at March 31, 2026.

D. RISK MANAGEMENT COMMITTEE

Extract of terms of reference	Category, composition, and attendance	Other details												
The RMC inter-alia includes: to formulate a detailed Risk Management policy which shall include: • (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. • Oversee implementation / Monitoring of Risk Management Plan and Policy. • Periodically review and evaluate the Risk Management Policy and Practices with respect to risk assessment and risk management processes. • Review of cyber security and related risks. The detailed terms of reference of the Committee are available on the website of the Company.	<table><tr><th>Name and Category</th><th>Attendance</th></tr><tr><td>Sundaram Damodarannair¹ – (C) (ID)</td><td>1/1</td></tr><tr><td>Udai Singh – (MD & CEO)</td><td>2/2</td></tr><tr><td>Deepak Sharma – (NED)</td><td>2/2</td></tr><tr><td>Pravin Kumar Purang² (ID)</td><td>1/1</td></tr><tr><td>Namrata Kaul ³ (ID)</td><td>1/1</td></tr></table> (C) Chairperson; (NED) Non-Independent, Non-Executive Director; (ID) Independent, Non-Executive Director; (MD & CEO) Managing Director & Chief Executive Officer 1. Mr. Sundaram Damodarannair was appointed as Chairperson and member of the Committee with effect from October 24, 2025. 2. Mr. Pravin Kumar Purang ceased to be the member of the committee effective October 24, 2025. 3. Ms. Namrata Kaul ceased to be a member of the Committee pursuant to the completion of her tenure as Independent Director on November 5, 2025.	Name and Category	Attendance	Sundaram Damodarannair ¹ – (C) (ID)	1/1	Udai Singh – (MD & CEO)	2/2	Deepak Sharma – (NED)	2/2	Pravin Kumar Purang ² (ID)	1/1	Namrata Kaul ³ (ID)	1/1	The Company's risk management framework ensures safety, builds trust, and enables achievement of the Company's strategic objectives by managing risks. The Risk Management Committee (RMC) follows-up on the efficiency of internal control and risk management systems to ensure that the Company is safe from volatility, the current and emerging risks and uncertainties surrounding its business. Having a robust risk management system and effective monitoring protocols will ensure that the Company continues to manage its existing risks while parallelly identifying any new risks that may impact its ability to create value over the long run. There is a mechanism in place to inform the Board members about the risk assessment and minimization procedures to ensure that the executive management controls risk by means of a properly defined framework. The RMC is constituted pursuant to Regulation 21 of the Listing Regulations. As part of the Board's Annual Evaluation of its effectiveness and that of its Committees, as described earlier in the report, the RMC assessed its own effectiveness. The members of the Committee agreed that its overall performance had been effective during the year. Other Disclosures: "During FY 2025-26, there were no cyber security incidents, breaches, or loss of data/documents required to be reported under Regulation 27(2)(ba) of the Listing Regulations."
Name and Category	Attendance													
Sundaram Damodarannair ¹ – (C) (ID)	1/1													
Udai Singh – (MD & CEO)	2/2													
Deepak Sharma – (NED)	2/2													
Pravin Kumar Purang ² (ID)	1/1													
Namrata Kaul ³ (ID)	1/1													



E. ENVIRONMENTAL, SOCIAL & GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Extract of terms of reference	Category, composition, and attendance (eligible/ attended)	Other details										
The ESG & CSR Committee inter-alia, oversee the following: - Formulate and recommend to the Board a CSR Policy indicating the activities to be undertaken by the Company. - Formulate the activities as mentioned in the Annual Action Plan or modification thereof to be undertaken by the Company as specified in Schedule VII of the Act and the applicable rules and recommend the same to the Board. - Formulate the CSR budget and recommend to the Board to seek approval for the amount of expenditure to be incurred on the CSR activities. - Decide on the locations for CSR activities. - Monitor the ESG Charter and CSR Policy of the Company.	<table><tr><th>Name and Category</th><th>Attendance</th></tr><tr><td>Pravin Kumar Purang – (C) (ID)</td><td>1/1</td></tr><tr><td>Deepak Sharma – (NED)</td><td>1/1</td></tr><tr><td>Udai Singh – (MD & CEO)¹</td><td>-</td></tr><tr><td>Anil Chaudhry (NED)²</td><td>1/1</td></tr></table> <i>(ID) Independent, Non-Executive Director; (MD & CEO) Managing Director & Chief Executive Officer; (NED) Non-Independent, Non-Executive Director</i> - Mr. Udai Singh was appointed as Member of the Committee effective October 24, 2025. - Mr. Anil Chaudhry ceased to be member of the Committee on October 24, 2025.	Name and Category	Attendance	Pravin Kumar Purang – (C) (ID)	1/1	Deepak Sharma – (NED)	1/1	Udai Singh – (MD & CEO) ¹	-	Anil Chaudhry (NED) ²	1/1	The Environmental, Social & Governance and Corporate Social Responsibility Committee (“ESG & CSR Committee”) (formerly known as CSR Committee) ensures that the ESG & CSR activities of the Company shall continuously evolve for a long-term sustainability of business, society and environment at large. The Company has integrated ESG into its governance structure so that the Company can have a better oversight and strengthen management responsibility for business-related ESG challenges and opportunities. The ESG & CSR Committee in its meeting held on November 7, 2023, adopted the ESG Charter to assist the Board in meeting its responsibilities by creating a sustainable future through its activities and integrating the elements of sustainability into the Company's business strategy. Apart from the Executive Management, Committee invites such of the executives as it considers appropriate to be present at its meetings. The Board accepted all the recommendations made by the Committee in FY 2025-26.
Name and Category	Attendance											
Pravin Kumar Purang – (C) (ID)	1/1											
Deepak Sharma – (NED)	1/1											
Udai Singh – (MD & CEO) ¹	-											
Anil Chaudhry (NED) ²	1/1											

F. FINANCE AND BANKING COMMITTEE

Extract of terms of reference	Category, composition, and attendance	Other details
The Board is authorized to constitute one or more functional committees delegating thereto powers and duties with respect to specific purposes for which such committee has been constituted. Meetings of such committees are held as and when the need arises. Time schedule for holding such functional committees is finalized in consultation with the Committee members.	The Committee got reconstituted pursuant to changes in the composition of Board and Committees, effective October 24, 2025. As on March 31, 2026, the Committee comprised of three (3) Directors including two (2) Executive Directors and one (1) Non - Executive Director. No meeting of Finance and Banking Committee was held during the financial year 2025-26.	To facilitate efficient decision-making and ensure seamless day-to-day operations, the Company has constituted a functional committee known as the Finance and Banking Committee. The Committee meets as and when required to address operational and transactional matters, particularly those relating to banking and financial operations of the Company.

CERTIFICATION(S)

In accordance with the provisions of Regulation 17(8) of the Listing Regulations, certificate from CEO & MD and CFO in relation to the financial statements for the year ended March 31, 2026, is annexed as **Annexure-B** to this Report.

The requisite Certificate from a Practicing Company Secretary confirming certifying that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors of companies by SEBI/Ministry of Corporate Affairs or any such statutory authority pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the Listing Regulations is enclosed as **Annexure C** to this Report on Corporate Governance.

GENERAL BODY MEETINGS

ANNUAL GENERAL MEETINGS

Details of last three Annual General Meetings (AGMs) along with particulars of Special Resolution(s) passed by members of the Company in the said meetings, are as under:

Financial Year	Day, Date & Time	Location/Mode	Particulars of Special Resolution(s)
FY 2022-23 (13 th AGM)	Thursday, September 14, 2023, 3.30 P.M. (IST)	Through Video Conferencing/ Other Audio-Visual Means	Payment of remuneration by way of commission to the Non-Executive Independent Directors of the Company.
FY 2023-24 (14 th AGM)	Tuesday. September 3, 2024, 3:30 P.M. (IST)	Through Video Conferencing/ Other Audio-Visual Means	None
FY 2024-25 (15 th AGM)	Thursday, September 4, 2025, 3:30 p.m. (IST)	Through Video Conferencing/ Other Audio-Visual Means	None

EXTRAORDINARY GENERAL MEETING

There was no Extra-Ordinary General Meeting held during the financial year 2025-26.

POSTAL BALLOT

During the year under review, in compliance with the applicable provisions of the Act, Listing Regulations and relevant circulars issued by the Ministry of Corporate Affairs, postal ballots during FY 2025-26 were conducted, details whereof are as under:

Date of Postal Ballot Notices	Particulars of Resolution(s)	Approval Date	% of Votes Polled on outstanding shares	Votes in favour of the resolution (% of total number of valid votes)	Votes against the resolution (% of total number of valid votes)	Scrutinizer details	Link for postal ballot notice and voting results
April 11, 2025	1. Approval for re-appointment of Mr. Pravin Purang (DIN: 02533080) as an Independent Director for second and final term of three (3) years	May 16, 2025	79.69	99.63	0.37	Mr. Kapil Dev Taneja (CP No. 22944), Practising Company Secretary, was appointed as the Scrutiniser to scrutinise the postal ballot process by voting through electronic means only (remote e-voting) in a fair & transparent manner.	https://infra-in.se.com/en/investor/postal-ballot-e-voting-result/
	2. Approval on payment of remuneration by way of commission to Mr. Anil Chaudhry (DIN: 03213517), Non-Executive Director of the Company.		79.69	99.32	0.68		
November 7, 2025	1. Approval on appointment of Dr. Shalini Sarin (DIN: 06604529) as a Non-Executive Independent Director of the Company	December 11, 2025	80.67	98.36	1.64		
	2. Approval on appointment of Mr. Sundaram Damodarannair (DIN: 00016304) as a Non-Executive Independent Director of the Company		80.67	99.97	0.03		
	3. Payment of remuneration by way of commission to Non-Executive Independent Directors of the Company		80.67	99.65	0.35		



Date of Postal Ballot Notices	Particulars of Resolution(s)	Approval Date	% of Votes Polled on outstanding shares	Votes in favour of the resolution (% of total number of valid votes)	Votes against the resolution (% of total number of valid votes)	Scrutinizer details	Link for postal ballot notice and voting results
February 12, 2026	1. Approval on Company's participation in Worldwide Employee Share Ownership Plan 2026 (2026 WESOP) and grant of loan/ financial assistance and free matching shares to employees of the Company.	March 25, 2026	80.85	99.09	0.91	Mr. Sujeet Kumar (CP No. 22684), Practising Company Secretary, was appointed as the Scrutiniser to scrutinise the postal ballot process by voting through electronic means only (remote e-voting) in a fair & transparent manner.	
	2. Approval for Material Related Party Transaction(s) between the Company and Schneider Electric IT Business India Private Limited.		5.85*	99.99	0.01		
	3. Approval for Material Related Party Transaction(s) between the Company and Schneider Electric India Private Limited.		5.85*	99.99	0.01		
	4. Approval for Material Related Party Transaction(s) between the Company and Schneider Electric Industries SAS.		5.85*	99.99	0.01		

* All related parties were abstained from voting in accordance with the provisions of the Listing Regulations.

Mr. Sumit Goel, Company Secretary and Compliance Officer were authorised by the Board of Directors to conduct the Postal Ballot exercise.

All resolutions were approved through requisite majority.

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

Procedure for Postal Ballot

The Postal Ballot process was conducted in compliance with the provisions of Sections 108 and 110 of the Companies Act, 2013 ("the Act"), read with the rules made thereunder and applicable circulars issued by the Ministry of Corporate Affairs ("MCA"). The Company provided electronic voting ("e-voting") facility to its Members and, for this purpose, engaged the services of National Securities Depository Limited ("NSDL").

In view of the relaxations granted under the MCA circulars, the Postal Ballot Notice was sent only in electronic mode to those Members whose email addresses were registered with the Company/Registrar and Transfer Agent ("RTA") or their Depository Participants as on the respective cut-off dates. The process of voting was conducted exclusively through remote e-voting. Further, the Company published the requisite advertisements in the newspapers, in compliance with the provisions of the Act and applicable rules and circulars.

The manner of e-voting by (i) individual shareholders holding shares of the Company in demat mode, (ii) Shareholders other than individuals holding shares of the Company in demat mode, (iii) Shareholders holding shares of the Company in physical mode, and (iv) Shareholders who have not registered their e-mail address, was explained in the instructions given in Postal Ballot Notice(s).

The e-voting facility remained open for a period of thirty (30) days, and the results were declared within the timelines prescribed under the Act and the applicable rules.

Voting rights were reckoned on the basis of the paid-up value of equity shares held by the Members as on the respective cut-off dates.

Upon completion of the scrutiny, the Scrutinizer submitted his report to the Chairperson, and the results of the Postal Ballot were declared by the Company Secretary, as authorised by the Board. The results were displayed on the website of the Company and were also communicated to the stock exchanges, depositories and the RTA.

MEANS OF COMMUNICATION



Financial Results

- The quarterly/half-yearly/annual results along with audit/limited review report, press release and investor presentation are filed with the stock exchanges immediately after the approval of the Board;
- The results are also published in at least one prominent national and one regional newspaper having wide circulation i.e. "The Financial Express" in English newspaper all editions and Gujarati newspaper Ahmedabad edition, within 48 hours of the conclusion of the meeting,
- Financial results are also uploaded on the Company's website and can be accessed at <https://infra-in.se.com/en/investor/annual-reports-financials/>.



Designated e-mail ids

The Company has dedicated e-mail id, namely company.secretary@schneider-electric.com for communication with the shareholders.



Annual Report

Annual Report containing, inter alia, Audited Financial Statement, Board's Report, Auditor's Reports and other important information is circulated to members and others entitled thereto in compliance with relevant circulars issued by SEBI and MCA. The Company's Annual Report is also available in downloadable form on the Company's website at <https://infra-in.se.com/en/investor/annual-reports-financials/>.



Chairperson Speech

At every AGM, the Chairperson addresses the shareholders on Company's operations and performance with his speech.



News Release

- 1) Statutory Notices are also published in the prescribed newspaper publications.
- 2) Stock exchanges are regularly updated on any developments/ events and the same are simultaneously displayed on the Company's website as well.
- 3) All the releases can be accessed on the website of the Company at <https://infra-in.se.com/en/investor/newspaper-publications/>.



Engagement with Investors/ Analysts

During the year under review, the Company had physically and virtually met institutional and non-institutional investors, and the schedule of such meets was intimated to the stock exchanges, from time to time.



Website

The 'Investors Relations' section of Company's website hosts shareholder's related information. Besides the mandatory documents required to be uploaded on the Company's website under the Listing Regulations, details of earnings call, presentations, press releases, and quarterly reports are also hosted on the website: <https://infra-in.se.com/en/investor/>.



Access to Documents

Shareholders can also access the details of Corporate Governance Policies and Charters, Memorandum and Articles of Association, financial information, shareholding information, details of unclaimed dividends and shares transferred to IEPF, etc. on the Company's website.



GENERAL SHAREHOLDERS' INFORMATION

ANNUAL GENERAL MEETING FOR FINANCIAL YEAR 2025-26


Date & Time :

Thursday, September 10, 2026, 3:30 p.m. [IST]


Venue, Mode & Participation:

Video-Conferencing and other audio-visual mode

(Deemed Venue for Meeting – Registered office: Milestone 87, Village Kotambi, Post Office Jarod, Vadodara-Halol Highway, Vadodara-Gujarat- 391510)

(In view of the relevant MCA Circulars, the meeting will be held through Video Conferencing facility/other Audio Video mode. For details, please refer to the Notice of ensuing 16th AGM.)


E-Voting Schedule :

Monday, September 7, 2026 (9:00 am IST) to

Wednesday, September 9, 2026 (5:00 pm IST)

Online Speaker Registration

Members who desire to speak at the AGM can pre-register as speakers by sending request to the Company as per the instructions provided in the Notice convening the meeting.

E-Voting Facility

Remote e-voting facility will be provided to the shareholders before the date of AGM. The Company will also provide remote e-voting facility to the members during the AGM till 30 minutes post conclusion of the meeting to ensure participation and voting through electronic means.

Transcript of AGM

Recorded transcript of AGM will be made available on the website of the Company.

FINANCIAL YEAR

April 1 to March 31.

FINANCIAL CALENDAR (TENTATIVE) RESULTS FOR QUARTER ENDING:

Result for the period ended	FY 2025-26	FY 2026-27
First Quarter Results	August 7, 2025	By second week of August, 2026
Second Quarter and Half Yearly Results	November 7, 2025	By second week of November 2026
Third Quarter and Nine Months Results	February 12, 2026	By second week of February 2027
Fourth Quarter and year end Results	May 28, 2026	Before end of May 2027

BOOK CLOSURE : Not applicable as the Company is not closing books for the purpose of AGM .

DIVIDEND PAYMENT DATE

No dividend has been recommended for FY 2025-26; accordingly, dividend payment date is not applicable.

LISTING ON STOCK EXCHANGES

Name of Stock Exchange	Address	Script Symbol/Code	ISIN	Payment Status
National Stock Exchange of India Limited (NSE)	Exchange Plaza, Bandra Kurla Complex, Bandra (E) Mumbai - 400 051	SCHNEIDER	INE839M01018	Annual listing fees for the financial year 2025-26 have been paid by the Company.
Bombay Stock Exchange (BSE Limited)	Phiroz Jeejeebhoy Towers, Dalal Street, Mumbai - 400 023	534139	INE839M01018	

Note: During the year, none of the securities of the Company were suspended from trading.

REGISTRAR AND SHARE TRANSFER AGENT (RTA)

MUFG Intime India Private Limited (Formerly known as C B Management Services (P) Limited)

Address:

C-101, Embassy 247, L.B.S. Marg,

Vikhroli (West), Mumbai - 400083

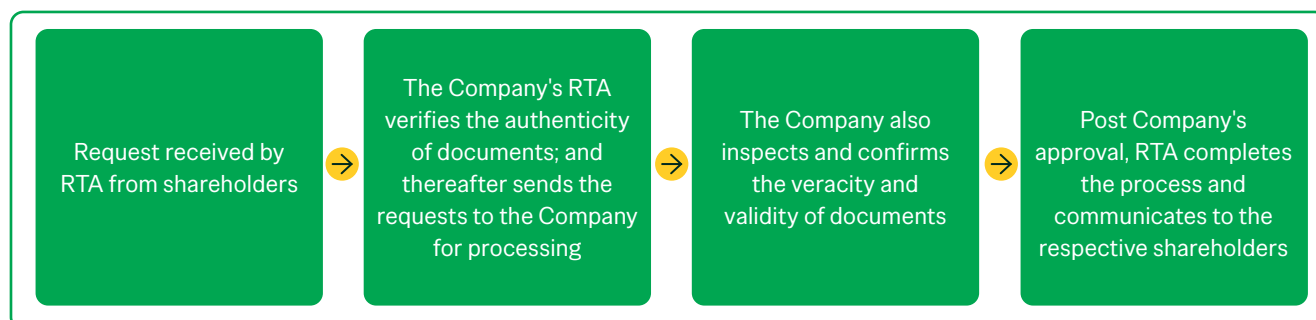
Telephone: +91 22 4918 6000

E-mail: investor.helpdesk@in.mpms.mufg.com

SHARE TRANSFER SYSTEM

During the year, Registrar and Transfer Agent ("RTA") of the Company ensured compliance with all the procedural requirements with respect to transfer, transmission and transposition of shares and formalities with respect to name deletion, sub-division, consolidation, renewal, and endorsement of share certificates. SEBI has mandated that securities of listed companies can be transferred only in dematerialised form. Accordingly, the Company / its RTA are not accepting any lodgement of transfer of shares in physical form. Members holding shares in physical form are advised to avail the facility of dematerialisation. However, investors are not barred from holding shares in physical form. Transfers in electronic form are much simpler and quicker as the members have to approach their respective depository participants and the transfers are processed by NSDL/ CDSL, as the case may be, with no requirement of any separate communication to be made to the Company.

Various shareholder requests received by the Company through RTA, are processed in following manner:



As required by the Listing Regulations, quarterly audit of the Company's share capital is being carried out by a Company Secretary in Practice with a view to reconcile the total share capital admitted with NSDL and Central Depository Services Limited ("CDSL") and held in physical form, with the issued & listed capital.

The reports for Share Capital Audit Reconciliation obtained in line with the statutory requirements are meticulously filed with the stock exchanges on a timely basis and also placed before Board of Directors.

SHAREHOLDING PATTERN AS ON MARCH 31, 2026

The detailed break-up of shareholding pattern as on March 31, 2026 is as under:

Sl. No	Particulars	No. of Equity Shares held	Percentage %
1	Promoter Holding		
	Indian Promoter	168735367	70.57
	Foreign Promoter	10592659	4.43
2	Public Holding		
	Insurance Companies	489738	0.21
	Financial Institutions and Banks	10630	0.00
	NBFCs registered with RBI	0	0.00
	Alternate Investment Funds	1409179	0.59
	Mutual Funds	7831075	3.28
	Foreign Portfolio Investors	7616291	3.18
	Bodies Corporate	3580060	1.50
	Non-resident Indians, Overseas Corporate Bodies and Foreign Nationals	1633702	0.68
	General Public	34305738	14.35
	Directors and their Relatives	500	0.00
	Others - Clearing Member	136954	0.06
	Others - Trust	6400	0.00



Sl. No	Particulars	No. of Equity Shares held	Percentage %
	Others - State Government	1405	0.00
	IEPF	1420932	0.60
	LLP	78211	0.03
	HUF	1248908	0.52
	Suspense Escrow Account	5315	0.00
	Other (Office Bearers)	971	0.00
	Total	239104035	100

DISTRIBUTION OF SHAREHOLDING

Distribution of Shareholding as on March 31, 2026

No. of Shares	No. of Shareholders	% of total Shareholders	No. of Shares	Shareholding (%)
1 – 500	99721	91.20	7980822	3.34
501 - 1000	4545	4.16	3518001	1.47
1001 - 2000	2377	2.17	3543010	1.48
2001 - 3000	888	0.81	2275104	0.95
3001 - 4000	450	0.41	1605242	0.67
4001 - 5000	322	0.30	1508156	0.63
5001 - 10000	571	0.52	4138784	1.73
10001 and above	472	0.43	214534916	89.73
Total	109346	100	239104035	100

The shares of the Company are compulsorily traded in dematerialised form on the stock exchanges.

Pursuant to the amendment in Listing Regulations, requests for effecting transfer of securities shall not be processed unless the securities are held in the dematerialised form with a depository.

The quarterly shareholding pattern filed with the stock exchange(s) can also be accessed on the website of the Company at <https://infra-in.se.com/en/investor/reports/shareholding-pattern/>.

DEMATERIALIZATION OF SHARES AND LIQUIDITY

The Company has dematerialized its equity shares with both the depositories viz. National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL).

As on March 31, 2026, 99.44% of the Company's paid-up capital was held in dematerialized form.

Particulars of number of shares held in dematerialized and physical form are as under:

Category/Head	No. of Shares	% of Paid-up Capital
Physical	1340196	0.56
Held in dematerialized form in NSDL	223958411	93.67
Held in dematerialized form in CDSL	13805428	5.77
Total	239104035	100.00

Members are advised to convert their physical shareholding into electronic holding in order to mitigate the risks associated with holding physical share certificates and also derive other benefits of dematerialization, such as easy liquidity, electronic transfer, etc.

Pursuant to an amendment in the Listing Regulations effective from April 1, 2019, any request for transfer of shares shall be processed for shares held in dematerialized form only. Further, SEBI vide Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026, has mandated to issue securities in dematerialized form only, while processing service requests viz. issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/exchange of securities certificate; endorsement; sub-division/splitting; consolidation of securities certificates; transmission and transposition. SEBI vide Master Circular no. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026, has mandated all listed entities to ensure that shareholders holding shares in physical form shall update their PAN, KYC, Nomination and Bank account details (if not updated or provided earlier) through the Registrar & Share Transfer Agent.

Members holding shares in dematerialized form are requested to intimate changes, if any in their address, e-mail id, bank account details etc. to their Depository Participant (DP).

OUTSTANDING ADRS/ GDRS / WARRANTS OR ANY CONVERTIBLE INSTRUMENTS, CONVERSION DATE AND LIKELY IMPACT ON EQUITY

The Company has not issued any ADR/GDR/Warrant and Convertible Instrument during the year under review. There are no outstanding GDR/ADR/Warrant and Convertible Instrument.

COMMODITY PRICE RISK OR FOREIGN EXCHANGE RISK AND HEDGING ACTIVITIES

The Company has exposures to commodities on account of its sales in fixed prices which involve direct and indirect purchases of commodities, the prices of which are variable and market driven. Such an imbalance ("sell fixed, buy variable") results in commodity price risk for the entities PnL.

Commodity Name	Exposure in INR towards the particular commodity (in MINR)	Exposure in quantity terms towards the particular Commodity (in tonnes)	% of such exposure hedged through Commodity Derivatives				
			Domestic Market		International Market		Total
			OTC	Exchange	OTC	Exchange	
Copper Grade A	2,211.26	2331.88	0%	0%	0%	60%	60%
Primary Aluminium	348.39	1398.36	0%	0%	0%	60%	60%
Standard Lead	0.34	2.00	0%	0%	0%	60%	60%

Risk mitigation steps

The Company hedges its commodity exposures to address the aforesaid risk through commodity derivatives. During the financial year 2025-26, the Company has hedged its expenditures on high value commodities as per the Group's hedging policy. The hedges are booked on International Commodity Exchanges by Boissiere Finance, the in-house Bank for the group, and results for the same are passed on to the Company.

For further details, please refer to the financial statements of the Company.

PLANT LOCATIONS

The Company's plants are located at Vadodara (Gujarat) and Kolkata (West Bengal). The address for plant locations is as under:

Factory Name	Address
Vadodara - Medium Voltage Switchgear Factory	Milestone 87, Village Kotambi, Post Office Jarod, Vadodara-Halol Highway, Vadodara-Gujarat- 391510
Vadodara - Transformer Factory	Milestone 87, Village Kotambi, Post Office Jarod, Vadodara-Halol Highway, Vadodara-Gujarat- 391510
Kolkata - SLW Factory	Block BN3, Sector V, Salt Lake City, Kolkata, West Bengal- 700091
Kolkata Medium Voltage Component - (KMVC) Factory	Prospace Industrial Park, Building No. B157, Mouja Belumilky, Village – Pyrapur, Dankuni, District Hooghly, West Bengal, PIN - 712223



ADDRESS FOR CORRESPONDENCE

Company's Registered Office Address

Schneider Electric Infrastructure Limited
Milestone 87, Village Kotambi
Post Office Jarod, Vadodara-Halol Highway, Vadodara-
Gujarat- 391510
Website: <https://infra-in.se.com/>
CIN: L31900GJ2011PLC064420

Registrar and Share Transfer Agent

MUFG Intime India Private Limited (formerly known as C B
Management Services (P) Limited)
Registered office Address: C – 101 1st Floor, 247 Park, L.B.S
Marg, Vikhroli (West), Mumbai 400083
Telephone: ++91 22 4918 6000
E-mail: investor.helpdesk@in.mpmc.mufig.com

Compliance Officer

Mr. Sumit Goel
Company Secretary & Compliance Officer
Tel : +91 9228078000
email: company.secretary@schneider-electric.com

Investor Relations

Mr. Mohit Agarwal
Tel: +91 9228078000
email: mohit1.agarwal@se.com /
investor.relation@schneider-electric.com

Retail Shareholders

Mr. Sumit Goel
Company Secretary & Compliance Officer
Tel: +91 9228078000
email: company.secretary@schneider-electric.com

Corporate Office:

15th Floor, DT-4, DLF Downtown, Phase 3, Sector 25A,
Gurugram, Haryana – 122002
Tel. No. +91 9228078000

LIST OF ALL CREDIT RATINGS ATTAINED

The Company does not have any outstanding debt instruments, fixed deposit programme, or any scheme or proposal for mobilisation of funds. Accordingly, the Company was not required to obtain any credit rating during the financial year 2025-26.

OTHER DISCLOSURES

a) MATERIALLY SIGNIFICANT RELATED PARTY TRANSACTIONS

Pursuant to the amendments to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and the introduction of Industry Standards relating to Related Party Transactions, the Audit Committee has, inter alia, defined the criteria for "material modifications" and related disclosures, which have been incorporated in the Policy on Materiality of Related Party Transactions and on dealing with Related Party Transactions ("RPT Policy").

The RPT Policy was further amended and approved by the Board of Directors, based on the recommendation of the Audit Committee, at their respective meetings held on February 12, 2026, to align with the aforesaid regulatory changes. The RPT Policy is available on the website of the Company at https://download.se.com/files?penDocType=Institutional+Document&p_Doc_Ref=policy_rpt_26feb

The Members of the Company, vide Postal Ballot dated March 25, 2026, accorded their approval for entering into material related party transactions for the financial year 2026-27.

Additionally, as on the date of this Report, the Company is seeking members' approval for revised limits of material Related Party Transactions proposed to be entered into with Schneider Electric IT Business India Private Limited for FY 2026-27. In this regard, the Postal Ballot Notice dated May 28, 2026, is being circulated to the shareholders for obtaining their approval.

During the year under review, there were no related party transactions that had a potential conflict with the interests of the Company at large. All related party transactions entered into during the financial year were in the ordinary course of business and on an arm's length basis. Prior approval of the Audit Committee was obtained for all related party transactions, and the Audit Committee reviewed such transactions on a quarterly basis vis-à-vis the approvals granted.

A comprehensive disclosure of related party transactions, as required under Ind AS 24, forms part of the Notes to the Financial Statements included in this Annual Report.

b) NON-COMPLIANCE BY THE COMPANY, PENALTIES, STRICTURES IMPOSED BY STOCK EXCHANGE OR SEBI OR ANY STATUTORY AUTHORITY ON ANY MATTER RELATED TO CAPITAL MARKETS DURING THE LAST THREE YEARS

There is no instance of non-compliance by the Company, or penalty and/or stricture imposed on the Company by stock exchanges or SEBI or any statutory authority, on any matter related to capital market, during the last three years. Further, there is no non-compliance of any requirement of Corporate Governance Report as prescribed under sub-para (2) to (10) of Part C of Schedule V of the Listing Regulations.

c) WHISTLE BLOWER POLICY/ VIGIL MECHANISM

Your Company continues to assure utmost commitment towards the highest standards of morals and ethics in the conduct of business. The employees have been provided comprehensive access to lodge any complaint against the Company's accounting practices, internal controls, auditing matters or any such suspected incidents of fraud or violation of the Company's Code of Conduct that could adversely impact Company's operations, business performance and/ or reputation.

All the employees of the Company are encouraged and expected to raise their concerns. The Audit Committee has laid down the procedure governing the receipt, retention, and treatment of complaints. Your Company has a Whistle Blower Policy in place as part of the Vigil Mechanism which can be accessed at https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Whistle_Blower_2018.

All the complaints are reported to the Regional Compliance Officer, who is independent of operating management and the businesses. In line with global practices, dedicated email IDs, a centralised database, and a web-based portal have been created and implemented to facilitate receipt and redressal of complaints.

The Company hereby affirms that no personnel have been denied access to the Chairperson of Audit Committee.

d) PREVENTION OF INSIDER TRADING

In accordance with the requirements of SEBI (Prohibition of Insider Trading) Regulation, 2015, as amended, the Company has instituted a comprehensive Code of Conduct for prevention of insider trading in the Company's shares and code of practice and procedure for fair disclosure of unpublished price sensitive information.

e) DISCRETIONARY REQUIREMENTS

It is confirmed that the mandatory requirements as per the Listing Regulations are complied with and the non-mandatory provisions are adopted, wherever necessary. The status of implementation of discretionary requirements as stated under Part E of Schedule II under Regulation 27(1) of the Listing Regulations is as follows:

Particulars	Status
The Board	The Board of the Company is chaired by a Non-Executive Independent Director.
Shareholder Rights	The quarterly and half-yearly financial results of the Company are published in newspapers having wide circulation, in addition to being filed with the stock exchanges and hosted on the website of the Company at: https://infra-in.se.com/. The Company maintains proactive engagement with its shareholders and the investor community through earnings calls and investor interactions. Recordings and transcripts of quarterly earnings calls, proceedings of the Annual General Meeting and the Annual Reports are made available on the Company's website and are also submitted to the NSE & BSE.
Modified opinion(s) in audit report	The Statutory Auditors have issued an unmodified opinion on the financial statements of the Company for the financial year 2025-26, and there are no qualifications, reservations or adverse remarks.
Separation of Roles of Chairperson and the MD or CEO	The roles & responsibilities of the Chairperson and MD & CEO have been distinctively defined and the positions are held by separate individuals for better efficiency.
Reporting of internal auditor	The Internal Auditors presents internal audit observations and recommendations directly to the Audit Committee.

f) CORPORATE GOVERNANCE REQUIREMENTS SPECIFIED IN REGULATION 17 TO 27 AND REGULATION 46 OF LISTING REGULATIONS

Your Company has complied with all the mandatory corporate governance requirements under the Listing Regulations. Your Company, specifically, confirms compliance with corporate governance requirements in accordance with the Regulations 17 to 27; 46 and 62 of the Listing Regulations.

The certificate to this effect from Mr. Mukesh Agarwal, Partner of M/s. Mukesh Agarwal & Co. Practicing Company Secretary [CP:3851 (FCS:5991)] is enclosed with this report as **Annexure D**.

Further, securities of the Company have not been suspended for trading at any point of time during the financial year ended March 31, 2026.



g) DETAILS OF POLICIES & CODES OF THE COMPANY

S. No.	PARTICULARS	WEBSITE LINK
Policies		
1	Policy on Related Party Transactions	https://download.schneider-electric.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=policy_rpt_26feb
2	Corporate Social Responsibility Policy	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=CSR_policy_2021
3	Policy on Prohibition of Insider Trading	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Policy_pit_25
4	Policy on Diversity of Board of Directors	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Diversity_BOD_2020
5	Policy for Determination of Materiality of Events for Fair Disclosure of Material Events/Unpublished Price Sensitive Information to Stock Exchange and Archival Policy	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=policy_dme_feb11
6	Policy on Familiarization Program	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Familiarization_2019
7	Remuneration Policy and Criteria for the appointment of Directors	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Remuneration_Policy_2019
8	Dividend Distribution Policy	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Dividend_Distribution_2018
9	Policy for Preservation of Documents	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Preservation_Doc_2018
10	Whistle Blower Policy	https://download.se.com/files?p_enDocType=Institutional+Document&p_Doc_Ref=Whistle_Blower_2018
11	Risk Management Policy	https://download.se.com/files?p_enDocType=Institutional+Document&p_File_Name=SEIL+-+Risk+Management+Policy_May+28+2026+1.pdf&p_Doc_Ref=RM_Jun_2026
12	Code of Conduct and ethics for Directors and Senior Executives	https://infra-in.se.com/en/investor/code-of-conduct/
Reports		
13	Quarterly Financial Results	https://infra-in.se.com/en/investor/annual-reports-financials/
14	Annual Report	
15	Presentation to institutional investors and analysts	
Shareholders Information		
16	Composition of Board of Directors	https://infra-in.se.com/en/investor/board-of-directors/
17	Profile of Directors	https://infra-in.se.com/en/investor/board-of-directors/
18	Terms and conditions of appointment of Independent Directors	https://infra-in.se.com/en/investor/board-of-directors/
19	Constitution of Committees of Board	https://infra-in.se.com/en/investor/committees-of-directors/
20	Investor Grievance Mechanism	https://infra-in.se.com/en/contact-us/

h) DETAILS OF UTILIZATION OF FUNDS RAISED THROUGH PREFERENTIAL ALLOTMENT OR QUALIFIED INSTITUTIONS PLACEMENT AS SPECIFIED UNDER REGULATION 32(7A)

Not applicable

i) AUDITORS

The National Financial Reporting Authority ("NFRA") issued a circular dated January 7, 2026, on "Effective Communication between Statutory Auditors and Those Charged with Governance (TCWG)", with the objective of establishing a robust, structured, timely and documented two-way communication framework between the Statutory Auditors and TCWG, including the Audit Committee, in compliance with the Standards on Auditing ("SAs") and other applicable laws and regulations.

In accordance with the said circular upon recommendation of the Audit Committee and in consultation with the Statutory Auditors, the Board also adopted a two way communication framework between TCWG and the Statutory Auditors.

Further, TCWG is required to engage with the Statutory Auditors through at least two formal interactions during a financial year, namely: (i) an audit planning meeting at the commencement of the audit; and (ii) a pre-finalisation meeting prior to approval of the audited financial statements.

Accordingly, subsequent to the issuance of the Circular and up to the date of this Report, two meetings were held between the Statutory Auditors and Those Charged with Governance (TCWG), comprising members of the Board and the Audit Committee, on March 27, 2026 and May 20, 2026, to discuss the audit plan for the ensuing financial year and the pre-audit completion review before the approval of the financial statements.

Total fees paid by the Company for all services including taxes and reimbursement of out-of-pocket expenses, to the Statutory Auditors in the network firm/network entity of which the Statutory Auditors is a part for FY 2025-26 is as follows:

Nature of service	FY 2025-26 (Amount in ₹ Lakhs)
Statutory Audit	61
Limited review	39
Tax audit fees	6
Certification Fees	1
Reimbursement of Expenses	9
Total	116

j) SUMMARY OF SEXUAL HARASSMENT CASES REPORTED

The Company is committed to creating a safe and healthy work environment, where every employee is treated with respect and is able to work without fear of discrimination, prejudice, gender bias or any form of harassment at the workplace. The Company has in place a Prevention of Sexual Harassment Policy ('POSH') in accordance with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules thereunder. The policy is gender neutral and the essence of the policy is communicated to all employees at regular intervals through assimilation and awareness programs.

The details of complaints received and disposed of during the financial year 2025-26 are as under:

Particulars	Number
Number of complaints pending at the beginning of the financial year	Nil
Number of complaints received during the financial year	Nil
Number of complaints disposed of during the financial year	Nil
Number of complaints pending at the end of the financial year	Nil

For more details refer Board's Report section of this Annual Report. Further, the Audit Committee reviews complaints received, if any, under POSH on a quarterly basis

k) DISCLOSURE OF LOANS AND ADVANCES IN THE NATURE OF LOANS TO FIRMS/COMPANIES IN WHICH DIRECTORS ARE INTERESTED

During the year under review, the Company has not granted any loans or advances to firms or companies in which Directors are interested. Details of loans and advances, if any, are disclosed in the Notes to the Financial Statements forming part of this Annual Report.

l) DETAILS OF MATERIAL SUBSIDIARIES INCLUDING THE DATE AND PLACE OF INCORPORATION AND THE NAME AND DATE OF APPOINTMENT OF THE STATUTORY AUDITORS OF SUCH SUBSIDIARIES.

The Company does not have any subsidiary as on March 31, 2026. Accordingly, the requirement to furnish the aforesaid details is not applicable.

m) DISCLOSURES WITH RESPECT TO DEMAT SUSPENSE ACCOUNT/ UNCLAIMED SUSPENSE ACCOUNT

In compliance with SEBI Master circular dated February 06, 2026, the Company has maintained a dematerialisation account titled "Schneider Electric Infrastructure Limited Suspense Escrow Demat Account" ("Suspense Escrow Account").



In order to educate the shareholders and with an intent to protect their rights, the Company also sends regular reminders to shareholders to claim their unclaimed dividends.

Shareholders/claimants may claim such shares by submitting the prescribed documents to the Company's Registrar and Transfer Agent ("RTA"), in accordance with the applicable SEBI guidelines, as amended from time to time.

Details of shares lying in the demat suspense account or unclaimed suspense account as on March 31, 2026, are as follows:

Particulars	Number of shares
Opening Balance as on April 1, 2025	4690
Number of shareholders approached for transfer of shares from suspense account during the year	0
Number of shareholders to whom shares were transferred from suspense account during the year;	0
Number of shares transferred	625
Closing balance as on March 31, 2026	5315

The Company has not transferred any shares to any other Suspense Account.

n) STATUTORY COMPLIANCE MONITORING TOOL/SYSTEM

The Company has established robust systems and processes to ensure effective management of statutory and regulatory compliances. In this regard, a web-based automated compliance monitoring tool has been deployed to facilitate efficient tracking and monitoring of all applicable legal and statutory requirements.

The tool enables timely identification of compliance obligations, regular updates in line with regulatory changes, and systematic tracking of compliance status across functions, thereby strengthening the overall compliance framework of the Company.

o) DISCLOSURE OF CERTAIN TYPES OF AGREEMENTS BINDING LISTED ENTITIES UNDER CLAUSE 5A OF PARAGRAPH A OF PART A OF SCHEDULE III OF LISTING REGULATIONS

The Company did not enter into any such agreements during the period under review. Nevertheless, in line with good corporate governance practices, the Company ensures timely disclosure of all information as required under the applicable provisions of the Listing Regulations.

**By Order of the Board of Directors,
For Schneider Electric Infrastructure Limited**

Sumit Goel

Company Secretary and Compliance Officer
FCS-6661

Date: May 28, 2026

Place: Gurugram

Annexure A

**Declaration by Chief Executive Officer on Trust Charter
(Code of Business Conduct and Ethics) of the Company**

In accordance with the provisions of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, I, Udai Singh, MD & CEO of Schneider Electric Infrastructure Limited, hereby declare that all members of the Board of Directors and Senior Management Personnel have affirmed compliance with the Code of Business Conduct and Ethics of the Company for FY 2025-26.

For Schneider Electric Infrastructure Limited

Sd/-

Udai Singh

Managing Director and Chief Executive Officer

DIN: 10311583

Place: Gurugram

Date: May 28, 2026

Annexure B

Compliance Certificate under Regulation 17(8) read with Part B of Schedule II of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time

- To,
The Board of Directors
Schneider Electric Infrastructure Limited
- We, Udai Singh, Managing Director & Chief Executive Officer and Omkar Prasad, Chief Financial Officer of Schneider Electric Infrastructure Limited ("the Company"), certify that;
- A. We have reviewed financial statements and the cash flow statement for the financial year ended March 31, 2026 and that to the best of our knowledge and belief state that:
 1. these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 2. these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
 - B. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's Trust Charter (code of conduct).
 - C. We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and they have disclosed to the auditors and the audit committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps they have taken or propose to take to rectify these deficiencies.
 - D. We have indicated to the auditors and the Audit committee, where applicable,
 1. significant changes in internal control over financial reporting during the year;
 2. significant changes in accounting policies during the year and that the same has been disclosed in the notes to the financial statements, and
 3. instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

(Omkar Prasad)

Chief Financial Officer

PAN: ALHPP0276H

Place: Gurugram

Date: May 28, 2026

(Udai Singh)

Managing Director and Chief Executive Officer

DIN: 10311583

Place: Gurugram

Date: May 28, 2026



Annexure C

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To,

The Members,

Schneider Electric Infrastructure Limited,

Milestone 87, Vadodara - Halol Highway,

Village Kotambi, Post Office - Jarod,

Vadodara-391510, Gujarat.

