AMARA RAJA | ENERGY & MOBILITY

July 21, 2025

National Stock Exchange of India Limited
Listing Compliance Department
Exchange Plaza
Bandra – Kurla Complex
Bandra East, Mumbai – 400 051
NSE Symbol: ARE&M

BSE Limited
Corporate Relations Department
Phiroze Jeejeebhoy Towers
Dalal Street, Fort
Mumbai – 400 001
BSE SCRIP CODE: 500008

Dear Sir / Madam,

Sub: Notice of 40th Annual General Meeting (AGM) and Integrated Annual Report 2024-25

Ref: Regulation 30 & 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Please refer to our letter dated May 29, 2025 intimating that the 40th Annual General Meeting of the Company is scheduled to be held on Thursday, August 14, 2025.

Pursuant to Regulation 30 and 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed:

- Integrated Annual Report for the Financial Year 2024-25; and
- Notice convening the 40th Annual General Meeting

The aforesaid documents are available on the website of the Company and have been dispatched today i.e., July 21, 2025 to all eligible shareholders in electronic mode, whose email IDs are registered with the Company/ RTA/ Depositories.

Further, find enclosed Key Information related to 40th AGM as **Annexure – I**.

This is for your information and record.

With regards,

For Amara Raja Energy & Mobility Limited
(Formerly known as Amara Raja Batteries Limited)

VIKAS SABHARWAL

Digitally signed by VIKAS SABHARWAL
Date: 2025.07.21 17:34:25 +05'30'

Vikas Sabharwal
Company Secretary &
Vice President - Legal

Amara Raja Energy & Mobility Limited

Encl: a/a

Annexure - I

Key Information at glance:

Date and time of 40th AGM	**Thursday, August 14, 2025** at **3:00 P.M.** (IST) to be held through VC/OAVM Mode
Books Closure Dates	**Saturday, August 2, 2025** to **Wednesday, August 6, 2025** (both days inclusive)
Record Date for Final Dividend	**Friday, August 1, 2025**
Cut Off Date for (e-Voting eligibility and Attending AGM via VC or OAVM)	**Thursday, August 7, 2025**
The remote e-voting will commence on	**Saturday, August 9, 2025** (9:00 A.M. IST)
The remote e-voting will end on	**Wednesday, August 13, 2025** (5:00 P.M. IST)
E-Voting website	https://www.evoting.nsdl.com/

Helpline number for VC participation and e-voting:

Company:	NSDL:	Registrar and Share Transfer Agent:
Write a mail to investorservices@amararaja.com	Refer to the FAQs for Shareholders and e-voting user manual for Shareholders available at the 'download' section of https://www.evoting.nsdl.com Contact NSDL, 4th Floor, 'A' Wing, Trade World, Kamala Mills Compound, Senapati Bapat Marg, Lower Parel, Mumbai 400 013. Email: evoting@nsdl.co.in or at Toll free no: 1800 1020 990 and 1800 22 44 30	Cameo Corporate Services Limited, Unit: Amara Raja Energy & Mobility Limited, *(Formerly Known as Amara Raja Batteries Limited)* Subramanian Building, No.1, Club House Road, Chennai - 600002, Tel: 91 44 28460390, Portal: wisdom.cameoindia.com; Email ID: investor@cameoindia.com Website: www.cameoindia.com

VIKAS SABHARWAL

Digitally signed by VIKAS SABHARWAL
DN: c=IN, o=Personal, title=4371, pseudonym=133384570550510568ekNF5k225d6S3u, 2.5.4.20=c38864386b6167929ceebbb007819fbf5d5a5c88a9e1fd4a246d4286443fb175, postalCode=110052, st=Delhi, serialNumber=1ebf4de41885feeb8db316d4a0f7d2aa5d9d19b58eba0a43f597b8c78e577a3a, cn=VIKAS SABHARWAL
Date: 2025.07.21 17:34:52 +05'30'

AMARA RAJA
Gotta be a better way

Accelerating Responsibly

Amara Raja Energy & Mobility Limited
Annual Report **2024-25**

YOUR GUIDE
to the report

Find What Matters Most

welcome to

AMARA RAJA ENERGY & MOBILITY LIMITED

AMARA RAJA
Gotta be a better way

Dear Stakeholders,

This Report is prepared with you in mind. It presents an integrated view of our operational, financial, environmental, social and governance performance in FY 2024-25.

In a dynamic industry scenario, stakeholders worldwide demand enhanced disclosures and transparency from businesses. We whole-heartedly support such initiatives and have tried to communicate our performance during the year in a detailed manner, as mandated by the appropriate regulatory authorities. We encourage you to explore our disclosures, based on your specific areas of interest.

We deeply value your feedback. Please write to us at *investorservices@amararaja.com*

Corporate Portrait

An Exciting Walk Through Our Value Creation Journey

How Does the Macro-operating Landscape and Strategic Roadmap Play Out?

Assess the Company's Governance and Leadership Integrity

Understand How Tangible Value is Created through Resource Deployment in an Integrated Approach

Value Disclosures

Evaluate Statutory Reports and Shareholder Information

A Deep-dive into Financial Performance

Annexures

For Shareholders

Find What Matters Most

Our Reporting Suite

Voluntary Disclosure & Sustainability Information	Corporate Overview Other Disclosures
Statutory Disclosure	Business Responsibility and Sustainability Report Board's Report & its Annexures Corporate Governance Report Secretarial Audit Report Notice of AGM
Financial Information	Standalone Financial Statements Consolidated Financial Statements

Key Regulatory and Reporting Frameworks

Both the financial and non-financial aspects are in accordance with the applicable laws, regulations and standards of the Republic of India.

- The Companies Act, 2013 and rules notified thereunder
- Indian Accounting Standards
- The Secretarial Standards
- The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- Business Responsibility and Sustainability Reporting (BRSR) based on the National Guidelines for Responsible Business Conduct (NGRBC)
- International Integrated Reporting Council (IIRC) Frameworks
- Global Reporting Initiative Standards, 2021
- United Nations Sustainable Development Goals Principles (UN SDGs)
- United Nations Global Compact (UNGC) Principles

Reporting Period and Boundary

- **Reporting Period and Cycle:** This integrated report primarily covers the 12-month period from April 01, 2024 – March 31, 2025. However, certain sections of this report represent facts and figures of the previous years as well.
- **Entity covered:** Amara Raja Energy & Mobility Limited

Independent Assurance

The non-financial numbers presented in the Integrated Report and BRSR Report for FY 2025, have undergone Reasonable Assurance as per ISAE 3000 standard and ISO 14064 – Part I standard for Green House Gas (GHG) Inventory by **Bureau Veritas India Pvt Ltd**

Follow the Icons

To help you navigate our story, we have used the following icons to highlight how different sections are connected across the integrated report.

STAKEHOLDERS

- Customers
- Communities
- Suppliers
- Employees & Workers
- Investors & Shareholders

BUSINESSES

- Automotive Batteries
- Industrial Batteries
- New Energy Batteries

CAPITALS

- Financial
- Manufactured
- Intellectual
- Human
- Natural
- Social & Relationship

Visit us at

https://amararajaeandm.com/

Forward-looking Statements

Some information in this report may contain forward-looking statements which include statements regarding Company's expected financial position and results of operations, business plans and prospects etc. and are generally identified by forward-looking words such as 'believe,' 'plan,' 'anticipate,' 'continue,' 'estimate,' 'expect,' 'may,' 'will' or other similar words.

Forward-looking statements are dependent on assumptions or basis underlying such statements. We have chosen these assumptions or basis in good faith and we believe that they are reasonable in all material respects. However, we caution that actual results, performances or achievements could differ materially from those expressed or implied in such forward-looking statements. We undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.

The Intent of our Integrated Report

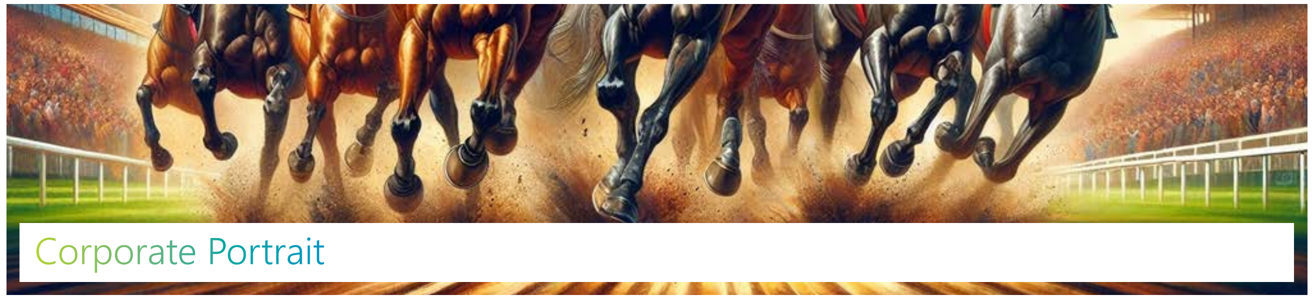
01 Showcase our business performance and corporate value enhancement journey

02 Explain our strategic roadmap and business operating landscape

03 Demonstrate integrated thinking across our six capital resources

04 Highlight our commitment to sustainability and responsible business practices

05 Reflect our governance strength and leadership accountability



Corporate Portrait

Accelerating Responsibly

Amara Raja Energy & Mobility Limited (ARE&M), continues to be the technology leader and rank among the largest manufacturers of lead acid batteries for industrial and automotive applications in India's storage battery industry.

First Things First

True to our theme 'Accelerating Responsibly', we continued to make meaningful progress across our businesses — Automotive Batteries, Industrial Batteries, New Energy Business and allied verticals — during the year. Amid evolving market dynamics, we stayed the course with agility and conviction.

Over the years, we have built a business that is future-ready, opportunity-focused and rooted in a strong purpose. Despite geopolitical headwinds, we have demonstrated resilience and registered substantial revenue growth on a consolidated basis during the reporting year.

We unlocked capacity through operational efficiencies, navigated challenges in export and telecom segments and made measured investments in high-impact areas such as tubular battery production, recycling and localisation of key inputs. We are now in the race to be among the first to manufacture lithium-ion cell in India and reduce dependence on imports. We have already established pilot-level small-scale manufacturing in that direction. In a volatile geopolitical scenario, we believe self-reliance is the best way forward for businesses.

We also continued to deepen our presence across global markets, entering new regions in Europe and building on our stronghold in Asia and the Middle East. Simultaneously, our New Energy Business made significant headway, advancing lithium battery packs, expanding charger offerings and progressing on large-scale initiatives, such as our upcoming giga cell facility and cutting-edge R&D lab.

These are building blocks for the future of sustainable mobility and energy in India and beyond.

What sets us apart is our ability to balance growth with disciplined execution. From margin-focused pricing strategies to internal sourcing and efficiency-led expansion, every decision is guided by long-term value creation. We continue to lead in light electric mobility, while also shaping new frontiers in battery energy storage and smart infrastructure. And through it all, we remain steadfast in the vision and values that have shaped our journey since inception.

Sustainable by design

We, at Amara Raja, envision a sustainable future for all stakeholders by adopting renewable energy sources, reducing emissions and water usage and following a circular economy model to minimise waste and maximise resource efficiency across every aspect of our operations.

Balancing growth aspirations and sustainability targets prudently, we are **accelerating responsibly.**

Responsible Strides Forward

Financial Strength and Disciplined Growth*

₹ 12,846 Cr
Revenue from Operations in FY 2025
9.7% YoY Growth

₹ 1,812 Cr
EBITDA
Reflecting resilent operations
14.1% EBITDA Margin

₹ 945 Cr
PAT
Stable profitability & margins
7.4% PAT Margin

16.2% ROCE
Strong capital efficiency with minimal debt
13.3% ROE Margin

~12% CAGR
10 Year Revenue

*based on consolidated financials

Operational Efficiency and Capital Prudence

65+ million units
annualised automotive battery capacity

Enhanced Production
through throughput gains

₹ 1,200 Cr
capex focused on long-term capability (recycling, tubular, NEB)

Future-ready Investments in New Energy

Fully Operational
lithium battery pack plants (Mobility: 1.5GWh, Stationary: 1GWh)

16 GWh Giga-cell
factory construction underway; Phase 1 (2 GWh)

In-house developed
21700 cylindrical cell (NMC 811)

New e⁺ Energy Labs
and Customer Qualification Plant progressing on schedule

Sustainability

67 MW
Renewable Energy Capacity

CDP B
Rating for Climate change

11.94x
Water Positive

69
NSE ESG Rating

S&P CSA Score #74
Ranked #1 in India, #2 in Asia Pacific and #6 globally in our sector.

Corporate Portrait

When we accelerate responsibly, we never lose sight of our North Star that guides us every step of the way.

Values

Innovation...

To us is proactively rebelling for better ways of doing things leading to newer possibilities

Excellence...

To us is continually enhancing our performance to consistently produce outstanding results with lasting impact

Entrepreneurship...

To us is leading with courage and conviction to convert gaps into opportunities, create wealth and contribute to growth

Experiences...

To us is what we create for our stakeholders, which makes them feel part of something special, leading to endearing relationships

Responsibility...

To us is the total ownership of our thoughts and actions in every situation to achieve maximum common good in the best interest of the Environment, Society, Customer, Supplier, Employee & Shareholders

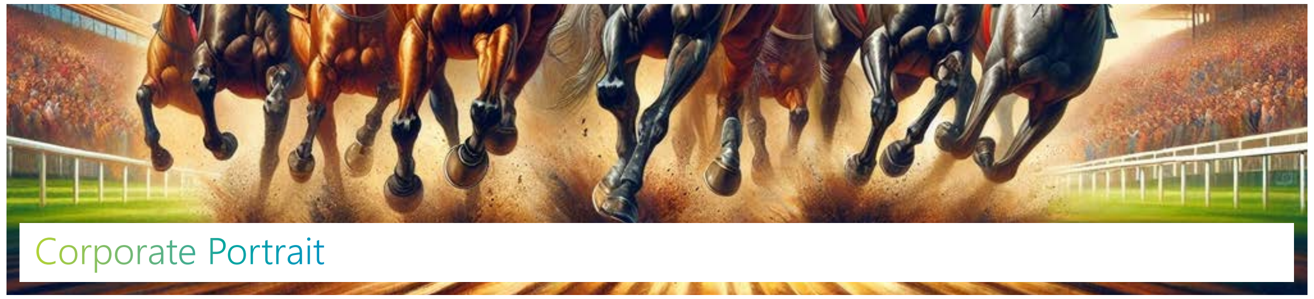
Vision

Through the Amara Raja Way and through enduring progressive partnerships we will be a Global Leader in Energy & Mobility Solutions.

Core Purpose

To transform our increasing spheres of influence and to improve the quality of life by building institutions that provide better access to better opportunities to more people...