We, Mukesh Agarwal & Co., have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Schneider Electric Infrastructure Limited, having CIN L31900GJ2011PLC064420 and having registered office at Milestone 87, Vadodara - Halol Highway, Village Kotambi, Post Office - Jarod, Vadodara-391510, Gujarat, (hereinafter referred to as "the **Company**"), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

Sr. No.	Name of Director	Designation	DIN	Original Date of appointment in the Company	Date of Cessation
1.	Mr. Pravin Kumar Purang	Chairperson and Independent Director	02533080	21.05.2022	-
2.	Mr. Udai Singh	Managing Director and Chief Executive Officer	10311583	15.09.2023	-
3.	Mr. Deepak Sharma	Non-Executive Non-Independent Director	10059493	30.06.2023	-
4.	Mr. Chinmoy Das	Whole Time Director	10830577	14.11.2024	-
5.	Ms. Shalini Sarin	Non-Executive Independent Director	06604529	24.10.2025	-
6.	Mr. Sundaram Damodarannair	Non-Executive Independent Director	00016304	24.10.2025	-
7.	Mr. Anil Chaudhry	Non-Executive Non-Independent Director	03213517	12.03.2011	30.10.2025
8.	Ms. Namrata Kaul	Non-Executive Independent Director	00994532	06.11.2019	05.11.2025

Ensuring the eligibility for the appointment/continuity of every Director on the Board is the responsibility of the Management of the Company. Our responsibility is to express an opinion on these based on our verification.

This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **Mukesh Agarwal & Co**

(PR. No. 1875/2022)

Mukesh Kumar Agarwal

(Proprietor)

FCS No.: 5991

CPNo.: 3851

Place: New Delhi

Date: 13/05/2026

UDIN: FO05991HDO0348696

Annexure D

CORPORATE GOVERNANCE CERTIFICATE

To

The Members,

Schneider Electric Infrastructure Limited,

Milestone 87, Vadodara - Halol Highway,

Village Kotambi, Post Office - Jarod,

Vadodara, Gujarat, India-391510

We, Mukesh Agarwal & Co., Practicing Company Secretaries have examined the compliance of conditions of Corporate Governance by **Schneider Electric Infrastructure Limited** having CIN **L31900GJ2011PLC064420** and its Registered Office at Milestone 87, Vadodara - Halol Highway, Village Kotambi, Post Office - Jarod, Vadodara, Gujarat, India-391510 (hereinafter referred to as "**the Company**") for the Financial Year ended March 31, 2026, as stipulated under Regulations 17 to 27 and clauses (b) to (i) and (t) of Regulation 46(2) and para C, D and E of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

The compliance of conditions of Corporate Governance is the responsibility of the management. Our examination was limited to procedure and implementation thereof, adopted by the Company for ensuring the compliance with the conditions of Corporate Governance. We have also examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated under Regulations 17 to 27 and clauses (b) to (i) and (t) of Regulation 46(2) and para C, D and E of Schedule V of the Listing Regulations for the Financial Year ended March 31, 2026.

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

For **Mukesh Agarwal & Co.**

Company Secretary

(PR. No. 1875/2022)

Mukesh Kumar Agarwal

(Proprietor)

Place: New Delhi

Date: 13/05/2026

CPNo.: 3851

UDIN: F005991H000348773



Business Responsibility and Sustainability Report



SECTION A: GENERAL DISCLOSURES

I. Details of the Listed Entity

1. Corporate Identity Number (CIN) of the Listed Entity

L31900GJ2011PLC064420

2. Name of the Listed Entity

Schneider Electric Infrastructure Limited

3. Year of incorporation

12 March 2011

4. Registered office address

Milestone 87, Vadodara-Halol Highway, Village Kotambi,
Post Office Jarod, Vadodara, Gujarat 391 510, India

5. Corporate address

15th Floor, DT-4, DLF Downtown, Phase 3, Sector 25A,
DLF QE, Gurgaon, Dlf Qe, Haryana, India, 122002

6. E-mail

investor.relation@schneider-electric.com

7. Telephone

+91 92280 78000

8. Website

<https://infra-in.se.com/en/>

9. Financial year for which reporting is being done

April 1, 2025 to March 31, 2026

10. Name of the Stock Exchange(s) where shares are listed

BSE Limited and National Stock Exchange of India Limited

11. Paid-up Capital

219.82 Crores

12. Contact Person
Name of the Person

1. Dr. Richa Gautam (Director- CSR & Sustainability)
2. Mr. Roshan Ouseph (DGM- Sustainability)
3. Mr. Sumit Goel (Company Secretary & Compliance Officer)

Telephone

Tel: +91 02668 664300;

Fax: +91 02668 664621

Email address

1. richa.gautam@se.com
2. roshan.ouseph@se.com
3. company.secretary@schneider-electric.com

13. Reporting Boundary

Type of Reporting: Standalone Basis

14. Name of assessment or assurance provider

Forvis Mazars LLP

15. Type of assessment of assurance obtained

BRSR Core indicators: Reasonable Assurance-

Other quantitative indicators: Limited Assurance

II. Products/services

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

S. No.	Description of Main Activity	Description of Business Activity	% Turnover of the Entity
1	Manufacturing	Manufacturing of advanced products for electricity distribution including transformers, medium voltage switchgears, relays and automation equipment	89.1%
2	Trading	Trading	3.2%
3	Services	Recharges including markups and service revenue i.e AMC	7.6%

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

S. No.	Product/Service	NIC Code	% of Total Turnover Contributed
1	Manufacture of electric motors, generators, transformers and electricity distribution and control apparatus	271	89.1%
2	Repair of electrical equipment that are connected to service delivery, manufacturing, trading, supply, installation, support, and maintenance.	33140	7.6%



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	5*	18	23
International	0	0	0

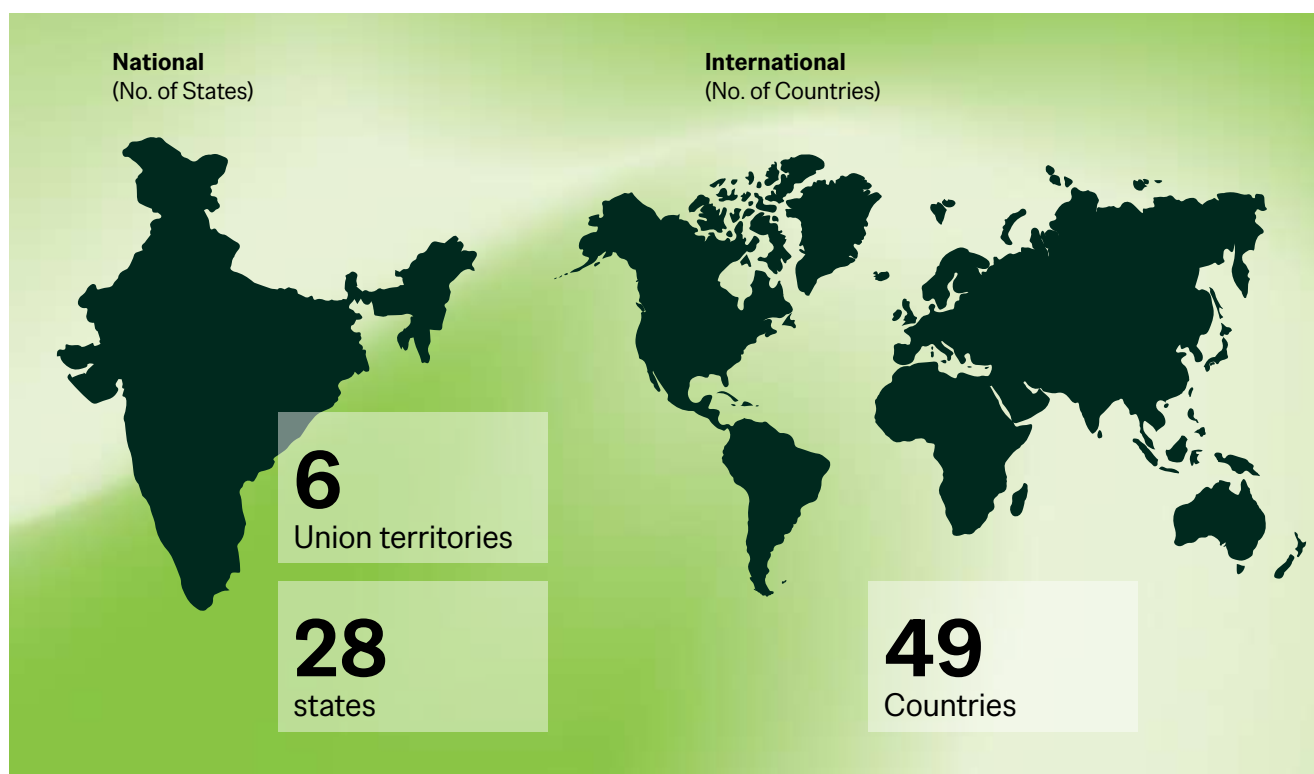
*Including one group company factory producing product for SEIL.



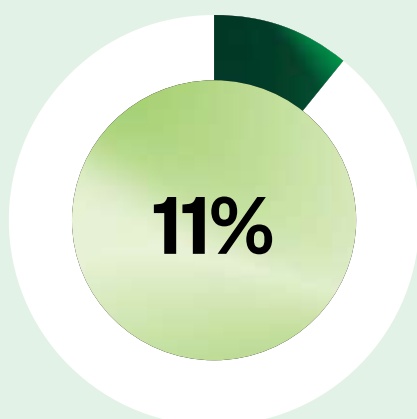
KMVC Plant- Kolkata. Started operation in Jan'26

19. Markets served by the entity

a. Number of Locations



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



c. A brief on types of customers

SEIL serves customers across all segments viz. End users, EPCs, Channel Partners, Panel Builders, Distributors, contractors, etc. The Company works closely with power, infrastructure, and industry customers, serving a diverse range of end markets, including renewables, conventional power generation, power distribution companies, smart cities, oil & gas, mining & metals, transportation, automotive, manufacturing industries, and commercial buildings.

IV. Employees

20. Details as at the end of Financial Year

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
a. Employees and workers (including differently abled)						
Employees ¹						
1.	Permanent (D)	990	751	75.9%	239	24.1%
2.	Other than Permanent (E) ²	178	151	84.8%	27	15.2%
3.	Total employees (D + E)	1168	902	77.2%	266	22.8%
Workers ³						
4.	Permanent (F)	457	426	93.2%	31	6.8%
5.	Other than Permanent (G) ²	630	628	99.7%	2	0.3%
6.	Total workers (F + G)	1,087	1,054	97.0%	33	3.0%
b. Differently abled Employees and workers ⁴						
Differently abled Employees						
1.	Permanent (D) ¹	5	3	60%	2	40%
2.	Other than Permanent (E) ²	0	0	0	0	0
3.	Total differently abled employees (D + E)	5	3	60%	2	40%
Differently Abled Workers						
4.	Permanent (F) ³	2	2	100%	0	0%
5.	Other than permanent (G) ²	0	0	0	0	0%
6.	Total Differently abled workers (F + G)	2	2	100%	0	0%

1. Employees are all management-level employees employed with the SEIL entity.

2. Other than permanent employees and workers, exclude contract services.

3. Workers are all operators employed with the SEIL entity.

4. Differently abled employees and workers are the ones who have self-identified and declared themselves as "differently abled" in the records of SEIL

21. Participation/Inclusion/Representation of women

Sr. No.	Category	Total (A)	No. and % of females	
			No. (B)	% (B/A)
1	Board of Directors	6	1	17%
2	Key Management Personnel	3	0	0%

22. Turnover rate for permanent employees and workers

Category	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 previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	8%	13%	9%	8%	14%	10%	9%	8%	9%
Permanent Workers	1%	3%	2%	1%	0%	1%	2%	0%	2%

18.7%

Gender diversity among employees

2,255

Total employee and workforce strength



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

23. Names of holding / subsidiary / associate companies / joint ventures

S. No	Name of the holding/Subsidiary / associate companies / Joint ventures	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.	Energy Grid Automation Transformers and Switchgears India Private Limited	Holding Company	70.57%	No

*Schneider Electric SE, France is the Ultimate Holding Company of SEIL.

VI. CSR Details

24. (a) Whether CSR is applicable as per section 135 of Companies Act, 2013

Yes

(b) ₹2,891

Turnover (in ₹ Crore)*

(c) ₹774

Networth (in ₹ Crore)

*For year ended 31 March 2026

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	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial year)		
			Number of complaints received during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints received during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	https://www.se.com/us/en/about-us/sustainability/responsibility-ethics/	0	0		0	0	
Investors (other than shareholders)			0	0		0	0	
Shareholders			33	0		23	0	
Employees and workers			3	2	Cases under Investigation	4	1	All complaints related to previous FY are closed.
Customers			0	0		0	0	
Value Chain Partners			1	0		5	1	All complaints related to previous FY are closed.
Others			0	0		2	1	All complaints related to previous FY are closed.

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



The material issues were identified through a double materiality assessment conducted in consultation with SEIL stakeholders. Out of a total of 27 material KPIs, 11 environmental and social topics were identified as high priority, including both impact material and double material topics. Please read about process followed for SEIL double materiality in sustainability section in Annual report.

Sl. 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.	 Sustainability Engagement with Customers Enabling customers to adopt sustainable and energy-efficient solutions through tools, training and advisory support.	Risk & Opportunity	Opportunity: - Growth in SEIL products which directly enable customers' decarbonization, energy-efficiency. - Differentiation as a sustainability partner strengthens brand value and customer loyalty. Risk: - Failure to support customers' energy transition risks exclusion from green procurement and tenders, loss of competitiveness and erosion of customer trust.	- Embed & publish energy-efficiency and lifecycle-emissions data into product offers and proposals. - Provide EcoStruxure-based monitoring and decarbonization advisory support. - Customer satisfaction and sustainability-engagement tracking through survey.	Positive & Negative



Sl. No	Material Issue Identified	Indicate whether risk or opportunity (R/O)	Rationale for Identifying the Risk / Opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
2.	 Adopting Sustainable Practices for Suppliers Helping suppliers adopt sustainability and ESG standards through training, tools and programs.	Risk	Risk: - Lack of transparency or malpractice on human rights, labour standards or environmental compliance leads to legal exposure, fines, reputational and brand damage. - Scope 3 supplier emissions represent a major decarbonization dependency; weak supplier ESG performance constraints SEIL's own targets.	- Supplier Code of Conduct and ISO 26000 assessment. - On-site supplier audits aligned to the Responsible Business Alliance (RBA) protocol. - Independent third-party supplier risk assessment. - CO₂-reduction program for top suppliers; & Decent Work program. - Supplier capacity building, training and tools.	Negative
3.	 Sustainable Business Model Transformation Developing advanced technologies and transforming business models to enable electrification, digital solutions and circular practices for customers.	Risk & Opportunity	Opportunity: - Transition from product-only to solutions, digital and service/circular business models opens new revenue streams and long-term resilience. - Alignment with electrification and digitalization megatrends positions SEIL for market leadership. Risk: - Failure to transform the business model risks technological obsolescence, margin erosion and loss of market share.	- R&D investment in advanced, connected and SF6-free product portfolios. - Integration of EcoStruxure digital platforms and service-based offers. - Scale circular offers (Eco-fit, repair, retrofit, refurbishment).	Positive & Negative
4.	 Community Empowerment Enabling local and vulnerable communities to thrive by improving access to essential resources, skills and opportunities for inclusive growth.	Opportunity	Opportunity: - Empowering communities around SEIL sites strengthens long-term stakeholder trust. - Contributes to the achievement of the UN SDGs - Upliftment of local and vulnerable communities through skilling, education and energy access.	- CSR policy and governance framework. - Community need-based programs (education, skilling, energy access, health). - Impact measurement and reporting of CSR interventions.	Positive

Sl. 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.	 Employee Learning and Development Continuous upskilling and capability building to meet evolving business and technological needs.	Risk & Opportunity	Risk: - Failure to upskill the workforce, especially in digital & AI, leads to capability gaps, lower productivity, higher recruitment cost and weaker employer brand. Opportunity: - Recognition as a market leader for talent development improves attraction, retention and engagement.	- Digital upskilling targets and learning-hours-per-employee tracking. - Functional and digital skills program (CoMET). - Global Career Week and internal mobility pathways. - Leadership and critical-skills development pipeline.	Positive & Negative
6.	 Circularity and Sustainable Product Design Designing products and processes that minimize resource use, extend product life and enable reuse or recycling.	Risk & Opportunity	Opportunity: - Eco-design for resource efficiency, longevity, reuse and recycling opens circular revenue (repair, retrofit, refurbishment) and meets customer and EU Taxonomy expectations. Risk: - Resource waste and safety risk where assets are handled in unscientific way at end-of-life. - Non-compliance with extended producer responsibility and hazardous-substance norms.	- Eco-fit, repair and retrofit offers to extend product lifespan. - Eco-design principles and promoting recycled-content / recyclability in products. - End-of-life management methodology defined and communicated via product manuals. - Restricted use of hazardous substances	Positive & Negative
7.	 Health and Safety Protecting workers and contractors from physical harm and occupational risks.	Risk & Opportunity	Risk: - Serious or fatal injury / illness to employees or contractors results in harm to people, property damage, fines, reduced customer confidence and reputational impact. Opportunity: - Strong safety performance increases confidence of current and prospective employees and supports continuous improvement.	- Safety strategy and Global Safety Directives. - Serious Incident Investigation Process (SIIP); and Global Safety Alerts. - Site EHS assessments and contractor safety management. - Target to reduce the Medical Incident Rate (MIR).	Positive & Negative



Sl. 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)
8.	 Climate Change Mitigation Reducing greenhouse gas emissions across the value chain to slow global warming.	Risk & Opportunity	Risk: - Failure to meet 1.5°C-aligned GHG reduction targets; reputational impact and loss of trust from customers, investors and employees. - Exposure to climate related physical and transition risk. Opportunity: - Progress on renewable energy and energy efficiency lowers operating cost and strengthens market positioning.	- Climate strategy covering operations and supply chain. - SEIL ESG-plan targets for renewable-energy adoption and energy efficiency. - Innovation to reduce SF6 gas in products and sites (SF6-free switchgear). - SBTi-aligned targets; Scope 1, 2 and 3 GHG accounting.	Positive & Negative
9.	 Employee Engagement and Wellbeing Fostering a positive work culture through recognition, well-being programs and opportunities for collaboration and growth.	Risk & Opportunity	Risk: - A weak engagement culture increases turnover cost, lowers productivity and weakens the employer brand and talent pipeline. Opportunity: - A positive, recognition-led culture with strong well-being programs improves retention and positions SEIL as an employer of choice.	- Employee engagement surveys (OneVoice) with action tracking. - Recognition programs and well-being / mental-health initiatives. - Flexible and hybrid working arrangements. - Global candidate and employee feedback tools.	Positive & Negative
10.	 Improving Diversity Building a workforce that reflects varied perspectives and identities, including ability, ethnicity and LGBTQIA+.	Risk & Opportunity	Risk: - Not providing equal opportunity limits the ability to attract and retain the best talent, raising turnover cost, loss of women in the leadership pipeline, legal exposure and adverse company image. Opportunity: - A diverse and inclusive workforce improves attraction, retention and innovation, and reduces workplace discrimination.	- Gender diversity targets and inclusive hiring practices. - Equal employment policy and Diversity & Inclusion Policy. - Trust Line to address discrimination and harassment grievances. - Accessible, PwD-friendly site infrastructure.	Positive & Negative

Sl. 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.	 Green, Safe and Accessible Workplaces Designing and operating sites that minimize environmental impact, optimize resource efficiency and enhance well-being.	Risk & Opportunity	Opportunity: - Operating sites to minimize energy, water and waste footprint while enhancing well-being and accessibility lowers operating cost and supports green-building positioning. Risk: - Poor site environmental management (water depletion, pollution, waste) leads to public scrutiny, regulatory non-compliance and reputational impact.	1. Integrated Management System with ISO 14001 certification. 2. Water conservation strategy and action plan across all sites. 3. Renewable energy at sites and responsible waste management. 4. Site EHS assessment; accessible and inclusive site infrastructure.	Positive & Negative





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	No	Yes	Yes
	b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	c. Web Link of the Policies, if available	The policies can be viewed on Company's website: https://infra-in.se.com/en/investor/reports/policies/ https://www.se.com/in/en/about-us/sustainability/responsibility-ethics/ https://www.se.com/ww/en/about-us/suppliers/								
2.	Whether the entity has translated the policy into procedures. (Yes / No)	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, Trustee) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	All our sites are certified for ISO 9001, 14001, 45001, 50001 and our products are certified as per BIS and IEC. At group level, we also abide by internationally agreed sustainability goals such as UN SDGs and are part of organizations such as UNGC, WBCSD, WEF, The Climate Group and SBTi etc. Schneider Electric also follows reporting standards such as CSRD, GRI, SASB, TCFD globally to ensure highest standards of sustainability reporting. Please refer the link for more information: https://www.se.com/ww/en/about-us/sustainability								

Disclosure Questions

5. Specific commitments, goals and targets set by the entity with defined timelines, if any.

Climate



Indicator	Target	Actuals
1. Electricity sourced from renewables (with Renewable Energy certificates)	100%	100%
2. Energy Efficiency Improvement %	15%	15%
3. Maintain the threshold of SF6 leakage	0.19%	0.15%
4. Reduce CO ₂ emissions from Indian suppliers' operations (18 Nos)	50%	68.7%

Resource



Indicator	Target	Actuals
5. Completion of water conservation action plans for all sites	100%	100%
6. Circuit Breakers upgraded through EcoFit program	10,000	12,323

Trust



Indicator	Target	Actuals
7. Employees trained yearly on Ethics	100%	99%
8. Product Safety recalls	0	0
9. Level of confidence of our employees to report behaviors against our Principles of Trust	84%	91%
10. Employees trained yearly on Cybersecurity	100%	99%
11. Strategic suppliers (6Nos) provide decent work to their employees	100%	100%
12. Lost time Injury frequency rate at Manufacturing sites	0.74	0

Equal



Indicator	Target	Actuals
13. Increase gender diversity.	20%	18.7%

Generations



Indicator	Target	Actuals
14. Employees undergoing digital upskilling through Digital Citizenship program yearly	90%	33%
15. Training Youth as energy professionals	400	1,750

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
6.	Performance of the entity against specific commitments, goals, and targets along-with reasons in case the same are not met.	SEIL has set up comprehensive & ambitious goals for FY25-26 in various areas like Climate, Resource, Trust, Equal and Generations. These targets have been meticulously followed by the stakeholders & leadership, developing action plans and ensuring quarterly achievements. As mentioned in Q5, we have made significant progress in most of our targets and had non-achievement in only 2 targets (Excluding training in ethics and cybersecurity). 1. Diversity: We have not met the ambition by 1.3% mainly due to management decision for hiring freeze. However our current performance is best in industry and we will be continuing the efforts in next cycle also. 2. Digital Citizenship program: To align with emerging technological advancements and the growing impact of artificial intelligence, the program was enhanced and renamed "AI for All".								
Governance and Leadership, and Oversight										
7.	Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements.	For SEIL, sustainability is foundational to how we create long-term value. It informs the way we design and manufacture advanced products and systems for electricity distribution, how we operate our facilities, how we engage with suppliers and customers, and how we contribute to the communities around our sites. SEIL's portfolio spanning transformers, medium-voltage switchgear, protection relays, automation systems, distribution management systems places us at the centre of India's energy transition and the digital transformation of power infrastructure. We were honoured with the Golden Peacock Award for ESG – 2025, a recognition of SEIL's commitment to responsible business, sustainability and governance excellence. We were also proud that Schneider Electric was ranked among India's Top 15 Employers for 2025 by TIME and Statista, reflecting the strength of our people-first culture, inclusion agenda and commitment to employee experience. These efforts and recognitions has helped us to maintain "Strong" ESG rating by CRISIL, an independent ESG rating provider approved by SEBI. Our sustainability strategy for FY 2025–26 continues to be anchored on the five long-term pillars of Climate, Resources, Trust, Equal and Generations. These priorities are aligned with Schneider Electric's global sustainability framework and its SBTi-validated commitment to achieve a 25% absolute reduction in value-chain emissions by 2030 and net-zero CO₂ emissions across the value chain by 2050.								

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9																
		At SEIL, these ambitions are translated into entity-level goals through a structured ESG roadmap, site-level action plans, materiality-led priorities and Board-level oversight through the Environmental, Social and Governance & Corporate Social Responsibility Committee. In FY 2025–26, SEIL reported progress on renewable energy, energy intensity, water intensity, Scope 1 and Scope 2 emissions intensity and safety performance; the Company also undertook BRSR assurance through an independent assurance provider. Our operational priorities remain clear: reduce the environmental footprint of manufacturing, improve resource efficiency, strengthen safety culture, enhance supplier responsibility, support inclusive growth and deliver products that help customers build safer, more reliable and more sustainable electricity networks. We are investing in renewable energy, energy-efficiency measures, water conservation, zero-liquid-discharge initiatives, sustainable packaging, biodiversity actions and digital monitoring of environmental performance. People remain central to our impact journey. We continued to focus on a safe, inclusive and future-ready workplace, with strong emphasis on health and safety systems, human-rights training, ethics, cybersecurity, digital upskilling and gender diversity. We maintained zero workplace fatalities and continued to strengthen mechanisms for hazard reporting, grievance redressal and employee well-being. Our responsibility extends beyond our own operations. SEIL continues to engage suppliers through vigilance, responsible procurement and assessment processes covering environmental practices, health and safety, working conditions and human rights. We also continue to support communities through CSR initiatives implemented by Schneider Electric India Foundation in Skill development, solar powered electrification of community centers and homes. As India accelerates investment in grid modernisation, renewables, data centres, mobility and resilient infrastructure, SEIL is well positioned to contribute with technology led- connected, digital and sustainable electricity distribution solutions. On behalf of the Board, I thank our shareholders, customers, employees, suppliers, regulators, communities and all other stakeholders for their continued trust. We remain committed to advancing technology by building a more electric, digital, efficient and sustainable future together.																								
8.	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policies	Mr. Udai Singh, Managing Director & Chief Executive Officer (DIN:10311583)																								
9.	Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details	Yes. The Company has duly constituted Environmental, Social and Governance & Corporate Social Responsibility (ESG & CSR) Committee, responsible for decision making on Sustainability & ESG-related matters. Please refer to the Corporate Governance Report for details of the composition of ESG & CSR Committee. <table><tr><th>Sr. No.</th><th>Director</th><th>Designation</th><th>DIN Number</th></tr><tr><td>1</td><td>Mr. Pravin Kumar Purang</td><td>Chairperson, Independent Director</td><td>02533080</td></tr><tr><td>2</td><td>Mr. Deepak Sharma</td><td>Non-Executive Director</td><td>10059493</td></tr><tr><td>3</td><td>Mr. Udai Singh</td><td>MD & CEO</td><td>10311583</td></tr></table>									Sr. No.	Director	Designation	DIN Number	1	Mr. Pravin Kumar Purang	Chairperson, Independent Director	02533080	2	Mr. Deepak Sharma	Non-Executive Director	10059493	3	Mr. Udai Singh	MD & CEO	10311583
Sr. No.	Director	Designation	DIN Number																							
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3	Mr. Udai Singh	MD & CEO	10311583																							



10. Details of Review of NGRBCs by the Company

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Yes						NA	Yes		Quarterly						NA	Quarterly	
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Yes						NA	Yes		Quarterly						NA	Quarterly	

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

*External audits are conducted in accordance with ISO requirements by Bureau Veritas.

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

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

Note: SEIL does not currently have a policy for Principle 7 as it does not seek to actively influence public and regulatory policy. However, when requested for input or opinions by regulators or industrial bodies, the company actively participates

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURES

PRINCIPLE



1

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



Strengthening Integrity through Ethical Governance

SEIL conducts and governs its business with integrity, transparency, and accountability, guided by Schneider Electric's Trust and Ethics framework, which encompasses anti-corruption, conflict of interest, fair competition and responsible business conduct. Anchored in the Trust pillar of our sustainability strategy and governed by the Trust Charter, we uphold a consistent and uncompromising standard of ethical, transparent, and accountable conduct across every level of the organisation, from the Boardroom to the shop floor.

This commitment is reinforced through a robust governance framework comprising policies on whistleblowing, insider trading, related party transactions and remuneration. Together, these policies strengthen ethical decision-making, regulatory compliance, stakeholder confidence, and long-term responsible value creation. The disclosures that follow reflect how SEIL continues to uphold these standards in practice, embedding trust as a foundation of sustainable and responsible business growth.



Zero

Penalties/punishments faced by entity/ Directors/ KMPs

~20%

of suppliers by spend trained on sustainable practices



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	Percentage of persons in respective category covered by the awareness programmes
Board of Directors	1	Trust Charter	100%
Key Managerial Personnel (KMP)	4+	Trust Charter, Cybersecurity, POSH, Digital Boost	100%
Employees other than BODs and KMPs	4+		95%
Workers	4+		100%

Since various training program had varied attendance %, we have considered the % attendance of Trust charter training which contributes to the highest %.



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

Type	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the case	Has an appeal been preferred? (Yes/No)
Penalty/Fine	No penalty/fines/settlement fees/Compounding fees has been paid by the entity or the directors/KMPs to the regulators/ law enforcement agencies/ judicial institutions, in the financial year 2025-26.				
Settlement					
Compounding fee					
Imprisonment None	None of the directors/KMPs have been imprisoned or punished by regulators/ law enforcement agencies/ judicial institutions, in the financial year 2025-26				

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.

Not applicable since no monetary or non-monetary actions has been taken against the entity or its directors/KMPS in the financial year 2025-26

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, Schneider Electric Group's Trust Charter and Anti-Corruption policy are designed to align with the legal requirements of relevant laws and regulations, covering anti-bribery, and anti-corruption. SEIL prioritizes ethical and responsible conduct, considering it essential in building an attractive and sustainable company. In pursuit of this, the group has developed an Anti-Corruption policy to guide stakeholders when faced with uncertainties about appropriate business practices, reinforcing its zero-tolerance stance against corruption, bribery, and unethical behaviours. The Anti-Corruption policies encompass clear definitions of various activities falling within the scope of corruptive or bribery practices, as well as essential actions for stakeholders to consider in instances involving gifting,

facilitation payments, corruption, M&A, and lobbying. Additionally, the policy provides clear guidance on reporting concerns related to corruption and bribery, along with the measures taken concerning affected employees. Self-training modules are available to raise awareness among employees about these policies, supplemented by virtual training sessions.

For further information, please visit: https://download.schneider-electric.com/files?p_Doc_Ref=Global_Anti_Corruption_Policy

5. Number of Directors/KMPS/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

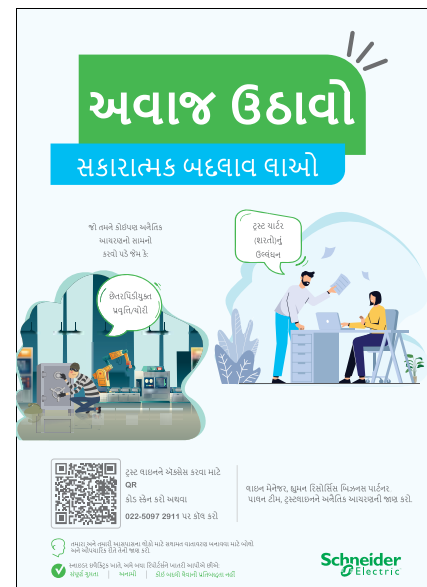
There have been no cases involving disciplinary action taken by any law enforcement agency for charges of bribery/corruption against Directors/ KMP/ employees that have been brought to our attention during current 2025-26 and previous FY 2024-25.

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

SEIL has not received any complaints in relation to conflict of interest on its Directors and KMPS during last 2 years (FY 2024-25 and FY 2025-26).

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not Applicable as there were no issues related to fines/penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest during the financial year 2025- 2026 and previous year 2024-25.



Code of conduct awareness posters for employees

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

126

Number of days of accounts payables in Current Financial Year FY 2025-26

112

Number of days of accounts payables in Previous Financial Year FY 2024-25



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	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	4.62%	2.03%
	b. Number of trading houses where purchases are made from	67	21
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	84.75%	95.82%
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	21%	19%
	b. Number of dealers / distributors to whom sales are made	107	107
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	55%	47%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	34%	35%
	b. Sales (Sales to related parties / Total Sales)	19%	20%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	-	-
	d. Investments (Investments in related parties / Total Investments made)	-	-

*Does not include Schneider Electric group companies.

LEADERSHIP INDICATORS

1. Awareness programs conducted for value chain partners on any of the principles during the financial year

Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	% age of value chain partners covered (by value of business done with such partners) under the awareness programmes
4	ISO26000	10%
	The Zero Carbon Project (Supplier decarbonization)	19%
	Decent Work Program	11%
	Sustainable Packaging (Downstream)	2%

*Does not include Procurement from Schneider Electric group companies.

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

Yes, SEIL has a comprehensive Code of Conduct – the Trust Charter (“Code”) – which forms the foundation of its ethics and compliance framework. The Code is applicable to all Board Members, senior management, and employees of the Company. Each year, the Directors provide an affirmation confirming their adherence to the Trust Charter/Code.

In addition to these established processes, and to appropriately avoid or manage conflicts of interest involving Board members, Independent Directors are

required to comply with certain additional provisions. These include submitting a declaration confirming their independence—affirming that they meet the prescribed criteria and are not aware of any circumstance that may impair their ability to discharge their duties objectively, independently, and without external influence. Unless specifically permitted by the Board, any interested Director is not allowed to participate in discussions or vote on matters before the Board, nor take part in the conduct or supervision of such dealings.

The Company also conducts regular training and awareness sessions on ethical business practices, including modules focused on identifying, avoiding, and appropriately managing potential conflicts of interest.

SECTION C

PRINCIPLE

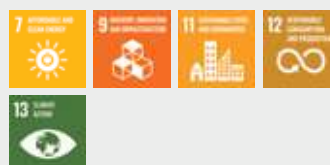
2

BUSINESSES SHOULD PROVIDE GOODS AND SERVICES IN A MANNER THAT IS SUSTAINABLE



Embedding Sustainability Across the Product Lifecycle

SEIL advances this principle by embedding sustainability, safety, reliability, and resource efficiency into the way it designs, manufactures, builds, and services technologically advanced products and systems for electricity networks. SEIL embeds eco-design across the lifecycle, from responsible material choices to end-of-life recovery, and pursue circularity through repair, retrofit and refurbishment. As India accelerates grid modernisation, electrification and digitalisation, our ambition is to deliver technology that lowers customers' footprint even as it raises the reliability of their networks. This section sets out how SEIL design and deliver responsibly.



>50%

Of products covered by Life cycle assessment

23%

Of input sourced from sustainable suppliers



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

SEIL comes under Global ETO (Engineering to Order) business of Schneider Electric and all the R&D related to the products are being done at Global level and through SEPL (Schneider Electric Private Limited). Hence, the Company does not have R&D function under its umbrella. However, ~5% of overall budget is allocated for R&D activities at Global level.

During the reporting year, SEIL invested 0.03% of its revenue as capital expenditure in technologies designed to enhance environmental and safety performance across its manufacturing sites, including AI-based safety systems, waste compactors and other improvement initiatives. The Company also incurred operating expenditure towards safety and environmental programmes. Currently, the scope of disclosed expenditure is limited to EHS-related spends only.

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

Yes

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

Yes. Out of all the procurement spend at SEIL, 22.55%* of the spend was towards sustainable suppliers in FY25-26.

**Does not include Procurement from Schneider Electric group companies.*

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.

The Company offers customers the option to take back products at the end of their lifecycle. However, given the Company's predominantly B2B operations, most customers already have established processes in place to ensure the environmentally sound disposal of products at end-of-life.

In addition, the Company provides detailed end-of-life instructions as part of product manuals, ensuring that customers are well-informed about appropriate disposal and recycling practices.



Rest area and garden made out of reused materials from production waste in MVI factory, Vadodara.

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

Yes. EPR is applicable to SEIL entity. EPR applicability has been evaluated for Plastic waste, Battery waste and E-waste as per regulations. For compliance towards EPR regulations, below actions has been taken by the entity:

Plastic Waste

1. Plastic waste generated from domestic suppliers and imports at production facilities is segregated and stored. This waste is then sent to Pollution Control Board-authorized recyclers through the creation of online manifests via the Pollution Control Board portal for compliant end disposal.
2. Data has been compiled for all plastics going along with into products during the manufacturing process and throughout the value chain.
3. Plastic packaging materials are procured from approved vendors who possess valid EPR compliance.
4. An application for Importer EPR authorization has been submitted to the Central Pollution Control Board (CPCB). The authorization is currently pending, and full compliance with the relevant regulations will be achieved upon receipt of the license.

EPR Authorizations

1. EPR obligations are being met for brand ownership responsibilities.
2. EPR authorization has been obtained for import activities, and related returns are filed on the CPCB portal.
3. EPR authorization for battery waste has been obtained.
4. An E-waste EPR authorization application has been submitted to the Central Pollution Control Board (CPCB), and the authorization process is underway. Credits are purchased to meet the liability.

LEADERSHIP INDICATORS

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

NIC Code	Name of Product / Service	% of Total Turnover Contributed	Boundary for which the Life Cycle Perspective / Assessment was Conducted	Whether Conducted by Independent External Agency (Yes/No)	Results Communicated in Public Domain (Yes/No) If Yes, Provide the Web-Link	Remarks (Need to Enter this Product Code in Search)
271	FBX	55.65%	Cradle to Grave	Yes (TYPE III – PEP Ecopassport ENVPEP1512004EN)	Yes- https://download.schneider-electric.com/files?p_enDocType=Environmental+Disclosure&p_File_Name=ENVPEP1512004EN.pdf&p_Doc_Ref=ENVPEP1512004EN	FBX-C/CCT1
271	LOCO		Cradle to Grave	Yes (TYPE III – ENVPEP1512004EN)	Yes- https://download.schneider-electric.com/files?p_Doc_Ref=ENVPEP1512004EN&p_File_name=ENVPEP1512004EN.pdf	BRU26885
271	LBS		Cradle to Grave	Yes (TYPE III – ENVPEP1412027_V2)	Yes- https://download.schneider-electric.com/files?p_Doc_Ref=ENVPEP1412027EN&p_File_name=ENVPEP1412027_V1.pdf	3730109AU
271	PremSet		Cradle to Grave	Yes (TYPE III – ENVPEP110602EN)	Yes- https://download.schneider-electric.com/files?p_Doc_Ref=ENVPEP2501022EN&p_File_name=ENVPEP2501022EN.pdf	Premset D02N
271	PIX Roll on Floor		Cradle to Grave	Yes (TYPE III – ENVPEP1811001EN)	Yes- https://download.schneider-electric.com/files?p_Doc_Ref=ENVPEP-1811001EN	PIX RoF
271	PIX 36		Cradle to Grave	Yes (TYPE III – ENVPEP2306011_V1)	Yes- https://download.schneider-electric.com/files?p_Doc_Ref=ENVPEP-2306011EN	PIX Standard
271	PIX – MV AIS		Cradle to Grave	Yes (TYPE III – ENVPEP2306011_V1)	Yes- https://download.schneider-electric.com/files?p_Doc_Ref=ENVPEP-2306011EN	PIX Standard
271	GHA (GIS)		Cradle to Grave	No (TYPE II – ENVPEP1311017EN)	Yes- https://download.schneider-electric.com/files?p_Doc_Ref=ENVPEP1311017EN&p_File_name=ENVPEP1311017.pdf	GHA



NIC Code	Name of Product / Service	% of Total Turnover Contributed	Boundary for which the Life Cycle Perspective / Assessment was Conducted	Whether Conducted by Independent External Agency (Yes/No)	Results Communicated in Public Domain (Yes/No) If Yes, Provide the Web-Link	Remarks (Need to Enter this Product Code in Search)
271	Minera – Ground Mounted (ODT)		Cradle to Grave	No (TYPE II – ENVPEP1412003EN)	Yes	Available through SE Customer care center
271	Minera MP		Cradle to Grave	No (TYPE II – ENVPEP1411018_V2)	Yes	
271	EasyPact EXE		Cradle to Grave	Yes (TYPE III – ENVPEP2102018EN)	Yes	EasyPact EXE VCB
271	Easergy P1 (PowerLogic P1)		Cradle to Grave	Yes (TYPE III – ENVPEP1907003EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1907003EN/	REL15000
271	PowerLogic P3 – Easergy P3F30		Cradle to Grave	Yes (TYPE III – ENVPEP1706005EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1706005EN/	P3F30
271	PowerLogic P3 – Easergy P3U30		Cradle to Grave	Yes (TYPE III – ENVPEP1706006EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1706006EN/	P3U30
271	PowerLogic P5		Cradle to Grave	Yes (TYPE III – ENVPEP1901010EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1901010EN/	REL50453
271	PowerLogic P7		Cradle to Grave	Yes (TYPE III – ENVPEP2202030_V1)	Yes - https://www.se.com/in/en/download/document/ENVPEP-2202030EN/	—
271	MiCOMP20		Cradle to Grave	Yes (TYPE III – ENVPEP1404009EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1404009EN/	ENVPEP-1404009EN
271	MiCOMP30 (24TE & 40TE)		Cradle to Grave	Yes (TYPE III – ENVPEP1708002EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1708002EN/	ENVPEP-1708002EN
271	MiCOMP30 (84TE)		Cradle to Grave	Yes (TYPE III – ENVPEP1706017EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1706017EN/	ENVPEP-1706017EN
271	MiCOMP40 (40TE)		Cradle to Grave	No (TYPE II – ENVPEP1304029EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1304029EN/	—
271	MiCOMP40 (60TE)		Cradle to Grave	No (TYPE II – ENVPEP130204EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1302004EN/	P241
271	MiCOMP40 (80TE)		Cradle to Grave	No (TYPE II – ENVPEP130212EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1302012EN/	P442
271	MiCOMP40 (Input & Output Extension Device)		Cradle to Grave	No (TYPE II – ENVPEP120504EN)	Yes - https://www.se.com/be/en/download/document/ENVPEP-1205004EN/	P849
271	VAMP Arc – Vamp 321		Cradle to Grave	Yes (TYPE III – ENVPEP1806004EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1806004EN/	VAMP 321

NIC Code	Name of Product / Service	% of Total Turnover Contributed	Boundary for which the Life Cycle Perspective / Assessment was Conducted	Whether Conducted by Independent External Agency (Yes/No)	Results Communicated in Public Domain (Yes/No) If Yes, Provide the Web-Link	Remarks (Need to Enter this Product Code in Search)
271	VAMP Arc – Vamp 221		Cradle to Grave	Yes (TYPE III – ENVPEP1808006EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1808006EN/	VAMP 221
271	VAMP Arc – Vamp 125 (PowerLogic A125)		Cradle to Grave	Yes (TYPE III – ENVPEP1803007EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-1803007EN/	POWERLOGIC A125
271	VAMP Arc – Vamp 255		Cradle to Grave	Yes (TYPE III – ENVPEP1612006EN)	Yes	VAMP 255
271	VAMP Arc – PowerLogic A3		Cradle to Grave	Yes (TYPE III – ENVPEP2303035EN)	Yes - https://www.se.com/in/en/download/document/ENVPEP-2303035EN/	REL52921

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Product / Service	Description of the risk / concern	Action Taken
FBX	Contains SF6 Gas & PCBA	End of life instruction shared in public domain to be used by recycler or concerned authority for safe disposal.
FRTU / PowerLogic T300	PCBAs Including Capacitors, LCD Screen	
FRTU / PowerLogic HU250: Head Unit Communication Gateway	Contains PCBA	
FRTU / PowerLogic SC160 Switchgear Controller	Contains PCBA	
FRTU / PowerLogic LV150: Low Voltage and Transformer Monitoring	Contains PCBA	
FRTU / PowerLogic PS60 48V Back up Power Supply	Contains PCBA	
FRTU / PowerLogic HU250-4G Modem Box	Contains PCBA	
EASYSET MV	Contains Energy Springs & Cables	
EvoPact HVX-O	Contains Fuse, Energy Springs & Electronic components	
Vegeta	Contains Dielectric Fluid	

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

Currently the entity is not using any recycled or reused input material in our product. However, in alignment with Global policies and best practices, the entity is working towards improving the percentage of recycled/reused input material in its production process.