All the time...



Accelerating Worldwide

We are deepening our presence in Asia and the Middle East, while foraying into new territories in Europe. Today, our products reach consumers in over 60 countries, positioning us as one of the most preferred brands across the world.

This momentum is powered by our strong distribution backbone, trusted product performance and a growing portfolio that includes next-gen lithium battery packs and EV charging solutions. As we grow our footprint in new geographies and adjacent businesses, we remain focused on delivering value with agility, foresight and responsibility.

Presence in
60+
countries

Our Distribution Network

1	Jamnagar	21	Kolkata
2	Zirakpur	22	Bhubaneshwar
3	Haridwar	23	Raipur
4	Rudrapur	24	Nagpur
5	Gurgaon	25	Barwani
6	Delhi	26	Nashik
7	Ghaziabad	27	Pune
8	Lucknow	28	Aurangabad
9	Jaipur	29	Hyderabad
10	Varanasi	30	Vijayawada
11	Patna	31	Anantpur
12	Siliguri	32	Hubli
13	Guwahati	33	Bangalore (Bengaluru)
14	Mandi	34	Chennai
15	Ahmedabad	35	Kochi (Cochin)
16	Indore	36	Coimbatore
17	Pithoragarh		
18	Jabalpur		
19	Ranchi		
20	Jammu		

Manufacturing Locations

ARE&M

- Karakambadi (this facility consists of four plants), Andhra Pradesh and
- Amara Raja Growth Corridor (ARGC) (this facility consists of six plants) Andhra Pradesh

ARACT

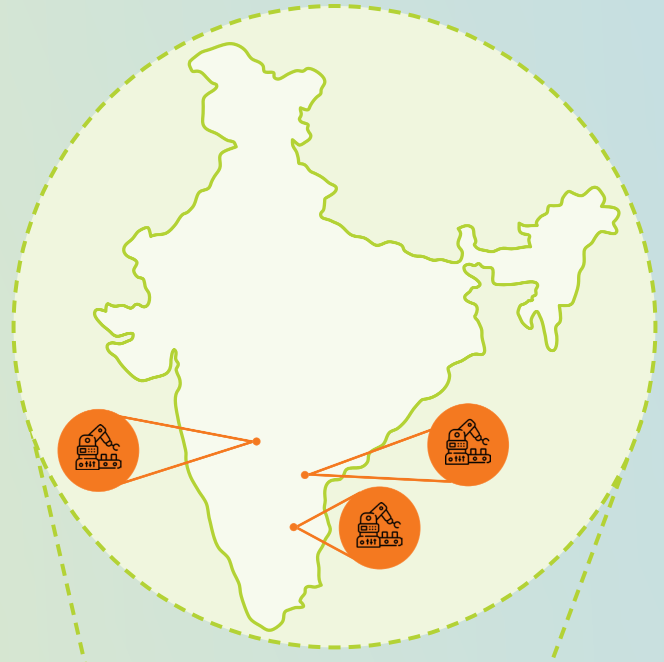
- Amara Raja Giga Corridor (this facility consists of one plant) Divitipally, Telangana and
- Karakambadi (this facility consists of one plant), Andhra Pradesh

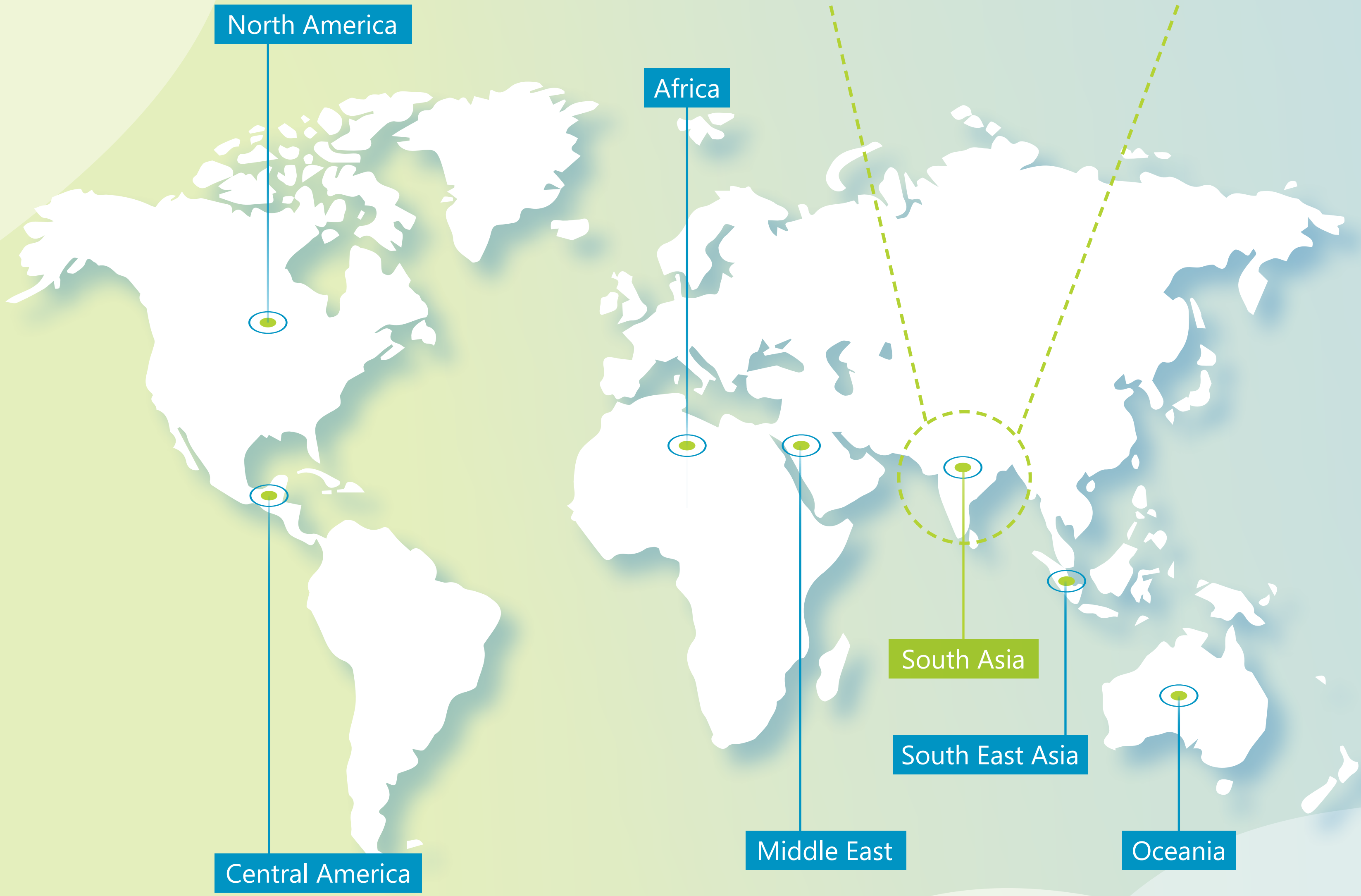
ARCS

- Cheyyar (this facility consists of one Battery Recycling Plant) Tamil Nadu

ARPS

- Karakambadi (this facility consists of one plant), Andhra Pradesh



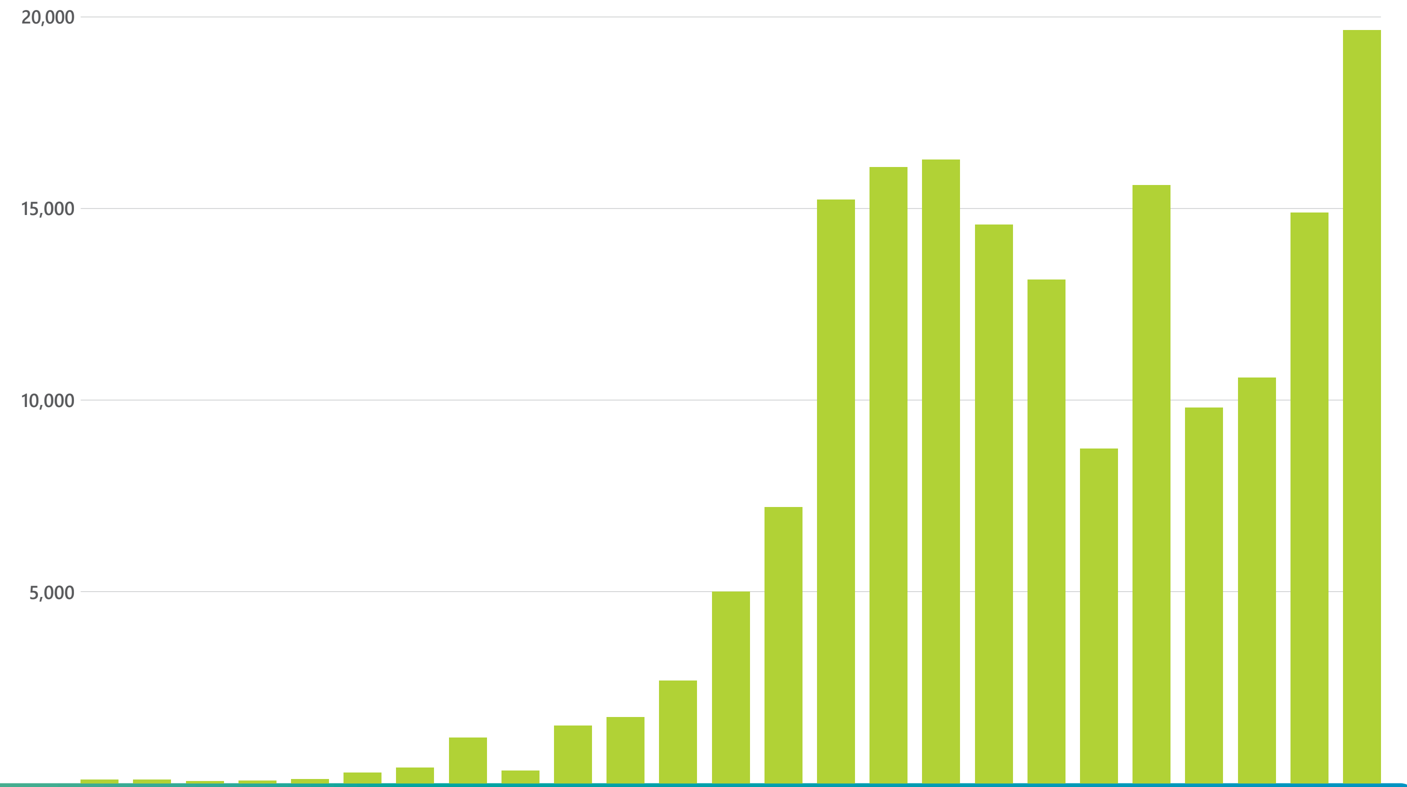


Our Value Enhancement Journey

Achieving Momentous Milestones of Value Creation

We have built Amara Raja on the foundations of prudence, purpose and long-term thinking. Our approach to value creation is deliberate, anchored in capital efficiency, responsible expansion and the ability to adapt to evolving global opportunities. As we step into the future, we remain committed to enhancing stakeholder value by strengthening core businesses, scaling new energy solutions and institutionalising resilience across our organisation.

Market Capitalisation (in ₹ Crore)



Timeline of Transformation

1990s | Foundation and Strategic Partnerships

AMARON
LASTS LONG, REALLY LONG.

2000s | Brand Building and Market Entry

2010s | Expansion and Institutional Identity

2020s | Future-Readiness and Diversification

1985
ARE&M incorporated; tech agreement with GNB Batteries

1995
Diversified into automotive batteries; JV with Johnson Controls

2000
Launch of AMARON (automotive) and Quanta (UPS) brands

2005
First supply of automotive batteries to Ford India

2010
Launched PowerZone and a 2-wheeler battery plant

2015
Unveiled new Amaron logo; inaugurated the world's largest MVRLA battery plant in Chittoor

2020
Set up the New Energy Business (NEB) SBU; Launched Elito batteries in international markets

2023-24
Launched Amaron E+, Elito (India market), and forayed into lubricants (allied business)

2025
Commissioned battery recycling plant

Corporate Overview

SR

FS

Chairman and MD's Communique

Jayadev Galla

Chairman and Managing Director
Amara Raja Energy & Mobility Limited

Dear Shareholders,

As I reflect on another transformative year at Amara Raja Energy & Mobility, I am filled with both pride in our achievements and excitement for the journey ahead. In the fiscal year 2024-25, through the Amara Raja Way, we truly embodied our theme of Accelerating Responsibly by pursuing ambitious growth, steadfastly committing to sustainability, innovation, and creating value for all stakeholders.

Our success in the fiscal year 2024-25 was built on the strength of a diversified business portfolio. Our automotive lead-acid battery business achieved strong growth in both domestic and international markets, reflecting the exceptional quality and trust our products command. Today, our global footprint extends to over 60 countries, including major markets in Europe and North America.

A Legacy Built on Innovation and Trust

When we founded Amara Raja more than four decades ago, our vision was clear: to become India's trusted partner in energy solutions. Since the beginning, we have prioritised national interest by supporting telecom and power infrastructure, building a top brand for mobility with reliable lead-acid batteries. and consistently adapting to the changing needs of customers and society. Today, as we stand at the threshold of a new energy era, our founding spirit of innovation continues to guide our decisions.

As a comprehensive energy and mobility solutions provider, we are actively leading India's transition towards sustainable transportation and energy storage. Our diversified portfolio spans traditional lead-acid batteries, advanced lithium-ion technologies, and emerging energy storage solutions, positioning us at the forefront of the energy revolution.

Financial Performance: Strength Amidst Challenges

I am pleased to report that fiscal year 2024-25 was marked by robust financial performance across all key metrics. We achieved consolidated revenue from operations of ₹12,846 crores,

Our new energy business made significant strides towards making India self-reliant in Advanced Chemistry Cell technology. Our Research and Innovation facility - E-positive (e+) Energy Labs near Hyderabad airport, and the Customer Qualification Plant at Divitipally, Telangana, are progressing on schedule and will significantly enhance our product development capabilities.

representing a healthy growth over the previous year. Our consolidated profit after tax stood at ₹945 crores, reflecting disciplined cost management and a strategic focus on profitability. This is especially commendable given the challenging global economic environment, which included supply chain disruptions, volatile commodity prices, and geopolitical uncertainties.

This financial strength provides us with the flexibility to pursue strategic investments while maintaining our commitment to sustainable growth.

Strategic Diversification and Market Leadership

Our success in the fiscal year 2024-25 was built on the strength of a diversified business portfolio. Our automotive lead-acid battery business achieved strong growth in both domestic and international markets, reflecting the exceptional quality and trust our products command. To keep pace with rising demand, we are actively expanding production capacity. Today, our global footprint extends to over 60 countries, including major markets in Europe and North America.

The industrial battery business showed remarkable resilience, with strong performance in UPS applications. Despite challenges in the telecom segment as market transitions to lithium-ion, we continue to pursue growth through investments in alternate technologies and advanced lead acid batteries to meet demand for various industrial applications.

In our new energy business, we continue to forge strategic partnerships across the battery value chain with key vendors, strategic OEMs and technology partners, helping us to strengthen our efforts in building India's domestic cell manufacturing ecosystem and supporting the nation's transition to electric mobility. We recognise that partnerships are essential for accelerating energy transition and our focus remains on creating long-term relationships that contribute to building a self-reliant and sustainable new energy ecosystem.

Innovation at the Heart of Our Future

Our new energy business made significant strides towards making India self-reliant in Advanced Chemistry Cell technology. Our Research and Innovation facility - E-positive (e+) Energy Labs near Hyderabad airport, and the Customer Qualification Plant at Divitipally, Telangana, are progressing on schedule and will significantly enhance our product development capabilities.

The development of our in-house 21700 cylindrical NMC cell technology demonstrates our capability to develop world-class products in India. We continue to build on these capabilities to enable us to meet growing demand for lithium-ion batteries across automotive, energy storage, and industrial applications.

We also commenced the construction of Gigafactory (Giga-1) at the Amara Raja Giga Corridor which represents our commitment to realizing India's ambition for energy security.

As we look toward fiscal year 2025-26 and beyond, I am excited about the opportunities that lie ahead. India's energy and mobility sectors are undergoing unprecedented transformation, driven by government support, shifting consumer preferences, and technological advancements. We are well positioned to capitalise on the growing electric mobility market and the broader automotive industry growth.

Sustainability as a Competitive Advantage

Our commitment to environmental stewardship continues to yield impressive results. We achieved a 19% reduction in absolute emissions and a 43% reduction in emission intensity, moving closer to our net-zero plan. Over 25% of our energy requirement is met through renewables. We have become 12x water positive through Zero Liquid Discharge systems and community water restoration initiatives.

Our circular economy initiatives through Amara Raja Circular Solutions are gathering momentum and a state-of-the-art lead-acid battery recycling plant has commenced its commercial operations. We are committed to further increasing the use of recycled material in our production processes, thereby building a sustainable competitive advantage while contributing to environmental conservation.

These sustainability efforts have earned significant recognitions, including a CDP B rating for climate action, an improvement in the S&P CSA score from 28 to 74, an NSE ESG rating of 69, and several awards for sustainability leadership. These achievements validate our approach to responsible business practices.

Investing in Our People and Communities

Our people remain our greatest asset. During the year, we continued investing in talent development and workplace safety. We maintained zero fatalities and achieved a reduction in Lost Time Injury Frequency Rate. Our Personal Vitality Program and comprehensive safety training initiatives, including Defensive Driving Techniques training, demonstrate our commitment to employee wellbeing.

In the new energy business, we have focused on creating opportunities for local communities. At Amara Raja Giga Corridor, over 350 local women are employed and undergoing intensive training, reflecting our commitment to providing non-migratory employment opportunities.

Looking Ahead: Positioned for Energy Transition

As we look toward fiscal year 2025-26 and beyond, I am excited about the opportunities that lie ahead. India's energy and mobility sectors are undergoing unprecedented transformation, driven by government support, shifting consumer preferences, and technological advancements. We are well positioned to capitalise on the growing electric mobility market and the broader automotive industry growth.

Our strategic investments in lithium-ion technology, combined with a strong foundation in lead-acid batteries, position us uniquely to lead this transition. Even as the collective efforts of Government, Industry and academia push towards establishing a domestic cell manufacturing ecosystem, uncertainties in global supply chains due to geopolitical factors present certain unique challenges.

At Amara Raja, we recognise these challenges and continue to navigate them by partnering with relevant stakeholders, and adopting a resilient and flexible approach.

The first phase of our Gigafactory is expected to become operational in 2027, an important step toward our goal of becoming India's leading lithium-ion battery manufacturer while supporting the Government of India's vision of Atmanirbhar Bharat. This alignment of organisational aspirations with national interests drives our commitment to reducing India's dependence on imports and building indigenous capabilities in critical battery technologies.

Commitment to Stakeholder Value

As we accelerate our growth, we remain committed to creating value for all our stakeholders. For our shareholders, we will continue to deliver consistent returns through prudent capital allocation and disciplined growth strategies. For our customers, we will maintain our focus on quality, reliability, and innovation. For our employees, we will provide opportunities for growth, learning, and meaningful contribution to the Global energy transition and India's growth & development.

Gratitude and Forward Vision

As we conclude fiscal year 2024-25, I want to express my heartfelt gratitude to all our stakeholders. To our shareholders, I extend my deepest appreciation for your continued trust and support during this exciting period of transformation. To our customers, we are grateful for choosing Amara Raja as your partner in energy solutions. I extend my appreciation to our employees whose dedication, innovation and unwavering commitment to excellence drives us forward. I also thank our partners and suppliers for collaborating with us as we work together to build a stronger and more sustainable future.

The road ahead presents equal measures of opportunity and challenge. India's commitment to achieving net-zero emissions by 2070, along with the growing adoption of electric vehicles and renewable energy, creates unprecedented possibilities for companies like ours. We are well-positioned to be a key enabler of this transition, providing the energy storage solutions that will power India's sustainable future.

Thank you for your continued support and confidence in Amara Raja Energy and Mobility.

Warm regards,

Jayadev Galla

Chairman and Managing Director
Amara Raja Energy & Mobility Limited

Message from Executive Director - Automotive and Industrial Business

Harshavardhana Gourineni

Executive Director-
Automotive and Industrial

Dear Shareholders,

As I reflect on FY 2024-25, I am struck by a defining theme: Accelerating Responsibly. In a world racing toward the new, we deliberately chose to ask ourselves a fundamental question—how do we make what already works, exceptional for the future? This year, we found our answer through strategic evolution, operational excellence and unswerving commitment to sustainable growth.

> The services sector continued supporting GDP growth while manufacturing faced headwinds from slowing global trade, creating both challenges and opportunities for forward-thinking companies.

India's Economic Resilience Sets the Stage

India's economic performance in FY 2024-25 exemplifies disciplined growth amid global uncertainties. With GDP projected at 6.5%, our nation demonstrated remarkable stability while navigating complex geopolitical headwinds including the Russia-Ukraine conflict and US-China trade tensions. Private consumption surged 7.3% year-over-year, contributing 61.8% to GDP—the highest contribution since FY03. This surge reflects progressive policies that have fundamentally transformed India's economic landscape, pulling significant populations out of poverty and creating a robust foundation for businesses like ours.

The automotive sector showcased this resilience with nuanced performance. While passenger vehicle dispatches grew 2.6% to 4.34 million units in FY25, our auto exports soared 19.2% to over 5.3 million units, reflecting strong global demand for Indian automotive products. The services sector continued supporting GDP growth while manufacturing faced headwinds from slowing global trade, creating both challenges and opportunities for forward-thinking companies.

> Industry forecasts suggest battery-powered passenger vehicle production will soar by over 100% with as many as 18 new EV models expected to launch in the next year, potentially pushing EV market share to 4%.

The Electric Revolution Accelerates

The electric vehicle transformation has exceeded all projections. EV sales grew 27% in calendar year 2024, reaching 1.95 million units and capturing 7.7% of overall automobile sales. High-speed electric two-wheelers dominated with 1.21 million units, registering impressive 30.7% growth. Electric three-wheelers achieved extraordinary 89.7% year-on-year growth, signalling a fundamental shift in urban mobility.

This is not merely technological evolution—it represents a significant multi-sectoral, opportunity. Government initiatives through FAME and PLI schemes are catalysing an ecosystem that positions India as a global EV manufacturing hub. The projected surge to 10 million annual EV sales by 2030, with potential for 50 million direct and indirect jobs, underscores the transformative scale of this transition. Industry forecasts suggest battery-powered passenger vehicle production will soar by over 100% with as many as 18 new EV models expected to launch in the next year, potentially pushing EV market share to 4%.

Ushering in Amara Raja's Digital Transformation

The company strategically prioritised key initiatives aimed at driving innovation and efficiency. These initiatives included:

- *CRM Adoption and Transformation Journey:* Amara Raja leveraged its CRM to digitise core internal processes, reaching to Pan India dealers, franchisees and customers. This included managing 100,000+ visits and executing 20,000+ campaigns. CRM will continue to expand further to exports with mobile apps for partners and customers, boosting sales/marketing efficiency. This broadens reach, provides instant information and optimises the supply chain for stronger relationships.
- *Factory-of-Future – Future of Manufacturing:* Amara Raja's 'Factory of the Future' project embraces digitising manufacturing using Industry 4.0 technologies like AI/ML, IIOT and vision Analytics for real-time operational insights. This initiative aims to boost efficiency, increase production capacity and implement advanced predictive maintenance, thereby maximising yield of existing factories. By enhancing real-time monitoring and streamlining production, Amara Raja is creating an agile and responsive manufacturing environment. This strategic investment positions the company at the forefront of manufacturing innovation, ready to meet dynamic market needs.
- *AI / Gen AI / Automation initiatives:* Our digital transformation integrates AI and Generative AI to optimise business operations with few pilot projects executed in the current financial year. Future plans include leveraging Machine Learning for predictive analytics, Vision AI in manufacturing for quality and AI-powered insights for hyper-personalised sales, marketing and streamlined HR/Finance, accelerating innovation and competitive advantage.

Our new tubular battery facility, commencing commercial production in June 2025, will reduce our reliance on trading.

Comprehensive Digital Ecosystem

The digitisation of PowerZone integrated over 300 dealers into a unified system that consolidates sales, inventory, service and reporting functions. Our Amaron Hi-Life digitisation launched a new website and the Amaron Mileage mobile app, enhancing customer experience for over 130,000 loyalty members while strengthening our online presence and providing valuable customer data for personalised marketing.

Operational Excellence Through Innovation

Perhaps most significantly, we expanded our capacity by 6 million batteries without additional capital expenditure. This achievement exemplifies our commitment to operational excellence, delivering improved operating leverage across all facilities through throughput enhancements and Industry 4.0 initiatives that enhance effectiveness across manufacturing and supply chain operations.

Our new tubular battery facility, commencing commercial production in June 2025, will reduce our reliance on trading.

Our lead recycling facility, operational since Q4 FY 2024-25 with 50,000 MT capacity scaling to an eventual capacity of 150,000 MT, provides both resource security and cost optimisation. This circular approach aligns with our sustainability commitments while delivering tangible business benefits through reduced raw material costs and supply chain resilience.

Financial Performance and Market Leadership

Core Business Resilience

Our lead acid battery business delivered a double-digit full-year growth. Despite significant cost pressures—particularly antimony ore prices increasing five-fold—we maintained market leadership through strategic pricing and operational efficiency.

Segment Excellence

In the domestic automotive business, we achieved a steady volume growth in both aftermarket and OEM. This demonstrates the trust manufacturers place in our products, reflecting strong market positioning across mobility segments. We maintain a commanding market share in this critical business.

The home energy solutions business, supported by our 500+ channel partner network, posted a robust growth. Our recently launched lubricant products have generated more than ₹ 100 crores revenue during the year, reflecting our distribution strength across multiple product categories and our ability to leverage existing relationships for new revenue streams.

Our industrial applications business demonstrated resilience with healthy growth in UPS and data centre segments, despite decline in telecom lead acid business as markets transition toward alternative chemistries. We are strategically shifting focus to expanding industrial applications and export opportunities in this segment.

Amaron continues its leadership across South Asia, holding the **#1** position in Singapore, Malaysia and Cambodia, with **#2** position in GCC markets. Our strategic European expansion into the United Kingdom, Greece and Benelux regions, combined with established North American retail partnerships, positions us for sustained international growth, with renewed focus on building upon our European success.

Sustainability as Competitive Advantage

Our commitment to the 3Ps—People, Planet and Profits—is not just philosophy; it is our competitive strategy. We have achieved a 19% reduction in absolute emissions and 43% reduction in emission intensity toward our Net Zero Plan targeting 30% absolute reduction in Scope 1 and 2 emissions by FY 2026-27. Our renewable energy capacity of 67 MW accounts for over 25% of energy use.

Looking ahead, our priorities centre on decoupling growth from emissions, strengthening safety performance, advancing diversity and inclusion and expanding sustainability integration across our ecosystem. We are embedding best practices across subsidiaries while extending sustainability principles to supplier and franchisee networks, supported by Life Cycle Assessment integration covering 50% of SKUs.

Water and Waste Management Excellence

We achieved ~12x water positivity through Zero Liquid Discharge systems, rainwater harvesting reservoirs and community restoration efforts including check dams and ponds. We have reduced absolute water consumption by 28% and water intensity by 60% compared to FY 2021-22 baseline.

Our circular economy approach through Amara Raja Circular Solutions operates one of India's largest greenfield lead-acid battery recycling plant. With 94% manufacturing waste recycling and over 85% of key raw materials sourced from recycled sources, we are building a sustainable competitive moat. We have reduced waste intensity significantly and are targetting a zero landfill organisation status by FY 2026-27.

Health, Safety and Governance

We have repositioned Occupational Health as a strategic pillar through our Personal Vitality Programme, maintaining zero fatalities while achieving 49% reduction in LTIFR. Over 3,900 employees have been trained in Defensive Driving Techniques, with safety performance integrated into our Balanced Scorecard.

Our supplier engagement programme included on-site sustainability assessments at 18 critical supplier locations, while we are aligning with ISO 27001 for information security and rolling out the Amara Raja Group Sustainability Framework across all companies.

Despite attention on newer chemistries, lead-acid batteries' cost-efficiency, proven performance and recyclability ensure continued relevance. Maintenance-free batteries are gaining traction in industrial applications including UPS systems, telecom infrastructure and renewable energy storage.

External Recognition

External validation includes CDP **'B' Rating** for Climate Action, S&P CSA score improvement from 28 to **74** (ranking #1 in India, #2 in Asia Pacific, #6 globally in our sector), NSE ESG rating of 69 and awards including ICAI Sustainability Reporting Award, FE Green Sarathi for Climate Leadership and CII CAP 2.0° Resilience Award.

Strategic Market Positioning

The Indian lead-acid battery market, valued at $4.4 billion in 2024 and projected to reach $6.7 billion by 2033 at 4.4% CAGR, remains fundamental. Despite attention on newer chemistries, lead-acid batteries' cost-efficiency, proven performance and recyclability ensure continued relevance.