However, SEIL continues to increase the use of recycled materials in its packaging, with spend on recycled cardboard packaging rising from 79% of total cardboard packaging spend in FY 2024-25 to 86% in FY 2025-26.

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

The entity has not received any request from customer to take back products at the end-of-life for current or previous FY.

Hence the entity does not have plastic/e-waste/Hazardous waste/Other waste reclaimed at the end of life of product.

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

We have not received any request from customer to take back products at the end-of-life for current or previous FY.

SECTION **C**

PRINCIPLE



3

BUSINESSES SHOULD RESPECT AND PROMOTE THE WELL-BEING OF ALL EMPLOYEES, INCLUDING THOSE IN THEIR VALUE CHAINS



Empowering People with Safety, Inclusion and Well-being

People power everything SEIL builds. SEIL is committed to respecting and promoting the well-being, safety, dignity, inclusion, and capability development of its employees and workers. SEIL fosters a workplace culture anchored in inclusion, care, fairness, and equal opportunity, reflecting Schneider Electric’s commitment to creating an environment where everyone belongs and thrives. Our approach reaches beyond our own gates to the people who work across our value chain, reflecting the belief that responsible manufacturing must be responsible to everyone it touches. Through a strong safety strategy, inclusive practices and structured well-being support, we work to make SEIL a place where people are protected, respected and enabled to do their best work. This section sets out how SEIL respect and promote well being of employees including the employees in value chain.



100%

Of our employees and workers are covered for insurance, maternity, paternity & day care facilities

Zero

Lost time Injury for last 2 years

ESSENTIAL INDICATORS

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

Category	Percentage of employees covered by ¹										
	Total (A)	Health insurance ⁶		Accident insurance ⁶		Maternity benefits		Paternity benefits		Day care facilities ³	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Employees											
Male	751	751	100%	751	100%	751 ^{2&4}	100%	751	100%	751	100%
Female	239	239	100%	239	100%	239	100%	239	100%	239	100%
Total	990	990	100%	990	100%	990	100%	990	100%	990	100%
Other than Permanent Employees											
Male	151	151	100%	151	100%	NA	NA	NA	NA	NA	NA
Female	27	27	100%	27	100%	27	100%	NA	NA	27 ^{3&5}	100%
Total	178	178	100%	178	100%	27	100%	NA	NA	27	100%

1. The count of employees only include the employees who are part of the payroll as on Mar 31st, 2026. (Dependents of Expired & Separated employees to whom insurance has been extended for a fixed period has not been included)
2. Maternity benefits provided to spouse as part of medical insurance.
3. We have started providing day care facility for primary caregiver, irrespective of gender from FY 2023-24.
4. As per Schneider policy, Parent (Biological/Adoption/Surrogacy) irrespective of gender who will take responsibility for the care of the new child but is not the primary parent can avail the paternity benefit of 4 weeks.
5. Primary parent irrespective of gender can access our in-house creche facility.
6. The health and accident insurance of all of employees of SEIL are covered under SEIL entity or under another SE legal entity as part of group insurance policy.

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

Category	Percentage of Workers covered by ¹										
	Total (A)	Health insurance ⁶		Accident insurance ⁶		Maternity benefits		Paternity benefits		Day care facilities ³	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Workers											
Male	426	426	100%	426	100%	NA	NA	NA	NA	426	100%
Female	31	31	100%	31	100%	31	100%	NA	NA	31	100%
Total	457	457	100%	457	100%	31	100%	NA	NA	457	100%
Other than Permanent Workers											
Male	628	628	100%	628	100%	NA	NA	NA	NA	NA	0%
Female	2	2	100%	2	100%	2	100%	NA	NA	2	100%
Total	630	630	100%	630	100%	2	100%	NA	NA	2	100%

1. The count of employees only include the employees who are part of the payroll as on Mar 31st, 2026. (Dependents of Expired & Separated employees to whom insurance has been extended for a fixed period has not been included)
2. Maternity benefits provided to spouse as part of medical insurance.
3. We have started providing day care facility for primary caregiver, irrespective of gender from FY 2023-24.
4. As per Schneider policy, Parent (Biological/Adoption/Surrogacy) irrespective of gender who will take responsibility for the care of the new child but is not the primary parent can avail the paternity benefit.
5. Primary parent irrespective of gender can access our in-house creche facility.
6. The health and accident insurance of all of employees of SEIL are covered under SEIL entity or under another SE legal entity as part of group insurance policy.



c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent)

Metrics	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the company*	0.35%	0.34%

*The cost data includes GST.

2. Details of retirement benefits, for Current Financial Year and Previous Financial Year

Benefits	Current Financial Year FY 2025-26			Previous Financial Year 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	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	NA	100%	100%	NA
ESI	NA*	NA*	NA	NA*	1.72%	Y

*Number of employees and workers decided as per the eligibility based on the pay scale. No workers eligible for ESI in entity.

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. Our Diversity, Equity, Inclusion (DEI) Charter ensures that all SEIL workplaces are accessible and follow Local Government regulations. In 2025-26, we have enhanced our Equal Employment Opportunity (EEO) policy and have also drafted a separate EEO policy for PwD calling out the accessibility support and support extended from organization's end to ensure disability inclusion. We have further strengthened our commitment to accessibility and inclusion for Persons with Disabilities (PwD) by curating an in-house comprehensive checklist. This checklist encompasses 21 critical touchpoints, ranging from site entrances to emergency exits, amounting to a total of

200 checkpoints. We have prioritized sites based on the presence of PwD employees, self-declared through our "Count Me In" our voluntary campaign to share disability on the portal, and strategic sites with high headcount.

Our focus also extends to upcoming sites to ensure they meet accessibility standards from the outset. A thorough gap study has been conducted for all prioritized sites, and we are ready to implement the necessary changes. Following the revamp, most of our workforce will have access to fully accessible infrastructure. We continue to work with facility team, liaison officer, HR, and relevant stakeholders in ensuring accessible infrastructure for everyone.

Schneider Electric is dedicated to the inclusion of people with disabilities by raising awareness and breaking stereotypes, both internally and externally. Through our SAKSHAM program, we have made significant

strides in Disability Inclusion. We have empowered our employees with disabilities (PwD) by conducting internal infrastructure audits, identifying business and HR sponsors for the PwD and Allies Employee Resource Network (ERN), and appointing a designated liaison officer. We have also established an email channel for sharing any concerns or accessibility requests, ensuring that our workplaces are accessible to all. Under SAKSHAM, we have organized sensitization sessions, hired talent from the PwD community, trained hiring managers on inclusive practices, and engaged industry experts to leverage technology for accessibility.

We are an equal employment opportunity provider, we continue to build more inclusive spaces for people with disabilities by making our workplaces and premises, our policies, HR systems, tools, and processes – including those used in recruitment, written communications, websites, and events accessible. It is a top driven agenda and is a priority for our leadership as well.

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. Schneider Electric Group does have equal opportunity policy stated in our Diversity and Inclusion policy which is adopted by the SEIL entity. The Equal Employment Opportunity policy (EEO) and the Equal employment Opportunity Policy -- People with Disability (EEOz PwD) for the Greater India Region is also available, reinforcing our commitment creating a diverse and inclusive workplace where everyone has equitable opportunities for advancement. The policy ensures that all individuals, regardless of their gender identity, orientation, ethnic and socio-economic backgrounds, generation, and disability, are treated fairly in all aspects of employment. It aligns with our commitment to help prevent discrimination, harassment, and bias, fostering a positive work environment for all employees, while promoting fairness, equality, and respect within the workplace.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	100%	-	-
Female	100%	71.4%	-	-
Total	100%	75%	-	-

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

Category	Yes/No	If yes, then give details of the mechanism in brief
Permanent workers	✓	In SEIL, trust is the foundation of business. It serves as a compass, in an ever more complex world and is core to our commitments aligned with our sustainability strategy. Having a Speak Up mindset means having people who feel comfortable to voice doubts. Ensuring a Speak Up mindset means building a system and atmosphere that allows and encourages people to do so. TrustLine (https://www.se.com/in/en/about-us/sustainability/responsibility-ethics/trustline/) is our single-entry point for all internal & external stakeholders to blow the whistle/ raise a grievance. When an alert is raised, it is subject to a thorough and confidential investigation, protecting all individuals involved. The findings of such investigations are then submitted to the relevant governing committees, who decide on the appropriate action to be taken. Employees and workers also have the option of airing grievances via HR directly or via different employee committees in the Company.
Other than Permanent workers	✓	
Permanent employees	✓	
Other than Permanent employees	✓	



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

Category	Current Financial Year FY 2025-26			Previous Financial Year FY 2024-25		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Permanent employees						
Male	751	0	0%	725	0	0%
Female	239	0	0%	198	0	0%
Total	990	0	0%	923	0	0%
Permanent workers						
Male	426	426	100%	432	432	100%
Female	31	31	100%	32	32	100%
Total	457	457*	100%	464	464	100%

*SLW site has internal works committee in which all the operators are a part of and recognized by entity. In both MVI & TBI sites, we have externally affiliated union.

8. Details of training given to employees and workers

Category	Current Financial Year FY 2025-26					Previous Financial Year 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/D)
Employees										
Male	751	728	96.9%	729	97.07%	725	697	96.14	695	96%
Female	239	225	94.1%	226	94.56%	198	182	91.92	182	92%
Total	990	953	96.3%	955	96.46%	923	879	95	877	94%
Workers										
Male	426	425	99.8%	425	99.8%	432	407	94%	407	94%
Female	31	31	100%	31	100%	32	32	100%	32	100%
Total	457	456	99.8%	456	99.8%	464	439	95%	439	95%

*For Health safety, we have considered "Trust charter" module as training which contains training on Health & Safety. For Skill upgradation we have considered digital upgradation module.

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

Category	Current Financial Year FY 2025-26			Previous Financial Year FY 2024-25		
	Total employees / Workers in respective category (A)	No. of employees / Workers in respective category, who had a career review (B)	% (B/A)	Total employees / Workers in respective category (C)	No. of employees / Workers in respective category, who had a career review (D)	% (D/C)
Employees						
Male	751	728	96.9%	725	710	98%
Female	239	225	94.1%	198	192	97%
Total	990	953	96.3%	923	902	98%
Workers*						
Male	426	426	100%	For Workers, the performance appraisal was carried out in May '25 since performance appraisal was carried out post wage settlement discussion which was concluded in April'25.		
Female	31	31	100%			
Total	457	457	100%			

Note: The performance review cycle is between Jan-Dec. Hence there will be a drop in coverage % if there is recruitment between Dec-Mar of every financial year and change in Head count if there are any resignations between Dec- Mar.

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 such system?**

Yes. All sites/locations of SEIL have a robust occupational health and safety management system which is aligned with ISO 45001 – Occupational health and safety management system and are regularly audited by external auditors from accredited organizations. Internally, SEIL is driving OHS Management system through Safety & Environment Strategy which cover various pillars like “Technical qualification & self-behaviours”, “Leading as a role model”, “Operational discipline & execution” & “Safe workplace for everyone”. These pillars have five guiding principles and top five hazards. These top 5 hazards are derived from the proactive and reactive indicators which covers driving, falls, machines, electrical and powered industrial trucks. These hazards are addressed with the principles which are “Unsafe-We stop the work”, “We are qualified”, “We report opportunities”, “We resolve & share solutions” and “We care for each other”. The OH&S management system is assessed through EHS Assessment tool every year by internal auditors. EHS Assessment covers plant hazard profile, specific hazards mapping, 16 dedicated safety assessment cards and 6 environment assessment cards.

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

The system covers all sites/locations of SEIL and includes plant hazard profile, specific hazards mapping, 16 dedicated safety assessment cards and 6 environment assessment cards.

- c. **Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)**

SEIL has adopted the global approach for assessing the work-related hazards through various processes. This process includes: 1. Safety walk-by audit (conducted by various level of employees including the top management of the plant). 2. Specific audit & inspections being carried out for the high-risk activities such as working at height, electrical work, driving, Material Handling Equipment operation, Gas



cylinder and chemical handling, hot work etc. The management has also formed an EHS committee which meets every quarter to review the actions and update the plant level risk assessment. Specific risk assessment formats are developed for on job risk assessment and routine assessment for records. The management of change process is in place to ensure that any new modification, changes in the existing systems are pre-assessed & address the risk to safeguard the man, machine, and materials of the plant. The non-routine activities are performed under the work permit system where the on-job risk assessment compliance and tool-box talk are ensured. The various risk assessment is carried out by external expert agency for specific activities like electrical, fire and machines.

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

Yes. SEIL has multiple system for employees to report the work-related hazards such as, LDS (Lean Digitization system), Safety Enablon App, Eco-online app, DISS – Digitized Idea & Short Interval Meeting (SIM) System, physical reporting formats, EHS Committees, IDEA system, walk-by with employees, monthly communication meetings. These systems are well accessible for all the employees to report the hazards. The action owner for addressing the issue will get alert message and mail on the issue reported so that the actions can be initiated to correct the issue. SIM meeting is conducted in every shift where operators can share the work-related hazard and can get it addressed through cross functional team.

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

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

*Definition of employees and workers taken as per Factories Act to report work related injuries.



12. Describe the measures taken by the entity to ensure a safe and healthy workplace

At SEIL, employee safety is of the utmost priority for operations, and several robust measures have been implemented to ensure a safe working environment.

1. Advanced welding helmets such as PAPR (Positive Air Pressure Respiratory System) have been provided to all welders to prevent inhalation of contaminated fumes.
2. Panel movement during manufacturing is carried out using specially designed sketches under the Ratio project to avoid tip-over risks, particularly for tall, thin, and heavy panels.
3. Biometric systems and boom barriers are installed at various locations to ensure authorized entry.
4. Electrical safety audits are regularly conducted, and necessary actions are taken to ensure compliance with safety standards.
5. Comprehensive induction and job-specific training programs are provided to all employees and visitors entering SEIL facilities.
6. Advanced safety technologies such as physical guarding, light curtain sensors, occupancy sensors, and two-hand operation systems are used to protect machine operators.
7. Ergonomic safety is enhanced by installing television screen cameras on machines such as hump bending machines to improve operator safety and comfort.



Fire safety training for emergency crew.

8. State-of-the-art CRGO cutting machines have been adopted in the SEIL transformer plant.
9. Vertical lifeline systems are installed on all vertical ladders, and horizontal lifeline systems are provided for rooftop work.
10. Fire safety is ensured through CO₂ gas suppression systems in electrical panels, firewalls separating panel rooms, and two-hour fire-rated coatings on electrical cables.
11. Firefighting systems, including hydrants, sprinklers, upgraded fire water tanks, and fire alarm systems, have been enhanced in line with National Fire Protection Association guidelines and BIS standards.
12. Rooftop safety is strengthened with a comprehensive fall protection system that includes lifelines, sky shed protection, safety railings, and designated walkways.
13. Welding stations are equipped with fire curtains, and operators use powered air-purifying respirator (PAPR) helmets for added protection.

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

No complaints were made on working conditions or health and safety in SEIL during current and previous financial year (FY2025-26 and FY2024-25).

**We have defined violation of working condition as, violation of human rights and violation of labour laws.*



PAPR helmets for workers in welding section

14. Assessment for the year:

For the current and previous fiscal year, SEIL has conducted assessments on "Health and Safety Practices" and "Working Conditions" across its plants and offices.

Category	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working conditions	100%

**These assessments ensure that SEIL s maintains high standards of health, safety, and working conditions, promoting the well-being of all employees and workers.*

**Assessment is carried out by both internal audit teams as well external auditor on safety management systems*



100%
Of sites are certified for
ISO 45001

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.

SEIL did not have any non-conformances from the assessments in the financial year (2025-26). However, as a mechanism, all non-conformances and accidents at SEIL are systematically reported, and incident investigations are carried out to identify the root cause. A detailed procedure

is in place for incident investigation, which includes analysis of various factors, including such as human elements, methods, equipment factors, transportation management, organizational changes, and the working environment. Any significant accident occurring at any Schneider Electric entity is communicated through the Safety Alert system. The action plans arising from such incidents are also horizontally deployed across all SEIL sites to ensure preventive measures are implemented organization-wide.

LEADERSHIP INDICATORS

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

Yes, SEIL have term insurance coverage for both employees and Workers.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

Supply chain partners who are assessed under the supplier vigilance program are required to present proof of payment of all legally mandated wages and deductions (Tax Deducted at Source, Bonus, ESIC, Provident Fund and Professional Tax).

The requirement is/are verified for the sample population selected for the audit. The sample population includes direct employees, third party employees, support staff, off-site employees and any other functional staff/employees working for the organization.

Evidence is also requested for peak, low and medium production periods to have a more uniform understanding of how the wages and deductions are managed through the year.

In case, the supplier vigilance team identifies any observations at the suppliers, the supplier is given a timeframe within which they are to prepare and execute an acceptable corrective action plan.

Escalation will be done to the Schneider Electric Procurement management through the Vigilance Team in case a supplier does not act on a non-conformance in the given timeframe or refuses to close the same.

The Schneider Electric Supplier Vigilance auditor will periodically review the progress on the closure. Final

closure of the identified point is carried out through remote evidence submission. In case the auditor feels an onsite verification is required, the same is carried out.

Additionally, company implemented Decent Work Program, where we assess strategic suppliers for compliance with statutory dues via evidence-based reviews on the Schneider Supplier Portal. Regular corrective follow-up and capacity-building sessions ensure suppliers provide workers the mandated social-security benefits essential for their well-being. Schneider Electric will work with supplier to ensure that they have the necessary policies & procedures in place to meet the highest standard on the focus areas.

3. Provide the number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

There were no cases of employees / workers having suffered high consequence work related injury / ill-health / fatalities in SEIL during the financial years 2025-26 and 2024-25. Hence, there was no necessity to rehabilitate or place in suitable employment.

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

Yes, in-house Transition Assistance programs like 'Career Transition workshop' are available to Employees aged 56 and above. These include sessions on health, financial wellness, social security, holistic wellness, etc



5. Details on assessment of value chain partners

To understand which of our supply chain partners are at higher risk of not meeting legal and international standards for Health, Safety & working conditions, SEIL leverages our partnership with Responsible Business Alliance (RBA), joined by Elevate, an ESG risk analysis company to annually analyze our direct & indirect suppliers across the world. The assessment marks each supplier on a scale of 10 (1 being the lowest score and 10 being the highest score). If a supplier receives a score equal to or less than 5 then they are classified as a high-risk supplier and need to be assessed onsite as per the RBA standard. If a supplier receives a score equal to or lower than 7.5 and higher than 5 then they are classified as medium risk and are provided with a remote questionnaire which covers core areas of the RBA audit.

In case they do not provide acceptable responses to the remote questionnaire then an on-site audit is triggered.

Topic	Percentage of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	100%
Working conditions	100%

**100% of the suppliers were assessed by Elevate through (Virtual assessment) and 5% by in-house team (On-site audit).*

6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

Assessments of health and safety standards at supply chain partner sites have yielded valuable insights into areas for improvement that partners should address. While

the overarching approach revolves around establishing a Plan-Do-Check-Act system within the organization, Schneider Electric Supplier vigilance team collaborates with each individual supplier that has been assessed to tailor corrective actions to align with their specific industry, team, and workforce. The improvement process is determined based on the current level of the program in place and the appropriate delegation of responsibilities.

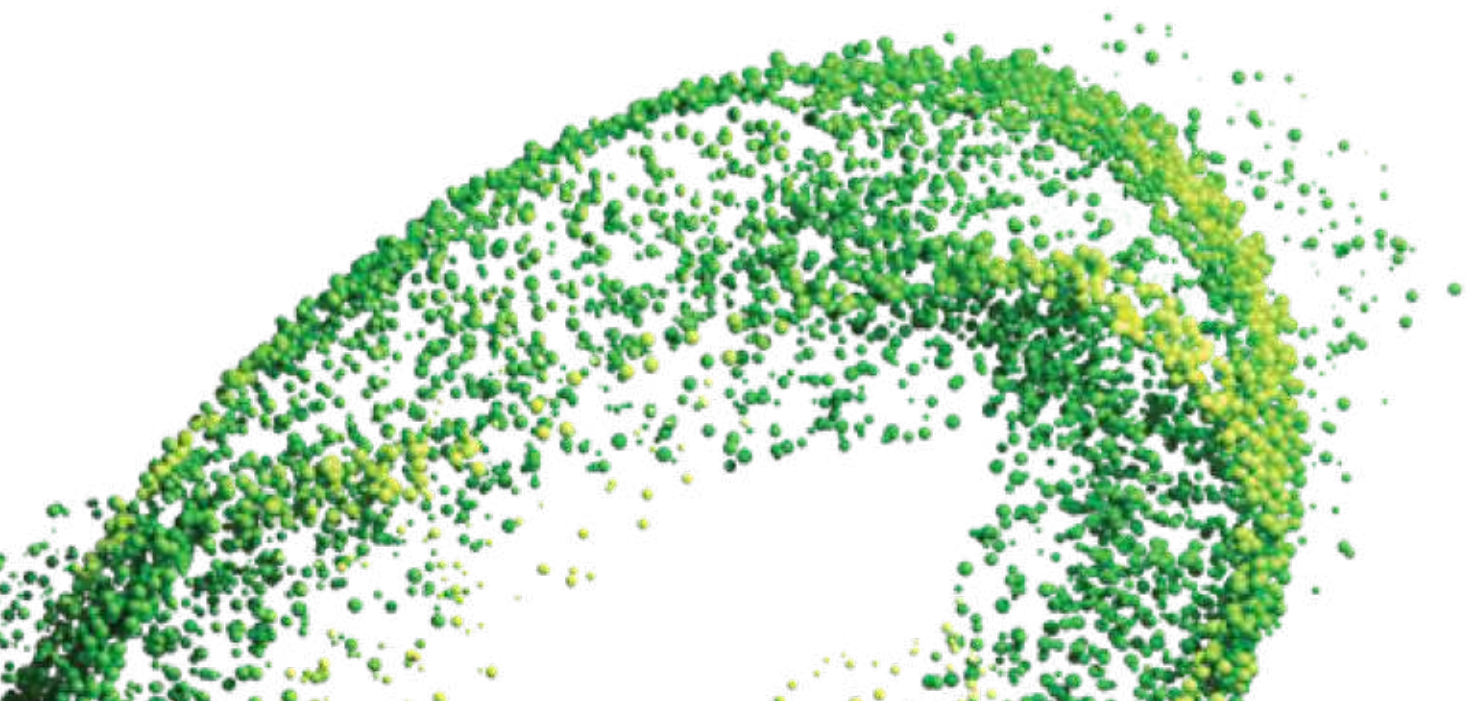
Examples of corrective actions that have been put into effect include:

1. Requesting supplier teams to establish a monitoring system for legal requirements, industry best practices, incident management, internal compliance, and related topics.
2. Implementing risk assessments, HAZOP studies, industrial hygiene studies, and PPE needs analysis based on the industry type and level of risk.
3. Planning, monitoring, documenting, and reviewing training programs related to fire safety, PPE use, first aid, safe work practices, and incident reporting for effectiveness.

If the supplier teams lack the necessary competency to implement the system, Schneider Electric Vigilance team devises a plan based on the available resources at the supplier site and implements it over time through multiple training and monitoring sessions with the supplier team.

Upon implementation, the team allows the supplier team time to acclimate to the system and conducts an assessment after 3-6 months to review the effectiveness of the action plan.

Additionally, in the event of a Priority Non-conformance finding, the Vigilance Team will revisit the site after 3 years to ensure long-term implementation.



SECTION C

PRINCIPLE



4

BUSINESSES SHOULD RESPECT THE INTERESTS OF AND BE RESPONSIVE TO ALL ITS STAKEHOLDERS



Engaging Stakeholders for Responsible and Inclusive Growth

Schneider Electric Infrastructure Limited (SEIL) operates within an interconnected ecosystem of stakeholders, including investors, customers, suppliers, employees and workers, regulatory authorities, communities, and partners across its value chain. In line with the BRSR Principle 4 expectation that businesses should respect the interests of, and be responsive to, all stakeholders, SEIL views stakeholder engagement as a core element of responsible governance and long-term value creation. The Company's engagement approach is anchored in transparency, accountability, and continuous dialogue, helping it understand stakeholder expectations, identify emerging risks, and align business priorities with sustainable and inclusive growth. This section describes how we listen, respond and remain accountable to the interests we serve.



100%

Of stakeholder groups engaged during last year



ESSENTIAL INDICATORS

1. Describe the processes for identifying key stakeholder groups of the entity.

At SEIL, we consider stakeholder as any Individual, group of individuals, community or an institution which can have an impact on our operations and perception of the brand. SEIL engages with a broad spectrum of stakeholders, to deepen its insights into their needs and expectations, and to develop sustainable strategies for the short, medium,

and long term. Stakeholder engagement also helps to manage risks and opportunities in business operations. The key stakeholders are identified in consultation with the company's management, business & functional heads and they majorly include Investors, Shareholders, Customers, Business partners (including suppliers, service providers, distributors), Employees & workers, Regulatory bodies, Trade bodies & other organizations, Local community.

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

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
Shareholders	No	1. Website 2. Newspaper Publications 3. Analyst Meetings 4. Investor Presentations	Quarterly and annually	1. Financial performance 2. Annual Report
Investors	No	1. Investor Meetings & Calls 2. Press Releases & E-mails 3. Websites 4. Annual Reports	Quarterly, Ongoing, Need Based	1. Strategy and Risk Management 2. Financial performance 3. Business outlook
Customers	No	1. Phone calls, 2. Visits 3. One-on-one Meetings 4. Seminars, 5. Conferences & Events 6. E-Mails 7. Customer care number 8. Customer Satisfaction Surveys 9. Website 10. Social media.	Ongoing, Need Based	1. New Product availability 2. Relationship management 3. Product quality & effectiveness 4. Product pricing 5. Customer feedback & grievances 6. Environmental information on products
Business Partners (Suppliers, Dealers/ Distributors/ etc.)	No	1. Supplier Meets & Conferences 2. Face-face Meetings 3. Phone calls 4. Business Reviews 5. Trainings & Events 6. Audits/Assessments	Ongoing, Need Based, Annual	1. Business continuity and Business development 2. Relationship management 3. Business transparency 4. Environment footprint, Social accountability 5. Training and development of partners and suppliers 6. Business ethics and transparency

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees & Workers	No	1. Internal Surveys 2. Internal communication through E-mails 3. Yammer group 4. Town halls 5. Workshops & Events 6. Meetings & Trainings 7. Internal Website 8. Notice Boards 9. Newsletters	Ongoing, Need Based	1. Professional & Personal Improvement 2. Global & Local Policy changes 3. Company performance 4. Work-life balance 5. Employee engagement 6. Diversity and equal opportunity 7. Learning & development 8. Organization culture / workplace 9. CSR Volunteering
Regulatory Bodies	No	Compliance's filings.	Ongoing	1. Compliance reporting 2. Disclosures on aspects defined by the government
Trade Bodies & Other Organisations	No	1. Need basis Participation in industry level consultation groups 2. Participation in forums	Ongoing	1. Contribution & Innovation 2. Inputs on policy 3. Sharing Sustainable best practices
Local Community & Civil Society	Yes	1. Direct engagement through meetings 2. Websites 3. Social media 4. Volunteering, Visits, and camps 5. CSR projects and engagement	Ongoing	1. Education & Healthcare 2. Environmental protection 3. Social upliftment 4. Company updates & performance 5. Employment opportunities

ESSENTIAL INDICATORS

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

In addition to regular stakeholder engagement mechanisms mentioned above, the Company undertakes a structured materiality assessment to identify and prioritise key ESG issues.

The assessment involves consultation with key stakeholders, including management, employees, customers, suppliers and community representatives, to understand their perspectives on important sustainability matters. These inputs are considered along with internal assessments, regulatory requirements and industry practices.

The identified topics are evaluated based on their relevance to stakeholders and their potential impact on the Company, including associated risks and opportunities.

The outcomes of the assessment are reviewed by senior management and the ESG and CSR Board Committee, which provides oversight and recommends the material ESG issues for adoption. The approved topics guide the Company's ESG strategy and disclosures.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes. SEIL's Double Materiality Assessment has helped identify key ESG issues that reflect stakeholder expectations and business priorities. Inputs received from stakeholders are considered in shaping the Company's policies and initiatives.

Some key examples are as follows of incorporating stakeholders feedback into SEIL activities are:



1. **Climate Change Mitigation:** The Company has commenced Scope 3 emissions reporting across key categories of its value chain, including but not limited to purchased goods, upstream transportation and use of sold products.
2. **Adopting Sustainable Practices for Suppliers:** SEIL has strengthened its approach through promoting Decent Work attestation by tier-1 strategic suppliers, participation in the Schneider Electric Group Zero Carbon Project supplier programme and supplier Code of Conduct training.
3. **Community Empowerment:** SEIL undertakes CSR programmes across its operational locations, including Vadodara and Kolkata, contributing to long-term community development, aligned stakeholders expectations.

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

SEIL, through its CSR initiatives implemented by the Schneider Electric India Foundation (SEIF), believes that youth empowerment and electrification are fundamental rights and key enablers of sustainable development. Our CSR interventions focus on three priority stakeholder groups: Youth, Children, and Underprivileged Communities.

To ensure that our initiatives address the needs of vulnerable and marginalized communities, SEIL periodically conducts community needs assessments in and around its manufacturing locations. The insights gathered from these engagements are used to shape SEIL's CSR strategy, enabling the organization to leverage its expertise in energy management and sustainable development to address local challenges effectively.

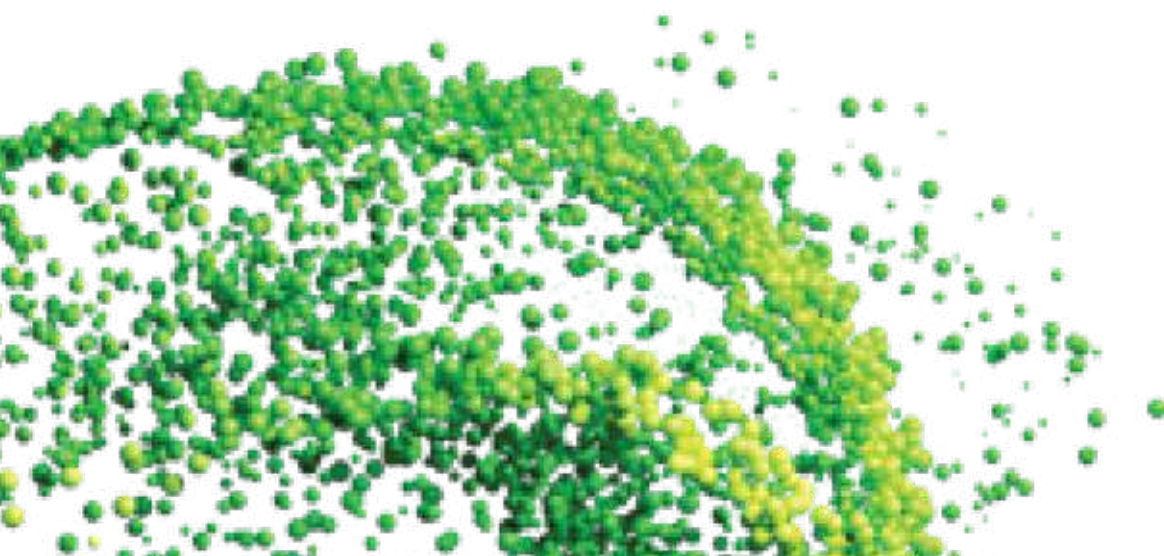
Based on these community consultations, SEIL has undertaken several beneficiary targeted interventions, including:

Skill development programs for youth in the electricity sector to improve employability and promote sustainable livelihoods.

Community Electrification- focused on clean energy, 24X7 uninterrupted power supply to Public health Centres improving access to quality healthcare services, particularly in underserved areas near Vadodara. The program also covers electrification of Anganwadi's to help continuous education of children.

Provision of portable solar lamps in remote slums and tribal regions with unreliable electricity, enhancing safety, education, charging needs and quality of life.

The effectiveness of these interventions is reflected through the independent impact assessment and Social Return on Investment (SROI) study conducted by third party consultants. The outcomes of the SROI study of Skill Development Programme indicated that every ₹1 invested in the project generated approximately ₹7 of social value, demonstrating significant positive outcomes in employability, income enhancement, and socio-economic empowerment of beneficiaries. Through these initiatives, SEIL actively engages with underprivileged stakeholder groups, identifies their key concerns, and implements sustainable projects that promote social inclusion, access to essential services, and long-term community development.



PRINCIPLE



5

BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS



Upholding Human Rights Across Operations and Value Chains

Respect for human rights is fundamental to the way SEIL conducts its business and engages with its workforce, suppliers, subcontractors and value-chain partners. As part of Schneider Electric’s global ecosystem, SEIL recognises its responsibility to uphold the dignity, freedom, safety and fair treatment of every individual connected with its operations. SEIL embeds these expectations through policies, business agreements, awareness and training programmes, due diligence processes, and confidential grievance-redressal channels. The Company is committed to maintaining workplaces and value chains free from discrimination, coercion, forced labour, child labour and exploitation, supported by protections against retaliation, fair and timely investigation processes, assessments and periodic compliance checks across relevant This section sets out how we honour that commitment.



100%

Sites and value chain partners assessment for human right due-diligence

100%

Of employees and workers paid more than minimum wage



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	Current Financial Year FY 2025-26			Previous Financial Year 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	990	926	93.5%	923	879	95.2%
Other than Permanent	178	178	100.0%	153	153	100.0%
Total Employees	1168	1,104	94.5%	1076	1032	95.9%
Workers						
Permanent	457	457	100.0%	464	439	94.6%
Other than Permanent	630	630	100.0%	476	476	100.0%
Total Workers	1,087	1,087	100.0%	940	915	97.3%

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

Category	Current Financial Year FY 2025-26					Previous Financial Year 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)
Permanent Employees										
Male	751	0	0.0%	751	100%	725	0	0.0%	725	100%
Female	239	0	0.0%	239	100%	198	0	0.0%	198	100%
Other than Permanent Employees										
Male	151	0	0.0%	151	100%	127	0	0.0%	127	100%
Female	27	0	0.0%	27	100%	26	0	0.0%	26	100%
Permanent Workers										
Male	426	0	0.0%	426	100%	432	0	0.0%	432	100%
Female	31	0	0.0%	31	100%	32	0	0.0%	32	100%
Other than Permanent Workers										
Male	628	0	0.0%	628	100%	473	367	78%	106	22%
Female	2	0	0.0%	2	100%	3	1	33%	2	67%

*Does not include peripheral Contract services (Security, Housekeeping, Garden etc.)

*Apprentices are excluded for this headcount

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

a. Median remuneration/wages

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Female	Median remuneration/ salary/ wages of respective category
Board of Directors (BOD)	2	1,41,81,414	-	-
Key Managerial Personnel	3*	90,71,887	-	-
Employees other than BOD and KMP	747	16,55,895	239	11,45,229
Workers	426	11,31,890	31	10,61,686

*We have 1 executive who is common in both BoD and KMP.

Only 2 Board members are on whole-time employment of the company. Independent directors are paid sitting fees and commission for attending Board and committee meetings.

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

Metrics	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
Gross wages paid to females as % of total wages	16.02%	15.46%

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, anyone can lodge a complaint/ query on any issues covering all the principles through Trust Line (<https://www.se.com/in/en/about-us/sustainability/responsibility-ethics/trustline/>) via our website. These are then investigated by compliance/ relevant team and acted upon.

However final decision is as per Zone VP HR – who is the authority for addressing HR related issues.

For any POSH related cases:

Yes, anyone can lodge a complaint/ query on any issues through Trust Line via our website/POSH email ID/reaching out to ICC or HRBP. These are then investigated by relevant committees and acted upon. There is a central ICC Committee and a local ICC Committee. Central team has 5 members and 3 external panelists. All locations have 3-4 local ICC members as well. This committee convenes every quarter to discuss priorities pertaining to POSH.

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

Yes, the Company has in place a Trust Line platform to redress grievances. Trust Line is Schneider Electric's global helpline for internal & external stakeholders. It is a confidential channel through which anyone can ask questions and raise concerns about ethics, compliance or Schneider Electric's Trust Charter Schneider Electric's Code of Conduct and related policies. It also assists management and employees in working together to address fraud, abuse, and other misconduct in the workplace to promote a safe and positive work environment.

The Trust Line can be used by employees and temporary workers of SEIL and is designed for employees to report any violation of laws and regulations or our Code of Conduct - Trust Charter and related policies (e.g., our Anti-Corruption Code of Conduct), resulting from the activities of Schneider Electric and its subsidiaries, as well as the activities of subcontractors and suppliers with whom a business relationship has been maintained.

Any allegation of non-compliance reported either on-line or via telephone through the Trust Line, the Group Compliance Committee is notified of all reports. The Committee forward reports to the appropriate regional Compliance Officers and their investigation teams after a preliminary check of the validity of the report according to the Whistleblowing policy. In accordance with local regulations and the Company practices, an investigation will be conducted. All investigations are conducted in an objective, timely and thorough manner. Reporters may check the status of the investigation by clicking the Follow Up link on the RED website.

The Trust Line makes these reports available only to certain high-level executives, compliance officers, and investigators within the Company who have the responsibility to address concerns reported.





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

Category	Current Financial Year FY 2025-26			Previous Financial Year FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	0	0		0	0	
Discrimination at workplace	1	0		4	1	All complaints related to previous FY is closed.
Child Labour	0	0		0	0	
Forced Labour /Involuntary Labour	0	0		0	0	
Wages	0	0		0	0	
Other human rights related issues	0	0		0	0	

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

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

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

At SEIL, it is ensured that employees can speak up against discrimination and harassment cases through "Speak Up culture". All complaints can be made without fear of reprisal and with the assurance that the Company stands with you.

Threats, retribution, or retaliation against any person who has in good faith reported a violation or a suspected violation of law, trust charter or other Company policies, or against any person who is assisting in any investigation or process with respect to such a violation is prohibited by the Company.

Investigation teams adhere to the principles of natural justice, confidentiality, sensitivity, non-retaliation, and fairness while addressing concerns. The concerns are handled with sensitivity, while delivering timely action and closure. A detailed investigation process ensures fairness for all involved, with an opportunity to present facts and any material evidence.

When anyone chooses to submit a report via the web portal, Schneider Electric Compliance Team ensures a secure and confidential environment for collection, storage, and transmission of the reports.

9. Do human rights requirements form part of your business agreements and contracts?

Yes. The Company does include human right requirements as part of agreements and contracts for Global Supply Chain Purchasing, Indirect Procurement, Distributor and Channel Partner contracts.

10. Assessments for the year:

	Percentage of your plants and offices that were assessed* (by entity or statutory authorities or third parties)
Child Labour	100%
Forced Labour/Involuntary Labour	
Sexual Harassment	
Discrimination at workplace	
Wages	
Others- please specify	NA

*Assessments include the assessments done by internal audit team

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

No issues related to the above-mentioned aspects were identified during the assessment. Internal committees addressed all identified risks and concerns associated with human rights issues through collaborative efforts within respective teams.

LEADERSHIP INDICATORS

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

No new business processes were initiated as a result of addressing the human rights complaint.

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

The human rights due diligence for the SEIL entity is carried out through a structured compliance monitoring mechanism supported by an independent third-party agency, Aparajitha. The due diligence process is designed to assess and monitor compliance with applicable labour laws, human rights requirements, and internal policy expectations across relevant operations and workforce categories.