The Indian EV market's projected surge to over $9.09 billion by 2028 presents unprecedented opportunities. With the broader automotive market expected to reach $60.6 billion from 2025-2029, expanding at 7.9% CAGR and India's GDP projected at 6.3% to 6.8% for FY 2025-26, we are positioned to capture significant value from this transformation.

Home Energy Opportunity

Our home energy business represents a compelling growth potential. As India's renewable energy infrastructure develops and grid reliability challenges persist, reliable energy storage solutions will accelerate in demand. Our 20% growth, combined with home solar solutions and lithium-powered UPS systems in development, positions us at the intersection of energy transition and consumer needs.

The road ahead is filled with opportunities. India's economic resilience, the accelerating EV transformation and our strengthened competitive position create a powerful foundation for sustained growth.

Conclusion

FY 2024-25 has been a year of strategic positioning for sustainable growth. Through comprehensive digital transformation, operational excellence and sustainability leadership, we have strengthened our competitive position while preparing for the energy transition ahead.

Our achievements—from capacity expansion without additional capex to market leadership across multiple segments—demonstrate the power of strategic thinking combined with operational execution. As we enter FY 2025-26, we are not just prepared for the future; we are actively shaping it through innovation, sustainability and market leadership.

The road ahead is filled with opportunities. India's economic resilience, the accelerating EV transformation and our strengthened competitive position create a powerful foundation for sustained growth. We remain committed to delivering value to all stakeholders while contributing to India's energy transition and global climate goals.

Thank you for your continued trust and support.

Warm regards,

Harshavardhana Gourineni

Executive Director
Automotive and Industrial

Corporate Overview

SR

FS

Message from Executive Director – New Energy Business

Vikramadithya Gourineni

Executive Director- New Energy Business

Dear Shareholders,

It gives me great pleasure to share my thoughts at the close of yet another milestone year for Amara Raja Energy & Mobility. If I were to capture the essence of this year in one word, it would be execution.

Pursuing Responsible Growth

At Amara Raja, our growth continues to be underpinned by responsibility and long-term vision. When we committed to building the Amara Raja Giga Corridor in Divitipally, Telangana, it was not merely an investment in infrastructure—it was a step towards building a phased, domestic manufacturing ecosystem for the next generation of energy storage technologies. From developing localised R&D capabilities to setting up a Customer

Our CQP and R&D facilities are nearing completion and set to come online in FY 2025–26. These developments will significantly widen our capabilities, substantially enhance our product development and accelerate our supply of lithium cells to our customers that are made in India.

Qualification Plant (CQP), every move has been with the intent to deliver cutting-edge, customer-centric solutions, made in India for the world.

Our CQP and R&D facilities are nearing completion and set to come online in FY 2025–26. These developments will significantly widen our capabilities, substantially enhance our product development and accelerate our supply of lithium cells to our customers that are made in India. I am also quite happy to share that we continue to be successful in bringing in world class talent and collaborative partners that will be able to really bring life to these institutions. The ground-breaking for Giga-1, our first full scale lithium cell 'gigafactory' was also completed and construction proceeding as per expectations.

To tap into this momentum, we deepened our engagement with key OEMs such as Piaggio and Atul Auto. Our aim is to be a trusted partner in electrifying the 3W category through high-quality, locally manufactured battery packs, cells and chargers.

Building on the E-Mobility Momentum

India's clean energy shift continues with no loss in momentum. The Light Electric Vehicle (LEV) segment, particularly 2-wheelers and 3-wheelers, continues to see remarkable growth. I would confidently declare that India is the global capital of Light Electric Mobility.

There is noticeable consolidation in the 2-wheeler space where the top four players now account for 80% of sales. There has been a significant churn in the last few years in terms of market share with several startups and early adopters disappearing and few strong players, both startup and legacy OEMs, pulling ahead. We are seeing a clear, decisive entry by legacy OEMs who have started to capture commanding poll positions with further launches expected by the remaining players. We believe that the market share scenario will still take a couple of years to fully play out.

Meanwhile, the electric 3-wheeler segment emerged as a global bright spot—clocking nearly 700,000 units sold in 2024 and capturing a record 57% share of total 3W sales in India. India now leads the world in e-3W adoption, far outpacing all other countries. These vehicles have proven critical for employment, last-mile connectivity and urban logistics, making them central to our future strategy.

To tap into this momentum, we deepened our engagement with key OEMs such as Piaggio and Atul Auto. Our aim is to be a trusted partner in electrifying the 3W category through high-quality, locally manufactured battery packs, cells and chargers.

Cars, Buses and Beyond

While LEVs lead the charge, the next frontier lies in electric cars and buses. We see strong signals from policy—such as the Make in India push for electric cars and financing schemes like the PM e-Bus Sewa—to support adoption. We expect e-cars to grow from 2% to 11% of the market by 2030 and e-buses to reach nearly 20% penetration as states modernise fleets with the help of institutions like IFC and EESL.

While penetration of passenger vehicle may lag LEV, the successful launch and overwhelmingly positive feedback of several new models in the passenger vehicle space gives us good optimism that the growth will be sustainable.

Heavy-duty trucks, given cost and policy constraints are likely to electrify at a slower pace. Nonetheless, we are preparing to serve these emerging segments with scalable solutions as the ecosystem evolves.

We inaugurated Phase 1 of our battery pack plant in Telangana with 1.5 GWh of capacity out of an eventually planned outlay of 5 GWh. We have started commercial supplies of both 2 and 3-wheeler packs out of this facility.

Enabling the Transition through Policy

The launch of the PM E-DRIVE scheme in October 2024 is a timely boost. With a US$1.3 billion outlay, it builds on FAME II, aiming to support 2.5 million electric 2-wheelers and expand charging infrastructure. We believe this initiative will drive significant adoption, especially across Northern states.

Upcoming CO_2 emission standards (CAFE III & IV) and the PM e-Bus Sewa initiative are further aligning regulation with decarbonisation goals. Taken together, these programmes offer a strong foundation for long-term industry growth.

Charging Ahead: Infrastructure & Battery Leadership

With nearly 40,000 public chargers deployed in 2024 and a target of 375,000 by 2030, India's charging ecosystem is expanding rapidly. These investments are crucial to supporting the growth of electric Light-Duty Vehicles (LDVs) and achieving a seamless customer experience.

Meanwhile, battery demand is surging—India's share of global battery demand doubled since 2022 to 5% and is expected to double again by 2030. Over 150 GWh of committed capacity is under development, signaling strong investor and policy support.

The Year of Execution at ARACT

In anticipation of this opportunity, we accelerated our investments across the value chain. We inaugurated Phase 1 of our battery pack plant in Telangana with 1.5 GWh of capacity out of an eventually planned outlay of 5 GWh. We have started commercial supplies of both 2 and 3-wheeler packs out of this facility. Supply of high voltage packs for passenger, bus and energy storage are in advance discussions and we would share the good news in time.

Our advanced research and engineering centre, dubbed 'e positive Energy Labs', will be ready by the end of the financial year. We continue our collaborative efforts in securing cell technology while also significantly increasing our focus on in-house developmental efforts. We have added several team members from organisations globally, greatly enhancing our R&D capabilities and helping us to competitively design lithium cells.

Our CQP facility, nearing completion, will soon serve as our validation hub for cell manufacturing, allowing us to produce large batches of cells with mature designs and validating the manufacturing processes that we will build out in our gigafactories.

We have seen healthy growth from our Battery packs and Chargers business. We continue to forge new customer alliances which gives us confidence on the steps we have taken so far.

Our Commitment to Communities

Growth for us is incomplete without social impact. In Divitipally, we have focused on empowering women. Over 350 local women are currently employed at our Battery Pack Plant and undergoing intensive training and mentorship. Additionally, we are building a Skill Development Centre and residential hostels to nurture and retain local talent. This reiterates Amara Raja's longstanding policy of creating non-migratory jobs.

Our work contributes meaningfully to national goals like Atmanirbhar Bharat and supports global climate action commitments. As a flagship initiative of the Amara Raja Group, we are committed to building a clean, self-reliant energy ecosystem anchored in world-class technology and sustainable operations.

During FY 2024-25, we made tangible progress on multiple fronts:

- Integrated Management System (IMS) implementation and successful certification to ISO 9001, 14001 and 45001 standards, ensuring quality, environmental and occupational safety systems are fully embedded.
- Formation of a dedicated Sustainability Committee at ARACT to oversee environmental and social KPIs and align with the Amara Raja Sustainability Framework.
- Emphasis on construction safety at our ePositive Energy Labs and Giga Corridor project sites, driven through capability building and periodic safety assessments.
- Implementation of Group Critical Safety Standards, including structured safety assessments and governance reviews.

We are also focused on building a skilled, diverse and future-ready workforce. Our priorities include enhancing capabilities, increasing female employment at the new site and fostering a culture of inclusion and ownership across the organisation.

Looking ahead, FY 2025-26 will be a landmark year. We will release our first standalone BRSR for ARACT and work toward refining short-term sustainability targets on material issues such as energy, emissions, circularity, people development and responsible sourcing.

As we scale up, we remain deeply committed to embedding sustainability into our products, operations and value chain—ensuring our growth is not just fast, but also clean, safe and inclusive.

Advancing Learning and Development

At Amara Raja, we are constantly focused on building the right talent to drive our New Energy ambitions. To address the growing skill gap in cell and battery pack manufacturing, we are actively recruiting individuals with international experience and high-technology expertise.

Our HR strategy emphasises upskilling and reskilling through partnerships with premium institutions and IIT's, targeted campus hiring and robust internal training programmes. We offer competitive compensation and foster a culture that encourages cross-functional learning, experimentation and collaboration.

We continue to build a vibrant learning ecosystem that supports breakthrough thinking across teams.

Looking Ahead

We envision a future where decentralisation, sustainability and intelligent energy management define the power sector. Through focused efforts, we aim to accelerate renewable adoption and empower communities with access to clean and reliable energy.

Battery Energy Storage Systems (BESS) are emerging as a core enabler of this transition. Leveraging our expertise in both renewable EPC and batteries for home and stationary applications, we are ideally positioned to cater to all major segments of energy storage – Home, Commercial and Industrial and Utility.

India's energy storage market is expected to grow at a CAGR of over 40%, crossing 100 GWh by 2030. We are confident that Amara Raja—with its localised solutions, deep partnerships and innovation focus—is well poised to lead this transformation. While our near-term focus remains on building scale within India, we are also preparing to explore strategic opportunities in global markets.

FY 2024–25 was a year of consolidation, action and purposeful growth. We have strengthened our foundations and made strategic bets that will define our trajectory in the years ahead.

A heartfelt thank you to all our stakeholders who have continued to support us on this journey. Together, we are not just building a stronger business—we are helping power a cleaner, smarter and more equitable India.

Best regards,

Vikramadithya Gourineni

Executive Director
New Energy Business

Management Discussion and Analysis

The Management Discussion and Analysis of Amara Raja Energy & Mobility Limited (ARE&M) offers a comprehensive overview of the Company's operational and financial performance, key industry trends and strategic outlook, in accordance with Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Management Discussion and Analysis

Global Economy[1]

The global economy demonstrated resilience in CY2024, despite multiple macroeconomic headwinds. Growth remained steady at 3.3%, notwithstanding geopolitical tensions in Europe and the Middle East, supply chain disruptions and escalating trade and tariff-related tensions among major economies of the world, especially China and the US.

GDP Growth Projections[2]

Global Economy

2026	3.0
2025	2.8
2024	3.3

Advanced Economies

2026	1.5
2025	1.4
2024	1.8

Emerging Market and Developing Economies

2026	3.9
2025	3.7
2024	4.3

Across major economies inflationary pressures eased considerably during the year, with global headline inflation declining from 6.6% in CY 2023 to 5.7% in CY 2024. As inflationary pressures eased, Central Banks began to adopt a more accommodative stance — reducing interest rates for loans and adopting other measures to boost liquidity and spur private investment.

However, the global trade landscape remains unstable, with retaliatory tariff impositions by the US, China and other countries creating significant challenges for businesses dependent on international supply chains. Some of the roadblocks comprise the following: disruption in the movement of goods, increasing costs and escalating tensions between major trading partners.

While global manufacturing activity during the year remained subdued, amid evolving demand and supply chain realignments, sectors such as construction, utilities and digital infrastructure continued to support industrial growth. The emphasis on regional supply chains, energy transition and infrastructure investments provided underlying support across emerging markets, which are expected to remain critical drivers of global economic growth over the medium term.

Key Global Macroeconomic Trends

Easing of global inflation	Headline inflation has moderated across most regions, enabling Central Banks to consider interest rate cuts and support demand.
Improved monetary policy outlook	Easing interest rates in advanced economies are expected to improve liquidity and financing conditions.
Resilience in private consumption	Encouraging employment/labour market scenario and disposable earnings, especially in advanced economies have supported consumer spending.
Rise in infrastructure and energy investments	Governments across emerging and advanced economies continue to prioritise investments in infrastructure and renewable energy.
Technological transformation	Accelerated adoption of digital infrastructure and clean energy investments are emerging as key growth enablers.

[1&2] https://www.imf.org/en/Publications/WEO/Issues/2025/04/22/world-economic-outlook-april-2025

Regional Highlights

North America

The US economy achieved decent growth in CY 2024, supported by strong consumer spending, robust job creation and improved productivity. GDP growth is projected at 1.8% in CY 2025, revised upward due to stronger-than-expected demand and labour market conditions. However, recent tariff impositions by the government on imports from trading partners may pose significant headwinds to future growth projections.

Europe

The Euro Area is estimated to grow at a modest 0.8% in CY 2025, supported by monetary easing and recovering consumer sentiment. While external trade challenges and US-imposed tariff implications persist, public investment in green infrastructure and industrial transformation continues to be a priority.

Southeast Asia

Southeast Asia continues to be a resilient growth engine, with regional economies such as Vietnam, Indonesia and the Philippines, supported by robust domestic consumption, infrastructure development, regional manufacturing expansion and digitalisation.

Middle East and Africa

Growth in the Middle East and Sub-Saharan Africa is supported by non-oil sector expansion and infrastructure investment. Ongoing diversification efforts, urbanisation and increased spending on clean energy and transport are expected to create opportunities in long-term infrastructure development.

Outlook

Despite persistent macro uncertainties, the outlook remains cautiously optimistic. Global GDP growth is projected at 2.8% in CY 2025 and 3.0% in CY 2026, supported by resilient consumer demand and strategic policy adjustments. Global inflation is expected to decrease further to 4.3% in CY 2025, creating space for more accommodative monetary policies across several economies.

Trade tensions are likely to remain a significant factor in the economic landscape, as nations adjust to ongoing policy shifts and potential tariff adjustments. Businesses will need to prioritise adaptability by strengthening regional trade partnerships and building more resilient supply chains to mitigate risks.

Emerging markets are expected to remain key contributors to global expansion, supported by favourable demographics, rising domestic demand and manufacturing capabilities. With ongoing digitalisation, green investment and infrastructure momentum, the global economy is positioned to adapt to evolving risks, while unlocking new avenues of growth.

Indian Economy

India's economy continued to demonstrate resilience, amid global uncertainties, with GDP growth of 6.5% in FY 2025.[3] This growth was driven by supportive policies of the Government of India, stable domestic demand, continued infrastructure investments and an uptick in both urban and rural consumption. Stable macroeconomic policies, good monsoon and robust credit demand contributed to broad-based growth across sectors.

India's GDP growth (%)

2024-25	6.5
2023-24	9.2
2022-23	7.6

Headline inflation over the years (%)

2024-25	3.3
2023-24	5.4
2022-23	6.7

Inflation remained broadly within the Reserve Bank of India's (RBI) target range, supported by proactive monetary policy, despite supply-side pressures and global commodity volatility. The RBI maintained a calibrated policy stance, managing inflation and supporting economic growth. Headline inflation eased to 3.3%, primarily due to a moderation in food inflation.[4] This macroeconomic stability was reinforced by proactive monetary policy, including a 25- basis point repo rate cut in February 2025 and various other

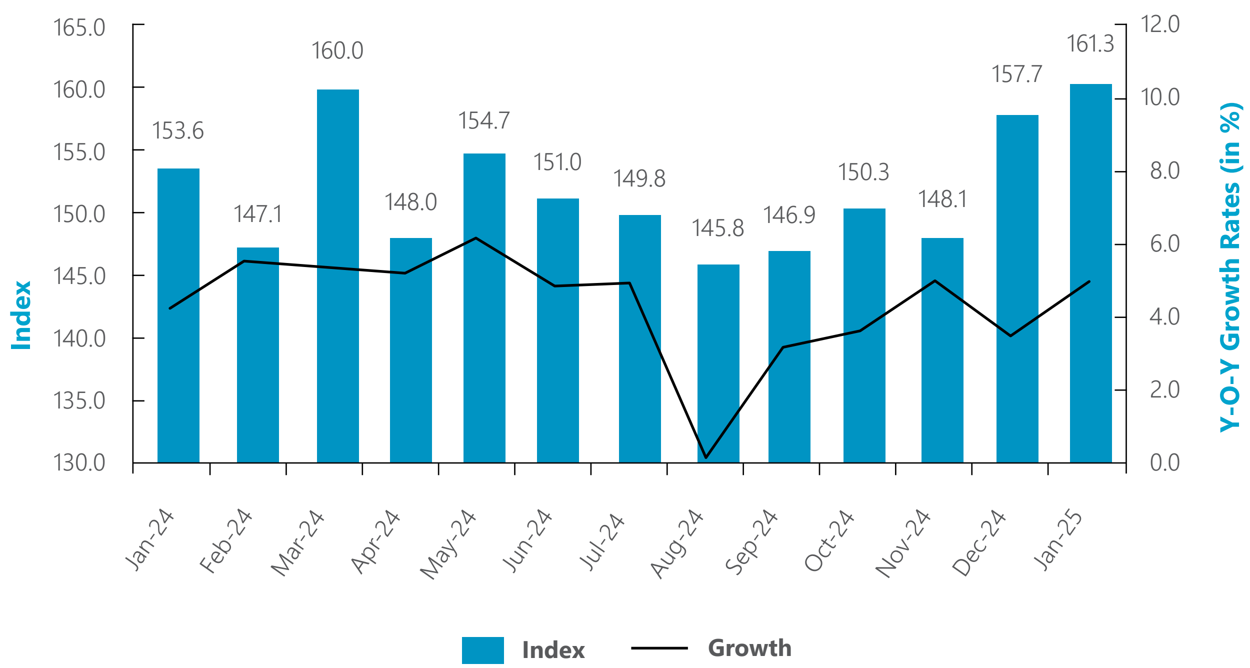
[3] https://pib.gov.in/PressReleasePage.aspx?PRID=2113316
[4] https://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/0BULT19032025F9CCA0AB1F7294130A950E2FD5448B5FC.PDF

Management Discussion and Analysis

measures such as reduction in Cash Reserve Ratio (CRR) to improve liquidity.[5] These actions by the Central Bank enhanced credit availability and lowered borrowing costs for both households and businesses.

Industrial activity regained momentum towards the end of FY 2024-25 after a sluggish first half. Growth strengthened in infrastructure-related sectors, domestic manufacturing and energy-intensive industries. The Index of Industrial Production (IIP) grew by 5% in January 2025, indicating improved demand, higher capital goods production and positive business sentiment.[6]

All India Index of Industrial Production

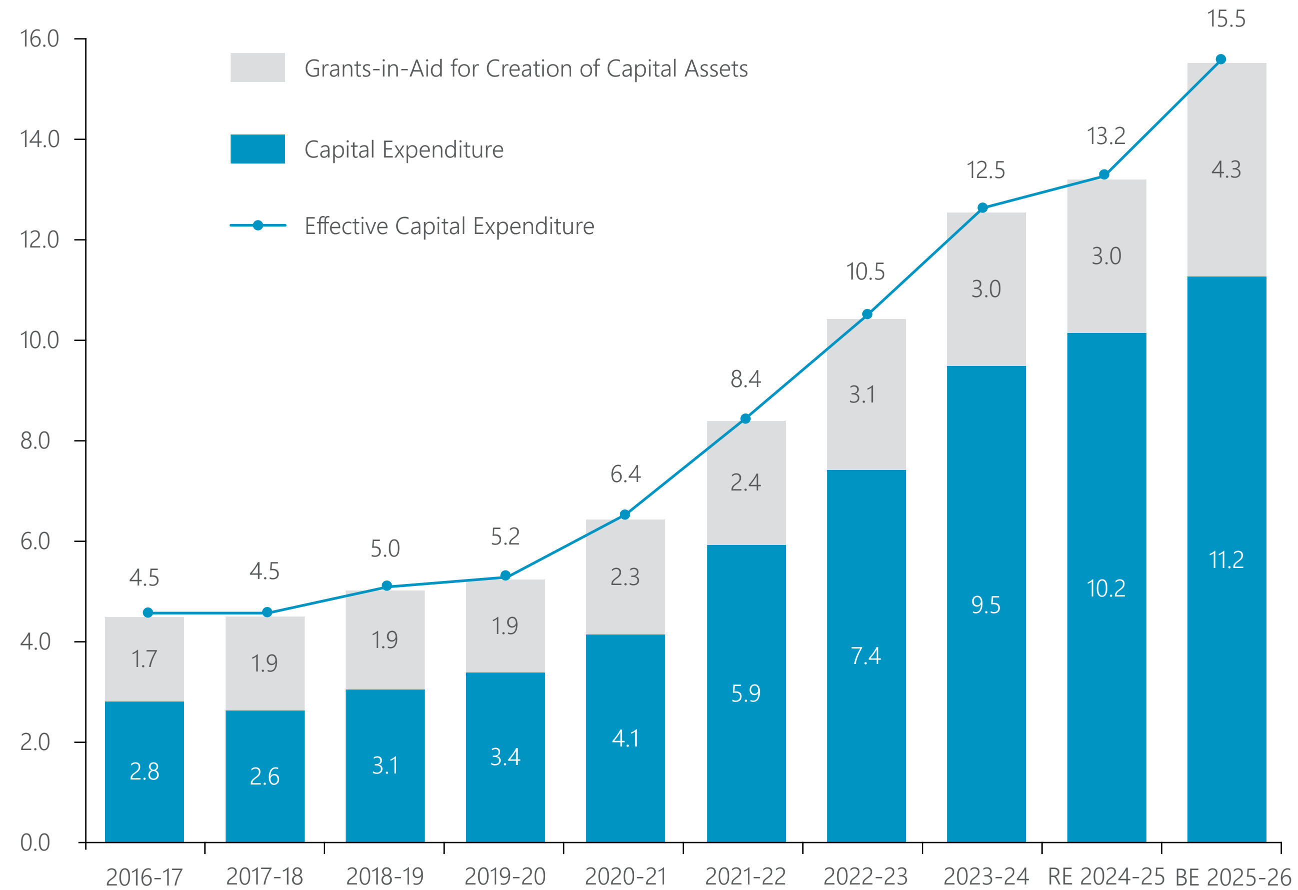


The government's focus on capital formation was supported by the ₹11.1 lakh crore capital expenditure outlay in the Union Budget 2025-26, targeting transport, logistics, digital infrastructure and clean energy. Industrial expansion was further supported by increased production in capital goods, infrastructure-linked materials and energy equipment. Manufacturing, mining and electricity sectors exhibited stable expansion, particularly in energy-intensive and industrial clusters.

[5] https://rbi.org.in/scripts/PublicationsView.aspx?Id=23137

[6] https://pib.gov.in/PressReleasePage.aspx?PRID=2110777

Trend in Capital Expenditure[7]



Outlook

The economic outlook for India remains positive, driven by rising consumer demand, improved investment activity and supportive policy measures. The combination of declining inflation and lower interest rates is expected to further boost credit growth and investment activity. The Union Budget 2025-26 introduced several forward-looking reforms designed to enhance competitiveness and productivity.

India's economic outlook remains robust underpinned by key policy announcements such as the Production Linked Incentive (PLI) schemes for solar PV, batteries and electric vehicles and the National Green Hydrogen Mission. These initiatives are catalysing the renewable energy transition, driving down energy costs, enhancing operational reliability and creating millions of green jobs across solar, wind, bioenergy and hydrogen sectors. The government's target of 500 GW non-fossil capacity by 2030 and 50% electricity from renewables is reshaping industry economics, while circularity is gaining momentum through policies like Extended Producer Responsibility (EPR) for plastics, batteries and e-waste. Indian industry stands to benefit through energy savings (up to 30%), lower emissions, access to green finance and participation in global value chains amid the China+1 shift, positioning itself as a hub for clean tech manufacturing and innovation. India is also closely monitoring the global tariff landscape and is formulating a calibrated response. Despite persistent global uncertainties, India's strategic collaboration with the US government, Russia, Middle Eastern countries and other Quad Partners (Australia, Japan) to improve bilateral trade will provide a robust foundation for sustained economic growth.

[7] https://www.indiabudget.gov.in/doc/Budget_at_Glance/bag6.pdf

Automotive Battery Business

Accelerating Automotive Growth

We continue to lead India's automotive battery segment by delivering high-performance, zero-maintenance batteries for passenger vehicles and two-wheelers and reliable low-maintenance solutions for commercial vehicles, farm equipment, three-wheelers and home UPS applications. Our products are trusted by major OEMs in India, a testament to our consistent focus on quality, reliability and customer satisfaction. Backed by strong R&D and after-sales support, our brands are now present in over 60 countries. We are powering mobility with confidence, both in India and worldwide, supported by a growing global footprint and a robust distribution network.

Performance in FY 2024-25

Driven by brand trust, channel strength and operational resilience, our automotive battery business sustained its momentum across OEM and aftermarket segments through FY 2024-25. Continued digital enablement, strong customer recall and a wide product portfolio allowed the business to deepen its presence across diverse mobility platforms and domestic and global markets.

Increasing our presence through Amaron franchise network

23
Offices

40
Distribution points

1,500+
Direct partners

1,00,000+
Points of sale

OEM Performance

The OEM business witnessed steady traction in the two-wheeler and three-wheeler segments throughout the year, supported by rising vehicle production and sustained demand recovery. Strategic alignment with key OEM partners helped strengthen platform-specific supply readiness and broaden our market coverage.

While the four-wheeler OEM segment remained relatively flat due to subdued production cycles, we continued to reinforce our credentials as a reliable partner through consistent delivery, product performance and supply chain efficiency. Our commitment to long-term relationships with OEMs remains unwavering as we support their evolving product platforms and sustainability expectations.

We initiated supply of next-Gen AGM batteries to a renowned OE, to meet the demanding electrical requirements of the premium vehicle. These batteries with its superior performance are mainly used in advanced hybrid vehicles. We also initiated supply of Aux batteries to OE for EV applications.

Aftermarket Performance

The replacement battery business continued its robust run, with double-digit growth in the two-wheeler and four-wheeler category. Growth was driven by strong demand from urban and semi-urban centres, where our channel strength, retail visibility and digital tracking tools ensured seamless product availability.

The inverter and home UPS battery portfolio also contributed meaningfully to volumes, supported by increasing power backup demand in non-metro regions. Our lubricants portfolio continued to gain ground by leveraging our shared distribution ecosystem, expanding brand visibility across multi-product touchpoints.

Digitisation

FY 2024-25, saw deeper integration of the Amaron Konnect platform across the distribution network. With tools for warranty registration, claims management and inventory tracking, the platform improved efficiency, responsiveness and transparency across the supply chain.

Investing and roll out of the new replenishment model brought efficiency in supplies, resulting in enhanced availability of our products. Implementation of phase-1 of CRM, resulted in enhanced customer engagement and a better user experience.

We also expanded digital touchpoints through e-commerce readiness, targeted retailer engagement campaigns and digital loyalty programmes, enhancing the overall partner experience and supporting faster scale-up in emerging markets.

Electrification

The country continued its journey in electrification of automobiles. Electric vehicles in passenger four wheelers reached around 2% penetration, whereas, in two wheelers it was around 5%. The slowing down of growth in penetration of EVs as compared to earlier anticipation, coupled with a large vehicle park of conventional internal combustion engine, is lending strength to the narrative that both technologies will coexist for a much longer period than what was earlier projected.

Outsourcing

To balance flexibility and efficiency, we adopted a blended approach of in-house production and vendor outsourcing. Strategic improvements in plant operations helped reduce cycle times and enhance output reliability. Our recycling-first approach continued to scale, 85% met through recycled sources, improving cost stability and contributing to our sustainability goals.

We closed the year with a strong production capacity of 65 million units per annum, supported by prudent cost management and stable operations across facilities.

Growth Drivers

Our automotive battery business is supported by strong structural and policy-led enablers. Rising personal mobility, infrastructure investments, favourable government policies and improved financing access are driving sustained demand. These trends create a solid foundation for responsible and scalable growth.

- **Rising Demand Momentum:** A growing middle-class population, increasing gender diversity and a younger demographic profile are driving higher adoption of passenger vehicles. Infrastructure investments are also spurring commercial vehicle demand.
- **Favourable Policy Landscape:** Government initiatives such as 'Make in India' and the 'Automotive Mission Plan' continue to provide strong institutional support for sectoral growth and localisation.
- **Improved Financing Access:** Enhanced availability of retail credit and tailored financing options, such as instant loans introduced by OEMs, are enabling greater affordability and access, particularly among tech-savvy and first-time buyers.
- **Home Energy Usage Trends:** With increasing demand from semi-urban and rural areas, the importance of uninterrupted power for work-from-home setups has grown. Consumers are showing reduced tolerance for power outages and voltage fluctuations, boosting the need for reliable home energy solutions.