Aparajitha conducts monthly compliance checks covering key human rights and labour-related areas, including but not limited to:

- Prohibition of child labour
- Prevention of forced or bonded labour
- Compliance with minimum wages and timely wage payments
- Working hours, overtime, and statutory benefits
- Employment conditions and labour welfare requirements
- Compliance documentation and statutory registers
- Contract labour-related compliance requirements
- Other applicable labour law and human rights-related obligations

As part of the due diligence process, Aparajitha reviews relevant records, compliance documents, wage-related information, and statutory submissions to ensure adherence to applicable legal and regulatory requirements.

Any identified gaps, deviations, or non-compliances are formally flagged for corrective action. These observations are then tracked with the concerned internal teams until appropriate remediation measures are implemented.

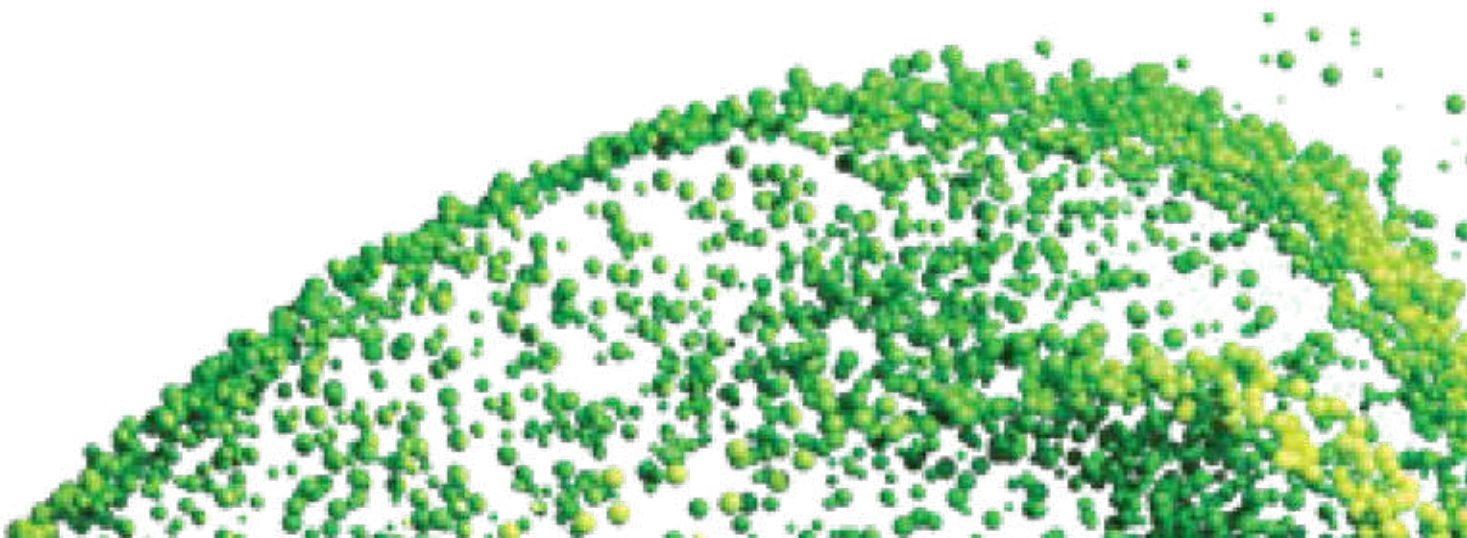
In addition to monthly compliance checks, Aparajitha also carries out periodic audits for contractual labour. These audits help ensure that contractors and service providers comply with applicable labour standards and legal requirements, particularly in areas such as wages, statutory benefits, working conditions, and prevention of child or forced labour. This enables SEIL to extend human rights due diligence beyond its direct workforce and into relevant portions of its contracted workforce.

With respect to workplace conduct and prevention of harassment, matters related to sexual harassment are addressed in accordance with the company's established POSH Policy. The company has a defined mechanism for handling such matters, including reporting, review, and appropriate action as per the applicable policy and legal framework.

Overall, the scope of SEIL's human rights due diligence covers both direct employees and contractual labour, in all our sites, with focus on legal compliance, labour rights, prevention of exploitative practices, wage protection, safe and respectful workplace practices, and timely remediation of identified non-compliances. This process supports SEIL's commitment to responsible business conduct and protection of human rights across its operations.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes. All the sites under SEIL entity are compliant for accessible infrastructure as per the requirements of the Rights of Persons with Disabilities Act, 2016.





4. Details on assessment of value chain partners:

	Percentage of value chain partners* (by value of business done with such partners) that were assessed
Child labour	100%
Forced Labour/ Involuntary Labour	
Sexual Harassment	
Discrimination at workplace	
Wages	
Others-	NA

*100% of the suppliers were assessed by Elevate through (Virtual assessment) and 5% by inhouse team (On-site audit).

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

If any case of non-conformance is identified, then a timeframe is provided based on the severity of the finding (Priority/Major/Minor) and the supplier team is to prepare and execute an acceptable corrective action plan.

Escalation will be done to the Schneider Electric procurement management through the Vigilance Team in case a supplier does not act on a nonconformance in the given timeframe or refuses to close the same.

The Schneider Electric Vigilance auditor will periodically review the progress on the closure.

Final closure of the identified point is carried out through an onsite review or by remote evidence submission based on the type and degree of the observation.

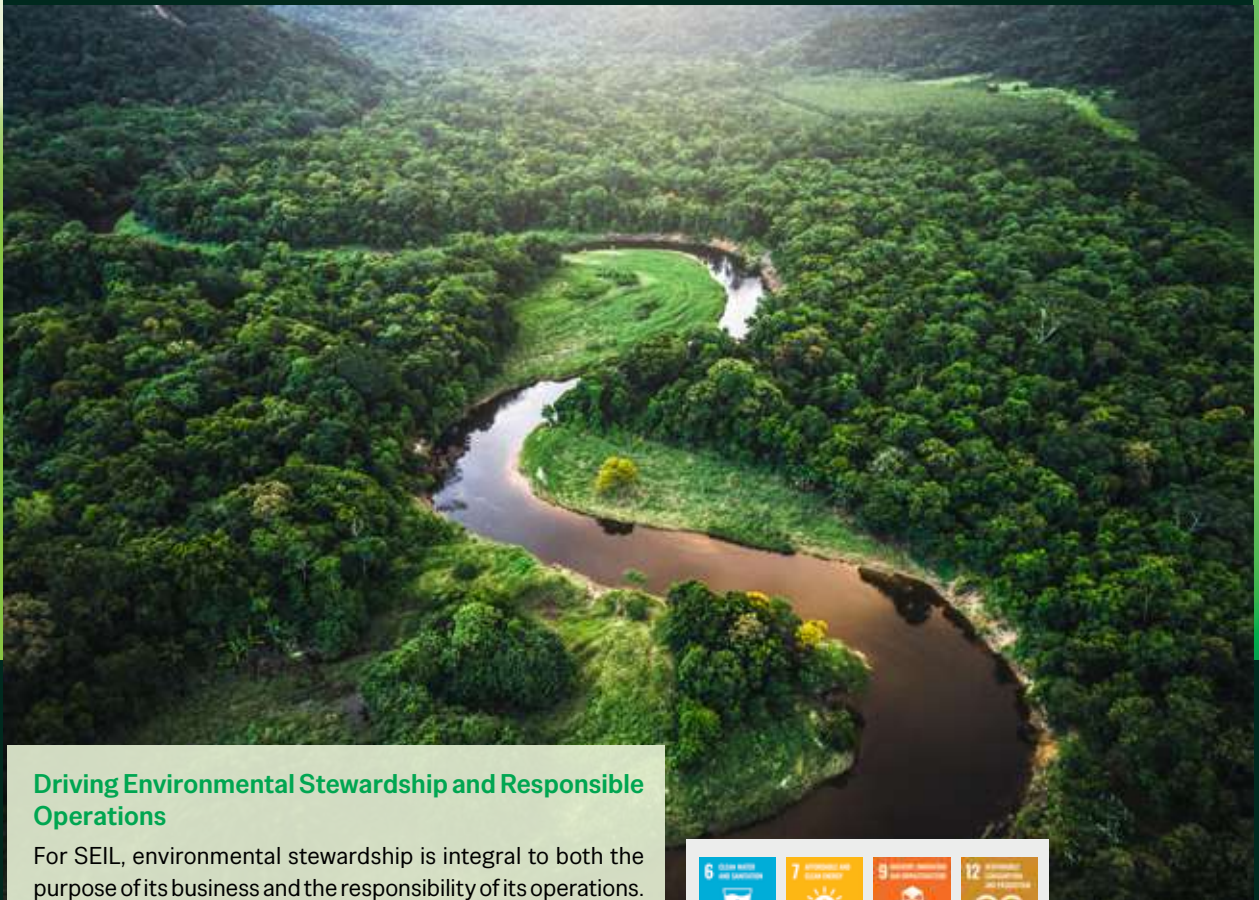
SECTION C

PRINCIPLE



6

**BUSINESSES SHOULD RESPECT AND MAKE EFFORTS
TO PROTECT AND RESTORE THE ENVIRONMENT**



Driving Environmental Stewardship and Responsible Operations

For SEIL, environmental stewardship is integral to both the purpose of its business and the responsibility of its operations. Guided by Schneider Electric's environmental sustainability commitments, including its science-based net-zero ambition across the value chain by 2050 and its commitment to no net biodiversity loss in operations by 2030, SEIL focuses on climate action, energy efficiency, renewable energy adoption, water stewardship, waste reduction, responsible management of hazardous materials including SF₆, and resource management. Through operational improvement, environmental monitoring and responsible practices across its sites, SEIL seeks to run leaner and cleaner operations, support grid decarbonisation, and embed environmental responsibility into the way it manufactures and delivers solutions for customers, communities and the planet. This section reports our performance and the initiatives driving it.



100%

Electricity sourced from
Renewable energy sources



ESSENTIAL INDICATORS

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

Parameters	Units	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
From renewable sources			
Total electricity consumption (A)	GJ	33476.5	6014.0
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	33476.5	6014.0
From non-renewable sources			
Total electricity consumption (D)	GJ	0	26,965.3
Total fuel consumption (E)	GJ	8182.2	8,761.3
Energy consumption through other sources (F)	GJ	-	-
Total energy consumed from non-renewable sources (D+E+F)	GJ	8182.2	35,726.6
Total Energy Consumption (A+B+C+D+E+F)	GJ	41658.6	41,740.3
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations)	GJ/INR Crore	14.4	15.8
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total energy consumed / Revenue from operations adjusted for PPP)	GJ/Crore USD	293.1	327.1
Energy intensity in terms of physical output	GJ/Product	0.28	0.32
Energy intensity (optional) – the relevant metric may be selected by the entity	-	NA	NA

*PPP= 20.34 as per IMF as on 2026 (<https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/>)

Note: The data includes only plants of SEIL (MVI- Vadodara, TBI-Vadodara, SLW-Kolkata & KMVC-Kolkata)

SEIL has procured and retired Renewable energy certificates (RECs) equivalent to 100% of its FY 2025-26 electricity consumption. Consumption is accordingly reported as renewable. Physical electricity continues to be drawn from the interconnected grid and local distribution utilities.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)

Yes, the management system has been assessed and certified by Bureau Veritas as part of ISO 14001 certification. SEIL has also carried out data verification and assurance of the BRSR data by Forvis Mazars LLP.

2. Does the entity have any sites / facilities identified as the designated consumers (DCs) under Performance, Achieve and Trade (PAT) Scheme of the Government of India? yes (Y/N) If, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any

Not applicable. None of the sites of SEIL comes under PAT Scheme.

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

Parameters	Units	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
Water withdrawal by source			
(i) Surface water	kilolitre (kL)	0	0
(ii) Groundwater	kilolitre (kL)	0	0
(iii) Third party water (Industrial Estate MIDC/GIDC)	kilolitre (kL)	75821.48	75783
(iv) Seawater / desalinated water	kilolitre (kL)	0	0
(v) Others (rainwater harvesting)	kilolitre (kL)	5,111.00	0
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	kilolitre (kL)	80,932.48	75783
Total volume of water consumption (in kilolitres)	kilolitre (kL)	77,271.44	63389
Water intensity per rupee of turnover (Total water consumption / Revenue from operations)	kL/INR Crore	26.73	24.04
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total water consumption / Revenue from operations adjusted for PPP)	kL/USD Crore	543.72	496.69
Water intensity in terms of physical output	kL/product	0.51	0.48
Water intensity (optional) – the relevant metric may be selected by the entity		NA	NA

Note: The data includes only plants of SEIL (MVI- Vadodara, TBI-Vadodara, SLW-Kolkata & KMVC-Kolkata)

*PPP= 20.34 as per IMF as on 2026 (<https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/>)

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency?
(Y/N)**

Yes, the management system has been assessed and certified by Bureau Veritas as part of ISO 14001 certification. SEIL has also carried out data verification and assurance of the BRSR data by Forvis Mazars LLP.

4. Provide the following details related to water discharged:

Parameters	Units	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
Water discharge by destination and level of treatment			
To Surface water			
- No treatment	kilolitre (kL)	0	0
- With treatment - Please specify level of treatment	kilolitre (kL)	0	0
To Groundwater		0	0
- No treatment	kilolitre (kL)	0	0
- With treatment - Please specify level of treatment	kilolitre (kL)	0	0
To Seawater		0	0
- No treatment	kilolitre (kL)	0	0
- With treatment - Please specify level of treatment	kilolitre (kL)	0	0
Sent to third parties		3661.04	12002
- No treatment	kilolitre (kL)	3661.04	12002
- With treatment - Please specify level of treatment	kilolitre (kL)	0	0



Parameters	Units	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
Others		0	31174
- No treatment	kilolitre (kL)	0	31174
- With treatment – Secondary treatment	kilolitre (kL)	0	0
Total water discharged	kilolitre (kL)	3661.04	43176

Note: The data includes only plants of SEIL (MVI- Vadodara, TBI-Vadodara, SLW-Kolkata & KMVC-Kolkata)

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)

Yes, Bureau Veritas carries out data verification as part of ISO 14001 certification. We are also carrying out independent verification by Forvis Mazars LLP as part of BRSR report assurance.

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

Yes. The 2 plants of SEIL, MVI and TBI plants located in Vadodara are zero liquid discharge facilities. The only source of wastewater is from domestic purposes since there is no water involved in the manufacturing process and these sites are having sewage treatment plant to treat this domestic wastewater.

The treated water of sewage treatment plant is tested as per the defined BIS standard. The treated water is reused for gardening within the plant.

SEIL's SLW Plant in Kolkata was having an effluent treatment plant to treat the process wastewater and an initiative has been taken to install the ZLDP – zero liquid discharge plant in the year 2023 for effluent wastewater. Domestic wastewater is being treated at municipal common treatment plant.

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

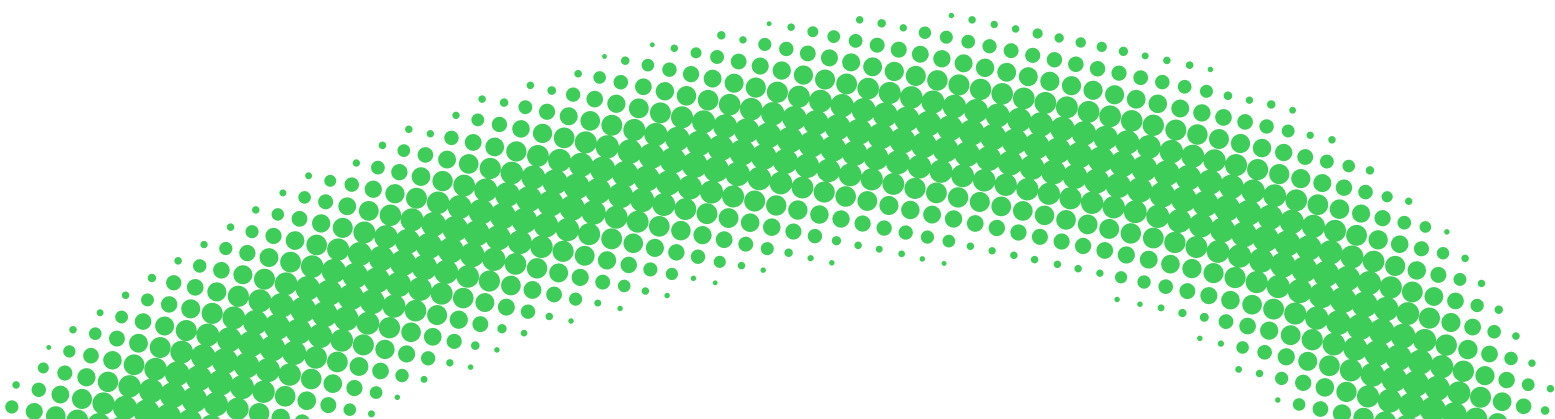
Parameter	Please specify unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
NOx	ppmv	20.94	37.39
	mg/m ³	69.91	
SOx	mg/m ³	42.59	22.39
Particulate matter (PM)	mg/m ³	41.87	41.42

Note:

1. For NOx MVI and TBI Plant concentrations are reported in ppmv, whereas SLW and KMVC concentrations are reported in mg/m³.
2. Note: The data includes only plants of SEIL (MVI- Vadodara, TBI-Vadodara, SLW-Kolkata & KMVC-Kolkata)

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, all the measurements and reporting are being carried out 3rd party agencies approved by respective pollution control boards and as per BIS standards and the data has been verified as part of BRSR report assurance by Forvis Mazars LLP.



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

Parameter	Units	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Scope 1 emissions² (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	1232.19	1435.74
Total Scope 2 emissions³ (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	0	5445.54
Total Scope 1 and Scope 2 emissions	Metric tonnes of CO ₂ equivalent	1232.19	6881.28
Total Scope 1 and Scope 2 emissions per rupee of turnover	Metric tonnes of CO ₂ equivalent / INR Cr	0.43	2.61
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)*	Metric tonnes of CO ₂ equivalent / USD Cr	8.67	53.92
Total Scope 1 and Scope 2 emission intensity in terms of physical output	Metric tonnes of CO ₂ equivalent / Product	0.01	0.052
Total Scope 1 and Scope 2 emission intensity (optional)		NA	NA

*PPP= 20.34 as per IMF as on 2026 (<https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/>)

Note:

1. The data includes only plants of SEIL (MVI- Vadodara, TBI-Vadodara, SLW-Kolkata & KMVC-Kolkata where SEIL has operational control
2. GHG emissions resulting from the use of refrigerants have not been accounted in Scope 1 emissions.
3. SEIL reports GHG emissions under the Market-Based (MB) method. Scope 2 emissions are reported as nil, as the Company has procured Renewable Energy Certificates (RECs) equivalent to 100% of its grid electricity consumption and additionally generates electricity through onsite solar installations.

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)

Yes. All the BRSR data is verified by an independent verification agency- Forvis Mazars LLP.



30%

Of water for domestic purpose sourced through rainwater



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

SEIL is strategically implementing a phased approach to reduce its greenhouse gas (GHG) emissions. Each site is developing specific decarbonization plans based on their energy consumption.

To align with science-based targets, SEIL has mapped its carbon footprint across all facilities and conducted detailed energy audits by certified Bureau of Energy Efficiency auditors. The significant CO2 emission contributors identified are grid electricity, SF6, LPG, and Diesel. These audits inform the prioritized actions aimed at reducing energy consumption and transitioning to cleaner alternatives.

Key Strategies for Reducing Scope 1 & 2 Emissions:

1. Fossil Fuel Reduction & Substitution: Decreasing or replacing fossil fuels, including substituting oil and gas with electrification processes.
2. Energy Efficiency Improvements: Implementing energy audits, digitalization, and optimization techniques to enhance efficiency.
3. Renewable Energy Transition: Commitment to RE100 and ongoing phase-wise installation of solar power, with the entity generating 20% of its power from solar.
4. Electric Vehicle Adoption: Promoting green mobility through the installation of EV charging stations for employees.
5. Fugitive Emission Control (SF6): Strong monitoring of SF6 gas processes through detailed assessments, robust filling procedures, advanced leakage detectors, and alarm systems. Inert gas is used for leakage testing.
6. Fuel Switching: Substituting diesel with LPG in autoclave oil heating, resulting in a 50% reduction in CO2 generation.
7. Operational Optimizations: Implementing measures like optimizing compressed air pressure and arresting leakages, installing occupancy sensors in offices, insulating HVAC chiller pumps and optimizing their usage, and implementing operational controls during non-occupancy hours.
8. Renewable Heating: Utilizing solar heaters for the canteen's water heating.
9. System Segregation & Insulation: Segregating air-conditioned and kitchen exhaust systems and reinsulating cold refrigerant lines.
10. Leakage Detection: Procuring air leakage detection devices for early identification and repair.
11. EMS – Emission monitoring system for SF6 filling machine is under installation.

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

SEIL Waste Data		
Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Waste generated (in metric tonnes)		
Plastic waste	26.22	36.00
E-waste	2.97	5.67
Bio-medical waste	0.0024	0.01
Construction and demolition waste	-	0.00
Used Oil	-	-
Battery waste	0.22	1.44
Oily Soaked Dust scrap	-	-
Radioactive waste	-	0.00
Other Hazardous waste. Please specify, if any.	122.51	102.41
Other Non-hazardous waste generated. Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	2,170.94	1966.32

SEIL Waste Data		
Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Food Waste	23.68	24.65
Insulation Scrap	17.34	22.77
Aluminium scrap	293.92	294.84
Copper scrap	103.20	96.32
brass scrap	0.99	0.06
Metal Scrap	514.40	378.23
Waste Carton Paper	550.31	487.17
Waste wood scrap	587.08	588.20
Rubber scrap	4.96	2.76
Miscellaneous Scrap	51.30	35.48
Garden Waste	23.76	35.84
Total Waste	2,322.85	2,111.85
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)- Tons/ INR Million	0.80	0.80
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total waste generated / Revenue from operations adjusted for PPP)- Tons/ Cr USD	16.34	16.55
Waste intensity in terms of physical output (Tons/Product)	0.02	0.016
Waste intensity (optional) – the relevant metric may be selected by the entity	NA	NA
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	2322.85	2098.7
(ii) Re-used	-	-
(iii) Other recovery operations	-	-
Total	2322.85	2098.7
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	0.0024	3.28
(ii) Landfilling	-	-
(iii) Other disposal operations	-	-
Total	0.0024	3.28

*PPP= 20.34 as per IMF as on 2026 (<https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/>)

Note: The data includes only plants of SEIL (MVI- Vadodara, TBI-Vadodara, SLW-Kolkata & KMVC-Kolkata)

We have considered density of used oil as 900 Gm/Ltr on average, rounded off to 1000 Gm/Ltr i.e. 1 Kg/Ltr to convert to tonnes. Source - ([https://ehs.cranesville.com/msds/pdfs/MSDS\(UQ03\).pdf](https://ehs.cranesville.com/msds/pdfs/MSDS(UQ03).pdf))

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)

Yes, the management system has been assessed and certified by Bureau Veritas as part of ISO 14001 certification. We have also carried out data verification and assurance of the BRSR data by Forvis Mazars LLP.



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.

SEIL maintains a comprehensive waste management program across all locations, monitoring waste generated from production, logistics, and office activities. Adhering to legal requirements, all hazardous waste is appropriately managed. A strong emphasis is placed on the 3 Rs (Reduce, Reuse, Recycle) for non-hazardous waste, with a target of 99% diversion from landfill. Special category wastes are recycled through Pollution Control Board-authorized vendors, and hazardous waste is treated via incineration or recycling. SEIL is actively driving towards a zero-landfill principle, ensuring no residues are sent to landfills.

Key initiatives implemented across sites include:

- 1. Source Segregation:** Utilizing color-coded bins and removing multiple bins to enhance proper separation of waste at the source.
- 2. Designated Storage:** Allocating distinct chambers for waste storage in scrap yards.
- 3. Monitored Disposal:** Implementing weighing provisions before waste is dispatched for recycling to designated facilities.
- 4. Non-Hazardous Waste Reduction & Reuse:** Employing recyclable wooden pallets, reusing carton boxes, transitioning to multi-use plastic containers for transport and storage, and optimizing packaging designs.
- 5. Eliminating Single-Use Plastics & Packaging Waste:** Replacing plastic water bottles with steel alternatives, using compostable plastic bags in bins, adopting reusable metal boxes for busway line materials, redesigning wooden pallets for reduced wood consumption, giving packaging boxes a second life through internal reuse, implementing honeycomb and corrugated packaging as alternatives to wood, and utilizing returnable metal trolleys to eliminate packaging.
- 6. Metal Frame Implementation:** Replacing wooden pallets with metal frame bases for incoming raw materials from vendors.
- 7. E-waste Recycling:** Ensuring electronic waste is recycled through authorized vendors in compliance with e-waste management rules.
- 8. Food Waste Composting:** Monitoring food waste and utilizing it for on-site composting, which is then used for gardening purposes.



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:

The entity does not have any operations/offices in ecologically sensitive areas.

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

Environmental impact assessments of projects are not undertaken by the SEIL entity as no projects were undertaken in the current/previous FY.

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provided details of all such non-compliances, in the following format

Yes, the SEIL entity is compliant with the applicable environmental law/ regulations/ guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules there under in the current/previous FY.

LEADERSHIP INDICATORS

1. Water withdrawal, consumption, and discharge in areas of water stress

I. Name of the area:

II. Nature of operations:

III. Water withdrawal, consumption, and discharge in the following format:

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)

None of locations where the sites of SEIL entity is located are classified as over-exploited or critical by Central Ground Water Authority.

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

Scope 3 emissions are calculated at entity level.

Parameter	Unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	683,777.94	705,729.08
Total Scope 3 emissions per rupee of turnover	tCO ₂ e per INR Cr	236.60	264.21
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity	tCO ₂ e per product	4.55	4.7

Note: The scope of Scope 3 emission calculation are mentioned categories. Remaining categories are excluded since they are not applicable to entity in line with Global Schneider Electric Scope 3 reporting alignment.

Reported Categories:

C1-Purchased Goods & Services, C2-Capital Goods, C3-Fuel & Energy Related Activities, C4-Upstream Transportation & Distribution, C5-Waste Generated in Operations, C6-Business Travel, C7-Employee Commuting, C11-Use of Sold Products and C12- End-of-Life Treatment of Sold Products.

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not applicable since the entity does not have any operations/offices in ecologically sensitive areas.

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format

At SEIL, reducing environmental impact of operations is of paramount importance as part of our sustainability strategy. We have identified numerous energy saving, waste recycling, water saving initiatives to reduce the resource consumption.

The plants are having building management system for monitoring the HVAC system. The BMS system is effectively used to identify the energy saving actions and efficient usage of HVAC system. The energy meters are connected to the power monitoring system, and we track the energy usage digital and initiating the actions on energy savings.

Water meters are installed for the tracking of water usage and mapping the water footprint of the plant. We have also installed renewable energy on-site and usage is also tracked in our in-house Environment IT system- Resource advisor along with energy, water, waste, etc. Treated wastewater is also reused for gardening at MVI and TBI plants in Vadodara.



Environment Month initiatives in factories, Clean-up drive and Seed-ball plantation



S. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along with summary)	Outcome of the initiative
1	Roof Top Solar- MVI	Roof Top Solar - New Phase-2 installation done with capacity of 640 KWp, Phase 1 was already implemented 360 KWp	20% Renewable Energy from on-site solar
2	Purchase of RECs	Purchase of Renewable Energy Certificates to reduce CO2 emissions.	100% of Scope 2 emissions reduced.
3	Sustainable packaging	Global SE Road map implementation for all the product range, 100% recycled cardboard used in 2024 – Honeycomb 100%, Heavy Duty Cardboard – 70%	81% Sustainable packaging
4	Energy Saving	PME - Power monitoring expert installed for tracking, monitoring, and actions	15% Energy performance Vs Baseline year (2019)
5	CO2 Emission	Emission monitoring system installation for SF6 50,000 Euro	Reduction in SF6 leakage emissions.
6	CO2 Emission	Reduction of material by redesign of LV Box (2mm to 1.5mm enclosure) 26250kg/Year	26,250 kg/ Year
7	Environment Day celebrations	Earth Hour 330 kwh, water day celebration, Biodiversity day, World Environment Day	Promoting the environment sustainability among employees
8	Water Saving	Water meter installation , covering water meter into the digital water meter	Reduction in water consumption
9	Reuse of Wooden packaging	LV panel Spares-Change from wooden box to cardboard box (box used from scrap of other part), RMU Tank reusable packing, warranty services are reusing the cardboard boxes of Raw material	5.5 tonne CO2 avoidance
10	Zero Liquid Discharge plant Installation	Installation of Zero Liquid Discharge plant for recycling of wastewater.	All effluent wastewater recycled & used for further in our processes.
11	Energy Saving	New VFD chiller introduced to adjust with load variation resulting less electricity consumption.	Saving KWH consumption by 12% per VI.
12	Energy Saving	Power factor improved from 0.93 to 0.99	Saving 12 Kilo Euro in electricity bill per year . Payback received in 1 year
13	Sustainability	Introduced electric vehicle for collecting materials from local vendor.	Contributing to a cleaner and greener environment
14	Single use plastics (SUP) Elimination	Introduction of paper bags for LOCO spare material	Single use plastics replaced by paper material
15	Roof Top Solar- TBI	Roof Top Solar -Phase-2 installation done with capacity of 567.54 KWp / 425 KW	20% Renewable Energy from on-site solar
16	Sustainable packaging	Wooden packaging of RTCC panel was replaced with cardboard packaging	Sustainable packaging, wood-saving
17	Sustainable packaging	Plastic, foam sheet was replaced with 2-ply cardboard for the packaging of PDT & MPT transformer accessories inside secondary packaging of BOX	Sustainable packaging, wood-saving

S. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along with summary)	Outcome of the initiative
18	Sustainable packaging	Wooden packaging of ODT & MPT instrument case was replaced with corrugated board	Sustainable packaging, wood-saving
19	Energy Saving	Old Skylights replaced with new one to get more illumination inside shop and to reduce energy save	Energy Saving
20	Sensor fitting done in admin washroom and admin area occupancy	Installation of occupancy sensors or photocell, programmable switches, time clock, automation etc.	Energy Saving
21	Biodiversity	TBI Van Garden Development - Fruit Tree, Canopy Trees, Kitchen Garden - 80 + trees	Biodiversity conservation
22	Sustainability	Bagasse base tissue paper in place of virgin tissue paper	Biodiversity conservation



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

Yes, we do have Business continuity plan (BCP) which includes disaster management. The management of the business continuity is based on an evaluation of the risks and the business impact to identify critical activities. Therefore, the content of the BCP needs to be adapted for each site following the detailed risk assessment and business impact analysis. The risk assessment matrix is used to identify major risks by assessing probability of occurrence and impact on personnel, real estate, and business. The objective of this document is to describe the actions, roles, and responsibilities within the site to ensure the management of the initial phase following an

incident, the business continuity, and the recovery of critical activities. It is focused on industrial activities.

The plant business continuity and disaster management is reviewed every year with plant leadership and key stakeholders. The disaster management mock drill is also exercised every six months to ensure the preparedness. The mock drills are also conducted with the external authorities for better coordination in case of real emergency scenario. The details of the emergency preparedness are displayed in the entity at various places which includes emergency numbers and incident scenario. The facilities are equipped with the fire hydrant, fire sprinkler, smoke detection system and fire water storage in adequate quantity.

The external experts are engaged for ensuring the adequate fire protection system installation and every two



year the audit is performed by these external experts. The internal emergency response team is identified under the fire fighter, first aiders, crisis management team with their roles and responsibility to perform during the emergency scenario. The disaster management is also including the pandemic scenario which supports during the actual emergency like covid19. The emergency preparedness plan is also reviewed by the authority during their inspection and visit to the plant. The NDRF, Fire authorities are consulted for ensuring adequate measures to handle the emergency situations. The fire facility is assessed, and revamped project is initiated to ensure the requirement as per national fire protection association and national building code fire protection guidelines.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

In case of any non-conformances at supplier during the evaluation, the supplier team is expected to provide a corrective action plan wherein they will comply with both legal and RBA requirements. They are required to demonstrate the capability/system to monitor their compliance to the requirements in a sustainable manner. The supplier vigilance team auditors liaise with the supplier team members to review and validate the actions implemented by the supplier team. The supplier vigilance team does provide training and assistance to supplier teams wherever required but they are expected to implement and monitor these programs independently. Final closure of the identified point is either done through onsite verification or remote evidence submission based on applicability.

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

100% of our suppliers are assessed for environmental impact. To understand which of our supply chain partners are at higher risk of not meeting legal and international standards for Environmental Practices Schneider Electric leverages our partnership with Responsible Business Alliance (RBA), joined by Elevate, an ESG risk analysis company to annually analyse our direct & indirect suppliers across the world. The assessment marks each supplier on a scale of 10 (1 being the lowest score and 10 being the highest score).

If a supplier receives a score equal to or less than 5 then they are classified as a high-risk supplier and need to be assessed onsite as per the RBA standard. If a supplier receives a score equal to or lower than 7.5 and higher than 5 then they are classified as medium risk and are provided with a remote questionnaire which covers core areas of the RBA audit. In case they do not provide acceptable responses to the remote questionnaire then an on-site audit is triggered

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

a. By the listed entity

The Company does not generate or procure green credit currently. However, globally Schneider Electric purchases Renewable energy certificates (RECs) which will be allocated annually to the entity as per the requirement to meet internal obligation of 100% renewable electricity.

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

The Company is currently not monitoring the generation or purchase of green credit by value chain partners.



SECTION C

PRINCIPLE



7

BUSINESSES WHEN ENGAGING IN INFLUENCING PUBLIC AND REGULATORY POLICY, SHOULD DO SO IN A MANNER THAT IS RESPONSIBLE AND TRANSPARENT



Contributing Expertise Through Responsible Advocacy

SEIL does not seek to actively influence public or regulatory policy for narrow advantage; however, where inputs or technical opinions are sought by regulators or industry bodies, the Company participates constructively and responsibly. SEIL's engagement is channelled through recognised national forums and associations, enabling the Company to contribute expertise on energy conservation, sustainability, safety, quality and sustainable building practices in the wider public interest. This section describes the nature and conduct of that engagement





ESSENTIAL INDICATORS

1. a. Number of affiliations with trade and industry chambers/ associations:

9

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:

Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
- Confederation of Indian Industry - Federation of Indian Chambers of Commerce and Industry - Alliance for an Energy Efficient Economy - Indian Electrical and Electronics Manufacturers' Association - Associated Chambers of Commerce and Industry of India - Indian Society of Heating, Refrigerating and Air Conditioning Engineers	National
- Indo-French Chamber of Commerce and Industry - National Association of Software and Service Companies - Federation of European Business in India	International

*All association memberships are for Schneider Electric India level and is applicable to all SE entities operating in India.

LEADERSHIP INDICATORS

1. Details of public policy positions advocated by the Entity

We work closely with various trade and industry associations on topics related to governance, policy reforms and sustainable business principles.

S. No	Public policy advocated	Method resort for such advocacy	Whether the information is available in public domain? (Yes/No)	Frequency of review by board (Annually/ Half yearly/ Quarterly/ Other-please specify)	Web Link, if available
1	Industry Advocacy on Quality Control Orders	Shared industry feedback through IEEMA on the implementation of Quality Control Orders (QCOs) and associated challenges. These advocacy efforts contributed to a series of reforms introduced by the Government of India to streamline the QCO framework. We will continue to proactively engage with industry stakeholders and provide constructive feedback to support effective policy implementation.	✓	Other- As per requirement	Not available

SECTION C

PRINCIPLE



8

BUSINESSES SHOULD PROMOTE INCLUSIVE GROWTH AND EQUITABLE DEVELOPMENT



Creating Shared Value Across Communities and Supply Chains

For SEIL, inclusive growth is anchored in the belief that access to reliable, safe, efficient and sustainable energy is a foundation for opportunity and human progress. Through the Schneider Electric India Foundation (SEIF), the Company supports community-focused initiatives around its operations, with emphasis on youth, children and underprivileged communities. The Company also seeks to broaden participation in its growth by strengthening linkages with smaller and local suppliers, thereby supporting inclusive value creation across communities and the supply chain. This section describes how we advance equitable, community-centred growth.


1,55,103

People benefited from CSR initiatives

>94%

Materials sourced from India



ESSENTIAL INDICATORS



1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Not applicable as none of the projects undertaken by the entity requires SIA by law since there is no acquisition of land, rehabilitation, and resettlement of communities. Projects are carried out in government designated industrial area on rental basis.

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

Not applicable since none of the projects undertaken by the entity has acquisition of lands, rehabilitation, and resettlement of communities.

3. Describe the mechanisms to receive and redress grievances of the community.

SEIL through its implementation arm for CSR projects, Schneider Electric India Foundation (SEIF) works closely with the community in identified areas of education, healthcare, disaster relief, etc. Within its areas of work, SEIF has robust mechanisms to assess the impact of projects on intended beneficiaries. These mechanisms range from one-on-one and group discussions with beneficiaries to impact assessments, among others, and provide ample opportunity to receive and redress grievances of the intended beneficiaries. Additionally, the Trust Line is also available to community members to lodge any grievances.

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

	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
Directly sourced from MSMEs/ small producers	47.14%	35.67%
Directly from within India	94.30%	90.62%

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	Current Financial Year FY 2025-26	Previous Financial Year FY 2024-25
Rural	0	0
Semi-urban	0	0
Urban	1.09%	1.66%
Metropolitan	98.91%	98.34%

*Includes wages of all employees and workers, contractors are excluded in calculation.



LEADERSHIP INDICATORS

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Not applicable as none of the projects undertaken by the entity requires SIA by law since there is no acquisition of land, rehabilitation, and resettlement of communities. Projects are carried out in government designated industrial area on rental basis.

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

None of the CSR projects were taken up in designated aspirational districts in last financial year (FY 2025-26).

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

No

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

Not applicable.

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

Not applicable.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

All the products of SEIL are based out of electrical and electronics components and does not include any IP from traditional knowledge.

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Since products of entity are not based out of traditional knowledge, we have no adverse order on intellectual related property

6. Details of beneficiaries of CSR Projects:

CSR Projects	No. of persons benefitted from CSR project	Percentage of beneficiaries from vulnerable and marginalized groups
1	Establishment of 11 skill development centers and refurbishment of 9 centers	100%
2	Electrification of 22 Community centers - 3 PHC**, 5 Sub center and 14 Anganwadi's	100%
3	3,000 households supported with portable lighting solutions*	100%

*Considering family size of 5

**Considering footfall of 2000 patients each month



ITI Skilling centre inaugurated by Udai Singh, MD-SEIL in Vadodara.

SECTION C

PRINCIPLE



9

BUSINESSES SHOULD ENGAGE WITH AND PROVIDE VALUE TO THEIR CONSUMERS IN A RESPONSIBLE MANNER



Building Customer Trust Through Responsible Products and Services

For SEIL, customer value is delivered through the reliability, safety and trust embedded in its products and services. SEIL engages with customers responsibly by providing product, safety and usage information, supporting informed decision-making, and maintaining structured channels for feedback and grievance redressal. The Company's approach is strengthened by Schneider Electric's global practices on data privacy and customer information protection, under which the SEIL commits to safeguarding personal information in line with applicable laws and internal policies. Through clear communication, responsible product stewardship, cybersecurity and privacy safeguards, and mechanisms to listen and respond to customers, SEIL seeks to protect the value it creates across the product life cycle and reinforce long-term trust with customers and end users. This section sets out the mechanisms through which we deliver and protect that value.



Zero

Data breaches
in FY 2025-26

Zero

Product recalls
in FY 2025-26

ESSENTIAL INDICATORS

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

At SEIL, we have a dedicated customer service and quality team to respond to all consumer complaints and feedback. Customer reaches to customer care centre (CCC) through Phone, Chat or E-mail. CCC would create a case of the complaint and ask for relevant information like product name, invoice details to check for the warranty period

of the product. If the product is in warranty, CCC will try and resolve the issue through remote trouble shooting. If the issue cannot be resolved over remote then work order is created for an engineer to visit the site. Once the engineer visits the site, he will confirm if the issue requires replacement of the product/spare on FOC or by the Customer themselves. Accordingly, the work order and the case is closed in the system and customer is auto intimated about the closure over a mail.

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

55.65%

Environmental and social parameters relevant to the product

23.63%

Safe and responsible usage

23.63%

Recycling and/or safe disposal

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

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

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

There were no forced or voluntary recalls of the product in financial year FY2025-26.

to investigate the incident, take remedial action, and provide notification to affected parties where appropriate. As a matter of good security practice, we generally only discuss the details of specific incidents in the context of notification. <https://www.se.com/in/en/about-us/legal/data-privacy.jsp>

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 maintains robust information security and data privacy programs which are consistent with industry standards and applicable legal requirements, designed to protect against unauthorized data disclosures and attacks on our network. Like any other large business organizations, we do experience such incidents from time to time. When an incident happens, we respond quickly

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.

The Company has not received any adverse order from any regulatory authority during the financial year 2025-26.



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:
Nil		

LEADERSHIP INDICATORS

1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

We have a dedicated page on our Company's website that provide information about the products and services. The website links are:

1. <https://www.se.com/in/en> – this is our corporate website, open for all partner/end users/home owners/ students/ job seekers
2. <https://infra.schneider-electric.co.in/> - this website is meant for our Infrastructure business which is a listed company and caters to our investors, and open for all.
3. **mySchneider web:** https://www.se.com/myschneider/?countrycode=in&lang=en_IN – this website is meant only for B2B End User, Electrician, Home Builder, Distributor, Panel Builder, contractors, System Integrator, Design Firms, IT Channel partners and not open to all. It needs registration and login credentials to avail the services/content.
4. **mySchneider App** - <https://www.se.com/in/en/work/support/myschneider-app/> - this is the app meant only for B2B End User, Electrician, Home Builder, Distributor, Panel Builder, contractors, System Integrator, Design Firms, IT Channel partners and not open to all. It needs registration and login credentials to avail the services/content.
5. **WhatsApp for Business** – was launched in Aug 2023, available for B2B End User, Electrician, Retailer, Homeowner, Distributor, Panel Builder, contractors as of now
6. **Call Center** to service customers as required

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

We majorly communicate to our customers about the safe and responsible usage of products and/or services through the following modes:

1. Product-level communication: Do's & Don'ts, caution notices, and danger nameplates are fixed on the product.

2. Documentation: Information and declarations are provided in product catalogues/manuals and end-of-life documents.
3. Digital communication: Relevant information and declarations are made available on the product website.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

SEIL has established a multi-channel communication strategy to inform customers of service disruptions. For phone inquiries, an IVR message provides immediate notification. Registered customers are updated through notifications on the mySchneider mobile application and the company website. Furthermore, channel partners and the distribution team disseminate relevant information to their respective customer networks.