Growth Strategy for Domestic Business

Existing Auto Business

- Focus on market share protection and geographical dispersion of existing brand and channel strength

Robust New Product Pipeline

- Solar, Lithium HUPS, Advanced Home Energy Solutions and Other Ancillaries
- Leverage the channel network for penetrating into other allied products

Amara Raja Circular Solutions Private Limited (ARCS), our wholly-owned subsidiary, has set up a battery recycling plant in Cheyyar, Tamil Nadu, with Phase I testing initiated during the review period. Refining operations began in the second half of the financial year 2024-25 and are being gradually scaled up. The plant aims to become a key part of ARE&M's supply chain, contributing significantly to our lead and alloy needs. This will be the only plant in India using de-sulphurisation technology, allowing better lead recovery and reduced waste. The facility will be fully automated, covering all stages from battery feeding to robotic ingot stacking and adheres to global standards. The plant will focus mainly on alloy production, which offers higher value addition.

Business Risks

Risks	Mitigation Measures	Impact	Trend
Market Concentration Risk Over-reliance on specific markets or sectors may constrain growth and resilience during downturns.	▸ Strengthening presence across diverse domestic automotive sub-segments ▸ Expanding global footprint to reduce geographic concentration ▸ Driving sectoral diversification through adjacent business opportunities	Moderate	Stable
Human Risk Loss of critical talent may impact business continuity, leadership pipeline and institutional knowledge.	▸ Implementing an energising work culture with clear roles and responsibilities ▸ Institutionalising open communication and participative decision-making platforms ▸ Driving continuous learning and skill enhancement initiatives ▸ Strengthening succession planning and leadership development frameworks	Moderate	Stable
Input Cost Volatility Volatile lead and energy prices could reduce margins and impact cost competitiveness.	▸ Negotiating globally to secure competitive lead prices ▸ Increasing the use of recycled lead to manage costs and improve sustainability ▸ Expanding renewable energy sourcing to stabilise power costs	Moderate	Increasing

International Business

As FY 2024-25 concludes, our Automotive Business continues to power forward globally, now reaching over 60 countries. Our flagship brands, Amaron™, PowerZone™ and ELITO™ remain strong ambassadors of India's manufacturing prowess and the enduring success of the 'Make in India' initiative. This expanding footprint reflects our deepening influence in shaping global standards and perceptions around high-quality, Made-in-India products.

Entry into
6
European countries

~13%
Exports

Leading brand
in APAC and MEA

Establish presence in
80+
Countries by FY 2029-30

Global Market Landscape

The global automotive industry continued to evolve amidst rising electrification and growing regulatory complexity. While electric vehicle adoption accelerated in some markets, it slowed in others. Throughout this transition, lead-acid batteries remained a reliable and dominant solution across a wide range of vehicle segments, including commercial vehicles. Our International Automotive Battery Business sustained its growth trajectory, leveraging operational agility, regional strategies and product innovation.

4x4 outdoors show - Sydney, Australia

Building on our strong presence in the Indian Ocean Rim (IOR) and our strategic entry into the US, we made significant strides in expanding our footprint in the European region in FY 2025 with entry into 6 countries.

With a presence in 60 countries, we are focused on further strengthening our distribution network in key markets to improve accessibility and customer support.

Product Introduction

During the financial year, we continued to strengthen our product portfolio to meet evolving customer needs across geographies in diverse applications. Building on our foundation of BCI, JIS and DIN standard offerings, we expanded our Marine and Auxiliary battery product lines and launched a new offering in the Lawn & Garden (L&G) segment. These additions highlight our strategic commitment to providing targeted solutions for expanding the market fit.

Powering the Future of Mobility

The transportation industry is undergoing a major shift driven by stricter environmental regulations, rising consumer expectations for comfort, safety and connectivity and evolving economic factors. These trends are driving a significant increase in vehicles' electrical power requirements, accelerating the shift toward advanced, high-performance battery technologies. As electrification expands and autonomous driving features become more prevalent, the need for highly reliable, cost-effective power solutions is critical. Our AGM and EFB technologies deliver superior performance for low-voltage applications, supporting critical vehicle functions both during operation and at rest and ensuring safety in the event of primary system failures.

Expanding Customer Base

We are strategically advancing our global footprint, with a strong emphasis on both developed and emerging markets. Building on our momentum, we are expanding our presence across Europe, a key region where we see significant opportunity to grow our customer base and enhance brand visibility.

Million Markets

We have identified five high potential, fast-growing markets that present multi-million-unit opportunities in the coming years, supported by rapidly expanding car population and rising demand for reliable, high-performance battery solutions. Our approach focuses on strengthening distribution networks, leveraging digital platforms for greater reach and enhancing customer engagement.

Across these priority regions, we are actively expanding the presence of our flagship brand Amaron™, PowerZone™ and ELITO™, positioning them to capture the growing demand across varied customer segments, from premium to value-conscious buyers. Each brand brings unique strengths that allow us to serve a broad range of market needs, whether through advanced battery technologies, trusted performance or accessible solutions for emerging vehicle markets.

As we deepen our market presence, we will continue to replicate proven success models from other regions. This includes building strong distributor ecosystems and organised retail networks in specific regions. With a clear focus on operational excellence, brand development and digital adoption, we are well-placed to drive growth and serve a wider global customer base.

Regional Hyperlocal Marketing approach

Amaron International Marketing strategy, a customer-first approach, focuses one hyperlocal execution to build deeper customer connections across diverse international markets. This includes adapting communication to local languages, festivals and cultural preferences, ensuring that brand messaging remains relevant and relatable. We engage customers through a mix of digital and print media, tailored to regional sensibilities and aligned with our customer-first approach.

We work closely with our distributors to execute impactful on-ground activities such as taxi branding, participation in auto shows, dealer meet-ups and point-of-sale promotions. These initiatives help strengthen brand visibility and promote deeper connections with local communities. Our growing pitstop network strengthens our promise of reliable service and satisfaction.

By combining global strategy with local insight, Amaron creates a strong and memorable brand experience for both customers and partners. This approach ensures Amaron is not just seen, but trusted as a high-performance brand in international markets.

Automechanika, Dubai

Our Visibility Continues to Strengthen in Core Markets

Dealer Meet, Dubai

Growth Strategy for International Business

- Focus on establishing geographic outposts with volume potential
- Expand presence to Europe and American Markets
- Deepen presence in APAC and MEA regions with enhanced marketing investment
- Wide range of products for maximum market fit including Allied business Lubes
- Explore growth opportunities including tapping new markets

Pitstop Inauguration, Thailand

Business Risks

Risks	Mitigation Measures	Impact	Trend
Trade Policy and Protectionism Risk Increasing protectionist policies, introduction of new tariffs and shifting trade regulations in key markets may impact supply chain efficiency and cost competitiveness.	▸ Continuous tracking of trade policy changes ▸ Development of multi-location sourcing and manufacturing setups ▸ Localisation through strategic partnerships ▸ Engagement with government to promote equitable policy frameworks	High	Increasing
Supply Chain Risk The escalation of lead times and shipping costs may disrupt operations and affect customer fulfilment.	▸ Robust inventory forecasting and planning practices ▸ Direct engagement with shipping liners for secured space and competitive rates ▸ Ongoing diversification of suppliers and logistics partners	Moderate	Increasing
Footprint Expansion Risk Expansion into new geographies may face delays due to protectionist trade measures, local currency constraints and complex regulatory landscapes, potentially impacting planned growth.	▸ Phased, risk-assessed market entry strategies ▸ Strengthening of local alliances and partnerships ▸ Early compliance with local laws and standards ▸ Evaluation of macroeconomic and currency stability before scaling	Moderate	Stable
Seasonality Risk Demand for batteries is subject to seasonal fluctuations influenced by weather cycles and economic conditions.	▸ Flexible production planning to match demand curves ▸ Inventory optimisation for seasonal peaks ▸ Targeted promotions to boost off-peak sales and maintain stability	Low	Stable

Taxi Branding, Singapore

Industrial Battery Business

Powering India's Industrial Growth

We have been at the forefront of industrial battery manufacturing in India, with a strong legacy in VRLA technology. Our industrial battery business serves key sectors such as UPS, Telecom, Railways and Renewable Energy with well-known brands such as PowerStack©, Amaron Quanta©, Amaron Volt© and Amaron Brute©. In FY 2024–25, we continued to build on our leadership by strengthening our presence in high-growth segments such as Telecom and UPS, while steadily entering emerging areas. We are enabling critical infrastructure to run efficiently and responsibly as India's energy needs evolve, with a clear focus on performance and reliability.

Adapting to Transitions

In a year marked by transformative shifts in battery technologies and energy storage preferences, our Industrial Battery Business held steady by embracing change and delivering differentiated value to customers across sectors. Despite macroeconomic challenges and rapid adoption of lithium-ion solutions, we remained resilient, defended our market share, expanded service revenues and unlocked new opportunities in emerging verticals.

Growth Drivers

Our Industrial Battery Business is poised for long-term growth, supported by structural tailwinds across sectors such as data centres, renewable energy, telecom and exports. These drivers, along with a robust channel strategy, position us to capture emerging opportunities across key industrial applications.

UPS

- Steady rise in demand from data centres driven by digitisation and data localisation efforts.
- Industrial UPS market growth supported by manufacturing sector expansion and economic momentum.
- Infrastructure development and mission-critical applications continue to create new avenues for battery deployment.

Telecom

- Continued 5G rollout and 4G expansion sustaining domestic energy storage demand. Accelerated adoption of Li-ion batteries due to falling costs and increased ESG commitments. While demand for LABs may decline, lithium batteries present a strong growth opportunity.

Renewable Energy

- Government's 500 GW renewable energy target by 2030 driving solar storage demand.
- Expansion of channel partner network to leverage solarisation momentum in underserved markets.
- Regulatory emphasis on emissions reduction pushing adoption of efficient, clean energy storage systems.

Railways

- New metro lines and railway expansions are driving battery requirements across urban transit projects. Decline in demand for AC coach batteries due to discontinuation of self-generation AC coaches poses a short-term headwind.

Exports

- Global growth in UPS, data centre and related industrial battery applications fuelling export momentum.
- Leveraging the China+1 strategy to serve global OEMs and private label partners across emerging and mature markets.

Growth Strategy for Industrial Business

- Focus on sustaining market share in Telecom and UPS
- Build Capabilities for offering Chemistry Agnostic Solutions
- Explore targets for new markets access such as EU, USA and others.

UPS

Scaling Growth through Infrastructure, Data and Digitalisation

FY 2024-25 was a milestone year for our UPS battery business, recording strong double-digit growth and outperforming industry growth. Our presence strengthened across sectors due to the surge in infrastructure development, the data centre boom and sustained momentum in industrial expansion.

We deepened customer loyalty through Annual Maintenance Contracts with major data centres and sustained preferential status with UPS OEMs. Our Quanta field team led segment-specific market development activities, including technical seminars, conclaves and exhibition participation, helping us acquire new customers and reinforce trust with existing ones.

On the digital front, we implemented a new CRM tool that significantly improved turnaround time for after-sales support, enabling seamless tracking of the entire customer lifecycle. This initiative enhanced service quality and improved partner engagement.

We also maintained focus on sustainability and circularity by engaging channel partners in scrap battery collection and responsible disposal practices.

Outlook for FY 2025-26

- The market is expected to grow at a rate of 7–8%, led by investments in data centres, manufacturing and infrastructure projejcts.
- The penetration of lithium batteries in UPS applications within the data centre and banking segments is increasing, which is slowing down the growth of the lead-acid (LA) battery business to some extent.
- The commercial launch of new products and variants is expected to help capture market share in low penetration segments such as GeM and Data Centre.
- The design and implementation of second phase of CRM- to capture end user journey through channel partners will add value to both customers and channel partners.

Telecom

Realigning to a Lithium-first Future

The telecom sector experienced a major transformation in FY 2024-25 with a sharp transition from lead-acid batteries (LAB) to lithium-ion batteries (LiB). A near 50% drop in lithium battery prices, driven by oversupply from Chinese manufacturers, accelerated this shift across telecom infrastructure, from cell towers to switching centres and data hubs.

Demand for LAB solutions dropped by more than 50%, yet we maintained our market share amid rising lithium adoption. Even state-run operators such as BSNL embraced lithium extensively in their 4G upgrades, both for captive use and projects via EPC vendors. Environmental sustainability and decarbonisation goals also drove the sector towards solar-backed lithium solutions.

While the 5G rollout continued at a cautious pace due to monetisation concerns, telecom operators focused on strengthening existing networks. Our on-ground support and commissioning services played a key role in accelerating project deployments.

We expanded our service revenue base significantly through integrated maintenance contracts, including large-scale site wins from one of India's biggest telecom infrastructure providers. These long-term contracts strengthen our service capabilities and position us as a trusted service partner.

Importantly, we emerged as a preferred lithium battery supplier to leading private telecom operators, securing some of our largest-ever lithium battery orders during the year. Backed by a robust nationwide service footprint, we continue to hold strategic positions in both the lead-acid and lithium segments.

Outlook for FY 2025-26

- The demand for lithium-ion batteries is expected to grow in FY 2025-26, driven by more efficient telecom equipment, improved load management and space-saving installations. With falling battery prices and better total cost of ownership, lithium solutions are becoming the preferred choice for new installations, upgrades and battery replacements, potentially reducing the reliance on diesel generators.
- DoT is planning to invest in rolling out 4G sites in uncovered territories through BSNL and 5G trials of indigenous technology in BSNL, may add the overall potential in the sector.
- With strong foothold of services across India we are focusing to increase revenues from Integrated maintenance services across different customers which will help to understand the technology upgradations in the network in addition to the revenues.

Key Highlights

Strategic wins in marquee infrastructure projects such as the New Parliament, Mumbai Airport and the Bullet Train project.

Resilient demand from manufacturing sector players as India positions itself as a global production hub.

Strong traction in the data centre segment, driven by demand from MNCs.

New Growth Areas

Expanding Reach in Renewable Energy, BESS and Motive

Our new energy business, comprising Renewable Energy, Battery Energy Storage Systems (BESS) and Motive Power, recorded significant progress despite sectoral headwinds such as evolving policies, rising input costs and geopolitical disruptions.

Renewable Energy and BESS

Our robust products powered 24x7 mini-grids in remote locations in African continent and Indian sub-continent, fulfilling basic energy needs such as lighting and communication.

Customer satisfaction remained high on our products, supported by low-maintenance designs and responsive field services. The BESS segment also gained traction due to government tenders linked to renewable capacity targets of 500 GW by 2030. Our alternate technology options along with existing options positioned us well for early participation in this high-potential market.

Motive Power

In the Motive segment, we made meaningful progress by engaging key traction customers who recognised our high quality products and willingly paid a premium. We onboarded new accounts, retained old customers and leveraged our existing channel partners to reach end user customers. However, price wars and lack of scale across this niche segment continued to limit overall growth. We remain focused on building a healthy, value-accretive model for this business.

Outlook for FY 2025-26

New growth areas including BESS and Motive in India will stand to significantly benefit from the 'China Plus One' strategy, which encourages businesses to diversify from China and invest in other countries.

India's stable government, pro-business environment and large manpower talent pool with advantages in sectors such as pharmaceuticals, textiles, electronics and metals position it as a prime beneficiary of this trend. To achieve this shift of manufacturing base, India should be cost competitive and productivity competitive with China.

This is possible only if energy cost is kept low with help of renewables and productivity is increased with automation of production and material handling process. Also Indian government is focused on improving infrastructure, reliable supply chain logistics, ease of doing business and so on, to support manufacturing growth.

Railways

Stable Performance in a Saturated Segment

Railway battery volumes remained flat in FY 2024-25 as production of Self-Generation AC coaches was discontinued. Despite the limited addressable market, we sustained last year's performance. The outlook remains stable, with few changes expected in the coming year.

Exports

Broad-based Recovery and Regional Diversification

Our export business delivered over 25% growth, driven by renewed market traction in Africa and continued success in the Middle East. Our subsidiary, Amara Raja Battery Middle East FZE, maintained a strong operating rhythm and deepened customer relationships.

We expanded our installation and distribution footprints in Africa, Middle East, APAC and began early-stage supply projects in Europe and Latin America. Aggressive channel play in UPS and distribution helped offset telecom volume losses caused by lithium adoption.

Outlook for FY 2025-26

- We aim to deepen penetration in current markets while expanding to Europe and the Americas.
- Our global UPS OE partnerships, combined with the upcoming launch of high-wattage VRLA batteries and an expanded LiB portfolio, are expected to fuel growth.
- Our international business strategy will focus on product localisation, service reliability and distribution-led agility.

Business Risks

Risks	Description	Mitigation Measures	Trend
Demand Risk Variability in demand from key user industries may impact revenue stability. Dependency on a limited set of applications or geographies may constrain growth during market transitions.	▸ Expanded into Renewable Energy, energy storage and digital infrastructure segments. ▸ Entered strategic partnerships to develop future-ready battery solutions. ▸ Commissioned new capacity aligned with emerging application requirements. ▸ Strengthened international distribution to diversify demand across regions.	Moderate	Stable
Technology Risk The battery sector is experiencing rapid shifts in cell chemistries, configurations and integration requirements. Inability to adopt emerging technologies promptly may reduce product relevance and competitiveness.	▸ Adopted multi-chemistry technology platforms through licensing and in-house development. ▸ Established dedicated R&D infrastructure to support innovation and product validation. ▸ Focused on modular, application-specific battery design for industrial and mobility use. ▸ Implemented digital tools to accelerate development, testing and quality control.	Moderate	Increasing
Geographic Risk Concentration of manufacturing or market exposure in specific regions may lead to vulnerability from regulatory, operational, or geopolitical disruptions.	▸ Diversified export footprint across multiple global markets. ▸ Expanded manufacturing presence beyond existing geographic base. ▸ Engaged in international partnerships for compliance and market alignment. ▸ Tailored product and market strategies to suit regional requirements.	High	Increasing

New Energy Business

Accelerating Clean Energy

We are building a strong foundation in the fast-evolving new energy space, with a growing portfolio across lithium battery packs, EV charging infrastructure and stationary energy storage solutions. Our offerings are designed to support next-generation electric mobility and industrial energy needs through safe, efficient and customisable systems. We are steadily expanding our presence across 2W, 3W and telecom segments, backed by in-house R&D, advanced cell chemistries and scalable manufacturing. With a clear focus on localisation, technology development and application-specific performance, we are positioning ourselves to play a leading role in India's clean energy transition.

Performance in FY 2024-25

In FY 2024–25, our New Energy Business remained focused on capability building, customer engagement and technology development across the mobility and stationary energy storage landscape. We witnessed an uptick in EV charger volumes following the successful localisation of portable chargers for 2W and 3W electric vehicles. While revenue growth in EV battery packs was muted due to lower OEM offtake, we adopted a focused strategy to onboard new customers across emerging mobility segments.

On the stationary front, we deepened partnerships with key telecom players, resulting in steady volume growth during the fourth quarter. We continued supplying lithium battery packs to leading OEMs across 2W, 3W and telecom segments, with chemistries spanning LFP and NMC. During the year, we successfully developed a high-nickel 21700 NMC cylindrical cell and scaled up our pack assembly capacities to cater to rising demand. Our in-house R&D capabilities were further ramped up, backed by strategic investments in next-generation energy storage technologies, strengthening our position in India's evolving battery ecosystem.

Manufacturing Facilities	Capacity	Product Type
Pack Assembly Plant Tirupathi	**~ 1 GWh**	Stationary Batteries
Pack Assembly Plant Divitipally	**~ 1.5 GWh**	EV Battery Packs

Strategic Priorities for New Energy Business (NEB)

Technology

- Establish E Positive Energy Labs to enhance in-house competencies in cell technology
- Build strategic technology partnerships to stay ahead of the innovation curve
- Develop a best-in-class product portfolio for both Electric Vehicles (EV) and Energy Storage Systems (ESS)

Customers

- Leverage existing customer relationships and co-develop custom-built solutions
- Utilise CQP facility to attract and collaborate with new customers
- Ensure consistent quality and meet evolving customer expectations

Supply Chain

- Build a strategic vendor base for equipment and raw materials to achieve competitive cost advantages
- Adopt diversified sourcing models to ensure uninterrupted supply
- Integrate green initiatives within the supply chain through partners and internal efforts
- Strengthen domestic sourcing capabilities by reducing dependency on China

Talent

- Recruit global talent, including subject matter experts across critical functions
- Build deep technical expertise in technology, supply chain and operations
- Promote diversity and inclusion across teams
- Encourage continuous learning through structured upskilling and reskilling programmes

Giga Factory Infra Development

Amara Raja Energy & Mobility through Amara Raja Advanced Cell Technologies (ARACT), a wholly owned subsidiary, is advancing rapidly on its lithium cell manufacturing roadmap, with parallel progress on near-term production and long-term Giga-scale capacity.

Customer Qualification Plant (CQP)

- A multi-chemistry, multi-form factor, commercialised scale pilot plant is in advance stage of construction and will be commissioned during FY 2025-26.
- When completed, this unique facility will serve as the state of the art manufacturing processes innovation center and customer qualification plant.

Amara Raja Giga Corridor

- Master plan is developed for Amara Raja Giga Corridor with cell manufacturing capacity of 16GWh and pack manufacturing capacity of 5GWh along with necessary utilities, skill development centre and social infrastructure at Divitipally, Telangana.
- The construction of first Giga factory with 4GWh for cylindrical cell product portfolio was kicked-off in March 2025.

Pack Manufacturing Expansion

- As part of our ongoing efforts to offer comprehensive and innovative energy storage solutions to customers, we are progressing steadily towards establishing state-of-the-art Battery Pack Assembly facilities.
- We have established an operating capacity of 2.5 GWh for the manufacturing of Electric Vehicle (EV) and Energy Storage System (ESS) battery packs.
- A fully automated assembly line for 2W battery packs, designed to support both LFP and NMC cylindrical cells, is currently operational.
- Our Battery Pack Assembly lines are equipped to manufacture a wide range of EV and ESS packs using LFP prismatic cells, ensuring flexibility and scalability.
- The Battery Pack Assembly plant at the Amara Raja Giga Corridor has been awarded Integrated Management System (IMS) certification, covering ISO 9001 (Quality Management), ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety).

e⁺ Energy Labs

The e⁺ Energy Labs in Hyderabad will be India's first integrated energy research and innovation hub focused on advanced battery technologies. The facility will drive deep-tech development and cross-sector collaboration across the battery value chain.

- Open Innovation Hub to provide access to world-class R&D infrastructure for industry, startups and academia.
- The facility will be fully equipped with advanced analytical and test facilities to enable deep tech research on materials, cell and battery pack prototyping, digital stimulation and analytics.
- Data Intelligence Unit - AI-driven battery and EV performance analytics.
- Startup Incubator - Support for early-stage ventures in energy storage tech.

Amara Raja Power Systems Limited (ARPS)

ARPS is building a robust portfolio of products and solutions to unlock opportunities in energy storage, electric mobility and adjacent areas across the Group. During the year, ARPS made significant progress in the electric vehicle (EV) infrastructure segment.

We became the first Indian company to localise IP67-rated off-board chargers, strengthening our position in the high-growth EV charging market. Supplies of 2 kW and 3 kW off-board chargers commenced to key OEMs, with volume traction enabling us to set up dedicated manufacturing lines and testing infrastructure.

As part of our future-readiness, we are expanding our product range with high-capacity DC fast chargers (180 kW and 240 kW) catering to the growing demand from electric bus and heavy truck applications. This forms part of our strategic vision to emerge as a leader in the Electric Vehicle Supply Equipment (EVSE) space.

We have developed 7.4 kW and 3.5 kW AC Type-2 portable chargers for four-wheelers, type-tested at ARAI, Pune, marking our entry into personal mobility charging.

EV Chargers and Mobility Solutions

We made strong headway in localising and commercialising EV chargers. Notably, we successfully completed homologation and commercialised 2 kW off-board chargers for leading 3W EV OEMs such as Piaggio and Mahindra. We also introduced India's first IP67-rated 750W off-board charger for 2W applications. A bundled 2 kWh NMC battery pack with 750W charger was developed for 2W OEMs, ensuring integrated performance, efficiency and ease of servicing. High-performance LFP packs for the 3W segment were also developed and are ready for rollout in the coming fiscal.

Digitalisation and Infrastructure Readiness

We advanced the MES digitalisation initiative, with the conceptual framework finalised. The development of core utilities and social infrastructure also progressed, including a 220 kV substation and power line to support future Giga-scale operations. Construction is underway for key buildings, with facilities such as the Occupational Health Centre (OHC), crèche and central kitchen. A master plan for the full Giga Corridor has been approved and is ready for execution.

Long-term Growth Drivers

Policy Push

- Government's PLI ACC scheme incentivising domestic cell manufacturing
- Manufacturing subsidies exceeding ₹50,000 crore to bolster local production

Telecom Sector

- Expansion of 5G infrastructure driving demand for telecom tower batteries
- Replacement cycle of existing lead-acid batteries with lithium -ion solutions gaining momentum

Renewable Energy Adoption

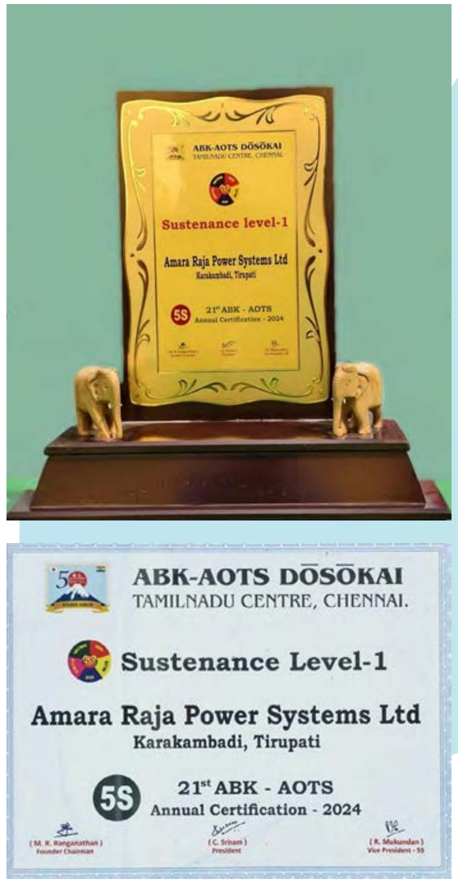
- National Net Zero target by 2070 pushing clean energy transition
- Aim to meet 50% power capacity through renewables
- Storage requirement rising with India's 500 GW renewable energy target by 2030 (BESS opportunity)

Digital Economy

- Growth in digital usage with over 800 million internet users
- Surge in UPI transactions exceeding ₹125 lakh crore
- Rising need for storage and data centres to ensure reliable connectivity and uptime

In the Charge Point Operator (CPO) segment, we secured a breakthrough order for DC fast chargers from Yellow Stone EV (Chennai) and received an Expression of Interest (EOI) from GO EC (Kerala). We are also increasing the local content in DC chargersto more than 50%, enhancing both cost competitiveness and serviceability.

In parallel, ARPS is pursuing strategic partnerships in Battery Energy Storage Systems (BESS) to cater to both Commercial & Industrial (C&I) and grid-scale applications, in alignment with our Group-level roadmap for energy storage. Our legacy businesses in DC Power and Railways continued to perform steadily, supported by timely order execution and customer engagements.



We were recognised as the Best 5S Practicing Company within the Group and also received the 'Sustenance Level 1' award for exemplary 5S practices from ABK-AOTS DOSOKAI, Chennai.

Business Risks

Risks	Mitigation Measures	Impact	Trend
Supply Security Risk Dependence on a narrow supplier base and specific geographies for critical materials may affect production continuity and business resilience.	▸ Expanding multi-region sourcing through supplier diversification programmes ▸ Strengthening long-term supplier partnerships for critical materials ▸ Enhancing local ecosystem development and vendor base ▸ Robust inventory planning for key components equitable policy frameworks	Moderate	Stable
Geopolitical Risk Geopolitical uncertainties, trade restrictions and shifting global alliances can disrupt the availability of critical raw materials, extend shipping lead times and pose risks to supply continuity and project timelines.	▸ Establishing diversified logistics and procurement corridors ▸ Building regional buffers and setting up multi-vendor systems and import diversification strategies ▸ Sourcing critical inputs from alternate countries and regions ▸ Monitoring trade policy developments through structured reviews	High	Stable

Risks	Mitigation Measures	Impact	Trend
Technology Volatility Risk The fast pace of innovation in battery chemistries, cell architectures and manufacturing technologies poses a risk of technological obsolescence, potentially impacting product relevance and customer preference.	▸ Investing in in-house R&D for next-gen technologies ▸ Setting up state of the art innovation labs (E - Positive) and customer qualification plants, focused on product competitiveness ▸ Establishing co-development partnerships with global technology leaders, innovation hubs and academic institutions ▸ Conducting agile tech evaluation and regular platform upgrades ▸ Tracking regulatory, OEM and customer trends to align technology roadmap	Moderate	Increasing
Talent Risk A limited talent pool in emerging technology domains, coupled with retention challenges in a highly competitive market, may impact innovation velocity and delay critical programme execution.	▸ Strategic hiring with focus on future skills and high-impact roles ▸ Academic partnerships for pipeline creation and curriculum co-design ▸ Leadership pipeline programmes and succession planning ▸ Continuous skill enhancement and upskilling programmes ▸ Internal growth tracks for high-potential employees ▸ Fostering an energising, purpose-driven and inclusive culture	Moderate	Stable

Our Net Zero Journey in Motion

Accelerating with Responsibility

In line with our commitment to driving a sustainable future, we aim to achieve Net Zero emissions by 2050. To realise this goal, we are implementing a comprehensive Net Zero Roadmap that includes phased decarbonisation strategies and industry best practices. We have also set clear SBTi-aligned targets, outlining our short, medium and long-term emission reduction milestones.