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)

Yes. The Company follows IEC/IS labelling standards for all its products.

Yes. There are also 2 types of survey mechanisms:

1. Customer Net Promoter Score (CNPS) survey done annually via phone calls via an independent 3rd party agency which focuses on customer's overall perception of Brand Schneider. CNPS for CY2024 was 51.6%.
2. Net Satisfaction Score (NSS) survey which happens at multiple touch points for every customer transaction. This survey is done via e-mail to get customer satisfaction and feedback. NPS Score for CY2024 was 74%.

List of Abbreviations

1. SEIL - Schneider Electric Infrastructure Limited	23. DWP - Decent work program
2. EPC - Engineering, procurement, and construction	24. ESIC - Employees State Insurance Corporation
3. BRSR - Business Responsibility and Sustainability Report	25. RBA - Responsible Business Alliance
4. ESG - Environment, Social and Governance	26. CII - Confederation of Indian Industry
5. UN SDGs - United Nations Sustainable Development Goals	27. FICCI - Federation of Indian Chambers of Commerce & Industry
6. SSI - Schneider Sustainability Impact targets	28. IFCCI - Indo-French Chamber of Commerce & Industry
7. SSE - Schneider Sustainability Essentials target	29. IEEMA - Indian Electricals & Electronics Manufacturers Association
8. POSH - Prevention of Sexual Harassment	30. IGBC - Indian Green Building Council
9. ERM - Enterprise Risk Management	31. AEEE - Alliance for an Energy Efficient Economy
10. ISO - International Organization of Standardization	32. BIS - Bureau of Indian Standards
11. EPR - Extended Producer Responsibility	33. NASSCOM - National Association of Software and Service Companies
12. DEI - Diversity, Equity, and Inclusion	34. ISHRAE - Society of Heating, Refrigerating and Air Conditioning Engineers.
13. EEO - Equal Employment Opportunity	35. TERI - The Energy and Resources Institute
14. PD - Persons with Disability	36. GBCI - Green Business Certification Inc.
15. LDS - Lean Digitization System	37. ECSBC - Energy Conservation & Sustainability Building Code
16. DISS - Digitized Idea & Short Interval Meeting System	38. CCC - Customer Care Centre
17. OHS - Occupational Health and Safety	39. IVR - Interactive Voice Response
18. SIM - Short Interval Meetings	40. CNPS - Customer Net Promoter Score
19. ICC - Internal Complaints Committee	41. NSS - Net Satisfaction Score
20. BCP - Business Continuity Plan	
21. NDRF - National Disaster Response Force	
22. TZCP - Total Zero Carbon Project	



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Independent Assurance Statement

To the Board of Directors of Schneider Electric Infrastructure Limited

Schneider Electric Infrastructure Limited (Corporate Identity Number L31900GJ2011PLC064420, hereafter also referred to as 'SEIL' or 'the Company') has engaged Forvis Mazars LLP ('Forvis Mazars', 'us' or 'we' or 'our') to undertake independent assurance of the Company's disclosures in its Business Responsibility and Sustainability Report (hereafter referred to as 'BRSR') for the Financial Year (FY) 2025-26. The disclosures include BRSR Core as per Annexure 17A and the non-financial disclosures as per Annexure 16 of the Master Circular No. HO/49/14/14(7)2025-CFD-POD2/II/3762/2026, dated January 30, 2026 ('the Master Circular'), issued in supersession of the earlier Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024, read with the Industry Standards on Reporting of BRSR Core issued vide SEBI Circular No. SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024.

Our Conclusion:

Reasonable Level of Assurance - BRSR Core

Based on the review performed and the procedures undertaken to obtain a reasonable level of assurance, Forvis Mazars concludes that, in all material respects, the BRSR Core Key Performance Indicators (KPIs) across the nine ESG attributes (as detailed in Annexure I of this statement) for FY 2025-26 have been reported in accordance with the requirements specified in Annexure 17A of the Master Circular read with the Industry Standards on Reporting of BRSR Core.

Limited Level of Assurance - BRSR Disclosures other than core (only quantitative)

Based on the assessment undertaken, nothing has come to our attention to suggest that the non-financial disclosures (as listed in Annexure II of this statement) in BRSR do not properly adhere to the reporting requirements as per BRSR reporting guidelines in Annexure 16 of the Master Circular.

Scope of Work

The scope of our engagement includes a reasonable level of assurance for the 'BRSR Core' attributes and a limited level of assurance for 'BRSR Disclosures other than core', for the Financial Year (FY) 2025-26, in accordance with the identified sustainability information and criteria listed below.

We have performed an assurance engagement on the Identified Sustainability Information (ISI) for the Reporting Boundary as disclosed under Question No. 13 of Section A: General Disclosures of the BRSR on a standalone basis. The reporting boundary includes environmental data of 4 manufacturing facilities – MVI Plant (Vadodara) & TBI Plant (Vadodara), and SLW Plant (Kolkata) & KMVC Plant (Kolkata), and non-environmental data of 4 manufacturing plants, 1 group level plant and 18 regional offices.

Plant	Address
MVI	Milestone 87, Vadodara, Halol Highway, Village Kotambi, Post office Jarod, Vadodara - 391510, Gujarat, India.
TBI	Milestone 87, Vadodara, Halol Highway, Village Kotambi, Post office Jarod, Vadodara - 391510, Gujarat, India.
SLW	Plot No. 3, Block BN, Sector - V, Bidhan Nagar (Salt Lake City), Kolkata, IND 700091, India
KMVC	Dag Nos. 22, 23, 25 To 34, 38 & 394, Mouza Belu Milki, JL No. 11, PS. Sreerampore, Dist. Hooghly, Dankuni, Kolkata, IND 712223, India

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Our Conclusion:

Reasonable Level of Assurance - BRSR Core

Based on the review performed and the procedures undertaken to obtain a reasonable level of assurance, Forvis Mazars concludes that, in all material respects, the BRSR Core Key Performance Indicators (KPIs) across the nine ESG attributes (as detailed in Annexure I of this statement) for FY 2025-26 have been reported in accordance with the requirements specified in Annexure 17A of the Master Circular read with the Industry Standards on Reporting of BRSR Core.

Limited Level of Assurance - BRSR Disclosures other than core (only quantitative)

Based on the assessment undertaken, nothing has come to our attention to suggest that the non-financial disclosures (as listed in Annexure II of this statement) in BRSR do not properly adhere to the reporting requirements as per BRSR reporting guidelines in Annexure 16 of the Master Circular.

Scope of Work

The scope of our engagement includes a reasonable level of assurance for the 'BRSR Core' attributes and a limited level of assurance for 'BRSR Disclosures other than core', for the Financial Year (FY) 2025-26, in accordance with the identified sustainability information and criteria listed below.

We have performed an assurance engagement on the Identified Sustainability Information (ISI) for the Reporting Boundary as disclosed under Question No. 13 of Section A: General Disclosures of the BRSR on a standalone basis. The reporting boundary includes environmental data of 4 manufacturing facilities – MVI Plant (Vadodara) & TBI Plant (Vadodara), and SLW Plant (Kolkata) & KMVC Plant (Kolkata), and non-environmental data of 4 manufacturing plants, 1 group level plant and 18 regional offices.

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Identified Sustainability Information and Criteria

Identified Sustainability Information (ISI) and Criteria are detailed in the table below:

Identified Sustainability Information subject to assurance	Period subject to assurance	Level of assurance	Reporting criteria used by the Company to prepare Identified Sustainability Information
BRSR Core (refer Annexure I)	From April 1, 2025, to March 31, 2026	Reasonable	i. Regulation 34(2)(f) of the Securities and Exchange Board of India (the "SEBI") (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.
BRSR Disclosures other than core (only quantitative) (refer Annexure II)	From April 1, 2025, to March 31, 2026	Limited	ii. Business Responsibility and Sustainability Reporting Requirements for listed entities per Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026, dated January 30, 2026 ('the Master Circular'), issued in supersession of the earlier Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024, read with the Industry Standards on Reporting of BRSR Core issued vide SEBI Circular No. SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024. iii. Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. iv. ISO 14064-1:2018 - Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.

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Basis of our conclusion

As part of the assurance process, a multidisciplinary team of assurance specialists conducted assurance procedures across selected plants of SEIL. Assessment was conducted by means of both verification modes - virtual and in-person at MVI Plant (Vadodara) & TBI Plant (Vadodara), and SLW Plant (Kolkata) & KMVC Plant (Kolkata). The following activities were undertaken:

BRSR Core – Reasonable level of assurance	BRSR Disclosures other than core – Limited level of assurance
Reviewed the disclosures under the BRSR Core framework, which comprises a set of Key Performance Indicators (KPIs) across nine ESG attributes. These disclosures were evaluated in accordance with the Industry Standard on Reporting of BRSR Core, applying a reasonable level of assurance.	Reviewed the disclosures in line with BRSR reporting guidelines, covering general disclosures, management processes, principle-wise performance (including essential and leadership indicators), and other key metrics specified within the framework. These disclosures were assessed using a limited level of assurance.
Assessed the design and implementation of key systems, processes, and controls established for the collection, management, and reporting of BRSR Core indicators, including an evaluation of operational controls and reporting boundaries.	Gained an understanding of the key systems, processes, and controls established for the collection, management, and reporting of Disclosures other than BRSR Core, and performed sample-based testing to assess adherence to the reporting principles.
Obtained comprehensive evidence across all relevant areas to enable a thorough review of the BRSR Core indicators and engaged directly with stakeholders to gather insights and supporting evidence for each disclosed indicator.	Collected and assessed documentary evidence and management representations to support compliance with the reporting principles. A risk-based approach was applied, focusing assurance efforts on areas of high material significance to the Company's operations and its key stakeholders.
The audit team conducted an on-site audit to perform data testing, assess consistency in reporting processes, and carry out quality checks at selected sites.	The audit team conducted on-site audit at selected sites, carrying out sample-based assessments of site-specific data disclosures.

Management's Responsibility

SEIL has the sole responsibility for the preparation of the BRSR and is responsible for all information disclosed in the BRSR Core and BRSR Disclosures other than core. The Company is responsible for maintaining processes and procedures for collecting, analysing, and reporting the information and also, ensuring the quality and consistency of the information presented in the BRSR. SEIL is also responsible for ensuring the maintenance and integrity of its website and any referenced BRSR disclosures on their website. The Management and the Board of Directors of the Company are also responsible for overseeing the Company's compliance with the requirements of LODR Regulations and the SEBI Circular in relation to the BRSR.

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Inherent limitations

The assurance engagements are conducted on the assumption that the data and information provided by the Company for our review have been supplied in good faith and are accurate, complete, adequate, authentic, and free from any material misstatements.

- 1) The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions.
- 2) Forvis Mazars has not participated in the evaluation or assessment of the Company's financial data or performance. Its opinion on specific BRSR Core Attribute 8 ("Number of days of accounts payable"), Attribute 9 ("Open-ness of business"), and all BRSR indicators expressed in currency or INR is based on the audit performed by the Company's statutory auditors. Accordingly, Forvis Mazars assumes no responsibility for the financial data presented in the Company's audited financial statements.
- 3) Data relating to operations outside the defined assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- 4) This assurance does not cover statements made by the Company that reflect opinions, claims, beliefs, aspirations, expectations, objectives, or forward-looking intentions. Furthermore, any assertions concerning Intellectual Property Rights or other competitively sensitive matters are outside the scope of this engagement.
- 5) The assessment does not extend to evaluating the Company's strategy or any related linkages presented in BRSR, as these elements fall beyond the assurance scope.
- 6) Additionally, this engagement does not include mapping BRSR against reporting frameworks other than those specifically referenced. Any evaluation or comparison with other frameworks is excluded from the scope.
- 7) Content within the BRSR that lies outside the defined scope and boundary has not been subjected to assurance, as the review is confined to the specified parameters.
- 8) Finally, this assurance engagement does not include an assessment of legal compliance. Ensuring adherence to applicable laws and regulations remains the responsibility of the Company.

Our Independence and Quality Control

- 1) We have maintained our independence and confirm that we have met the requirements of the Code of Ethics issued by the Institute of Chartered Accountants of India and the SEBI Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July 12, 2023, and its clarifications thereto and have the required competencies and experience to conduct this assurance engagement.
- 2) Our firm applies International Standard on Quality Management ('ISQM') 1, "Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements" and accordingly maintains a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

In performing this assurance work, Forvis Mazars' responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company. Forvis Mazars disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we plan and

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perform our engagement to obtain reasonable or limited assurance, as applicable, about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria and to issue a report

Exclusions

Our assurance scope excludes the following and therefore we do not express an opinion on the same:

- Operations of the Company other than the Identified Sustainability Information.
- Data and information outside the defined reporting period i.e., April 1, 2025 to March 31, 2026.
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

Restriction on use

Our Reasonable and Limited Assurance report has been prepared and addressed to the Board of Directors of "Schneider Electric Infrastructure Limited" at the request of the Company solely, to assist the Company in reporting on its sustainability performance and activities. Accordingly, we accept no liability to anyone other than the Company.

Our Reasonable and Limited Assurance Report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For **FORVIS MAZARS LLP**

Firm Registration No.: AAI-2887



Suddhasattwa Mukherjee
Partner

Gurugram, India
31 July 2026

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Annexure I

BRSR Core - Reasonable Level of Assurance			
S. No.	Attribute	Principles and Indicator reference	Parameter
1.	Green-house gas (GHG) footprint	Principle 6, E-7	1. Total Scope 1 and Scope 2 emissions 2. GHG Emission Intensity (Scope 1+2) per rupee of turnover adjusted for Purchasing Power Parity (PPP)
2.	Energy footprint	Principle 6, E-1	1. Total energy consumed 2. Percentage of energy consumed from renewable sources 3. Energy Intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)
3.	Water footprint	Principle 6, E-3 Principle 6, E-4	1. Total water consumption 2. Water consumption intensity 3. Water Discharge by destination and levels of Treatment
4.	Embracing circularity- details related to waste management by the entity	Principle 6, E-9	1. Total waste generated 2. Waste Intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)
5.	Enhancing Employee Wellbeing and Safety	Principle 3 – E1 (c) Principle 3 – E11	1. Spending on measures towards the well-being of employees and workers 2. Details of safety related incidents for employees and workers
6.	Enabling Gender Diversity in Business	Principle 5 - E3 (b) Principle 5 – E7	1. Gross wages paid to females as percentage of wages paid 2. Complaints on POSH
7.	Enabling Inclusive Development	Principle 8 – E4 Principle 8 – E5	1. Input material sourced from following sources as percentage of total purchases – Directly sourced from MSMEs/ small producers and from within India 2. Job creation in smaller towns
8.	Fairness in Engaging with Customers and Suppliers	Principle 9 – E7 Principle 1 – E8	1. Instances involving loss/ breach of data of customers as percentage of total data breaches or cyber security events 2. Number of days of accounts payable
9.	Open-ness of business	Principle 1 – E9	1. Concentration of purchases & sales done with trading houses, dealers, and related parties 2. Loans and advances & investments with related parties

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Annexure II

BRSR Disclosures other than core - Limited Level of assurance

- Section A: General Disclosures- 16, 17, 18, 19-a, 19-b, 20-a, 20-b, 21, 22, 24, 25
- Section C: Principle Wise Performance Disclosure -
 - Principle 1: Essential Indicators 1, 2, 5, 6; Leadership Indicator 1
 - Principle 2: Essential Indicator 2-b
 - Principle 3: Essential Indicator 1-a, 1-b, 2, 5, 7, 8, 9, 13, 14; Leadership Indicator 3, 5
 - Principle 5: Essential Indicator 1, 2, 3-a, 6, 10; Leadership Indicator 4
 - Principle 6: Essential Indicator 6; Leadership Indicator 7
 - Principle 8: Leadership Indicator 6
 - Principle 9: Essential Indicator 3

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Independent Auditor's Report

To the Members of **Schneider Electric Infrastructure Limited**
Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of **Schneider Electric Infrastructure Limited** ("the Company"), which comprise the Balance Sheet as at March 31, 2026, the 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 financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("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 (Ind AS) and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, and its 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 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 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 ("the ICAI") together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sl. No.	Key audit matters	How the matters were addressed in our audit
1	Revenue Recognition Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has concluded that as principal, it typically controls the goods or services before transferring them to the customers. There is an inherent risk and presumed fraud risk around the accuracy and existence of revenue recognised. Further, revenue is an important element of how the Company measures its performance. The Company focuses on revenue as a key performance measure, which could create an incentive for revenue to be recognized before the controls have been transferred. Accordingly, due to the significant risk associated with revenue recognition in accordance with terms of Ind AS 115 'Revenue from contracts with customers', it has been determined a key audit matter in our audit of the financial statements. In view of the above and given the Company and its stakeholders focus on revenue as a key performance indicator, we determined this to be a key audit matter.	In view of the significance of the matter, following audit procedures were applied in this area, amongst others to obtain sufficient and appropriate audit evidence: • We assessed the appropriateness of the revenue recognition accounting policies and its compliance in terms of Ind AS 115 'Revenue from contracts with customers'. • We obtained an understanding of management's internal controls over the revenue recognition process and evaluated the design and tested the operating effectiveness of key controls. • We carried out analytical procedures on revenue recognised during the year to identify unusual variances and discussed with designated management personnel. • We performed substantive procedures by testing the underlying documents on samples selected based on a representative sampling of revenue transactions recorded during the year. • We performed cut-off testing on sales transactions made near the year-end on sample basis by obtaining supporting documentation including customer confirmation of receipt of goods to establish that sales and corresponding trade receivables are properly recorded in the correct period. We tested the relevant disclosures made in the financial statements.

Sl. No.	Key audit matters	How the matters were addressed in our audit
2	Trade Receivables Trade receivables, including retention money with customers, amounted to ₹ 81,268 Lakh at year-end, which is significant part of the total assets of the Company. Impairment loss on trade receivables is recognized in accordance with accounting policies as detailed in “material accounting policies” in the financial statements. The Company is required to assess the recoverability of its trade receivables on a regular basis. It makes an impairment allowance for specific customers on case-to-case analysis. It further makes an estimate of impairment allowance for balance receivables on the basis of lifetime expected credit loss method based on provision matrix in accordance with Ind AS 109, Financial Instruments. In assessing the recoverability of trade receivables, management also exercised significant judgements to evaluate the collectability from individual customers after considering their creditworthiness, whether they have financial difficulties, experience of default or delinquency in payments and ageing analysis. The judgements applied by management have a significant impact on the level of provision required for trade receivables. In view of above, we determined this area to an area of audit focus, and accordingly, a key audit matter.	In view of the significance of the matter, following audit procedures were applied in this area, amongst others to obtain sufficient and appropriate audit evidence: • Obtained an understanding of the processes implemented to estimate impairment provision against trade receivables. • Tested key controls (both design and operating effectiveness) over estimation of impairment loss. • In respect of significant provisions made for specific trade receivables, we obtained and evaluated specific assessment from the Company and examined related available information such as correspondences with customers and publicly available information. • Evaluated the “expected credit loss” model adopted to estimate the impairment allowance and tested the related assumptions and computations. • Obtained and tested the base data used in the above-mentioned model such as trade receivables ageing, historical billing and collection data. • Evaluated the various assumptions and judgements applied such as discount rate, period of delays of receipts from customers, etc. • Circulated the balance confirmation letter to the customers and analysed the responses in balance confirmation letter obtained from the customers. We tested the relevant disclosures made in the financial statements.
3	Tax Litigations The Company’s operations are subject to complexities arising from applicability of various laws and regulations with respect to positions on matters relating to income tax, sales tax, goods and services tax, service tax, excise, customs etc. (either past or present). Provision for taxes is recognized or contingent liabilities are disclosed in accordance with accounting policies as detailed in “material accounting policies” in the financial statements. Due to complexity of cases, significant amount involved and timescales for resolution, significant judgment and estimations are required in assessing the range of possible outcomes for some of these matters. These judgments could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax and other authorities and other judicial precedents. The Company makes an assessment to determine the outcome of these tax positions and decides to make an accrual or consider it to be a possible contingent liability. This affects the measurement and accuracy of provision for taxes. In view of the above-mentioned factors, we have determined this to be a key audit matter.	In view of the significance of the matter, following audit procedures were applied in this area, amongst others to obtain sufficient and appropriate audit evidence: • We obtained an understanding of the process of identification of tax litigations, related contingent liabilities and the key uncertain tax positions. • Obtained the list of ongoing litigations of the Company and discussed the same with the management to understand the details of the underlying matters. • Tested key controls (both design and operating effectiveness) over the estimate of provisions for various taxes. • We analysed the Company’s judgment regarding the eventual resolution of matters with various tax authorities. In this regard, we understood how the Company has considered past experience, where available, with the authorities in the respective jurisdictions. • We obtained representations from relevant consultants and legal counsels. We also evaluated the objectivity, competence, and relevant experience of those consultants / legal counsels. • Involved specialists to evaluate estimates on the basis of the facts of each case, internal evaluations, legal precedence, assumptions made and external legal opinions. We tested the relevant disclosures made in the financial statements.



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

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and our Auditor's Report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained during our audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

The Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance (including other comprehensive 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 specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal 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 with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our Auditor's Report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of Section 143 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. As required by Section 143(3) of the Act, we report to the extent applicable that:
 - (a) We have sought and obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except for:
 - (i) the matter stated in the paragraph 2(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014; and
 - (ii) the daily backup of certain items of books of account maintained in electronic mode in one non-primary accounting software, which has not been kept in servers physically located in India during the year ended March 31, 2026.
 - (c) The Balance Sheet, the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Changes in Equity and the Statement of Cash Flows dealt with by this Report are in agreement with the books of account.
 - (d) In our opinion, the aforesaid financial statements comply with the Indian Accounting Standards specified under Section 133 of the Act.
 - (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.
 - (f) The modifications relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph 2(b) above on reporting under section 143(3)(b) of the Act and paragraph 2(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - (g) With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in '**Annexure B**'.
 - (h) 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.
 - (i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements – Refer Note 34 to the financial statements.
 - ii. The Company has made provision, as required under the applicable law or Indian Accounting Standards, for material foreseeable losses, if any, on long-term contracts - Refer Note 16(ii) (d) to the financial statements. The Company did not have any material foreseeable losses on derivative contracts.
 - iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.



- iv. (a) The Management has represented that, to the best of its knowledge and belief, as disclosed in the note 45(ii) to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (b) The Management has represented, that, to the best of its knowledge and belief, as disclosed in the note 45(ii) to the financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.
- (v) The Company has not declared or paid any dividend during the year and has not proposed final dividend during the year.
- (vi) Based on our examination, which included tests checks, the Company has used accounting softwares for maintaining its books of account for the financial year ended March 31, 2026, which have a feature of recording audit trail (edit log) facility and the same has operated

throughout the year for all relevant transactions recorded in the respective software, except that,

- a) For the primary accounting software used for maintaining the books of account, the feature of recording audit trail (edit log) facility was not enabled at application level for changes through certain tables and changes made by certain privileged users with specific access rights due to software's inherent functionalities.
- b) The database of primary accounting software and one non-primary accounting software used by the Company, have been hosted by the third-party service provider. However, in the absence of independent auditor's report for full reporting period in relation to controls at the third-party service providers, we are unable to comment if the audit trail (edit log) facility was enabled at the database level.

During the course of performing our audit procedures, except for the aforementioned instances of audit trail not maintained, where the question of our commenting on whether the audit trail feature has been tampered with does not arise, we did not come across any instance of the audit trail feature being tampered with.

Additionally, for the periods where the audit trail (edit log) facility was enabled and operated, audit trail has been preserved by the Company as per the statutory requirements for record retention.

For **S N Dhawan & CO LLP**

Chartered Accountants

Firm Registration No.: 000050N/N500045

Pankaj Walia

Partner

Membership No.: 509590

UDIN: 26509590QTFDQQ7184

Place: Gurugram

Date: May 28, 2026

Annexure A to the Independent Auditor's Report

Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of the Independent Auditor's Report of even date to the members of Schneider Electric Infrastructure Limited on the financial statements as of and for the year ended March 31, 2026

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment and relevant details of Right of Use Assets.
- (a) (B) The Company has maintained proper records showing full particulars of intangible assets.
- (b) The Company has a regular program of physical verification of its Property, Plant and Equipment, and relevant details of Right of Use Assets under which these assets are verified in a phased manner to

cover over a period of 3 years, which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. In accordance with this program, certain Property, Plant and Equipment and details of Right of Use Assets were verified during the year and according to the information and explanation given to us, no material discrepancies were noticed on such verification.

- (c) According to the information and explanations given to us and based on the examination of the registered sale deed / transfer deed / conveyance deed provided to us, we report that, the title deeds of all the immovable properties, as stated in Note 3 to the financial statements (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the Company) are held in the name of the Company, except for the following properties:

Description of property	Gross carrying value (in Lakh)	Held in name of	Whether promoter, director or their relative or employee	Period held	Reason for not being held in name of Company
Unit 3 on 3 rd floor & 6, 7, 8 & 9 on 4 th floor, Saran Chambers, 5 Park Road, Lucknow	3	The English Electric Co. of India Ltd.	No	Since FY 2011-12	Property was acquired in the scheme of demerger. The application is pending with local authorities at Lucknow for registration and effecting change in the name of the Company.

- (d) The Company has not revalued its Property, Plant and Equipment (including Right of Use Assets) and intangible assets during the year.
- (e) There are no proceedings which have been initiated or are pending against the Company for holding benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.
- (ii) (a) The management has conducted physical verification of inventory at reasonable intervals during the year (except for goods-in-transit and stocks lying with third parties. For stocks lying with third parties at the year-end, written confirmations have been obtained by the management and in respect of goods-in-transit, the goods have been received subsequent to year end). According to the information and explanations given to us and based on the audit procedures performed by us, we are of the opinion that the coverage and procedure of such verification by the management is appropriate and no material discrepancies of 10% or more in the aggregate for each class of inventory were noticed on physical verification as compared to the book records.
- (b) According to the information and explanations given to us, the Company has not been sanctioned any working capital facility at any point of time during the year from banks or financial institutions on the basis of security of current assets. Accordingly, the provisions of clause 3(ii)(b) of the Order are not applicable.
- (iii) According to the information and explanations given to us, the Company has not made investments in, provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured to companies, firms, Limited Liability Partnerships (LLPs) or any other parties. Accordingly, the provisions of clause 3(iii)(a) - (f) of the Order are not applicable.
- (iv) The Company has not granted any loan, made investment or provided guarantees or securities. Accordingly, the provisions of clause 3(iv) of the Order are not applicable.
- (v) The Company has not accepted any deposits and in our opinion, the Company is not holding any amounts which are deemed to be deposits during the year. Further the Company had no unclaimed deposits at the beginning of the year. Accordingly, the provisions of clause 3(v) of the Order are not applicable.
- (vi) The maintenance of cost records has been specified by the Central Government under section 148(1) of the Companies Act, 2013 in respect of Company's products. We have broadly reviewed the books of account maintained by the Company pursuant to the Companies (Cost Records



and Audit) Rules, 2014, as amended, prescribed by the Central Government for the maintenance of cost records under sub-section (1) of Section 148 of the Act in respect of Company's products and are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained by the Company. However, we have not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

- (vii) (a) In our opinion and according to the information and explanations given to us, the Company is generally regular in depositing undisputed statutory dues including goods and services tax, provident fund,

employees' state insurance, income-tax, sales-tax, service tax, duty of customs, duty of excise, value added tax, cess, and other material statutory dues, as applicable to the Company, with the appropriate authorities during the year. There were no undisputed amounts payable in respect thereof which were outstanding at the year-end for a period of more than six months from the date they became payable.

- (b) According to the information and explanations given to us, there are no statutory dues referred to in sub-clause (a) that have not been deposited with the appropriate authorities on account of any dispute except for the following cases:

(Amount in Lakh)

Sl. No.	Name of the statute	Nature of dues	Disputed Amount (Lakh)	Deposited amount (Lakh)	Period to which the amount relates	Forum where dispute is pending
1	Central Sales Tax Act, 1956	Non submission of declaration forms, input tax claim disallowed	331	48	2006-07	Assessing officer
2	Central Sales Tax Act, 1956	ITC disallowance and other issues	463	-	2007-08	Revision Board
3	Central Sales Tax Act, 1956	Non submission of statutory forms	110	55	2012-13 and 2013-14	Tribunal
4	Central Sales Tax Act, 1956	Non submission of statutory forms and export documents	48	43	2014-15	Commissioner Appeals
5	Central Sales Tax Act, 1956	Ex-Parte assessment order passed	1,210	-	2014-15	Tribunal
6	Central Sales Tax Act, 1956	Non submission of statutory forms	183	180	2016-17	Commissioner Appeals
7	Central Sales Tax Act, 1956	Non submission of statutory forms	146	169	2015-16	Commissioner Appeals
8	Central Sales Tax Act, 1956	ITC disallowance and other issues	5	-	2015-16	Assessing Officer
9	Central Sales Tax Act, 1956	Non submission of statutory forms and export documents	184	92	2017-18	Commissioner Appeals
10	Central Sales Tax Act, 1956	Non submission of statutory forms	48	48	2014-15	Commissioner Appeals
11	Central Sales Tax Act, 1956	Non submission of statutory forms	220	96	2015-16	Tribunal
12	Central Sales Tax Act, 1956	Non submission of statutory forms and export documents	242	110	2016-17	Hon'ble High Court
13	Central Sales Tax Act, 1956	ITC disallowance and other issues	127	23	2016-17	Tribunal
14	Central Sales Tax Act, 1956	Non-submission of waybill Form 402	64	21	2016-17	Tribunal
15	Central Sales Tax Act, 1956	Non-submission of waybill Form 402	226	50	2016-17	Tribunal
16	Central Sales Tax Act, 1956	Non submission of forms	73	14	2017-18	Tribunal
17	Central Sales Tax Act, 1956	ITC disallowance and other issues	1	-	2017-18	Assessing Officer
18	Central Sales Tax Act, 1956	Non submission of statutory forms	14	14	2015-16	Commissioner Appeals
19	Central Sales Tax Act, 1956	Non collection of declaration forms	68*	18	2010-11	Commissioner Appeals

(Amount in Lakh)

Sl. No.	Name of the statute	Nature of dues	Disputed Amount (Lakh)	Deposited amount (Lakh)	Period to which the amount relates	Forum where dispute is pending
20	Central Sales Tax Act, 1956	ITC disallowance	3*	-	2009-10	Tribunal
21	Central Sales Tax Act, 1956	Non collection of declaration forms	11*	-	2009-10	Commissioner Appeals
22	Central Sales Tax Act, 1956	Non collection of declaration forms	37*	-	2001-02 and 2002-03	Assessing Authority
23	Central Sales Tax Act, 1956	Non submission of statutory forms	5*	-	2005-06	Assessing Authority
24	Central Sales Tax Act, 1956	Non submission of statutory forms	68*	-	2006-07	Commissioner Appeals
25	Central Sales Tax Act, 1956	Non submission of statutory form and export documents	180*	361	2007-08	Assessing Authority
26	Central Sales Tax Act, 1956	Non submission of statutory forms	96*	-	2007-08	Tribunal
27	Central Sales Tax Act, 1956	Disallowance of stock transfers made within the state, denial of input tax credit, difference in interpretation of rates and non-submission of documents to substantiate the purchases	36*	48	2008-09	Assessing Authority
28	Central Sales Tax Act, 1956	Non submission of statutory forms and export documents	399*	450	2009-10	Assessing Authority
29	Central Sales Tax Act, 1956	Non collection of declaration forms & CST treated as local VAT sale s	413*	146	2010-11	Commissioner Appeals
30	Central Sales Tax Act, 1956	Non submission of statutory forms	0*	-	2009-10	Revision Board
31	Central Sales Tax Act, 1956	Non submission of statutory forms	20*	-	2010-11	Tribunal
32	Central Sales Tax Act, 1956	Non submission of statutory forms	16*	-	2011-12	Tribunal
33	Central Sales Tax Act, 1956	ITC disallowance	0*	-	2011-12	Commissioner Appeals
34	Central Sales Tax Act, 1956	Non submission of statutory forms	2*	-	2009-10	Appellate Authority
35	Central Sales Tax Act, 1956	Non submission of statutory forms	16*	-	2010-11	Joint Commissioner (Appeals)
36	Delhi Value Added Tax Act, 2004	Non submission of statutory forms and export documents	18	-	2007-08	Commissioner Appeals
37	Entry Tax Act Telangana	Entry tax issue	27	27	2012-13, 2013-14 and 2014-15	Commissioner Appeals
38	Gujarat Value Added Tax, 2003	Non collection of declaration forms	11*	25	2007-08	Tribunal
39	Gujarat Value Added Tax, 2003	Input tax claim disallowed, non-submission of declaration forms	1,110*	283	2011-12	Tribunal
40	Gujarat Value Added Tax, 2003	Input tax claim disallowed	92*	24	2011-12	Tribunal



(Amount in Lakh)

Sl. No.	Name of the statute	Nature of dues	Disputed Amount (Lakh)	Deposited amount (Lakh)	Period to which the amount relates	Forum where dispute is pending
41	Madhya Pradesh Value Added Tax Act, 2002	Entry tax on high sea sales imported material, non-collection of declaration forms	4*	2	2010-11	Assessing Authority
42	Maharashtra Value Added Tax Act, 2002	ITC disallowance	111	10	2012-13	Tribunal
43	Uttar Pradesh Trade Tax Act, 1948	Ex Parte assessment order passed	55	46	2005-06	Commissioner Appeals
44	Central Excise Act, 1944	Non-inclusion of 15% Profit Margin in Transfer Pricing	51	-	1993-94 AND 1994-95	Hon'ble High Court
45	Central Excise Act, 1944	Seizure of spares while being transported to Railway Station alleging transportation without Invoice.	0	-	1996-97	Commissioner Appeals
46	Central Excise Act, 1944	Levy of penalty	0	-	2011-12	Commissioner Appeals
47	Central Excise Act, 1944	Refund of excise duty denied for cases where proof of Export submitted after payment of Excise Duty after 180 days of export	31	-	2011-12	Hon'ble High Court
48	Finance Act, 1994	Service tax on testing and technical analysis service	4	0	2011-12 and 2012-13	Commissioner Appeals
49	Finance Act, 1994	Short payment of service tax on GTA	1*	-	2009-10	Up to Commissioner Level
50	Central Excise Act, 1944	CENVAT Credit availed on SAP maintenance charges	2*	-	2008-09	Hon'ble High Court
51	Finance Act, 1994	Non payment of service tax on amount paid for the use of trademark	232*	-	2010-11	Hon'ble Supreme Court
52	Finance Act, 1994	Non payment of service tax on amount paid for the use of trade mark	101*	-	2011-12	Hon'ble Supreme Court
53	Finance Act, 1994	Non payment of service tax on amount paid for the use of trade mark	67*	-	2011-12	Hon'ble Supreme Court
54	Finance Act, 1994	Non payment of service tax on Provision created in Books /short payment of service tax on royalty and technical knowhow payments made under intellectual property right services	59*	-	2010-11	Hon'ble Supreme Court
55	Central Excise Act, 1944	Rejection of refund claim towards CENVAT reversals as insisted during Excise audit	44*	-	2012-13	CESTAT
56	Finance Act, 1994	Non payment of Service Tax on Manpower supply service under reverse charge for Secondment of employees by Group companies	6*	-	2012-13	CESTAT

(Amount in Lakh)

Sl. No.	Name of the statute	Nature of dues	Disputed Amount (Lakh)	Deposited amount (Lakh)	Period to which the amount relates	Forum where dispute is pending
57	Finance Act, 1994	Irregular availment of Cenvat Credit on certain Ineligible service alleged	5*	-	2016-17	CESTAT
58	Goods and services tax	2A and 3B Mismatch with other issues	221	18	2017-18	Tribunal
59	Goods and services tax	ITC disallowance	26	1	2017-18	Commissioner Appeals
60	Goods and services tax	2A and 3B Mismatch with other issues	338	61	2017-18	Tribunal
61	Goods and services tax	ITC disallowance	11	1	2017-18	Commissioner Appeals
62	Goods and services tax	E-way bill matter	19	19	2023-24	Commissioner Appeals
63	Goods and services tax	ITC mismatch, GST on composition supply, tax on exempt turnover	117	5	2018-19	Commissioner Appeals
64	Goods and services tax	ITC disallowance	33	2	2017-18	Commissioner Appeals
65	Goods and services tax	ITC disallowance	186	19	2019-20	Tribunal
66	Goods and services tax	Ineligible ITC	30	1	2017-18	Commissioner Appeals
67	Goods and services tax	ITC disallowance	89	5	2020-21	Commissioner Appeals
68	Goods and services tax	ITC disallowance	41	4	2020-21 and 2021-22	Commissioner Appeals
69	Goods and services tax	Tax demand on secondment of employees	373	19	2018-19	Commissioner Appeals
70	Goods and services tax	Tax demand on secondment of employees	88	4	2018-19	Commissioner Appeals
71	Goods and services tax	ITC disallowance	41	2	2018-19	Commissioner Appeals
72	Goods and services tax	ITC disallowance	5	0	2020-21	Commissioner Appeals
73	Goods and services tax	ITC disallowance	11	1	2021-22	Commissioner Appeals
74	Goods and services tax	Vehicle detention matter	5	-	2025-26	Commissioner Appeals
75	Goods and services tax	ITC disallowance	358	33	2021-22	Commissioner Appeals
76	Goods and services tax	ITC disallowance	2	0	2019-20	Commissioner Appeals
77	Goods and services tax	ITC disallowance	1	0	2020-21	Commissioner Appeals
78	Goods and services tax	ITC disallowance	6	0	2021-22	Commissioner Appeals
79	The Custom Act, 1962	Incorrect classification of relays under custom tariff heading	3,163	237	2014-15 to 2018-19	CESTAT-Mumbai
80	The Custom Act, 1962	Misclassification of product	505	-	2020-21 to 2023-2024	Commissioner of Customs (Appeals)



(Amount in Lakh)

Sl. No.	Name of the statute	Nature of dues	Disputed Amount (Lakh)	Deposited amount (Lakh)	Period to which the amount relates	Forum where dispute is pending
81	Income Tax Act, 1961	Disallowance on account of corporate tax matters	589	-	AY 2012-13	Commissioner of Income Tax (Appeals)
82	Income Tax Act, 1961	Disallowance on account of corporate tax matters	1,853	-	AY 2017-18	Hon'ble High Court
83	Income Tax Act, 1961	Disallowance on account of transfer pricing matters	1,382	277	AY 2021-22	Income Tax Appellate Tribunal
84	Income Tax Act, 1961	Disallowance on account of transfer pricing matters	1,712	342	AY 2022-23	Income Tax Appellate Tribunal

*Represents Company's share of ₹ 3,104 lakh of dues pending in forums jointly with GE Vernova T&D India Limited.

Notes:

- a. The above disputed amounts represent demands including interest and penalty as per the order issued by the authorities.
- b. The figure "0" wherever stated represents value less than ₹ 50,000/-.

- (viii) According to the information and explanations given to us, there were no transactions relating to previously unrecorded income that have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961).
- (ix) (a) In our opinion and according to the information and explanations given to us, the Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.
(b) According to the information and explanations given to us, we report that the Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
(c) The Company has not taken any term loan during the year and there are no unutilized term loans at the beginning of the year. Accordingly, the provisions of clause 3(ix)(c) of the Order are not applicable.
(d) On an overall examination of the financial statements of the Company, we report that funds raised on short-term basis have prima facie, not been used for long-term purposes by the Company.
(e) The Company did not have any subsidiary, associate or joint venture. Accordingly, the provisions of clause 3(ix)(e) of the Order are not applicable.
(f) The Company did not have any subsidiary, associate or joint venture. Accordingly, the provisions of clause 3(ix)(f) of the Order are not applicable.
- (x) (a) The Company had not raised moneys by way of initial public offer or further public offer (including debt instruments) during the year. Accordingly, the provisions of clause 3(x)(a) of the Order are not applicable.
- (b) During the year, the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully, partially or optionally). Accordingly, provisions of clause 3(x)(b) of the order are not applicable.
- (xi) (a) During the year, the Company's management has identified shortages of inventory aggregating to ₹ 218 lakh at one of its warehouse locations and commissioned an independent forensic review. The Company has also reported the matter to the local police authorities; as represented to us by the management, enquiries by the authorities are continuing as at the date of this report. The shortages have been provided for in the books of account. Other than as stated above, no fraud by the Company or no fraud on the Company has been noticed or reported during the year.
(b) To the best of our knowledge, no report under subsection (12) of Section 143 of the Act has been filed in Form ADT - 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.
(c) We have taken into consideration the whistle blower complaints received by the Company during the year (and up to the date of this report) while determining the nature, timing and extent of audit procedures.
- (xii) The Company is not a Nidhi Company. Accordingly, the provisions of clause 3(xii)(a)-(c) of the Order are not applicable.
- (xiii) In our opinion and according to the information and explanations given to us, all transactions with the related parties are in compliance with Sections 177 and 188 of Act, where applicable, and the requisite details have been disclosed in the financial statements etc., as required by the applicable accounting standards.

- (xiv) (a) In our opinion and according to the information and explanations given to us, 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 the directors or persons connected with its directors, hence, provisions of Section 192 of the Act are not applicable to the Company.
- (xvi) (a) The Company is not required to be registered under Section 45-IA of the RBI Act, 1934. Accordingly, provisions of clause 3(xvi)(a) of the order are not applicable to the Company.
- (b) The Company has not conducted any non-banking financial or housing finance activities during the year.
- (c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, provisions of clause 3(xvi)(c) of the Order are not applicable.
- (d) The Group does not have more than one CIC as part of the Group.
- (xvii) The Company has not incurred any cash losses in the current financial year and in the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors of the Company during the year.
- (xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date

of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

- (xx) (a) In respect of other than ongoing projects, the Company has no unspent amount towards Corporate Social Responsibility (CSR) requiring a transfer to a Fund specified in Schedule VII to the Act in compliance with the second proviso to sub-section (5) of Section 135 of the said Act.
- (b) In respect of ongoing projects, the Company has no unspent amount towards Corporate Social Responsibility (CSR) requiring transfer to a special account in compliance with provision of sub-section (6) of Section 135 of the said Act.
- (xxi) The Company has no subsidiary, associate or joint venture and the Company is not required to prepare consolidated financial statements. Accordingly, provisions of clause 3(xxii) of the Order are not applicable.

For **S N Dhawan & CO LLP**

Chartered Accountants

Firm Registration No.: 000050N/N500045

Pankaj Walia

Partner

Membership No.: 509590

UDIN: 26509590QTFDQQ7184

Place: Gurugram

Date: May 28, 2026



Annexure B to the Independent Auditor's Report on the Financial Statements of Schneider Electric Infrastructure Limited for the year ended March 31, 2026

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

(Referred to in paragraph 2(g) under 'Report on Other Legal and Regulatory Requirements' section of our Audit Report of even date)

We have audited the internal financial controls with reference to financial statements of Schneider Electric Infrastructure Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

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

The Company's Board of Directors is responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting (the 'Guidance Note') issued by the Institute of Chartered Accountants of India (ICAI). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about

whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with reference to Financial Statements

A Company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial controls with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of Management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion and to the best of our information and according to the explanations given to us, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls with reference to financial statements were operating effectively

as at March 31, 2026, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of such internal controls stated in the Guidance Note.

For **S N Dhawan & CO LLP**

Chartered Accountants

Firm Registration No.: 000050N/N500045

Pankaj Walia

Partner

Membership No.: 509590

UDIN: 26509590QTFDQQ7184

Place: Gurugram

Date: May 28, 2026



Balance Sheet

As at March 31, 2026

(₹ in Lakh)

	Notes	As at March 31, 2026	As at March 31, 2025
ASSETS			
1 Non-current assets			
Property, plant and equipment	3	29,714	25,961
Capital work-in-progress	3.1	10,190	8,597
Right-of-use assets	33	16,428	15,966
Other Intangible Assets	4	13	11
Financial assets	5		
(i) Other financial assets		218	157
Non-current tax assets (net)	6	2,816	1,963
Other non-current assets	7	7,038	3,573
Total non - current assets		66,417	56,228
2 Current assets			
Inventories	8	42,068	33,890
Financial assets	9		
(i) Trade receivables		81,268	66,705
(ii) Cash and cash equivalents		35,785	25,843
(iii) Other financial assets		1,289	219
Other current assets	10	7,556	10,379
Total current assets		1,67,966	1,37,036
Total Assets		2,34,383	1,93,264
EQUITY AND LIABILITIES			
1 Equity			
Equity share capital	11A	4,782	4,782
Other equity	11B	72,660	51,406
Total equity		77,442	56,188
2 Liabilities			
Non-current liabilities			
Financial liabilities			
(i) Borrowings	12	44,376	42,778
(ii) Lease liabilities	33	9,028	8,779
Provisions	13	6,142	4,589
Deferred tax liabilities (net)	18	296	344
Total non - current liabilities		59,842	56,490
Current liabilities			
Financial liabilities			
(i) Lease liabilities	33	1,421	600
(ii) Trade payables	14		
- Total outstanding dues of micro enterprises and small enterprises		5,485	3,282
- Total outstanding dues of creditors other than micro enterprises and small enterprises		57,291	46,744
(iii) Other financial liabilities	14	6,480	6,584
Other current liabilities	15	14,398	11,230
Provisions	16	12,024	11,870
Current tax liabilities (net)	17	-	276
Total current liabilities		97,099	80,586
Total equity and liabilities		2,34,383	1,93,264
Summary of material accounting policies	2		

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For **S N DHAWAN & CO LLP**

Chartered Accountants

Firm Registration No.: 000050N/N500045

Pankaj Walia

Partner

Membership No.: 509590

Date: May 28, 2026

Place: Gurugram

**For and on behalf of Board of Directors of
Schneider Electric Infrastructure Limited**

Udai Singh

Managing Director & CEO

DIN : 10311583

Date: May 28, 2026

Place: Gurugram

Omkar Prasad

Chief Financial Officer

Date: May 28, 2026

Place: Gurugram

Deepak Sharma

Director

DIN : 10059493

Date: May 28, 2026

Place: San Francisco,
United States of America

Sumit Goel

Company Secretary

FCS 6661

Date: May 28, 2026

Place: Gurugram

Statement of Profit and Loss

For the year ended March 31, 2026

		(₹ in Lakh)	
	Notes	Year ended March 31, 2026	Year ended March 31, 2025
I INCOME			
Revenue from operations	19	2,89,063	2,63,671
Other income	20	1,798	2,457
Total income		2,90,861	2,66,128
II Expenses			
Cost of materials consumed	21	1,76,663	1,59,999
Purchase of stock-in-trade	22	7,815	7,469
Changes in Inventories of finished goods, stock-in-trade and work-in-progress	23	(2,048)	(4,414)
Employee benefits expense	24	33,656	30,145
Finance costs	25	5,075	4,928
Depreciation and amortization expense	26	3,227	2,536
Other expenses	27	35,898	32,195
Total expenses		2,60,286	2,32,858
III Profit before exceptional items and tax		30,575	33,270
Exceptional items	28	1,417	(1,765)
IV Profit before tax		29,158	35,035
V Tax expense:			
Current tax	18	7,821	8,250
Adjustment of tax relating to earlier periods	18	129	219
Deferred tax	18	(48)	(223)
Total tax expense		7,902	8,246
VI Profit for the year		21,256	26,789
VII Other comprehensive income			
(i) Items that will not be reclassified to profit or loss (net of tax)			
Remeasurement of the defined benefit plan	29	(570)	(255)
Income tax effect on remeasurement of the defined benefit plan		143	64
(ii) Items that will be reclassified to profit or loss			
Fair value of cashflow hedges through other comprehensive income	29	568	(36)
Income tax effect on cash flow hedges		(143)	9
Total other comprehensive income		(2)	(218)
VIII Total comprehensive income for the year		21,254	26,571
IX Earnings per equity share			
Equity shares of par value ₹ 2 each			
Basic (In ₹)	30	8.89	11.20
Diluted (In ₹)	30	8.89	11.20
Summary of material accounting policies	2		

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For **S N DHAWAN & CO LLP**

Chartered Accountants

Firm Registration No.: 000050N/N500045

**For and on behalf of Board of Directors of
Schneider Electric Infrastructure Limited**

Udai Singh

Managing Director & CEO
DIN : 10311583

Date: May 28, 2026
Place: Gurugram

Deepak Sharma

Director
DIN : 10059493

Date: May 28, 2026
Place: San Francisco,
United States of America

Pankaj Walia

Partner
Membership No : 509590

Date: May 28, 2026
Place: Gurugram

Omkar Prasad

Chief Financial Officer

Date: May 28, 2026
Place: Gurugram

Sumit Goel

Company Secretary
FCS 6661

Date: May 28, 2026
Place: Gurugram



Statement of cash flows

For the year ended March 31, 2026

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
A. CASH FLOWS FROM OPERATING ACTIVITIES		
Profit before tax	29,158	35,035
Adjustments for:-		
Depreciation and amortisation expense	3,227	2,536
Net loss on disposal of property, plant and equipment	15	50
Unrealised foreign exchange loss / (gain)	(605)	368
Impairment reversal on trade receivables (net)	(190)	(1,206)
Provision for warranties	2,288	3,230
(Reversal)/allowance for impairment of doubtful loans and advances (net)	(17)	47
Interest income on deposits	(1,167)	(761)
Interest income on income tax	(36)	-
Interest expense	4,837	4,719
Interest provision reversal - direct tax litigations	-	(1,765)
Provision for litigations/contingencies	467	294
Reversal of provision for contract loss	(11)	(21)
Excess provisions/liabilities written back	(155)	(1,011)
Operating profit before working capital changes	37,811	41,515
Movement in working capital		
(Increase)/decrease in trade receivables	(13,869)	32
(Increase) in inventories	(8,178)	(4,210)
(Increase)/decrease in other financial assets	(421)	155
Decrease/(increase) in other assets	2,800	(2,949)
Increase in trade payables	12,585	4,879
(Decrease)/increase in other financial liabilities	(573)	1,010
Increase/(decrease) in other liabilities and provisions	1,339	(224)
Cash generated from operations	31,494	40,208
Income tax paid (net)	(9,044)	(9,419)
Net Cash flows generated from Operating Activities (A)	22,450	30,789
B. CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment including capital work-in-progress and capital advances	(10,430)	(6,309)
Interest Income from fixed deposit	1,113	303
Proceeds from sale of property, plant and equipment	20	37
Net Cash flow used in Investing Activities (B)	(9,297)	(5,969)
C. CASH FLOWS FROM FINANCING ACTIVITIES		
Payment of principal portion of lease liabilities	(600)	(298)
Interest paid	(2,945)	(3,045)
Net Cash flows used in Financing Activities (C)	(3,545)	(3,343)
Net increase in cash and cash equivalents (A+B+C)	9,608	21,477
Effect of exchange differences on cash and cash equivalents held in foreign currency	334	(364)
Cash and cash equivalents at the beginning of the year	25,843	4,730
Cash and Cash Equivalents at the end of the year	35,785	25,843

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Non-cash investing and financing transaction		
Acquisition of property, plant and equipment by means of a finance lease	1,670	1,912

Statement of cash flows

For the year ended March 31, 2026

Notes :

- The above Cash flow statement has been prepared under the "Indirect Method" as set out in Indian Accounting Standard-7, "Statement of Cash Flows".
- Components of cash and cash equivalents : {refer note 9(ii)}

	(₹ in Lakh)	
	Year ended March 31, 2026	Year ended March 31, 2025
Cash and cash equivalents		
Balances with banks:		
Current accounts	8,464	7,343
Deposit with original maturity of less than three months	23,500	15,000
Exchange earners foreign currency account (EEFC)	3,821	3,500
	35,785	25,843

- Reconciliation of liabilities from financing activities
for the year ended March 31, 2026

	(₹ in Lakh)			
	As at March 31, 2025	Cash flows	Non-cash changes Fair value changes/ lease liabilities created during the year	As at March 31, 2026
Non current borrowings	42,778	-	1,598	44,376
Lease liabilities	9,379	(600)	1,670	10,449

for the year ended March 31, 2025

	(₹ in Lakh)			
	As at March 31, 2024	Cash flows	Non-cash changes Fair value changes/ lease liabilities created during the year	As at March 31, 2025
Non current borrowings	41,325	-	1,453	42,778
Lease liabilities	7,765	(298)	1,912	9,379

Summary of material accounting policies

2

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For **S N DHAWAN & CO LLP**

Chartered Accountants

Firm Registration No.: 000050N/N500045

Pankaj Walia

Partner

Membership No : 509590

Date: May 28, 2026

Place: Gurugram

**For and on behalf of Board of Directors of
Schneider Electric Infrastructure Limited**

Udai Singh

Managing Director & CEO

DIN : 10311583

Date: May 28, 2026

Place: Gurugram

Omkar Prasad

Chief Financial Officer

Date: May 28, 2026

Place: Gurugram

Deepak Sharma

Director

DIN : 10059493

Date: May 28, 2026

Place: San Francisco,
United States of America

Sumit Goel

Company Secretary

FCS 6661

Date: May 28, 2026

Place: Gurugram



Statement of changes in Equity

For the year ended March 31, 2026

(A) Equity Share Capital

(₹ in Lakh)

Particulars	As at March 31, 2026		As at March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Balance as at the beginning of the year	239,104,035	4,782	239,104,035	4,782
Changes in equity share capital due to prior period errors	-	-	-	-
Restated balance as at the beginning of the year	239,104,035	4,782	239,104,035	4,782
Changes in equity share capital during the current year	-	-	-	-
Balance as at the end of the year	239,104,035	4,782	239,104,035	4,782

(B) Other Equity

(₹ in Lakh)

Particulars	Equity component of preference shares	Equity component of inter corporate deposits	Reserves and surplus				Items of other comprehensive income			Total
			Share based payment reserve	Capital reserve	General reserve	Retained earnings	Remeasurement of the defined benefit plan	Fair value of cashflow hedges	Income tax effect on property, plant and equipment	
As at April 1, 2024	8,452	1,990	1,339	4,102	15,346	(6,394)	-	-	-	24,835
Profit for the year	-	-	-	-	-	26,789	-	-	-	26,789
Remeasurement of the defined benefit plan	-	-	-	-	-	-	(191)	-	-	(191)
Fair value of cashflow hedges through other comprehensive income	-	-	-	-	-	-	-	(27)	-	(27)
Transferred to retained earnings	-	-	-	-	-	(218)	191	27	-	-
Balance as at the end of the year	8,452	1,990	1,339	4,102	15,346	20,177	-	-	-	51,406
As at April 1, 2025	8,452	1,990	1,339	4,102	15,346	20,177	-	-	-	51,406
Profit for the year	-	-	-	-	-	21,256	-	-	-	21,256
Remeasurement of the defined benefit plan (net of tax)	-	-	-	-	-	-	(427)	-	-	(427)
Fair value of cashflow hedges through other comprehensive income (net of tax)	-	-	-	-	-	-	-	425	-	425
Transferred to retained earnings	-	-	-	-	-	(2)	427	(425)	-	-
Balance as at the end of the year	8,452	1,990	1,339	4,102	15,346	41,431	-	-	-	72,660

The accompanying notes form an integral part of the financial statements.

As per our report of even date attached

For **S N DHAWAN & CO LLP**

Chartered Accountants

Firm Registration No.: 000050N/N500045

For and on behalf of Board of Directors of
Schneider Electric Infrastructure Limited

Udai Singh

Managing Director & CEO
DIN : 10311583

Date: May 28, 2026
Place: Gurugram

Deepak Sharma

Director
DIN : 10059493

Date: May 28, 2026
Place: San Francisco,
United States of America

Pankaj Walia

Partner
Membership No : 509590

Date: May 28, 2026
Place: Gurugram

Omkar Prasad

Chief Financial Officer

Date: May 28, 2026
Place: Gurugram

Sumit Goel

Company Secretary
FCS 6661

Date: May 28, 2026
Place: Gurugram

Notes to Financial Statements

For the year ended March 31, 2026

1 CORPORATE INFORMATION

Schneider Electric Infrastructure Limited was incorporated on March 12, 2011. It is a public Company domiciled in India and incorporated under the provisions of the Companies Act, 1956. Its shares are listed on two stock exchanges in India. The registered office of the Company is located at Milestone 87, Vadodara, Gujarat. The Company is engaged in the business of manufacturing, designing, building and servicing technologically advanced products and systems for electricity distribution including products such as distribution transformers, medium voltage switchgears, medium and low voltage protection relays and electricity distribution and automation equipment.

These financial statements are approved for issue by the Company's Board of Directors on May 28, 2026.

2 SUMMARY OF MATERIAL ACCOUNTING POLICIES

2.01 Basis of preparation

These financial statements have been prepared in accordance with the Indian Accounting Standards ("Ind AS") as prescribed by Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 ("the Act"), read with the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time), presentation requirements of Division II of Schedule III to the Companies Act, 2013, (Ind AS compliant Schedule III) and other relevant provisions of the Act.

The financial statements have been prepared on accrual and going concern basis following the historical cost convention, except for certain financial assets and liabilities measured at fair value. No climate-related matters were identified that create material uncertainties related to events or conditions that may cast significant doubt on company's ability to continue as a going concern.

The Ind AS financial statements are presented in Indian Rupees ("INR") and all values are rounded to the nearest lakh (INR 00,000), except when otherwise indicated.

Accounting policies have been consistently applied except where a newly issued standard is initially adopted or revision to an existing accounting standard requires a change in the accounting policy hitherto in use.

2.02 Current versus non-current classification

The Company presents assets and liabilities in the balance sheet based on current/non-current classification.

An asset is treated as current when it is:

- expected to be realized or intended to be sold or consumed in normal operating cycle
- held primarily for purpose of trading
- expected to be realized within twelve months after the reporting period, or
- cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- it is expected to be settled in normal operating cycle
- it is held primarily for purpose of trading
- it is due to be settled within twelve months after the reporting period, or
- there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

All other liabilities are classified as non-current.

Deferred tax assets and deferred tax liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realization in cash and cash equivalents. The Company has identified twelve months as its operating cycle, except for project business. The projects business comprises long-term contracts which have an operating cycle exceeding one year. For classification of current assets and liabilities related to project business, the Company uses the duration of the contract as its operating cycle.

2.03 Foreign currencies

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The Company's financial statements are presented in Indian rupee (INR), which is also the Company's functional and presentation currency.

Foreign currency transactions are recorded on initial recognition in the functional currency, using the exchange rate prevailing at the date of transaction.

Transactions and balances

Transactions in foreign currencies are initially recorded by the Company's functional currency at exchange rates prevailing at the date the transaction first qualifies for recognition.

At each Balance Sheet date, Monetary assets and liabilities denominated in foreign currencies are reported at closing spot rate. Exchange differences arising on settlement or translation of monetary items are recognised in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in other comprehensive income ("OCI") or statement of profit and loss, are also recognised in OCI or statement of profit and loss, respectively).



Notes to Financial Statements

For the year ended March 31, 2026

2.04 Property, plant and equipment

Property, plant and equipment including capital work in progress are stated at cost, less accumulated depreciation and accumulated impairment, if any.

The cost comprises of purchase price, taxes, duties, freight and other incidental expenses directly attributable and related to acquisition and installation of the concerned assets and are further adjusted by the amount of tax credit availed, wherever applicable. When material parts of plant and equipment are required to be replaced at intervals, such cost of replacement is capitalised (if the recognition criteria is met) in the carrying amount of plant and equipment, the Company depreciates them separately based on their specific useful life. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in statement of profit and loss as incurred.

Subsequent costs are capitalised on the carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefit associated with the item will flow to the Company and the cost of items can be measured reliably.

An item of property, plant and equipment and any material part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognised.

All repair and maintenance are charged to statement of profit and loss during the reporting period in which they are incurred.

Advances paid towards the acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances under the non-current assets and the cost of assets not ready to use before such date are disclosed under 'Capital work in progress'.

Depreciation on property, plant and equipment is provided on pro-rata basis on straight-line method using the useful lives of the assets estimated by management based on technical evaluation; these lives in certain cases differ from the lives prescribed under Schedule II of the Act. The Company has used the following useful lives to provide depreciation:

Assets	Useful life (in years)
Buildings	10 and 40
Plant and Equipment	1, 3, 5, 6.5, 8, 10 and 15
Furniture and Fixtures (including office equipment)	4 and 10
Motor Vehicles	4 and 8
EDP Equipment	3 and 4

Leasehold land and leasehold improvements are depreciated over the shorter of their useful life or the lease term. An asset below ₹ 5,000 is fully depreciated in the year of capitalization.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

2.05 Intangible assets

Intangible assets acquired separately are measured initially at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortization and accumulated impairment losses, if any.

Intangible assets are amortized on a straight-line basis over their estimated useful life as under:

Assets	Useful life (in years)
Computer Software	5

Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit and loss when the asset is derecognised.

2.06 Revenue recognition

a) Revenue from contract with customers

Revenue from contracts with customers is recognised when control of the goods is transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods. The Company has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods before transferring them to the customer.

Sale of Goods

Revenue from sale of goods is recognised at the point in time when control of the goods is transferred to the customer, generally on delivery of the goods.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g., warranties, sales points). In determining the transaction price for the sale of goods, the Company considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

Variable consideration

If the consideration in a contract includes a variable amount, the Company estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue

Notes to Financial Statements

For the year ended March 31, 2026

recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

- Significant financing component

The Company receives short-term advances from its customers. Using the practical expedient in Ind AS 115, the Company does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised goods to the customer and when the customer pays for those goods will be one year or less.

- Warranty obligations

The Company typically provides warranties for general repairs of defects that existed at the time of sale, as required by law. These assurance-type warranties are accounted for under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

Sale of Services

The Company provides installation, engineering & designing and other services that are either sold separately or bundled together with the sale of equipment to a customer. The services can be obtained from other providers and do not significantly customise or modify the goods.

Contracts for bundled sales of equipment and services are comprised of two performance obligations because the promises to transfer equipment and provide services are capable of being distinct and separately identifiable. Accordingly, the Company allocates the transaction price based on the relative stand-alone selling prices of the equipment and services.

Revenue from installation and engineering & designing services are recognised at point of time upon completion of service.

Revenue from services is recognized when the control in services is transferred as per the terms of the agreement with customer i.e. as and when services are rendered. The same is recognised pro-rata over the period of contract.

Long term Contracts

The Company recognise revenue when control of the goods or services are transferred to the customer, at an amount that reflects the consideration (i.e. the transaction price) to which the Company is expected to be entitled in exchange for those goods or services excluding any amount received on behalf of third party (such as indirect taxes). An asset created by the Company's performance does not have an alternate use and as per the terms of the contract, the Company has an enforceable right to payment for performance completed till date. Hence, the Company transfers control of a good or service over time and, therefore, satisfies a performance obligation and recognises revenue over time. The Company recognise revenue at the transaction price which is determined on the basis of purchase order entered into with the customer. The Company recognise revenue for performance obligation satisfied over time only if it can reasonably measure its progress towards complete satisfaction of the performance obligation.

The Company would not be able to reasonably measure its progress towards complete satisfaction of a performance obligation if it lacks reliable information that would be required to apply an appropriate method of measuring progress. In those circumstances, the Company recognise revenue only to the extent of cost incurred until it can reasonably measure outcome of the performance obligation.

The Company uses cost-based input method for measuring progress for performance obligation satisfied over time. Under this method, the Company recognises revenue in proportion to the actual project cost incurred as against the total estimated project cost.

The management reviews and revises its measure of progress periodically and are considered as change in estimates and accordingly, the effect of such changes in estimates is recognised prospectively in the period in which such changes are determined.

Contract balances

Contact asset

Contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Trade receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets – 'financial instruments – initial recognition and subsequent measurement' in 2.13 below.

Contract liabilities

A contract liability is the obligation to transfer goods to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods to the customer, a contract liability is recognised when the payment is made, or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract.

b) Export benefits

Export benefits arising from duty drawback scheme and remission of duties and taxes on export products (RoDTEP) scheme are recognised on shipment of direct exports. Revenue from exports benefits is measured at the fair value of consideration received or receivable.

2.07 Taxes

Tax expense for the year comprises of current income tax and deferred tax.



Notes to Financial Statements

For the year ended March 31, 2026

Current Income Tax

Current income tax, assets and liabilities are measured at the amount expected to be paid to or recovered from the taxation authorities in accordance with the Income Tax Act, 1961 and the Income Computation and Disclosure Standards (ICDS) enacted in India by using tax rates and the tax laws that are enacted at the reporting date.

Current income tax relating to item recognised outside the statement of profit and loss is recognised outside profit or loss (either in other comprehensive income or equity). Current tax items are recognised in correlation to the underlying transactions either in OCI or directly in equity.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets and liabilities are recognised for all taxable temporary differences.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised. The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside the statement of profit and loss is recognised outside the statement of profit and loss (either in other comprehensive income or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

The Company offsets tax assets and tax liabilities, where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

2.08 Borrowing costs

Borrowing cost includes interest and other costs incurred in connection with the borrowing of funds and charged to

Statement of Profit and Loss on the basis of effective interest rate (EIR) method. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing cost.

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the respective asset. All other borrowing costs are recognised as expense in the period in which they occur.

2.09 Impairment of non- financial assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used.

Impairment losses including impairment on inventories, are recognised in the statement of profit and loss. After impairment, depreciation is provided on the revised carrying amount of the asset over its remaining useful life. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Company bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Company's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year. To estimate cash flow projections beyond periods covered by the most recent budgets/forecasts, the Company extrapolates cash flow projections in the budget using a steady or declining growth rate for subsequent years, unless an increasing rate can be justified. In any case, this growth rate does not exceed the long-term average growth rate for the products, industries or for the market in which the asset is used.

Notes to Financial Statements

For the year ended March 31, 2026

2.10 Provisions and contingencies

Provisions

Provisions are recognised only when:

- (i) the Company has a present obligation (legal or constructive) as a result of past event;
- (ii) it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- (iii) a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

These estimates are reviewed at each reporting date and adjusted to reflect the current best estimates.

Contingent liabilities

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognised because it cannot be measured reliably. The Company does not recognize a contingent liability but discloses its existence in the financial statements.

2.11 Employee benefits

i. Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are recognised in respect of employee service up to the end of the reporting period and are measured at the amount expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

ii. Long-term employee benefit obligations

Gratuity

Gratuity liability is defined benefit obligation and is provided for on the basis of an actuarial valuation on projected unit credit (PUC) method made at the end of each financial year. The Company's gratuity fund scheme is managed by trust maintained with Insurance companies to cover the gratuity liability of the employees and premium paid to such insurance companies is charged to the statement of profit and loss.

Net interest is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. The Company recognises the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

- service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements
- net interest expense or income

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. Re-measurements are not reclassified to profit or loss in the subsequent periods.

Provident fund and Superannuation fund

The Company's contributions to defined contribution plans (provident fund, ESI, superannuation fund) are recognized in profit or loss when the employee renders related service. The Company has no further obligations under these plans beyond its periodic contributions.

Compensated absences

Accumulated leaves, which are expected to be utilized within the next 12 months, are treated as short-term employee benefits. The Company measures the expected cost of such absences as the additional amount that it expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The Company treats accumulated leaves expected to be carried forward beyond twelve months, as long-term employee benefit for measurement purposes. Such long-term compensated absences are provided for based on the actuarial valuation using the projected unit credit method at the year-end. Actuarial gains/losses are immediately taken to the Statement of Profit and Loss and are not deferred. The Company presents the leave as a current liability in the balance sheet, to the extent it does not have an unconditional right to defer its settlement for 12 months after the reporting date. Where the Company has the unconditional legal and contractual right to defer the settlement for a period beyond 12 months, the same is presented as non-current liability.

iii. Share based payments

Equity-settled transactions

Employees (including senior executives) of the Company receive remuneration from the ultimate holding company in the form of share-based payments, whereby employees render services as consideration for equity instruments (equity-settled transactions).

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model.



Notes to Financial Statements

For the year ended March 31, 2026

That cost is recognised as employee benefits expense in the statement of profit and loss over the period in which the performance and/or service conditions are fulfilled. The cumulative expense recognised for equity settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest. The statement of profit and loss expense or credit for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Company's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

When the terms of an equity-settled award are modified, the minimum expense recognised is the expense had the terms had not been modified, if the original terms of the award are met. An additional expense is recognised for any modification that increases the total fair value of the share-based payment transaction or is otherwise beneficial to the employee as measured at the date of modification. Where an award is cancelled by the entity or by the counterparty, any remaining element of the fair value of the award is expensed immediately through profit or loss.

2.12 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument.

i. Financial assets

Initial recognition and measurement

All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset. However, trade receivables

that do not contain a significant financing component are measured at transaction price.

Subsequent measurement

For purpose of subsequent measurement, financial assets are measured at:

- amortised cost
- fair value through other comprehensive income (FVTOCI)
- fair value through statement of profit and loss (FVTPL)

Where financial assets are measured at fair value, gains and losses are either recognised entirely in the statement of profit and loss (i.e. fair value through profit or loss) or recognised in other comprehensive income (i.e. fair value through other comprehensive income).

Financial assets at amortized cost

A 'debt instrument' is measured at the amortised cost if both the following conditions are met:

- a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of EIR. EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the gross carrying amount of the financial asset. When calculating the effective interest rate, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses. The EIR amortization is included in finance income in profit or loss. The losses arising from impairment are recognised in the profit or loss. This category generally applies to trade and other receivables.

Financial assets at fair value through other comprehensive income (FVTOCI)

A financial asset is measured at fair value through other comprehensive income if following criteria are met:

- a) The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and
- b) The asset's contractual cash flows represent SPPI.

Financial assets included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognised in the other comprehensive income (OCI), except for the recognition of interest income, impairment gains or losses and foreign

Notes to Financial Statements

For the year ended March 31, 2026

exchange gains or losses which are recognised in statement of profit and loss. On derecognition of asset, cumulative gain or loss previously recognised in OCI is reclassified from the equity to statement of profit and loss. Interest earned whilst holding FVTOCI financial asset is reported as interest income using the EIR method.

Financial assets at FVTPL

FVTPL is a residual category for financial instruments. Any financial instrument, which does not meet the criteria for amortized cost or FVTOCI, is classified as at FVTPL.

In addition, the Company may elect to designate a financial instrument, which otherwise meets amortized cost or FVTOCI criteria, as at FVTPL. However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'accounting mismatch').

Financial instruments included within the FVTPL category are measured at fair value with all changes recognised in the statement of profit and loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a Company of similar financial assets) is primarily derecognised (i.e. removed from the Company's statement of financial position) when:

- the rights to receive cash flows from the asset have expired, or
- the Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass through" arrangement and either;
- (a) the Company has transferred substantially all the risks and rewards of the asset, or
- (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Impairment of financial assets

In accordance with IND AS 109, the Company applies expected credit losses (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

- Financial assets measured at amortized cost;
- Financial assets measured at fair value through other comprehensive income (FVTOCI);

The Company follows 'simplified approach' for recognition of impairment loss allowance on trade receivables or contract revenue receivables. The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets and risk exposure, the Company determines whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the Company reverts to recognizing impairment loss allowance based on 12- months ECL.

ECL is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the entity expects to receive (i.e., all cash shortfalls), discounted at the original EIR.

The Company uses a provision matrix to determine impairment loss allowance on the portfolio of trade receivables. The provision matrix is based on its historically observed default rates over the expected life of trade receivable and is adjusted for forward looking estimates. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

ii. Financial liabilities:

Initial recognition and measurement

Financial liabilities are classified at initial recognition as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company's financial liabilities include borrowings, lease liabilities, trade and other payables.

Subsequent Measurement

For the purpose of subsequent measurement, financial liabilities are classified in two categories:

- Financial Liabilities at fair value through profit or loss
- Financial Liabilities at amortised cost (loan and borrowings)

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term.

Gains or losses on liabilities held for trading are recognised in the statement of profit and loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated as such at the initial date of recognition, and only if the criteria in IND AS 109 are satisfied. For liabilities designated as FVTPL, fair value gains/



Notes to Financial Statements

For the year ended March 31, 2026

losses attributable to changes in own credit risk are recognised in OCI. These gains/ losses are not subsequently transferred to profit and loss. However, the Company may transfer the cumulative gain or loss within equity. All other changes in fair value of such liability are recognised in the statement of profit and loss. The Company has not designated any financial liability as at fair value through profit and loss.

Financial liabilities at amortised cost (Loans and borrowings)

Borrowings are initially recognised at fair value, net of transaction cost incurred. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the EIR method. Gains and losses are recognised in statement of profit and loss when the liabilities are derecognised as well as through the EIR amortization process. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of profit and loss.

Trade payables

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at fair value and subsequently measured at amortized cost using EIR method.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

Offsetting of financial instruments:

Financials assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously.

2.13 Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to insignificant risk of changes in value.

2.14 Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Where the Company is lessee

(i) Right to use assets

The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the date of commencement of the lease, the Company recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense.

Certain lease arrangements include the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses, if any.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Right to use assets	Useful Lives estimated by the management (years)
Non-Factory buildings	2 to 20 years
Lease hold land	999 years
Motor Vehicles	3 to 5 years

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

Lease liabilities

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are

Notes to Financial Statements

For the year ended March 31, 2026

remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

Lease liability and ROU asset have been separately presented in the balance sheet and lease payments have been classified as financing cash flows.

2.15 Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the year.

Diluted earnings per share are calculated by dividing the net profit or loss for the period attributable to equity shareholders by the weighted average number of shares outstanding during the year as adjusted for the effect of all potentially dilutive equity shares.

2.16 Use of estimates

The Company is required to make estimates and assumptions that affect the reported amounts of assets, liabilities, disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. The Company bases its estimates on historical experience and on various other assumptions that are believed to be reasonable, the results of which form the basis for making judgements about carrying values of assets and liabilities.

2.17 Exceptional items

The Company recognises exceptional item when items of income and expenses within Statement of Profit and Loss from ordinary activities are of such size, nature or incidence that their disclosure is relevant to explain the performance of the Company for the year.

2.18 Inventories

- i. Raw materials, components, stores and spares are valued at lower of cost and net realisable value after providing cost of obsolescence, if any. However, materials and other items held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost. Cost of raw materials, components and stores and spares is determined on a weighted average basis.
- ii. Work in progress and finished goods are valued at lower of cost and net realizable value. Cost includes direct materials and labour and proportion of manufacturing overheads based on normal operating capacity. Cost is determined on a weighted average basis.
- iii. Traded goods are valued at lower of cost and net realizable value. Cost includes cost of purchase and other costs in

bringing the inventories to their present location and condition. Cost is determined on weighted average basis.

- iv. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale.
- v. Stores and spares which do not meet the definition of property, plant and equipment are accounted as inventories.

2.19 Derivative financial instruments and hedge accounting

The Company uses derivative financial instruments to hedge its foreign currency and commodity risks. Derivatives are measured at fair value. At the inception of the hedge relationship, the entity documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Company documents whether the hedging instrument is highly effective in offsetting changes in fair values of the hedged item attributable to the hedged risk.

The treatment of changes in the value of derivative depends on their use as explained below:

Cash flow hedges: Derivatives are held to hedge the uncertainty in timing or amount of future forecast cash flows. Such derivatives are classified as being part of cash flow hedge relationships. For an effective hedge, gains and losses from changes in the fair value of derivatives are recognised in other comprehensive income. Any ineffective elements of the hedge are recognised in the statement of profit and loss.

If the hedged cash flow relates to a non-financial asset, the amount accumulated in equity is subsequently included within the carrying value of that asset. For other cash flow hedges, amounts accumulated in other comprehensive income are taken to the statement of profit and loss at the same time as the related cash flow.

When a derivative no longer qualifies for hedge accounting, any cumulative gain or loss remains in equity until the related cash flow occurs. When the cash flow takes place, the cumulative gain or loss is taken to the statement of profit and loss. If the hedged cash flow is no longer expected to occur, the cumulative gain or loss is taken to the statement of profit and loss immediately.

Fair value hedges: The Company designates certain hedging instruments, which include derivatives, in respect of foreign currency risk, as fair value hedges. Hedges of foreign exchange risk on firm commitments are accounted for as fair value hedge.

Changes in fair value of the designated portion of derivatives that qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk. The change in the fair value of the designated portion of hedging



Notes to Financial Statements

For the year ended March 31, 2026

instrument and the change in the hedged item attributable to the hedged risk are recognised in profit or loss in the line item relating to the hedged item. Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. The fair value adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to profit or loss from that date.

2.20 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period. Where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

2.21 Fair value measurement

The Company measures financial instruments at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non- financial asset takes into account a market participant's ability to generate economic

benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1- Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2- Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3- Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

2.22 Preference Shares

Preference shares are separated into liability and equity components based on the terms of the contract. On issuance of the preference shares, the fair value of the liability component is determined using an incremental borrowing rate of the Company. This liability is classified as financial liability measured at amortised cost (net of transaction costs) until it is extinguished on redemption.

The remainder of the proceeds is allocated to the conversion option that is recognised and included in equity net of tax effect. The carrying amount of the conversion option is not remeasured in subsequent years.

2.23 Significant accounting judgements, estimates and assumptions

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these judgement, assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

Notes to Financial Statements

For the year ended March 31, 2026

Judgements

In the process of applying the Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements.

Leases

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The Company has several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

(a) Taxes

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income. Given the wide range of business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Company establishes provisions, based on reasonable estimates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority.

Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the respective domicile of the companies.

(b) Gratuity benefit

The cost of defined benefit plans (i.e. Gratuity benefit) is determined using actuarial valuations. An actuarial valuation involves making various assumptions which may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date. In determining the appropriate discount rate, management considers the interest rates of long-term government bonds with extrapolated maturity corresponding to the expected duration of the defined benefit obligation. The mortality rate is based on publicly available mortality tables for the specific countries. Future salary increases and pension increases are based on expected future inflation rates for the respective countries. Further details about the assumptions used, including a sensitivity analysis, are given in note 31.

(c) Fair value measurement of financial instrument

When the fair value of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the Discounted Cash Flow (DCF) model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

(d) Provision for expected credit losses of trade receivables and contract assets

The Company uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type, customer type and rating, and coverage by letters of credit and other forms of credit insurance).

The provision matrix is initially based on the Company's historical observed default rates. The Company will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes



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For the year ended March 31, 2026

in circumstances and of forecast economic conditions. The Company's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Company's trade receivables and contract assets is disclosed in Note 38.

(e) Warranty provision

Warranty Provisions are measured at discounted present value using pre-tax discount rate that reflects the current market assessments of the time value of money and the risks specific to the liability. Warranty provisions is determined based on the historical percentage of warranty expense to sales for the same types of goods for which the warranty is currently being determined. The same percentage to the sales is applied for the current accounting period to derive the warranty expense to be accrued. It is adjusted to account for unusual factors related to the goods that were sold, such as defective inventory lying at the depots. It is very unlikely that actual warranty claims will exactly match the historical warranty percentage, so such estimates are reviewed annually for any material changes in assumptions and likelihood of occurrence.

(f) Restructuring provisions

Restructuring provisions are recognised only when the Company has a constructive obligation, which is when a detailed formal plan identifies the business or part of the business concerned, the location and number of employees affected, a detailed estimate of the associate costs, and an appropriate timeline, and the employees affected have been notified of the plan's main features.

(g) Provision for litigations

A provision is recognised when the Company has a present obligation as result of a past event and it is probable that the outflow of resources will be required to settle the obligation, in respect of which a reliable estimate can be made. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates. Contingent liabilities are not recognised in the financial statements.

(h) Estimated useful life of property, plant and equipment

The Company uses its technical expertise along with historical and industry trends for determining the economic life of an asset/component of an asset. The useful lives are reviewed by management periodically and revised, if appropriate. In case of a revision, the unamortised depreciable amount is charged over the remaining useful life of the assets.

(i) Revenue from contracts with customers

The percentage-of-completion (POC) method places considerable importance on accurate estimates to the extent of progress towards completion and may involve estimates on the scope of deliveries and services required for fulfilling the contractually defined obligations. These significant estimates include total contract costs, total contract revenues, contract risks, including technical, political and regulatory risks, and other judgments. The Company re-assesses these estimates on periodic basis and makes appropriate revisions accordingly.

2.24 Application of new accounting pronouncements

The Ministry of Corporate Affairs vide notification dated May 07, 2025 and August 13, 2025 notified the Companies (Indian Accounting Standards) Amendment Rules, 2025 and Companies (Indian Accounting Standards) Second Amendment Rules, 2025, respectively, which amended certain accounting standards and are effective for annual reporting periods beginning on or after April 01, 2025:

- (a) Ind AS 1 - Presentation of Financial Statements - The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.
- (b) Ind AS 7 - Statement of Cash Flows and Ind AS 107 - Financial Instruments - The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has reviewed the amendment and ensured appropriate disclosures in the financial statements.
- (c) Ind AS 12, International Tax Reform - Pillar Two Model Rules - The Company has reviewed the amendment and determined that there is no impact of the amendment on the financial statements.

Notes to Financial Statements

For the year ended March 31, 2026

3. PROPERTY, PLANT AND EQUIPMENT

(₹ in Lakh)

	Freehold land	Leasehold improvements	Buildings	Plant and equipment	Furniture and fixtures	EDP equipments	Vehicles	Total
Gross block								
At April 01, 2024	6,797	152	14,672	13,189	902	2,378	-	38,090
Additions	-	-	122	2,027	125	569	-	2,843
Disposals	-	-	94	182	-	76	-	352
At March 31, 2025	6,797	152	14,700	15,034	1,027	2,871	-	40,581
Additions	-	-	535	4,908	73	562	17	6,095
Disposals	-	-	14	118	1	182	-	315
At March 31, 2026	6,797	152	15,221	19,824	1,099	3,251	17	46,361
Accumulated depreciation								
At April 01, 2024	-	148	4,248	6,507	361	1,708	-	12,972
Charge for the year	-	1	453	1,025	75	359	-	1,913
Disposals	-	-	21	172	-	72	-	265
At March 31, 2025	-	149	4,680	7,360	436	1,995	-	14,620
Charge for the year	-	1	457	1,339	88	421	1	2,307
Disposals	-	-	3	99	1	177	-	280
At March 31, 2026	-	150	5,134	8,600	523	2,239	1	16,647
Net carrying amount								
At March 31, 2025	6,797	3	10,020	7,674	591	876	-	25,961
At March 31, 2026	6,797	2	10,087	11,224	576	1,012	16	29,714

Note 1: Buildings include those constructed on leasehold land (Right-of-use assets, refer note 33)

(₹ in Lakh)

	March 31, 2026	March 31, 2025
Gross block (a)	2,392	2,400
Deletion/additions (b)	238	(8)
Depreciation charge for the year	79	74
Depreciation on disposal during the year	-	(2)
Accumulated depreciation closing (c)	662	583
Net block (a+b-c)	1,968	1,809

Note 2: Below is the title deed of Immovable property not held in the name of the Company

Description of property	Carrying value (Lakhs)	Held in the name of	Whether promoter, director or their relative or employee?	Period held	Reason for not being held in name of Company
Unit 3 on 3 rd Floor & 6,7,8 & 9 on 4 th Floor, Saran Chambers, 5 Park Road, Lucknow	3	The English Electric Co. of India Ltd.	No	Since FY 2011-12	Property was acquired in the scheme of demerger. The application is pending with Land authorities Lucknow for regularisation and effecting change in the name of the Company.

Note 3: Disclosure of contractual commitments for the acquisition of property plant and equipment has been provided in note 34B



Notes to Financial Statements

For the year ended March 31, 2026

3.1 CAPITAL WORK IN PROGRESS

	(₹ in Lakh)
Capital Work in progress	Total
Gross block	
At April 01, 2024	3,183
Additions	8,257
Capitalisations	2,843
At March 31, 2025	8,597
Additions	7,688
Capitalisations	6,095
At March 31, 2026	10,190

Capital work-in-progress ("CWIP") ageing schedule (refer note below) :

As at March 31, 2026

Capital work-in-progress	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	5,871	2,889	1,430	-	10,190

As at March 31, 2025

Capital work-in-progress	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	5,865	2,732	-	-	8,597

Note: There are no projects under Capital Work in progress where the completion is overdue or has exceeded its cost compared to its original plan.

4. OTHER INTANGIBLE ASSETS

	(₹ in Lakh)	
	Software	Grand Total
At cost		
At April 01, 2024	1,315	1,315
Additions	12	12
Disposals	-	-
At March 31, 2025	1,327	1,327
Additions	5	5
Disposals	-	-
At March 31, 2026	1,332	1,332
Amortisation		
At April 01, 2024	1,315	1,315
Amortisation for the year	1	1
Disposals	-	-
At March 31, 2025	1,316	1,316
Amortisation for the year	3	3
Disposals	-	-
At March 31, 2026	1,319	1,319
Net carrying amount		
At March 31, 2025	11	11
At March 31, 2026	13	13

Note : There are no intangible assets under development.

Notes to Financial Statements

For the year ended March 31, 2026

5. OTHER NON-CURRENT FINANCIAL ASSETS

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
OTHER NON-CURRENT FINANCIAL ASSETS (valued at amortised cost)		
(Unsecured considered good, unless otherwise stated)		
Security deposits - unsecured, considered good	218	157
Total other non-current financial assets	218	157

6. NON-CURRENT TAX ASSETS

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Advance income tax and tax deducted at source* (net of provision)	2,816	1,963
Total non-current tax assets	2,816	1,963

*Includes paid under protest amounting to ₹ 619 lakhs

7. OTHER NON-CURRENT ASSETS

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
(Unsecured considered good, unless otherwise stated)		
Capital advances	3,426	2
Prepaid lease	285	302
Others		
Deposits with statutory/ government authorities	3,327	3,269
	7,038	3,573

8. INVENTORIES

(₹ in Lakh)

Particulars	As at March 31, 2026	As at March 31, 2025
Valued at lower of cost or net realisable value		
Raw materials and components	19,113	13,170
Work-in-progress	12,750	6,815
Finished goods	9,435	13,266
Stock-in-trade	393	449
Stores and spares	377	190
Total Inventories	42,068	33,890

(₹ in Lakh)

Note:	As at March 31, 2026	As at March 31, 2025
The above includes goods in transit as under:		
Raw materials	3,176	2,097
Traded goods	33	-

The above inventories is net off provision reversal amounting to ₹79 Lakhs (March 31, 2025: ₹319 Lakhs) on account of slow moving items/obsolescence. The reversals are included in cost of material consumed.



Notes to Financial Statements

For the year ended March 31, 2026

9. CURRENT FINANCIAL ASSETS

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
(i) TRADE RECEIVABLES		
Unsecured		
Trade receivables - considered good	66,428	55,561
Trade receivables - credit impaired	152	160
Trade receivables from related parties - considered good (refer note 35)	16,904	13,390
Trade receivables from related parties - credit impaired (refer note 35)	28	28
Trade receivables (gross)	83,512	69,139
Less: Allowance for expected credit loss	2,064	2,246
Less: Allowance for credit impairment	180	188
(i)	81,268	66,705

Trade receivable ageing schedule as at March 31, 2026

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 Months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables – considered good	5,899	51,016	23,914	1,127	639	177	560	83,332
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-	-
(iii) Undisputed Trade receivable – credit impaired	-	-	-	-	-	28	152	180
(iv) Disputed Trade receivable – considered good	-	-	-	-	-	-	-	-
(v) Disputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-	-
(vi) Disputed Trade receivables – credit impaired	-	-	-	-	-	-	-	-
Total (A)	5,899	51,016	23,914	1,127	639	205	712	83,512
Allowance for expected credit loss								2,064
Allowance for credit impairment								180
Total (B)								2,244
Total [(A) - (B)]								81,268

Trade receivable ageing schedule as at March 31, 2025

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 Months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables – considered good	5,366	41,956	18,784	1,359	691	505	290	68,951
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-	-
(iii) Undisputed Trade receivable – credit impaired	-	-	-	-	28	-	160	188
(iv) Disputed Trade receivable – considered good	-	-	-	-	-	-	-	-
(v) Disputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-	-

Notes to Financial Statements

For the year ended March 31, 2026

9. CURRENT FINANCIAL ASSETS (CONTD.)

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 Months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(vi) Disputed Trade receivables – credit impaired	-	-	-	-	-	-	-	-
Total (A)	5,366	41,956	18,784	1,359	719	505	450	69,139
Allowance for expected credit loss								2,246
Allowance for credit impairment								188
Total (B)								2,434
Total [(A) -(B)]								66,705

Note:

Trade receivables are usually non-interest bearing and are on trade terms of 30 to 120 days.

No Trade receivables are due from directors or others officers of the Company either severally or jointly with any other person. Nor any trade receivables are due from firms or private companies respectively in which any director is the partner or a member. Amount due from private companies in which any director is a director are as follows:

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Schneider Electric India Private Limited	4,837	6,323
Schneider Electric Private Limited	66	70
Schneider Electric Systems India Private Limited	49	-

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
(ii) CASH AND CASH EQUIVALENTS		
Balances with banks:		
Current accounts	8,464	7,343
Deposit with original maturity of less than three months	23,500	15,000
Exchange earners foreign currency account (EEFC)	3,821	3,500
(ii)	35,785	25,843

Note: There are no restrictions with regard to cash and cash equivalents as at reporting date and prior period.

At March 31, 2026, the Company has unutilised credit facilities of ₹ 40,687 lakh (March 31, 2025: ₹ 57,125 lakh) It includes overdraft, cash credit, letter of credit etc.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
(iii) OTHER FINANCIAL ASSETS		
Unsecured considered good unless otherwise stated (at amortised cost)		
Interest accrued on fixed deposit	83	29
Derivative assets - forward contracts	768	115
	851	144
Recoverable from related party	337	-
Security deposits	101	75
Security deposits - unsecured, considered doubtful	11	11
	1,300	230
Less: Impairment allowance for security deposit considered doubtful	11	11
(iii)	1,289	219



Notes to Financial Statements

For the year ended March 31, 2026

10. OTHER CURRENT ASSETS

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good unless otherwise stated		
Advance to vendors - Considered good	959	936
Advance to vendors - Considered doubtful	386	403
	1,345	1,339
Less : Impairment allowance for doubtful balances	386	403
(a)	959	936
Advance to employees	209	172
Prepaid expenses	657	585
Export incentive receivables/duty scrips in hand	266	214
Loan to employees	128	134
(b)	1,260	1,105
Balance with statutory/ government authorities	5,337	8,338
(c)	5,337	8,338
(a)+(b)+(c)	7,556	10,379

11. EQUITY

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
(A) Equity share capital		
(a) Authorized		
- 250,000,000 (March 31, 2025: 250,000,000) equity shares of Rupees 2 each	5,000	5,000
Issued, subscribed and fully paid-up		
- 239,104,035 (March 31, 2025: 239,104,035) equity shares of Rupees 2 each	4,782	4,782

(b) Reconciliation of the shares outstanding at the beginning and at the end of the year

	March 31, 2026		March 31, 2025	
	No. of shares	(₹ in Lakh)	No. of shares	(₹ in Lakh)
At the beginning of the year	239,104,035	4,782	239,104,035	4,782
At the end of the year	239,104,035	4,782	239,104,035	4,782

(c) Terms/rights attached to equity shares

The Company has equity shares having par value of ₹ 2 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian Rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

Notes to Financial Statements

For the year ended March 31, 2026

11. EQUITY (CONTD.)

(d) Shares held by Holding/ ultimate holding company and/or their subsidiaries/ associates :

Out of equity shares issued by the Company, shares held by its Holding company and ultimate holding company are as below:

Name of Shareholders	As at March 31, 2026		As at March 31, 2025	
	No. of shares	(₹ in Lakh)	No. of shares	(₹ in Lakh)
Energy Grid Automation Transformers and Switchgears India Private Limited, the Holding Company	168,735,367	3,375	168,735,367	3,375
Schneider Electric Singapore Pte. Limited, Parent of Holding Company	10,592,659	212	10,592,659	212

(e) Details of shareholders holding more than 5% shares in the Company is set out below (representing legal and beneficial ownership):

Equity shares of Rupees 2 each fully paid:

Name of Shareholders	As at March 31, 2026		As at March 31, 2025	
	No. of shares	% holding	No. of shares	% holding
Energy Grid Automation Transformers and Switchgears India Private Limited, the Holding Company	168,735,367	70.57%	168,735,367	70.57%

(f) Shareholding of promoters

Shares held by promoters at the end of the year	As at March 31, 2026		As at March 31, 2025		% of change during 2025-26	% of change during 2024-25
	No. of shares	% of Total shares	No. of shares	% of Total shares		
Promoter Name						
Energy Grid Automation Transformers and Switchgears India Private Limited, the Holding Company	168,735,367	70.57%	168,735,367	70.57%	0.00%	0.00%
Schneider Electric Singapore Pte. Limited, Parent of Holding Company	10,592,659	4.43%	10,592,659	4.43%	0.00%	0.00%

(B) OTHER EQUITY

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Equity component of preference shares	8,452	8,452
Equity component of inter corporate deposits	1,990	1,990
Share based payments reserve	1,339	1,339
Capital reserve	4,102	4,102
General reserve	15,346	15,346
Retained earnings	41,431	20,177
	72,660	51,406



Notes to Financial Statements

For the year ended March 31, 2026

11. EQUITY (CONTD.)

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Equity component of preference shares		
Opening Balance	8,452	8,452
Add: Changes during the year	-	-
	8,452	8,452
Equity component of inter corporate deposits		
Opening Balance	1,990	1,990
Add: Changes during the year	-	-
	1,990	1,990
Share based payments reserve		
Opening Balance	1,339	1,339
Add: Changes during the year	-	-
	1,339	1,339
Capital reserve		
Opening Balance	4,102	4,102
Add: Changes during the year	-	-
	4,102	4,102
General reserve		
Opening Balance	15,346	15,346
Add: Changes during the year	-	-
	15,346	15,346
Retained earnings		
Opening Balance	20,177	(6,394)
Add: Profit for the year	21,256	26,789
Items of other comprehensive income recognised directly in retained earnings		
Remeasurement of the defined benefit plan	(427)	(191)
Fair value of cashflow hedges through other comprehensive income	425	(27)
	41,431	20,177

Description of nature and purpose of each reserve

Equity component of preference shares - The equity component of preference shares has been measured as the difference between the carrying value and the fair value of the preference shares.

Equity component of inter corporate deposits - The equity component of inter corporate deposits has been measured as the difference between the carrying value of the borrowing and the fair value of the borrowing.

Share based payments reserve - The fair value of the equity-settled share based payment transactions is recognised in Statement of Profit and Loss with corresponding credit to Share based payments reserve.

Capital reserve - The Company had acquired the distribution business of erstwhile Areva T&D India Limited, now GE Vernova T&D India Limited through a Scheme of arrangement for demerger. At that time, the excess of net assets acquired, over the cost of consideration paid was treated as capital reserve.

Notes to Financial Statements

For the year ended March 31, 2026

11. EQUITY (CONTD.)

General reserve - The Company had acquired the distribution business of erstwhile Areva T&D India Limited, now GE Vernova T&D India Limited through a Scheme of arrangement for demerger. The general reserve was transferred from the demerged Company to the tune of ₹14,948 lakhs. Further, the Company had transferred general reserve from surplus balance in the statement of profit and loss to the tune of ₹ 398 lakhs.

Retained Earnings - Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

12. NON-CURRENT FINANCIAL LIABILITIES

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
BORROWINGS (Unsecured, valued at amortised cost)		
Loans from related parties		
- Schneider Electric IT Business India Private Limited (refer note "a" below)	24,242	24,221
8% cumulative redeemable preference shares of ₹ 10 each (refer note "b" below)		
- Energy Grid Automation Transformers and Switchgears India Private Limited	5,699	5,253
- Schneider Electric IT Business India Private Limited	14,435	13,304
	44,376	42,778

- Inter corporate deposits from group company Schneider Electric IT Business India Private Limited carries floating interest rate in the range of 5.87% to 6.32% for the year ended March 31, 2026 (March 31, 2025 : 6.68% to 7.09%) which is due for maturity on June 27, 2028.
- Each holder of cumulative redeemable preference shares is entitled to one vote per share only on resolution placed before the company which directly affects the rights attached to cumulative redeemable preference shares. The tenure of 8% cumulative redeemable preference shares are of 20 years from date of allotment, which is August 11, 2015 and March 15, 2016 for Energy Grid Automation Transformers and Switchgears India Private Limited and Schneider Electric IT Business India Private Limited, respectively.

13. NON-CURRENT PROVISIONS

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Provision for warranties (refer note 16(ii)(b))	3,292	2,815
Provision for gratuity (refer note 31)	2,850	1,774
	6,142	4,589

14. CURRENT FINANCIAL LIABILITIES

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
(i) TRADE PAYABLES		
Total outstanding dues of micro and small enterprises (refer note below for details of dues to micro and small enterprises)	5,485	3,282
Total outstanding dues of creditors other than micro and small enterprises	57,291	46,744
	62,776	50,026



Notes to Financial Statements

For the year ended March 31, 2026

14. CURRENT FINANCIAL LIABILITIES (CONTD.)

Trade payable ageing schedule as at March 31, 2026

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	-	5,217	162	47	39	20	5,485
(ii) Others	15,921	37,572	3,147	168	368	115	57,291
(iii) Disputed dues – MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	15,921	42,789	3,309	215	407	135	62,776

Trade payable ageing schedule as at March 31, 2025

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	-	2,977	175	87	41	2	3,282
(ii) Others	11,996	31,830	2,288	427	46	157	46,744
(iii) Disputed dues – MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	11,996	34,807	2,463	514	87	159	50,026

Notes:

- The amounts are non-interest bearing and are normally settled on varying payment terms.
- Trade Payables include due to related parties ₹ 22,292 lakhs (March 31, 2025 : ₹ 20,429 lakhs) (refer note 35).
- The amounts falling in the category of more than 1 year are related to pending obligations on the part of the supplier as per agreed terms and conditions mentioned in respective contracts.
- Terms of supply chain facility:
 - The company has arranged a supply chain facility from one bank to facilitate suppliers who are willing to get their bills (duly accepted by Schneider Electric Infrastructure Limited) discounted.
 - No security or guarantees are provided under these arrangements and there is no obligation of the company towards interest or discounting charges.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025	As at March 31, 2024
Carrying amount of liabilities			
Presented within trade and other liabilities	8,033	NA	NA
of which suppliers have received payment	8,033	NA	NA
Range of payment due dates:			
Liabilities that are part of supplier channel finance facility	30-150 days after invoice date	NA	NA
Liabilities that are not part of supplier channel finance facility	5-150 days after invoice date	NA	NA

There were no material foreign exchange differences that would affect the liabilities under the supply chain facility in either period.

*The Company has not provided comparative information in respect of the amendments to Ind AS 7 and Ind AS 107 relating to supply chain facility, as it has applied the transitional relief available on initial adoption of these amendments, which allows entities not to present comparative disclosures for prior periods.

Notes to Financial Statements

For the year ended March 31, 2026

14. CURRENT FINANCIAL LIABILITIES (CONTD.)

(a) Information as required to be furnished as per section 22 of the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act) for the year ended March 31, 2026 is given below. This information has been determined to the extent such parties have been identified on the basis of information available with the Company.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
i) Principal amount and interest due thereon remaining unpaid to any supplier covered under MSMED Act:		
Principal	5,485	3,282
Interest	5	13
ii) The amount of interest paid by the buyer in terms of section 16, of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year.	10	-
iii) The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under MSMED Act.	76	50
iv) The amount of interest accrued and remaining unpaid at the end of each accounting year.	655	584
v) The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act, 2006	655	584

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
(iii) OTHER FINANCIAL LIABILITIES - valued at amortised cost		
Interest accrued and due to micro and small enterprises	655	584
Employee related payables	4,241	4,790
Security deposits	55	79
Capital creditors	1,529	1,131
	6,480	6,584

15. OTHER CURRENT LIABILITIES

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Advance from customers	5,005	3,936
Advance billing to customers	6,696	5,296
Statutory dues payables	2,697	1,998
	14,398	11,230



Notes to Financial Statements

For the year ended March 31, 2026

16. CURRENT PROVISIONS

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
i) Provision for employee benefits		
Compensated absences	2,497	2,161
	2,497	2,161
ii) Other provisions		
Provision for restructuring (refer note a below)	544	544
Provision for warranties (refer note b below)	6,533	6,765
Provision for litigations (net of amount deposited under protest with tax authorities ₹ 2,026 lakhs (March 31, 2025 ₹2,092 lakhs) (refer note c below)	2,270	2,209
Provision for contract losses (refer note d below)	180	191
	9,527	9,709
	12,024	11,870

a) Provision for restructuring

Restructuring provision represents expenses under the organisational restructuring to achieve higher efficiency, planned over a period of time and includes shifting of factory lines to other locations and related employee settlement cost.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
At the beginning of the year	544	491
Creation during the year	-	160
Reversal during the year	-	(11)
Utilized during the year	-	(96)
At the end of the year	544	544

b) Provision for warranties

A provision is recognised for expected warranty claims on product sold under warranty as per the technical estimates made by the management based on historical trends. It is expected that most of this cost will be incurred over the warranty period as per the warranty terms. The table below gives information about movement in warranty provisions. Assumptions used to calculate the provision for warranties are based on current and previous period sales level and the failure trend in respect of defects.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
At the beginning of the year	9,580	7,156
Arising during the year	3,414	4,446
Reversal during the year	(1,126)	(1,216)
Utilised during the year	(2,266)	(995)
Unwinding of discount	223	189
At the end of the year	9,825	9,580
Current portion	6,533	6,765
Non-current portion	3,292	2,815

c) Provision for litigations

Provision for litigations relates to cases of Goods & services tax, Excise Duty, Service Tax, and Sales Tax. Due to uncertainty related to outcome, it is difficult to comment on any outflow of economic benefits. The provisions reflect the current best estimates.

Notes to Financial Statements

For the year ended March 31, 2026

16. CURRENT PROVISIONS (CONTD.)

A) Litigations provision

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
At the beginning of the year	4,301	3,911
Creation during the year	467	294
Adjustment during the year	-	96
Utilised during the year	(472)	-
At the end of the year	4,296	4,301

B) Deposits under protest with tax authorities

At the beginning of the year	(2,092)	(2,107)
Deposits made during the year	(481)	(10)
Utilised during the year	547	25
At the end of the year	(2,026)	(2,092)
Net provision for litigations (A-B)	2,270	2,209

d) Provision for contract losses

Provision is recognised when it is probable that total cost to execute a construction contract will exceed its corresponding revenue. The table gives information about movement in losses.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
At the beginning of the year	191	212
(Release)/ created during the year (net)	(11)	(21)
At the end of the year	180	191

17. CURRENT TAX LIABILITIES (NET)

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Current tax liabilities (net of advance tax and tax deducted at source amounting to ₹8,442 lakhs (March 31, 2025 : ₹7,983 lakhs))	-	276
	-	276

18. INCOME TAXES

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
(a) Income tax expense in the statement of profit and loss comprises :		
Current income tax charge	7,821	8,250
Adjustment of tax relating to earlier periods	129	219
Deferred Tax		
- Relating to origination and reversal of temporary differences	(48)	(223)
Income tax expense reported in the statement of profit or loss	7,902	8,246
(b) Other Comprehensive Income		
Remeasurement of the defined benefit plan	(570)	(255)
Fair value of cashflow hedges through other comprehensive income	568	(36)



Notes to Financial Statements

For the year ended March 31, 2026

18. INCOME TAXES (CONTD.)

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Income tax related to items recognised in OCI during the year	-	73
(c) Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate :		
Accounting profit before tax	29,158	35,035
Applicable tax rate	25.17%	25.17%
Computed tax expense	7,339	8,818
Tax effect due to expenses not allowed for tax purpose	136	79
Tax effect due to exceptional item	-	(444)
Tax effect due to adjustment of tax relating to earlier periods	129	219
Tax effect due to amendment in Indexation of capital gain (refer note i below)	-	(412)
Tax effect due to interest on preference shares	397	-
Others	(99)	(14)
Income tax charged to Statement of Profit and Loss	7,902	8,246

Note :

- i) The Company's deferred tax liabilities included those related to revaluation of property, plant and equipment (₹ 2,245 lakh). However, pursuant to the amendments relating to withdrawal of indexation benefits and change in tax rates on long term capital gains per the Finance (No.2) Act, 2024, during the previous year, the Company had remeasured the deferred tax liabilities which resulted in an overall decrease of ₹ 412 lakh.

(d) Deferred income tax liabilities/(assets) (Net) comprises :

(₹ in Lakh)

	Balance Sheet	
	Year ended March 31, 2026	Year ended March 31, 2025
Deferred income tax liabilities		
Increase in value of land through fair valuation at transition date	1,833	1,833
Disallowance for Right-to-use assets	2,260	2,143
Impact of fair valuation of preference share capital and inter-corporate deposits	317	(20)
Accelerated depreciation on property, plant and equipment & Intangible asset for income tax purposes	1,874	1,777
Others	142	89
Total deferred income tax liabilities (Gross)	6,426	5,822
Deferred income tax assets		
Expenses allowable on payment basis	1,737	1,519
Disallowance for doubtful debts and others	707	765
Disallowance for lease liabilities	2,630	2,360
Disallowance for provision for litigations	623	593
Others	433	241
Total deferred income tax assets (Gross)	6,130	5,478
Deferred income tax liabilities/(assets) (Net)	296	344

The company offsets tax assets and liabilities if and only if it has a legally enforceable rights to set off current tax assets and current tax liabilities and deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authorities.

Notes to Financial Statements

For the year ended March 31, 2026

19. REVENUE FROM OPERATIONS

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Revenue from contracts with customers		
Sale of Products		
Sale of finished goods	1,98,798	2,06,448
Sale of traded goods	9,347	8,666
	2,08,145	2,15,114
Sale of Services	22,079	15,312
Project revenue	56,771	31,487
Other operating revenues		
Scrap sales	1,486	1,301
Export incentives	582	457
Revenue from operations	2,89,063	2,63,671

Refer note 41 for disclosure of revenue from contract with customers under Ind AS 115.

20. OTHER INCOME

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Interest on bank deposits	1,167	332
Interest on income tax refund	36	428
Rental income	388	363
Excess provision/liabilities written back	155	1,011
Miscellaneous income	52	323
	1,798	2,457

21. COST OF RAW MATERIALS CONSUMED

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Inventory at the beginning of the year	13,170	13,353
Add: purchases during the year	1,82,606	1,59,816
	1,95,776	1,73,169
Less: inventory at the end of the year	19,113	13,170
Cost of raw material and components consumed	1,76,663	1,59,999

22. PURCHASE OF STOCK-IN-TRADE

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Purchases of traded goods	7,815	7,469
	7,815	7,469



Notes to Financial Statements

For the year ended March 31, 2026

23. CHANGE IN INVENTORIES OF FINISHED GOODS, WORK-IN-PROGRESS AND STOCK-IN-TRADE

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Finished goods		
At the beginning of the year	13,266	10,624
Less: At the end of the year	9,435	13,266
Decrease / (increase) in finished goods	3,831	(2,642)
Stock-in-trade		
At the beginning of the year	449	300
Less: At the end of the year	393	449
Decrease / (increase) in stock-in-trade	56	(149)
Work-in-progress		
At the beginning of the year	6,815	5,192
Less: At the end of the year	12,750	6,815
Increase in work-in-progress	(5,935)	(1,623)
Increase in inventories	(2,048)	(4,414)

24. EMPLOYEE BENEFITS EXPENSES

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Salaries, wages and bonus	27,976	25,560
Contribution to provident, superannuation and other funds	1,358	1,110
Employee share based payments (refer note 32)	1,136	907
Gratuity expense (refer note 31)	582	557
Staff welfare expenses	2,604	2,011
	33,656	30,145

25. FINANCE COSTS

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Interest expenses*	4,837	4,719
Bank charges	238	209
	5,075	4,928

* includes interest under Micro, Small and Medium Enterprises Act, 2006 of ₹ 71 lakhs (March 31, 2025 ₹ 63 lakhs).

26. DEPRECIATION AND AMORTISATION

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Depreciation expenses (refer note 3)	2,307	1,913
Amortisation expenses (refer note 4)	3	1
Depreciation expenses on Right-of-use assets (refer note 33)	1,208	996
Less : Capitalised to property plant and equipment/capital work-in-progress	(291)	(374)
	3,227	2,536

Notes to Financial Statements

For the year ended March 31, 2026

27. OTHER EXPENSES

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Consumption of stores and spares	222	194
Power and fuel	1,017	909
Royalty	60	51
Freight charges	2,615	2,217
Rent	203	236
Rates and taxes	185	168
Directors' sitting fees and commission	57	43
Provision for litigations	467	294
Insurance charges	604	509
Repairs and maintenance :		
- Plant & machinery	518	566
- Buildings	509	475
- Others	773	735
Travelling and conveyance	2,670	2,631
Auditor's remuneration		
- Audit fee	61	48
- Tax audit fees	6	6
- Limited review	39	36
- Certification and others	1	-
- Reimbursement of expenses	9	9
Warranty expenses	2,288	3,230
Loss on foreign exchange differences and mark to market impact (net)	(150)	303
Provision for contract loss	(11)	(21)
Impairment allowance on trade receivables	(190)	(1,206)
Provision for doubtful loans and advances	(17)	47
Trade mark fees	4,464	4,315
Data management charges	3,321	3,391
Management support charges	4,039	2,175
Shared services costs	9,028	7,961
Legal and professional charges	1,669	1,628
Corporate social responsibility expense	469	303
Net loss on disposal of property, plant and equipment	15	50
Miscellaneous expenses	957	892
	35,898	32,195



Notes to Financial Statements

For the year ended March 31, 2026

28. Exceptional items

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Interest provision reversal - direct tax litigations	-	(1,765)
Gratuity Impact due to labour code	1,417	-
	1,417	(1,765)

Note:

- In respect of the current year, the Government of India, on November 21, 2025, notified four Labour Codes - Code on Wages, 2019; Industrial Relations Code, 2020; Code on Social Security, 2020; and Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. To facilitate assessment of the financial impact of these regulatory changes, the Ministry of Labour & Employment issued draft Central Rules and FAQs. Based on management assessment and the information available, in line with guidance from the Institute of Chartered Accountants of India, the Company has assessed and disclosed the incremental impact of these changes. Considering the materiality, regulatory clarifications received over the quarters and non-recurring nature of this impact, the Company has presented, based on actuarial valuation, the incremental charge relating to past service cost of gratuity liability for the year ended March 31, 2026 of ₹ 1,417 lakh under "Exceptional items" in the Statement of profit and loss for the year ended March 31, 2026. The Company continues to monitor the Central/State Rules and any further clarifications from the Government and will provide appropriate accounting treatment as required based on future developments.
- Exceptional item for the previous year represent the reversal of interest provisions related to past direct tax litigation matters upon application made under the "Vivad se Vishwas scheme" and acceptance thereof by the relevant income tax authorities.

29. Component of other comprehensive income (net of tax)

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
The disaggregation of changes to OCI in equity is shown below:		
Remeasurement of the defined benefit plan (refer note 31)	(427)	(191)
Fair value of cashflow hedges through other comprehensive income	425	(27)
	(2)	(218)

30. Earnings per share

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
(a) Basic Earnings per share		
Numerator for earnings per share		
Profit for the year attributable to the ordinary equity shareholders	21,256	26,789
Denominator for earnings per share		
Weighted average number of equity shares outstanding during the year	239,104,035	239,104,035
Earnings per share-Basic (one equity share of ₹ 2 each)	8.89	11.20
(b) Diluted Earnings per share		
Numerator for earnings per share		
Profit for the year attributable to the ordinary equity shareholders	21,256	26,789
Denominator for earnings per share		
Weighted average number of equity shares outstanding during the year	239,104,035	239,104,035
Earnings per share- Diluted (one equity share of ₹ 2 each)	8.89	11.20

Note: There are no instruments issued by the Company which have effect of dilution of basic earning per share.

Notes to Financial Statements

For the year ended March 31, 2026

31 Employee Benefits

Disclosures pursuant to Ind AS-19 “Employee Benefits”(specified under section 133 of the Companies Act, 2013, read with Rule 7 of Companies (Accounts) Rules, 2015) are given below :

Contribution to Defined Contribution Plan, recognised as expense for the year is as under:

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Provident Fund, Superannuation and other Funds	1,358	1,110
	1,358	1,110

Defined Benefit Plan

The Company has a defined benefit gratuity plan payment of gratuity is made in accordance with the provision of the Payment of Gratuity Act, 1972. Every employee who has completed five years or more of service gets a gratuity on retirement/resignation/death at 15 days salary (last drawn monthly wages) for each completed year of service. The scheme is funded with insurance companies in the form of a qualifying insurance policy.

The following tables summaries the components of net benefit expense recognised in the statement of profit or loss and the funded status and amounts recognised in the balance sheet for the respective plans:

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
a) Reconciliation of opening and closing balances of defined benefit obligation		
Present value of defined benefit obligation at the beginning of the year	5,430	4,715
Interest expense	350	327
Current service cost	481	433
Past service cost	1,330	-
Benefits paid	(215)	(327)
Acquisition / Divestiture	(51)	(52)
Actuarial (gain) arising from changes in demographic assumptions	-	(176)
Actuarial (gain)/loss arising from changes in financial assumptions	(480)	473
Actuarial loss arising from changes in experience adjustments	885	37
Defined benefit obligation at year end	7,730	5,430

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
b) Reconciliation of opening and closing balances of fair value of plan assets		
Fair value of plan assets at beginning of the year	3,656	2,724
Expected return on plan assets	248	203
Actuarial (loss)/ gain for the year on plan assets	(165)	79
Employer contribution	2,300	650
Benefits payment from plan assets	(1,159)	-
Fair value of plan assets at year end	4,880	3,656



Notes to Financial Statements

For the year ended March 31, 2026

31 Employee Benefits (CONTD.)

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
c) Net defined benefit asset/ (liability) recognised in the balance sheet		
Fair value of plan assets	4,880	3,656
Present value of defined benefit obligation	7,730	5,430
Amount recognised in Balance Sheet- Liability	(2,850)	(1,774)

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
d) Net defined benefit expense (Recognised in the Statement of profit and loss for the year)		
Current service cost	481	433
Past service cost	1,330	-
Net interest cost	101	124
Net defined benefit expense debited to statement of profit and loss	1,912	557

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
e) Remeasurement (gain)/ loss recognised in other comprehensive income		
Actuarial (gain) / loss due to demographic assumption changes in DBO	-	(176)
Actuarial (gain) / loss due to financial assumption changes in DBO	(480)	473
Actuarial loss due to experience on DBO	885	37
Actuarial loss/(gain) on plan assets	165	(79)
Recognised in other comprehensive income	570	255

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
f) Broad categories of plan assets as a percentage of total assets		
Insurer managed funds	100%	100%

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
g) Principal assumptions used in determining defined benefit obligation		
Mortality Table (LIC)	100% of IALM (2012 - 14)	100% of IALM (2012 - 14)
Discount rate (per annum)	7.20%	6.60%
Salary Escalation	8.50%	8.50%
Ages - Withdrawal Rates		
Up to 30 Years	13.00%	13.00%
From 31 to 44 years	7.00%	7.00%
Above 44 years	3.00%	3.00%
Retirement Age (Years)	60	60

Notes to Financial Statements

For the year ended March 31, 2026

31 Employee Benefits (CONTD.)

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
h) Quantitative sensitivity analysis for significant assumptions is as below:		
Increase / (decrease) on present value of defined benefits obligations at the end of the year		
Defined benefit obligation at year end	7,730	5,430
Discount Rate		
Increase by 0.50%	(368)	(273)
Decrease by 0.50%	396	294
Defined benefit obligation at year end	7,730	5,430
Salary Increase		
Increase by 0.50%	408	288
Decrease by 0.50%	(382)	(269)

Sensitivities due to mortality and withdrawals are not material and hence impact of change not calculated.

Sensitivities as to the rate of inflation, rate of increase of pensions in payment, rate of increase of pensions before retirement and life expectancy are not applicable being a lump sum benefit on retirement.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
i) Maturity profile of defined benefit obligation		
Year 1	415	263
Year 2	474	284
Year 3	595	291
Year 4	720	428
Year 5	602	503
Year 6 onwards	2,697	1,932

j) The Company's best estimate of expense for the next annual reporting period is ₹ 849 lakhs (March 31, 2025 : ₹ 582 lakhs)

k) Expected contribution for the next year is ₹ 668 lakhs. (March 31, 2025 : ₹ 481 lakhs)

l) Salary increase rate takes into account of inflation, seniority, promotion and other relevant factors on long term basis.

m) The discount rate is based upon the market yields available on Government bonds at the accounting date with a term that matches that of the liabilities.

n) The sensitivity analysis above have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

o) Description of Risk Exposures:

Valuations are based on certain assumptions, which are dynamic in nature and vary over time. As such company is exposed to various risks as follow -

A) Salary Increases- Actual salary increases will increase the Plan's liability. Increase in salary increase rate assumption in future valuations will also increase the liability.

B) Investment Risk – If Plan is funded then assets liabilities mismatch and actual investment return on assets lower than the discount rate assumed at the last valuation date can impact the liability.



Notes to Financial Statements

For the year ended March 31, 2026

31 Employee Benefits (CONTD.)

- C) Discount Rate : Reduction in discount rate in subsequent valuations can increase the plan's liability.
- D) Mortality and disability – Actual deaths and disability cases proving lower or higher than assumed in the valuation can impact the liabilities.
- E) Withdrawals – Actual withdrawals proving higher or lower than assumed withdrawals and change of withdrawal rates at subsequent valuations can impact Plan's liability.

32 Share Based Payments

The Company does not provide any share based compensation to its employees. However, the Ultimate holding company Schneider Electric SE ('the issuer') has provided various share-based payment scheme to employees of the Company.

Details of these plans are as under:-

A. Performance Stock Units

These are the units of stock granted to employee at Nil exercise price. The main features of these plans were as follows:

Plan No	Fair value (in Euro)	Date of Board meeting of issuer	Starting date of Exercise period	Expiration Date
Plan 42	110.16	March 28, 2023	March 28, 2026	March 28, 2026
Plan 42 Qtr	104.44	October 25, 2023	October 25, 2026	October 25, 2026
Plan 45	165.25	March 26, 2024	March 26, 2027	March 26, 2027
Plan 47	179.00	March 26, 2025	March 26, 2028	March 26, 2028
Plan 49	183.33	March 23, 2026	March 23, 2029	March 23, 2029

To receive the stock, the grantee must generally be an employee or corporate officer of the Group. Vesting is also conditional on the achievement of performance criteria. Vesting period is 0 to 3 years and lock-in period is 0 to 3 years.

There were cancellations or modifications in performance stock unit. Refer below movement for details:-

Movements during the year

Performance Stock Unit

	(₹ in Lakh)	
	As at March 31, 2026	As at March 31, 2025
	Number	Number
Outstanding at April 01	5,459	5,558
Granted during the year	1,699	1,209
Forfeited during the year	(341)	(134)
Exercised during the year	(874)	(865)
Stock units pertaining to employee transferred from other group companies	623	-
Stock units pertaining to employee transferred to other group companies	(64)	(309)
Outstanding at March 31	6,502	5,459

B. Worldwide Employee Stock Option Plan (WESOP)

As a part of overall pay policy, the ultimate holding company Schneider Electric SE (issuer) has set up a Worldwide Employee Stock Option Plan (WESOP) scheme for the employees of the group companies under which the employees may purchase issuer's shares at 15% discount on the price quoted for the shares on the stock market. Employees must then hold their shares for 5 years. Due to significant changes in valuation assumptions, specifically the interest rate available to market participant, the value of the lock in period is higher than the discount cost and therefore, the amount paid after considering discount of 15% is considered as fair value of option on grant date.

Notes to Financial Statements

For the year ended March 31, 2026

32 Share Based Payments (CONTD.)

The expense recognized for employee services received during the year is shown in the following table:

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Expense arising from equity-settled share-based payment transactions	218	100
Expense arising from Worldwide Employee Stock Option Plan (WESOP)	918	807
Total expense arising from share-based payment transactions	1,136	907

33 Leases

As a lessee

The Company has lease contracts for various Properties (e.g. sales office, warehouse, leasehold land, buildings, etc.) and vehicles used in its operations. Leases of property other than leasehold land and building generally have lease terms upto 20 years. The Company's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Company is restricted from assigning and subleasing the leased assets. The Company also has certain leases of machinery with lease terms of 12 months or less and leases of office equipment with low value. The Company applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

(₹ in Lakh)

Right of use assets	Leasehold properties	Other	Total
Gross Block			
As at April 01, 2024	14,415	1,990	16,405
Additions during the year	1,230	682	1,912
Deletions / adjustments	372	210	582
As at March 31, 2025	15,273	2,462	17,735
Additions during the year	1,035	635	1,670
Deletions / adjustments	-	321	321
As at March 31, 2026	16,308	2,776	19,084
Accumulated depreciation			
As at April 01, 2024	507	895	1,402
Charge for the year (refer note 26)	476	520	996
Deletions / adjustments	372	210	582
Adjustments	-	47	47
As at March 31, 2025	611	1,158	1,769
Charge for the year (refer note 26)	540	668	1,208
Deletions	-	321	321
As at March 31, 2026	1,151	1,505	2,656
Net block as at March 31, 2025	14,662	1,304	15,966
Net block as at March 31, 2026	15,157	1,271	16,428



Notes to Financial Statements

For the year ended March 31, 2026

33 Leases (CONTD.)

Set out below are the carrying amounts of lease liabilities and the movements during the year:

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
As at April 01, 2025	9,379	7,765
Additions	1,670	1,912
Accretion of interest	870	857
Payments	(1,470)	(1,155)
As at March 31, 2026	10,449	9,379
Current	1,421	600
Non-current	9,028	8,779

- a) The effective interest rate for lease liabilities is 8.5% with maturity between 2026-2044
- b) The maturity analysis of lease liabilities on an undiscounted basis are shown below:

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
i) not later than one year	1,964	1,697
ii) later than one year but not later than five years	5,807	4,350
iii) later than five years	12,994	14,103

- c) The following are the amounts recognised in profit or loss

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Depreciation expense of right-of-use assets	917	622
Interest expense on lease liabilities	870	857
Expense relating to short-term leases and low value leases (included in other expenses)	203	236

- d) The Company had total cash outflows for leases of ₹ 1,470 lakhs during the year ended March 31, 2026 (March 31, 2025: ₹ 1,155 lakhs).
- The Company also had non-cash additions as at March 31, 2026 to right-of-use assets of ₹ 1,670 lakhs (March 31, 2025 : ₹ 1,912 lakhs) and lease liabilities of ₹ 1,670 lakhs (March 31, 2025: ₹ 1,912 lakhs).
- e) The Company has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Company's business needs. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised.

Notes to Financial Statements

For the year ended March 31, 2026

34 COMMITMENTS AND CONTINGENCIES

A. Contingent Liabilities

A.1

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Income Tax		
Contingent liabilities*	3,986	2,258

* Included interest till March 31, 2026

A.2 Indirect Tax cases [Mixed cases with GE Vernova T&D India Limited]

Post demerger, Company and GE Vernova T&D India Limited have bifurcated the total outstanding demands of Excise/ Service Tax and Sales tax in accordance with the arrangement agreed between the two Companies (mixed cases). Accordingly, GE is contesting the total outstanding demands, before various appellate authorities, including the share of the Company.

(₹ in Lakh)

	As at March 31, 2026				
	Total Demand including GE share	Company's share	Contingent Liabilities	Provisions	Deposits made under protest
a. Excise and service tax	2,362	518	465	53	-
	(2,277)	(518)	(465)	(53)	-
b. Sales tax	7,061	2,670	801	1,869	1,357
	(5,092)	(2,988)	(1,121)	(1,867)	(1,357)
Total	9,423	3,188	1,266	1,922	1,357
	(7,369)	(3,506)	(1,586)	(1,920)	(1,357)

Amount in brackets represents amount as at March 31, 2025

A.3 Other Indirect Tax cases

(₹ in Lakh)

	As at March 31, 2026		
	Contingent Liabilities	Provisions	Deposits made under protest
a. Excise and service tax	36	117	18
	(20)	(133)	(18)
b. Sales tax, goods and services tax	2,993	1,431	1,240
	(3,182)	(1,629)	(1,248)
c. Custom duty	3,409	259	237
	(3,163)	-	(237)
Total	6,438	1,807	1,495
	(6,365)	(1,762)	(1,503)

Amount in brackets represents amount as at March 31, 2025

The Company has preferred appeals against the above demands (refer note A.1, A.2 and A.3 above) which are pending before various appellate authorities, and has been advised by the reputed professional advisers, engaged by it, that there are reasonable chances of success in these appeals.



Notes to Financial Statements

For the year ended March 31, 2026

34 COMMITMENTS AND CONTINGENCIES (CONTD.)

B Commitments

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Estimated amount of contracts remaining to be executed on capital account and not provided (net of advances)	2,795	4,941
Duty obligation under export promotion capital goods scheme and advance license scheme	745	396
Bank guarantees	8,941	8,723
	12,481	14,060

35 Related party transactions

Following are the related parties and transactions entered with related parties for the year:

(A) Names of related parties and description of relationship:

(i) Related party where control exists

Name of the related parties	Relationship
1. Energy Grid Automation Transformers and Switchgears India Private Limited	Holding Company
2. Schneider Electric Singapore Pte Ltd, Singapore	Parent of Holding Company
3. Schneider Electric SE, France	Ultimate Holding Company

(ii) Fellow subsidiaries with which there have been transactions during the year

Schneider Electric India Private Limited	Schneider Electric Polska Sp. Z O.O.
Schneider Electric Industries SAS	Schneider Electric D.O.O.
Schneider Electric SE	Construction Electrique Du Vivarais
Schneider Electric (Xiamen) Switchgear (Suzhou) Co. Ltd	Schneider Electric (Hong Kong) Limited
Societe Electrique D'Aubenas	Wuxi Pro-Face Co., Ltd
Schneider Electric Private Limited	Schneider Electric Norge AS
Schneider Electric Sachsenwerk Gmbh	Schneider Electric Danmark A/S
Schneider Electric NV SA	Schneider Electric Usa, Inc.
Schneider Electric IT Business India Private Limited	S.E. New Zealand Holdings Limited
Schneider Electric France	Tamco Switchgear (Malaysia) Sdn. Bhd.
Schneider Electric Brasil Ltda	C- Qatar Jv
Schneider Electric International	Asco Power Technologies, L.P.
Schneider Electric Espana, S.A.U	Pro Ahm Kunszentmiklos Hungary
Schneider Electric Asia Pte. Ltd.	Suzhou Areva T&D Switchgear Ltd
Schneider Elektrik Sanayi Ve Ticaret A.S.	Schneider Electric Gmbh
Schneider Electric FZE	Pa Egypt EEC
Schneider Electric (Australia) Pty Limited	Schneider Shanghai Apparatus Parts Manufacturing Co., Ltd
Schneider Electric South Africa (Pty) Ltd	Manufacturas Electricas S.A.U.
Schneider Electric Singapore Pte Ltd	Kuwait Jv
Schneider Electric Nigeria Limited	Schneider Electric Mexico S.A. De C.V.
Aut Saf Substation Finland	Schneider Electric Solar Singapore Pte Ltd

Notes to Financial Statements

For the year ended March 31, 2026

35 Related party transactions (CONTD.)

Schneider Electric Digital, Inc.	Kmg Automation LLP
Schneider Electric (Philippines), Inc.	Schneider Electric Ireland Limited
Schneider Electric Egypt S.A.E.	Schneider Electric Japan, Inc.
Pt.Schneider Indonesia	Schneider Electric (Malaysia) Sdn. Bhd.
Electrical & Automation Saudi Arabian Manufacturing Company (LLC)	Schneider Electric Systems Middle East Fze
Schneider (Beijing) Medium Voltage Co., Ltd	Schneider Electric Argentina S.A.
Schneider Electric Canada Inc.	Schneider Electric Bulgaria Eood
Schneider Electric Industries (M) Sdn. Bhd.	Schneider Electric Brasil Automacao De Processos Ltda
L&T Electrical And Automation FZE	Areva T&D Shanghai Power Automation. Co, Ltd
Schneider (Thailand) Limited	Schneider Electric De Colombia S.A.S
Schneider Electric Systems USA, INC.	Schneider Electric Algerie
Schneider Electric (Kenya) Limited	Schneider Electric Distribution Company
Boissiere Finance	SE FZ Levant flow
Telvent Usa Corporation, Inc.	France Transfo
Schneider Electric Saudi Arabia Limited	SETBT (Fr)
Luminous Power Technologies Private Limited	Schneider Electric Hungaria Villamossagi Zrt
Schneider Electric Vietnam Limited	Schneider Electric It Logistics Europe Limited
Samwha Eocr Co. Ltd	Schneider Electric President Systems Limited
Schneider Electric Energy France	Schneider Electric Sverige AB
Schneider Switchgear (Suzhou) Co., Ltd.	Schneider Electric S.P.A.
Schneider Electric Overseas Asia Pte Ltd	Schneider Electric East Mediterranean Sal
Schneider Electric Lanka (Private) Limited	Schneider Electric Maroc
Schneider Electric Japan Holdings Inc	Schneider Electric The Netherlands B.V.
Schneider Electric Systems India Private Limited	Schneider Electric Romania, SRL
S.E. (China) Investment Company Limited	Schneider Electric Serbia
Schneider Electric Industrie Italia S.P.A.	Schneider Electric South East Asia (Hq) Pte Ltd
Apc Philippines	Schneider Electric IT Singapore Pte Ltd
Schneider Electric O.M LLC	Schneider Electric IT Logistics Asia Pacific Pte Ltd
Schneider Busway (Guangzhou) Limited	Schneider Electric Energy Hungary Ltd
Invensys Systems (Slovakia) SRO	Schneider Electric Smart Grid Solutions, LLC
Schneider Electric Taiwan Co., Ltd	Schneider Electric Finland Oy
Schneider Electric India Foundation	AUT SAF Substation Finland
Schneider Electric Services LLC	Schneider Electric Solar India Pvt Ltd
American Power Conversion (A.P.C.) B.V. Branch In The Philippines	Semea Electrical & Automation FZE
Schneider Electric Limited (UK)	Schneider (Suzhou) Transformers Co., Ltd.
Schneider Electric (NZ) Limited	Schneider Electric (China) Co., Ltd.
Schneider Electric Korea Limited	Schneider Electric Services Kuwait
Schneider Electric Slovakia, Spol. S R.O.	



Notes to Financial Statements

For the year ended March 31, 2026

35 Related party transactions (CONTD.)

(iii) Key Management Personnel

- Mr. Udai Singh, Managing Director & CEO
- Mr. Sumit Goel, Company Secretary w.e.f August 29, 2024
- Ms. Suparna Banerjee Bhattacharyya, Chief Financial Officer till September 15, 2025
- Mr. Omkar Prasad, Chief Financial Officer w.e.f September 16, 2025
- Mr. Chinmoy Das, Whole Time Director w.e.f November 14, 2024
- Mr. Amol Pathak, Whole Time Director till June 10, 2024
- Ms. Bhumika Sood, Company Secretary till June 10, 2024
- Mr. Deepak Sharma, Director
- Mr. Anil Chaudhry, Director till October 30, 2025

(iv) Additional related parties as per Companies Act 2013 with whom transactions have taken place during the year:

- Ms. Namrata Kaul, Independent Director till November 5, 2025
- Ms. Shalini Sharin, Independent Director w.e.f. October 24, 2025
- Mr. Pravin Purang, Independent Director
- Mr. Sundaram Damodaran Nair, Independent Director w.e.f. October 24, 2025

(B) Transactions during the year

(₹ in Lakh)

S.No	Particulars	Related party where control Exists		Fellow subsidiaries		Key Management Personnel and other related parties		Total	
		March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
(1)	SALE OF GOODS								
	Schneider Electric India Private Limited	-	-	22,871	25,398	-	-	22,871	25,398
	Schneider Electric Singapore Pte Ltd	640	2,211	-	-	-	-	640	2,211
	Others	-	-	27,757	20,300	-	-	27,757	20,300
	Total	640	2,211	50,628	45,698	-	-	51,268	47,909
(2)	SALE OF SERVICES								
	Schneider Electric India Private Limited	-	-	709	778	-	-	709	778
	Schneider Electric Industries SAS	-	-	3,232	2,331	-	-	3,232	2,331
	Schneider Electric Singapore Pte Ltd	14	30	-	-	-	-	14	30
	Others	-	-	533	518	-	-	533	518
	Total	14	30	4,474	3,627	-	-	4,488	3,657
(3)	PURCHASE OF GOODS								
	Schneider Electric Industries SAS	-	-	13,418	11,622	-	-	13,418	11,622
	Schneider Electric India Private Limited	-	-	22,579	19,483	-	-	22,579	19,483
	Schneider Electric (Xiamen) Switchgear (Suzhou) Co. Ltd	-	-	7,542	8,270	-	-	7,542	8,270
	Others	-	-	8,673	6,125	-	-	8,673	6,125
	Total	-	-	52,212	45,500	-	-	52,212	45,500

Notes to Financial Statements

For the year ended March 31, 2026

35 Related party transactions (CONTD.)

(₹ in Lakh)

S.No	Particulars	Related party where control Exists		Fellow subsidiaries		Key Management Personnel and other related parties		Total	
		March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
(4)	PURCHASE OF SERVICES								
	Schneider Electric Digital Inc	-	-	476	226	-	-	476	226
	Schneider Electric Egypt S.A.E.	-	-	329	-	-	-	329	-
	Schneider Electric SE	198	-	-	-	-	-	198	-
	Schneider Electric Espana, S.A.U	-	-	193	116	-	-	193	116
	Schneider Electric Smart Grid Solutions, LLC	-	-	180	80	-	-	180	80
	Schneider Electric Industries SAS	-	-	91	691	-	-	91	691
	Schneider Electric Singapore Pte Ltd	-	87	-	-	-	-	-	87
	Others	-	-	182	233	-	-	182	233
	Total	198	87	1,451	1,346	-	-	1,649	1,433
(5)	REIMBURSEMENT BY THE COMPANY								
	Schneider Electric India Private Limited	-	-	391	811	-	-	391	811
	Schneider Electric Private Limited	-	-	148	604	-	-	148	604
	Schneider Electric Industries SAS	-	-	556	-	-	-	556	-
	Schneider Electric SE	3,088	807	-	-	-	-	3,088	807
	Others	-	-	-	13	-	-	-	13
	Total	3,088	807	1,095	1,428	-	-	4,183	2,235
(6)	REIMBURSEMENT TO THE COMPANY								
	Schneider Electric Industries SAS	-	-	793	617	-	-	793	617
	Schneider Electric India Private Limited	-	-	-	1	-	-	-	1
	Schneider Electric Solar Singapore Pte Ltd	-	-	-	21	-	-	-	21
	Others	-	-	72	307	-	-	72	307
	Total	-	-	865	946	-	-	865	946
(7)	MANAGERIAL REMUNERATION								
	Short Term Employee Benefit	-	-	-	-	505	493	505	493
	Share Based Payment	-	-	-	-	123	91	123	91
		-	-	-	-	628	584	628	584
(8)	SITTING FEES TO DIRECTORS								
	Mr. Sundaram Damodaran Nair	-	-	-	-	6	-	6	-
	Ms. Shalini Sharin	-	-	-	-	5	-	5	-
	Mr. Anil Chaudhry	-	-	-	-	4	4	4	4
	Ms. Namrata Kaul	-	-	-	-	8	12	8	12
	Mr. Pravin Purang	-	-	-	-	13	12	13	12
	Total	-	-	-	-	36	28	36	28



Notes to Financial Statements

For the year ended March 31, 2026

35 Related party transactions (CONTD.)

(₹ in Lakh)

S.No	Particulars	Related party where control Exists		Fellow subsidiaries		Key Management Personnel and other related parties		Total	
		March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
(9)	COMMISSION TO DIRECTORS								
	Mr. Anil Chaudhry	-	-	-	-	3	5	3	5
	Ms. Namrata Kaul	-	-	-	-	3	5	3	5
	Mr. Pravin Purang	-	-	-	-	7	5	7	5
	Mr. Sundaram Damodaran Nair	-	-	-	-	4	-	4	-
	Ms. Shalini Sharin	-	-	-	-	4	-	4	-
	Total	-	-	-	-	21	15	21	15
(10)	INTEREST EXPENSES								
	Schneider Electric IT Business India Private Limited	-	-	2,694	2,806	-	-	2,694	2,806
	Energy Grid Automation Transformers And Switchgears India Private Limited	446	412	-	-	-	-	446	412
	Total	446	412	2,694	2,806	-	-	3,141	3,218
(11)	TRADEMARK FEES								
	Schneider Electric SE	4,464	4,315	-	-	-	-	4,464	4,315
	Total	4,464	4,315	-	-	-	-	4,464	4,315
(12)	DATA MANAGEMENT CHARGES								
	Schneider Electric Industries SAS	-	-	3,321	3,124	-	-	3,321	3,124
	Others	-	-	-	265	-	-	-	265
	Total	-	-	3,321	3,389	-	-	3,321	3,389
(13)	MANAGEMENT SUPPORT CHARGES								
	Schneider Electric Industries SAS	-	-	4,039	2,175	-	-	4,039	2,175
	Total	-	-	4,039	2,175	-	-	4,039	2,175
(14)	PURCHASE OF TANGIBLE ASSETS								
	Schneider Electric Industries SAS	-	-	1,898	-	-	-	1,898	-
	Schneider Electric SE	2	-	-	-	-	-	2	-
	Total	2	-	1,898	-	-	-	1,899	-

Notes to Financial Statements

For the year ended March 31, 2026

35 Related party transactions (CONTD.)

(₹ in Lakh)

S.No Particulars		Related party where control Exists		Fellow subsidiaries		Key Management Personnel and other related parties		Total	
		March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
(15) SHARED SERVICE COSTS									
	Schneider Electric India Private Limited	-	-	4,368	4,439	-	-	4,368	4,439
	Schneider Electric Private Limited	-	-	4,561	3,403	-	-	4,561	3,403
	Others	-	-	99	119	-	-	99	119
	Total	-	-	9,028	7,961	-	-	9,028	7,961
(16) OTHER INCOME									
	Schneider Electric Sachsenwerk GMBH	-	-	-	283	-	-	-	283
	Schneider Electric Polska Sp. Z O.O.	-	-	-	163	-	-	-	163
	Others	-	-	-	253	-	-	-	253
	Total	-	-	-	699	-	-	-	699
(17) COMMODITY HEDGING									
	Boissiere Finance	-	-	1,395	262	-	-	1,395	262
	Total	-	-	1,395	262	-	-	1,395	262
(18) CORPORATE SOCIAL RESPONSIBILITY									
	Schneider Electric India Foundation	-	-	469	303	-	-	469	303
	Total	-	-	469	303	-	-	469	303
(19) CASH POOLING FACILITY TAKEN DURING THE YEAR									
	Schneider Electric IT Business India Private Limited	-	-	20,352	35,633	-	-	20,352	35,633
	Total	-	-	20,352	35,633	-	-	20,352	35,633
(20) CASH POOLING FACILITY REPAID DURING THE YEAR									
	Schneider Electric IT Business India Private Limited	-	-	20,352	35,633	-	-	20,352	35,633
	Total	-	-	20,352	35,633	-	-	20,352	35,633



Notes to Financial Statements

For the year ended March 31, 2026

35 Related party transactions (CONTD.)

(C) Balances Outstanding at the year end:

(₹ in Lakh)

Particulars	Related party where control Exists		Fellow subsidiaries		Key Management Personnel and other related parties		Total	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
LONG TERM BORROWINGS								
8% Cumulative redeemable preference shares of ₹ 10 each fully paid up :								
Energy Grid Automation Transformers And Switchgears India Private Limited	5,699	5,253	-	-	-	-	5,699	5,253
Schneider Electric IT Business India Private Limited	-	-	14,435	13,304	-	-	14,435	13,304
Inter Corporate Deposit :								
Schneider Electric IT Business India Private Limited	-	-	24,242	24,221	-	-	24,242	24,221
Total	5,699	5,253	38,677	37,525	-	-	44,376	42,778
TRADE PAYABLES								
Schneider Electric India Private Limited	-	-	8,227	8,126	-	-	8,227	8,126
Schneider Electric Industries SAS	-	-	8,582	6,203	-	-	8,582	6,203
Schneider Electric Singapore Pte Ltd	206	7	-	-	-	-	206	7
Schneider Electric SE	1,884	1,410	-	-	-	-	1,884	1,410
Others	-	-	3,393	4,683	-	-	3,393	4,683
Total	2,090	1,417	20,202	19,012	-	-	22,292	20,429
TRADE RECEIVABLES								
Schneider Electric India Private Limited	-	-	4,837	6,323	-	-	4,837	6,323
Schneider Elektrik Sanayi Ve Ticaret A.S.	-	-	2,164	-	-	-	2,164	-
Schneider Electric Egypt	-	-	664	104	-	-	664	104
Schneider Electric Singapore Pte Ltd	185	170	-	-	-	-	185	170
Others	-	-	9,082	6,823	-	-	9,082	6,823
Total	185	170	16,747	13,250	-	-	16,932	13,420
PROVISION FOR DOUBTFUL DEBTS								
Schneider Electric Lanka (Private) Limited	-	-	28	28	-	-	28	28
Total	-	-	28	28	-	-	28	28
OTHER FINANCIAL ASSETS								
Boissiere Finance	-	-	1,018	112	-	-	1,018	112
Total	-	-	1,018	112	-	-	1,018	112
OTHER CURRENT ASSETS								
Dues from key management personnel	-	-	-	-	-	12	-	12
Schneider Electric India Foundation*	-	-	1	-	-	-	1	-
Total	-	-	1	-	-	12	1	12

*excess amount spent during the year to be set off in next financial year

- The remuneration to the key managerial personnel does not include the provisions made for gratuity and leave benefits, as they are determined on an actuarial basis for the Company as a whole. However, the remuneration provided to key managerial personnel includes the share based payments. It is accounted for in accordance with the regulation of IND AS 102.

Notes to Financial Statements

For the year ended March 31, 2026

35 Related party transactions (CONTD.)

- In addition to the above transactions, Schneider Electric Industries SAS, France (the ultimate holding company) has given letter of comfort to banks of the Company based on which banks have given unsecured loan facilities (at the prevailing interest rate) to the Company. This letter is not intended as a legal guarantee on the part of the ultimate holding company.
- The Company has cash pooling arrangement with Schneider Electric IT Business India Private Limited, India, (SEITB), a fellow subsidiary, under which the Company's banker automatically transfers funds from SEITB to the Company's bank account in case of requirement of fund at the end of each day up to the approved limits.

36 Segment Reporting

The Chief Operating Decision Maker "CODM" reviews the operations of the Company as a whole, i.e. single primary business segment viz. product and systems for electricity distribution, hence, there are no reportable segments as per Ind AS 108 "Operating Segments".

The secondary segment by geographical location is given below :

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
A. Segment Revenue		
Within India	2,55,403	2,23,634
Outside India	33,660	40,037
	2,89,063	2,63,671

B. Non-current operating assets

The Company has common non current operating assets for domestic as well as overseas market, hence separate figures for these assets are not required to be furnished.

37 Fair value measurements

Set out below, is a comparison by class of the carrying amounts and fair value of the Company's financial instruments, other than those with carrying amounts that are reasonable approximations of fair values:

(₹ in Lakh)

Financial instruments by category	Reference	Carrying Value		Fair Value	
		As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Financial assets at amortised cost					
Other financial assets (non-current)	Note-5	218	157	218	157
Trade receivables (current)	Note-9	81,268	66,705	81,268	66,705
Cash and cash equivalents (current)	Note-9	35,785	25,843	35,785	25,843
Other financial assets (current)	Note-9	521	104	521	104
		1,17,791	92,809	1,17,791	92,809
Financial Liabilities at amortised cost					
Borrowings (non-current)	Note-12	44,376	42,778	44,376	42,778
Lease liabilities (non-current)	Note-33	9,028	8,779	9,028	8,779
Lease liabilities (current)	Note-33	1,421	600	1,421	600
Trade payables (current)	Note-14	62,776	50,026	62,776	50,026
Other financial liabilities (current)	Note-14	6,480	6,584	6,480	6,584
		1,24,081	1,08,767	1,24,081	1,08,767



Notes to Financial Statements

For the year ended March 31, 2026

37 Fair value measurements (CONTD.)

(₹ in Lakh)

Financial instruments by category	Reference	Carrying Value		Fair Value	
		As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Financial assets at fair value through Other comprehensive income					
Other financial assets (current) - Derivatives assets	Note-9	768	115	768	115

The management assessed that bank balances, trade receivables, trade payables, short term borrowings and other current liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

1. The fair values of the interest-bearing borrowings and loans are determined by using Discounted cashflow method (DCF) using discount rate that reflects the Company's borrowing rate as at the end of the reporting period. The own non-performance risk as at March 31, 2026 was assessed to be insignificant.
2. Long-term receivables/payables are evaluated by the Company based on parameters such as interest rates, risk factors, individual creditworthiness of the counterparty and the risk characteristics of the financed project. Based on this evaluation, allowances are taken into account for the expected credit losses of these receivables.

Fair value hierarchy

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities

Level 2: other techniques for which all inputs that have a significant effect on the recorded fair value are observable, either directly or indirectly

Level 3: techniques that use inputs that have a significant effect on the recorded fair value that are not based on observable market data

Quantitative disclosures of fair value measurement hierarchy for assets as on March 31, 2026

(₹ in Lakh)

	Reference	Carrying Value as at	Fair Value as at March 31, 2026		
		March 31, 2026	Level 1	Level 2	Level 3
Assets carried at amortised cost for which fair value are disclosed					
Other financial assets (non-current)	Note-5	218	-	-	218
Trade receivables (current)	Note-9	81,268	-	-	81,268
Cash and cash equivalents (current)	Note-9	35,785	-	-	35,785
Other Financial assets (current)	Note-9	521	-	-	521
Liabilities carried at amortised cost for which fair value are disclosed					
Borrowings (non-current)	Note-12	44,376	-	-	44,376
Lease liabilities (non-current)	Note-33	9,028	-	-	9,028
Lease liabilities (current)	Note-33	1,421	-	-	1,421
Trade Payables	Note-14	62,776	-	-	62,776
Other financial liabilities (current)	Note-14	6,480	-	-	6,480

Notes to Financial Statements

For the year ended March 31, 2026

37 Fair value measurements (CONTD.)

(₹ in Lakh)

Financial instruments by category	Reference	Carrying Value As at March 31, 2026	Fair Value As at March 31, 2026		
			Level 1	Level 2	Level 3
Financial assets at fair value through Other comprehensive income					
Other financial assets (current) - Derivatives assets	Note-9	768	-	768	-

Quantitative disclosures of fair value measurement hierarchy for assets as on March 31, 2025

(₹ in Lakh)

	Reference	Carrying Value as at March 31, 2025	Fair Value as at March 31, 2025		
			Level 1	Level 2	Level 3
Assets carried at amortised cost for which fair value are disclosed					
Other financial assets (non-current)	Note-5	157	-	-	157
Trade receivables (current)	Note-9	66,705	-	-	66,705
Cash and cash equivalents (current)	Note-9	25,843	-	-	25,843
Other financial assets (current)	Note-9	104	-	-	104
Liabilities carried at amortised cost for which fair value are disclosed					
Borrowings (non-current)	Note-12	42,778	-	-	42,778
Lease liabilities (non-current)	Note-33	8,779	-	-	8,779
Lease liabilities (current)	Note-33	600	-	-	600
Trade payables	Note-14	50,026	-	-	50,026
Other financial liabilities (current)	Note-14	6,584	-	-	6,584

(₹ in Lakh)

Financial instruments by category	Reference	Carrying Value As at March 31, 2025	Fair Value As at March 31, 2025		
			Level 1	Level 2	Level 3
Financial assets at fair value through Other comprehensive income					
Other financial assets (current) - Derivatives assets	Note-9	115	-	115	-



Notes to Financial Statements

For the year ended March 31, 2026

38 Financial risk management objectives and policies

The Company's principal financial liabilities comprise loans and 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 loans, trade and other receivables and cash and bank balances that are derived directly from its operations.

The Company's financial risk management is an integral part of how to plan and execute its business strategies. The Company is exposed to market risk, credit risk and liquidity risk.

The Company's senior management oversees the management of these risks and also ensure that the Company's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's policies and risk objectives.

The Board of Directors reviews and agrees policies for managing each of these risks which are summarized as below:

(a) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market prices comprises three types of risk: currency rate risk, interest rate risk and other price risks, such as equity price risk and commodity price risk. Financial instruments affected by market risks include loans and borrowings, deposits and foreign currency receivables and payables. The sensitivity analysis in the following sections relate to the position as at March 31 2026. The sensitivity of the relevant Profit and Loss item is the effect of the assumed changes in the respective market risks. This is based on the financial assets and financial liabilities held as of March 31, 2026

(i) Foreign Currency Risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities (when revenue or expense is denominated in foreign currency). Foreign currency exchange rate exposure is partly balanced by purchasing of goods from the respective countries. The Company evaluates exchange rate exposure arising from foreign currency transactions and follows established risk management policies.

Foreign currency risk sensitivity

The following tables demonstrate the sensitivity to a reasonably possible change in USD, EUR and other exchange rates, with all other variables held constant. The impact on the Company profit before tax is due to changes in the fair value of monetary assets and liabilities. Foreign currency exposures recognised by the Company that have not been hedged by a derivative instrument or otherwise are as under:

a. Forward contracts outstanding

(₹ in Lakh)

Purpose			As at March 31, 2026		As at March 31, 2025	
			Foreign Currency	Indian Rupees	Foreign Currency	Indian Rupees
Buy	To hedge import purchases	EUR	12	1,257	12	1,065
Buy	To hedge import purchases	USD	61	5,824	5	433
Sell	To hedge trade receivables	USD	40	3,746	-	-

b. Particulars of unhedged foreign currency exposure

(₹ in Lakh)

Currency		As at March 31, 2026		Gain/ (loss) Impact on profit before tax and equity	
		Foreign Currency	Indian Rupees	1% Increase	1% Decrease
Trade receivables	USD	46	4,331	43	(43)
	EUR	25	2,704	27	(27)
Trade payables	USD	26	2,427	(24)	24
	EUR	29	3,212	(32)	32
	CNY	49	668	(7)	7
	Others	5	94	(1)	1
Balance in EEFC account	USD	28	2,633	26	(26)
	EUR	11	1,188	12	(12)

Notes to Financial Statements

For the year ended March 31, 2026

38 Financial risk management objectives and policies (CONTD.)

(₹ in Lakh)

	Currency	As at March 31, 2025		Gain/ (loss) Impact on profit before tax and equity	
		Foreign Currency	Indian Rupees	1% Increase	1% Decrease
Trade Receivables	USD	148	12,646	126	(126)
	EUR	33	3,069	31	(31)
Trade Payables	USD	121	10,346	(103)	103
	EUR	11	993	(10)	10
	Others	15	261	(3)	3
Balance in EEFC account	USD	28	2,200	22	(22)
	EUR	11	1,300	13	(13)

(ii) Interest Rate Risk

Interest rate is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's long term debt obligation at floating interest rates. The Company's borrowings outstanding as at March 31, 2026 comprise of fixed rate loans and accordingly, are not exposed to risk of fluctuation in market interest rate.

(iii) Commodity Price Risk

The Company is affected by the price volatility of certain commodities. Its operating activities require manufacturing, designing, building and servicing technologically advanced products and systems for electricity distribution including products such as distribution transformers, medium voltage switchgears, medium and low voltage protection relays and electricity distribution and automation equipment. It therefore require a continuous supply of copper and Aluminium being the major input used in the manufacturing. Due to the significantly increased volatility of the price of the Copper and aluminium, the Company has entered into various purchase contracts for these material for which there is an active market. The Company maintain the level of these stock as per the requirement of business and market which are discussed by the management on regular basis. Company operates in the way that saving / impact due to change in commodity prices are pass on to the customer and therefore impact on profit due to change in price of commodity is unascertainable.

(₹ in Lakh)

Forward contracts	Currency	March 31, 2026		Gain/ (loss) Impact on profit before tax and equity		
		Notional Value (in USD lakh)	Equivalent Amount (₹ in Lakh)	Fair Value	1% increase	1% decrease
Commodity						
Primary Aluminium	USD	11	1,006	194	10	(10)
Copper	USD	90	8,502	487	85	(85)
Total		101	9,508	681	95	(95)

(₹ in Lakh)

Forward contracts	Currency	March 31, 2025		Gain/ (loss) Impact on profit before tax and equity		
		Notional Value (in USD lakh)	Equivalent Amount (₹ in Lakh)	Fair Value	1% increase	1% decrease
Commodity						
Primary Aluminium	USD	10	888	(21)	9	(9)
Copper	USD	72	6,180	133	62	(62)
Lead	USD	0	1	(0)	0	(0)
Total		82	7,069	112	71	(71)



Notes to Financial Statements

For the year ended March 31, 2026

38 Financial risk management objectives and policies (CONTD.)

(b) Credit Risk

Credit Risk is the risk that the counter party will not meet its obligation under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks, foreign exchange transactions and other financial instruments.

(i) Trade Receivables

Customer credit risk is managed by each business unit subject to the Company's established policy, procedures and control relating to customer credit risk management.

An impairment analysis is performed at each reporting date on trade receivables by lifetime expected credit loss method based on provision matrix. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets. The Company does not hold collateral as security. The Company evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and industries and operate in largely independent markets.

(ii) Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the Company's treasury department in accordance with the Company's policy. Investments of surplus funds are made in the risk free bank deposits. The limits are set to minimize the concentration of risks and therefore mitigate financial loss through counter party's potential failure to make payments.

The Company's maximum exposure to credit risk for the components of the balance sheet at March 31, 2026 and March 31, 2025 is the carrying amounts. Trade Receivables and other financial assets are written off when there is no reasonable expectation of recovery, such as debtor failing to engage in the repayment plan with the Company. The Company's maximum exposure relating to financial assets is noted in liquidity table below.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Financial assets for which allowance is measured using 12 months Expected Credit Loss Method (ECL)		
Cash and cash equivalents	35,785	25,843
Others non-current financial assets	218	157
Others current financial assets	521	104
	36,524	26,104
Financial assets for which allowance is measured using Life time Expected Credit Loss Method (ECL)		
Trade Receivables	81,268	66,705
	81,268	66,705

Balances with banks is subject to low credit risks due to good credit ratings assigned to these banks.

The following table summarizes the change in loss allowance measured using the life time expected credit loss model:

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
At the beginning of year	2,434	3,886
(Reversal) of Impairment allowance during the year	(190)	(1,206)
Bad debts written off during the year	-	(246)
At the end of year	2,244	2,434

Notes to Financial Statements

For the year ended March 31, 2026

38 Financial risk management objectives and policies (CONTD.)

(c) Liquidity risk

Liquidity risk is defined as the risk that the Company will not be able to settle or meet its obligations on time or at reasonable price. The Company's objective is to at all times maintain optimum levels of liquidity to meet its cash and liquidity requirements. The Company manages liquidity risk by maintaining adequate banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities.

Maturity profile of financial liabilities

The table below provides the details regarding the remaining contractual maturities of financial liabilities at the reporting date based on contractual undiscounted payments.

(₹ in Lakh)

As at March 31, 2026	Less than 1 year	More than 1 year	Total
Borrowings	-	56,751	56,751
Trade payables	62,776	-	62,776
Other current financial liabilities	6,480	-	6,480

(₹ in Lakh)

As at March 31, 2025	Less than 1 year	More than 1 year	Total
Borrowings	-	54,702	54,702
Trade payables	50,026	-	50,026
Other current financial liabilities	6,584	-	6,584

39 Capital Management

For the purposes of Company's capital management, Capital includes equity attributable to the equity holders of the Company and all other equity reserves. The primary objective of the Company's capital management is to ensure that it maintains an efficient capital structure and maximize shareholder value. The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders or issue new shares. The Company is not subject to any externally imposed capital requirements. No changes were made in the objectives, policies or processes for managing capital during the year ended March 31, 2026 and March 31, 2025.

The Company monitors capital using gearing ratio, which is net debt divided by total capital plus net debt.

(₹ in Lakh)

	As at March 31, 2026	As at March 31, 2025
Long term borrowings	44,376	42,778
Lease liabilities (non-current)	9,028	8,779
Lease liabilities (current)	1,421	600
Cash and other bank balances	(35,785)	(25,843)
Net Debt	19,040	26,314
Equity	77,442	56,188
Total Capital	77,442	56,188
Capital and net debt	96,482	82,502
Gearing ratio (Net Debt/Capital and Net Debt)	19.73%	31.89%



Notes to Financial Statements

For the year ended March 31, 2026

40 Analytical ratios :

Ratios	Numerator	Denominator	As at March 31, 2026	As at March 31, 2025	% of variance	Reason for variance in the ratio by more than 25% as compared to the previous year
Current Ratio (in times)	Total Current assets	Total Current liabilities	1.73	1.70	1.73%	Not Applicable
Debt – Equity Ratio (in times)	Total debt	Total equity	0.71	0.93	-23.73%	Not Applicable
Debt Service Coverage Ratio (in times)	Earnings available for debt service	Interest and principal repayments	8.44	13.65	-38.19%	Decline in the debt service coverage ratio is due to decrease in earnings for the current year as compared to previous year
Return on Equity (ROE) (in %)	Net Profits after taxes	Average Equity	31.81	62.44	-49.05%	Decline in the return on equity ratio is due to decrease in profits for the current year as compared to previous year
Inventory Turnover ratio (in times)	Cost of goods sold	Average Inventories	4.80	5.13	-6.36%	Not Applicable
Trade receivables turnover ratio (in times)	Net sales	Average Trade Receivables	3.91	3.99	-1.99%	Not Applicable
Trade payables turnover ratio (in times)	Net purchases	Average Trade Payables	3.38	3.48	-2.89%	Not Applicable
Net capital turnover ratio (in times)	Net Sales	Average Working Capital	4.08	4.67	-12.67%	Not Applicable
Net Profit Ratio (in %)	Net Profit after tax	Net Sales	7.35	10.16	-27.62%	Decline in the net profit ratio is due to decrease in profits for the current year as compared to previous year
Return on capital employed (ROCE) (in %)	Earnings before interest and taxes (EBIT)	Capital Employed (Tangible Net Worth + Total Debt)	25.54	32.88	-22.35%	Not Applicable
Return on investment (in %)	Earnings before interest and taxes (EBIT)	Average total assets	15.83	20.34	-22.17%	Not Applicable

Notes:

- (i) Debt comprises of borrowings and lease liabilities
- (ii) Debt service = Interest & lease payments + principal repayments
- (iii) Capital Employed = Tangible Net Worth + Total Borrowings + Deferred Tax Liability
- (iv) Tangible Net Worth is computed as Total Assets - Total Liabilities
- (v) EBIT = Profit before interest and taxes minus interest income

Notes to Financial Statements

For the year ended March 31, 2026

41 Revenue from contracts with customers- Ind AS 115

41.1 Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
India	2,55,403	2,23,634
Outside India	33,660	40,037
Total revenue from contracts with customers	2,89,063	2,63,671
Timing of revenue recognition		
Goods transferred at a point in time	2,32,292	2,32,184
Over a period of time	56,771	31,487
Total revenue from contracts with customers	2,89,063	2,63,671

Set out below, is the reconciliation of the revenue from contracts with customers with the amounts disclosed in the segment information:

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Revenue as per segment reporting (refer note 36)	2,89,063	2,63,671
Total revenue from contracts with customers	2,89,063	2,63,671

The Company operates in single business segment, hence no adjustment on account of Inter segment revenue elimination.

Set out below, is the reconciling the amount of revenue recognised in the statement of profit and loss with the contracted price

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Revenue as per contracted price	2,90,464	2,65,010
Adjustments		
Discount	(1,401)	(1,339)
Total revenue from contracts with customers	2,89,063	2,63,671

41.2 Contract balances

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Trade receivables (net)	81,268	66,705
Contract liabilities (advance from customers and advance billing)	11,701	9,232

Trade receivables are non-interest bearing and are generally on terms of 30 to 120 days.

Contract liabilities include advances received from customers and advance billing.



Notes to Financial Statements

For the year ended March 31, 2026

41 Revenue from contracts with customers- Ind AS 115 (CONTD.)

41.3 The transaction price allocated to the remaining performance obligation (unsatisfied or partially unsatisfied) as at March 31, 2026 and March 31, 2025 are as follows:

(₹ in Lakh)

	Year ended March 31, 2026	Year ended March 31, 2025
Advances from customers and advance billing	11,701	9,232

Management expects that the entire transaction price allotted to the unsatisfied contract as at the end of the reporting period will be recognised as revenue during the next financial year.

41.4 Performance obligations:

Information about the Company's performance obligations are summarised below:

Sale of goods

The performance obligation is satisfied upon delivery of the goods.

Services

The Performance obligation is satisfied at point of time upon completion of service and pro-rata over the period of contract as and when service is rendered.

Long term Contracts

The performance obligation is satisfied over a period of time. The Company uses cost based input method for measuring progress for performance obligation satisfied over time.

42 CORPORATE SOCIAL RESPONSIBILITY

As per provisions of section 135 of the Companies Act, 2013, the Company has to incur at least 2% of average net profits of the preceding three financial years towards Corporate Social Responsibility ("CSR"). Accordingly, a CSR committee has been formed for carrying out CSR activities as per the Schedule VII of the Companies Act, 2013. The Company has contributed and paid a sum of ₹ 470 lakhs (March 31, 2025: ₹ 303 lakhs) towards this cause and debited the same to the Statement of Profit And Loss. The funds are primarily allocated to Schneider Electric India foundation (SEIF), a society registered under section 12A of the Income Tax Act, 1961, which is a related party, for promoting social integration and vocational training of disadvantaged youths and electrification of remote villages with limited resources.

(₹ in Lakh)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Details of CSR expenditure:		
a) Gross amount required to be spent by the Company during the year	469	303

b) Amount spent during the year:

	Amount spent during the year		Yet to be spent as at		Total	
	March 31, 2026	March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025
Rural Electrification Programmed expenses	149	172	-	-	149	172
Vocational(Electrician) Skill Development Program	302	122	-	-	302	122
Others (Natural disaster support & other admin charges)	19	9	-	-	19	9
Total amount spent	470	303	-	-	470	303

c) Below is the actual amount spend, required to be spend and amount treated as prepaid expense :

Opening balance	Amount required to be spent during the year	Amount spent during the year	Closing balance
-	469	470	(1)

Notes to Financial Statements

For the year ended March 31, 2026

- 43** The Company has developed a comprehensive system of maintenance of information and documents as required by the transfer pricing legislation under sections 92-92F of the Income Tax Act, 1961. The management is of the opinion that its international transactions for the year ended March 31, 2026 are at arm's length so that the aforesaid legislation will not have any impact on the financial statements, particularly on the amount of tax expense and that of provision for taxation.
- 44** The Company did not have any material transactions with companies struck off under Section 248 of the Companies Act, 2013 during the year ended March 31, 2026 and March 31, 2025.
- 45** Additional regulatory information required by Schedule III of Companies Act, 2013
- (i) **Details of Benami property:** No proceedings have been initiated or are pending against the Company for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and the rules made thereunder.
 - (ii) **Utilisation of borrowed funds and share premium:** The Company has not advanced or loaned or invested funds to any other person(s) or entity(is), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:
 - a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or
 - b) provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries

The Company has not received any fund from any person(s) or entity(is), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

 - a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
 - b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries
 - (iii) **Compliance with number of layers of companies:** The Company has complied with the number of layers prescribed under the Companies Act, 2013.
 - (iv) **Compliance with approved scheme(s) of arrangements:** The Company has not entered into any scheme of arrangement which has an accounting impact on current or previous financial year.
 - (v) **Undisclosed income:** There is no income surrendered or disclosed as income during the current or previous year in the tax assessments under the Income Tax Act, 1961, that has not been recorded in the books of account.
 - (vi) **Details of crypto currency or virtual currency:** The Company has not traded or invested in crypto currency or virtual currency during the current or previous year.
 - (vii) The Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.
 - (viii) **Valuation of Property Plant & Equipment and intangible asset:** The Company has not revalued its property, plant and equipment (including right-of-use assets) or intangible assets or both during the current or previous year.
 - (ix) The Company has not been declared as a Wilful Defaulter by any bank or financial institution or government or any government authority.
 - (x) The Company has no borrowings from banks and financial institutions on the basis of security of current assets.
- 46** The Company has used accounting softwares for maintaining its books of account for the financial year ended March 31, 2026, which has a feature of recording audit trail (edit log) facility and the same have been operated throughout the year for all relevant transactions recorded in the respective software, except that,
- a) For the primary accounting software used for maintaining the books of account, the feature of recording audit trail (edit log) facility was not enabled at application level for changes through certain tables and changes made by certain privileged users with specific access rights due to software's inherent functionalities.
 - b) The database of primary accounting software and one non-primary accounting software used by the Company, have been hosted by the third-party service provider. However, in the absence of independent auditor's report for full reporting period in relation to controls at the third-party service providers, it could not be demonstrated if the audit trail (edit log) facility was enabled at the database level.
- The audit trail feature was not being tampered with to the extent it was enabled. Additionally, for the periods where the audit trail (edit log) facility was enabled and operated, audit trail has been preserved by the Company as per the statutory requirements for record retention.



Notes to Financial Statements

For the year ended March 31, 2026

- 47** As per the MCA notification dated August 05, 2022, the Central Government has notified the Companies (Accounts) Fourth Amendment Rules, 2022. As per the amended rules, the Companies are required to maintain back-up of the books of account and other relevant books and papers in electronic mode that should be accessible in India at all the time. Also, the Companies are required to create backup of accounts on servers physically located in India on a daily basis. The Company maintains its books of account and other relevant records and papers electronically. Daily backups of all such electronic records are stored on servers physically located in India, except for one non-primary accounting software, the backup of which is securely maintained on servers located outside India and remain readily accessible to the Company and its officers in India at all times.
- 48** The figures have been rounded off to the nearest lakhs of rupees. The figure 0 wherever stated represents value less than ₹ 50,000/-.
- 49** The comparative figures have been regrouped/ rearranged wherever considered necessary to make them comparable with current year numbers.

As per our report of even date attached

For **SN DHAWAN & CO LLP**

Chartered Accountants

Firm Registration No.: 000050N/N500045

**For and on behalf of Board of Directors of
Schneider Electric Infrastructure Limited**

Udai Singh

Managing Director & CEO

DIN : 10311583

Date: May 28, 2026

Place: Gurugram

Deepak Sharma

Director

DIN : 10059493

Date: May 28, 2026

Place: San Francisco,
United States of America

Pankaj Walia

Partner

Membership No : 509590

Date: May 28, 2026

Place: Gurugram

Omkar Prasad

Chief Financial Officer

Date: May 28, 2026

Place: Gurugram

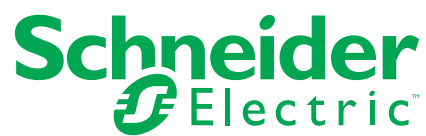
Sumit Goel

Company Secretary

FCS 6661

Date: May 28, 2026

Place: Gurugram



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