During the year, we revisited and updated our plan to reflect recent mergers and expansions. We also updated our TCFD report as per the revised plan and revised the financial quantification of our climate related risks and opportunities.

FY 2022-27 — Near Term Plan Transition to cleaner energy

Scope 1 & 2 (Reduce 30%)

- 187 MW of installed/Equivalent RE
- 8 MW power through IEX
- 10 MW Green power purchase
- Refrigerant change to low GWP
- Fuel switchover HSD to Gas
- Energy efficiency projects(-1.5 YoY)
- 50% EV (Internal logistics)

Scope 3

- Vendor engagement and target setting
- Switching to LNG by secondary lead suppliers
- 2.5% YoY GHG reduction by the suppliers
- Battery Recycling Plant, Cheyyar to use LNG as fuel aiding significant reduction in GHG emissions

FY 2027-32 — Intermediate Term Inline with NDC

Scope 1 & 2 (Reduce 60%)

- Addition of 161 MW RE equivalent
- 100% EV for employee and internal logistics
- Energy efficiency projects delivering 1.5% YOY reduction

Scope 3 (Reduce 30%)

- Part procurement from Net Zero committed supplier
- Logistics decarbonisation (ship/train)
- RE for secondary lead smelters

FY 2032-40 — Medium Term Scaling Up

Scope 1 & 2 (Reduce 90%)

- 100% from 24x7 renewable electricity with energy storage
- 100% shift towards Electric or hydrogen driven vehicles
- 100% recycled RM

Scope 3 (Reduce 50%)

- Decarbonisation of secondary lead smelters
- Prefer supply chain partners with Net Zero Commitments

FY 2040-50 — Long Term Goal '0' Net Zero

Scope 1 & 2 (0 emissions)

- 100% RE and 100% EV
- Carbon Sequestration and offsetting for residual emissions
- Hydrogen and biomass for 100% fuel application

Scope 3 (Reduce 90%)

- Engage with supply chain partners with Net Zero Commitments and demonstrable progress

Environmental, Social and Governance (ESG)

We are advancing a comprehensive sustainability agenda, anchored in our commitment to accelerating responsibly. With clearly defined aspirations on Net-zero emissions, water positivity, zero landfill and zero harm we are integrating ESG into every aspect of our operations.

In FY 2024, we set FY 2025 targets across key material ESG indicators, creating a transparent roadmap for impact. The table below highlights the meaningful progress we have made, as we continue to align business growth with environmental stewardship, social responsibility and strong governance.

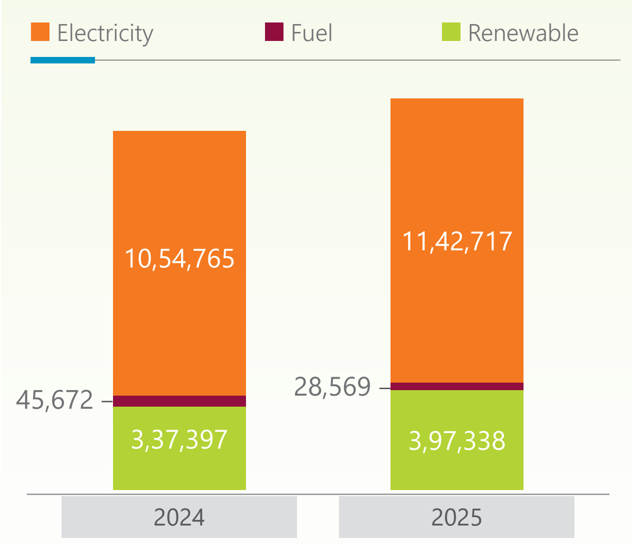
Parameter	Baseline Year 2024	Target FY 2025 (Without BC)		Performance FY 2025 (Without BC)	Achievement against Target	Performance FY 2025 (With BC)	Target FY 2026
Renewable Energy Share	23.46%	25%↑		26.91%	Achieved	25.33%	-
Energy Intensity	127.69 GJ/INR Crore	1.5%↓		119.01 GJ/INR Crore	Achieved	126.45 GJ/INR Crore	1.5% Reduction
Total Emissions (Scope 1 & 2)	2,16,385 TCO_2e	2,16,385 TCO_2e		2,18,733 TCO_2e	Nearly Achieved	2,37,581 TCO_2e	-
Emission Intensity	19.22 TCO_2e/INR Cr	11%↓ (17.06 TCO_2e/INR Cr)		17.63 TCO_2e/INR Cr	Nearly Achieved	18.60 TCO_2e/INR Cr	# 8.13% Increase
Fresh Water Consumption	9,07,618 KL	10%↓ (8,16,852 KL)		8,16,421 KL	Achieved	9,41,500 KL	-
Water Consumption Intensity	80.60 KL/INR Cr	10%↓ (72.57 KL/INR Cr)		65.81 KL/INR Cr	Achieved	75.89 KL/INR Cr	8% Reduction
Waste Intensity	2.397 MT/INR Cr	8.35%↓ (2.197 MT/INR Cr)		2.14 MT/INR Cr	Achieved	2.22 MT/INR Cr	7% Reduction
Waste to Landfill	1551.13 MT	-		-	-	1622.19 MT	60% Reduction
Recycled Input Material (Lead & Lead Alloys)	83.20%	84.31%↑		85.32%	Achieved	85.32%	86%
Recycled Polypropylene Copolymer in production	10.76%	20%		11.35%	Unachieved during FY 2025	11.35%	15%
BWMR & EPR Compliance	Automotive - 62%, Industrial - 46%	Automotive - 70%, Industrial - 60%		70%	Achieved	70%	Meet EPR target for Lead Acid Battery as defined in BWMR, 2022
Life Cycle Assessments (LCA)	2	-		-	-	-	Complete Internal Life Cycle Assessments for 50% SKU designs.
Fatalities	0	0		0	Achieved	0	0
Lost Time Incident Frequency Rate (LTIFR) per Million Manhours worked	0.93	20%↓ (0.74)		0.40	Achieved	0.46	6% Reduction
Defensive Driving Training (DDT)*	NA	NA		NA	NA	NA	Complete DDT for 80% relevant Employees
Critical Safety standards assessment score*	NA	NA		NA	NA	NA	60% score
Leadership safety audits*	NA	NA		NA	NA	NA	One per leader every quarter
Diversity	10.60%	12.00%		11.59%	Unachieved during FY 2025	13.21%	13.75%
IT Security*	NA	NA		NA	NA	NA	ISO 27001 ISMS Certification
Community Projects	Complete village infrastructure projects & establish a second skill development centre	3		5	Completed	5	6

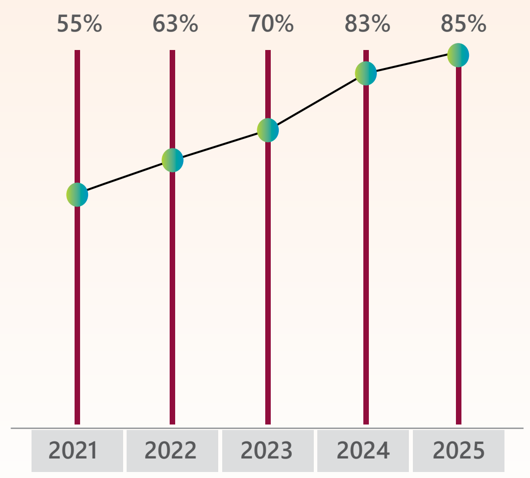
* New Targets for FY2026

Disclaimer: Since February FY 2024, the Battery Components Division (BC) of Mangal Industries Ltd has been integrated into ARE&M. However, FY 2025 targets were set excluding its data, as the FY 2024 baseline did not include the division.

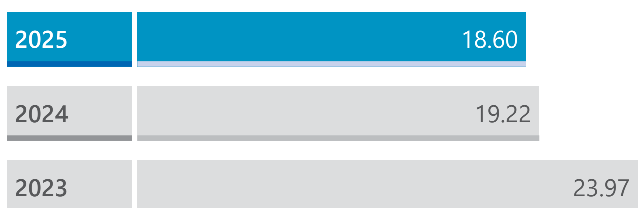
Under a 'do nothing' scenario, our carbon intensity is projected to increase by 12%–13% due to capacity expansion of the energy-intensive Tubular Battery plant. However, with planned energy efficiency initiatives, enhanced metering and greater use of renewable energy, we aim to restrict the increase to 8.13%.

Key ESG Performance Indicators

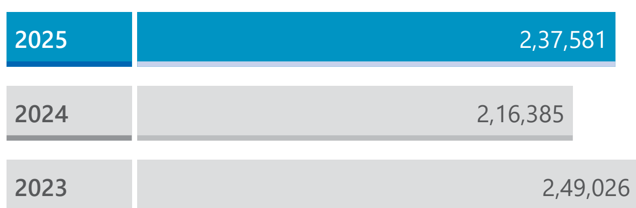




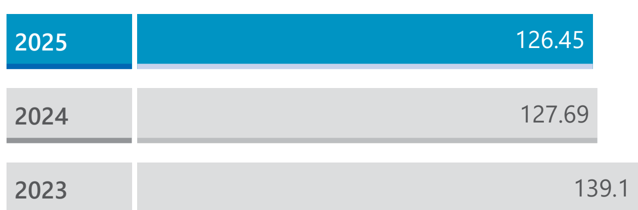
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Metric tonnes of CO2 equivalent / INR Crore revenue)



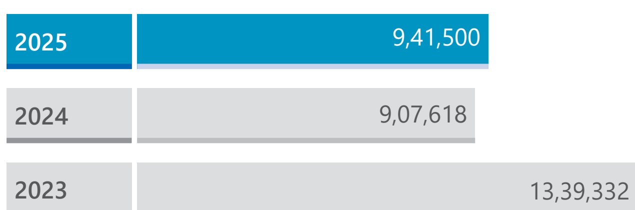
Scope 1 & 2 emissions (MTCO2e)



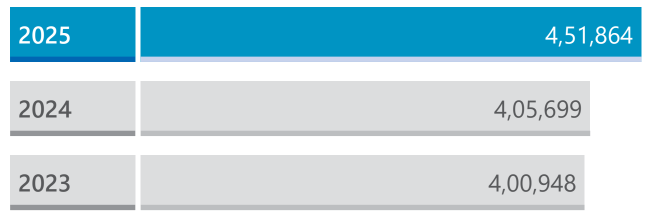
Energy intensity per rupee of turnover (GJ/Cr)



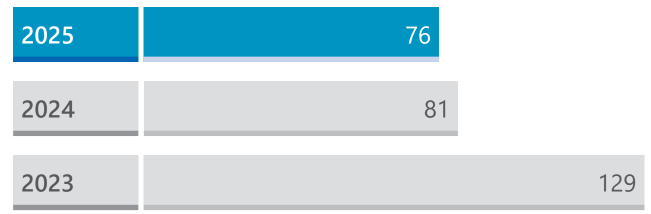
Water Consumption (in KL)



Scope 3 emissions (MTCO2e)



Water Intensity (KL/₹ Cr)



Incident Staistics

Indicators	2023	2024	2025
Lost Time Injury Frequency Rate (LTIFR)	0.67	0.93	0.46
Total recordable work-related injuries	10	15	9
No. of fatalities	0	0	0
High consequence work-related injury or ill-health (excluding fatalities)	0	0	0

Waste Details

Parameter	2023	2024	2025
Total Waste generated	29,151	26,994.76	27,573.26
Waste Intensity per Crore of turnover (MT/₹ Cr)	2.8	2.39	2.22

We have made significant strides in our sustainability journey. Key initiatives include achieving Zero Liquid Discharge across sites, building extensive rainwater harvesting infrastructure and using recycled lead as a key input. Around 94% of our manufacturing waste is recycled and we have reduced waste intensity substantially.

We are certified for ISO 14001, ISO 45001 and ISO 50001, highlighting our strong commitment to environmental management, occupational health and safety and energy efficiency. These standards drive continual improvement, operational excellence and sustainable practices.

Key Certifications


TÜVNORD

Certificate

Management system as per

ISO 14001:2015

The Certification Body TÜV NORD CERT GmbH. hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 17021-1:2015, that the organization

AMARA RAJA ENERGY & MOBILITY LIMITED
Renigunta - Kadapa Road, Karakambadi Village,
Tirupati District – 517 520,
Andhra Pradesh,
India

with the locations according to the annex

operates a management system in accordance with the requirements of ISO 14001 : 2015 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope

Design, Manufacture and Supply of Lead Acid Batteries Industrial (LVRLA), Automotive and Small Batteries.

Certificate Registration No. **04 104 020655**
Audit Report No. **2.5-0631/1997**

Valid from **23.02.2024**
Valid until **09.02.2027**
Initial certification **31.05.2002**

Visit our database to verify the validity of this certificate.

Mumbai, **23.02.2024**

Certification Body at TÜV NORD CERT GmbH

TÜV NORD CERT GmbH
Am TÜV 1, 45307,
Essen
www.tuev-nord-cert.com

TUV INDIA PVT. LTD.
801, Raheja Plaza 1, L.B.S Marg,
Ghatkopar (W) Mumbai – 400 086,
India
www.tuv-nord.com/in

TÜVNORDGROUP

ISO 14001


TÜVNORD

Certificate

Management system as per

ISO 45001:2018

The Certification Body TÜV NORD CERT GmbH. hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 17021-1:2015, that the organization

AMARA RAJA ENERGY & MOBILITY LIMITED
Renigunta - Kadapa Road, Karakambadi Village,
Tirupati District – 517 520,
Andhra Pradesh,
India

with the locations according to the annex

operates a management system in accordance with the requirements of ISO 45001 : 2018 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope

Design, Manufacture and Supply of Lead Acid Batteries Industrial (LVRLA), Automotive and Small Batteries.

Certificate Registration No. **44 126 101668**
Audit Report No. **2.5-0631/1997**

Valid from **23.02.2024**
Valid until **09.02.2027**
Initial certification **10.11.2010 (BS OHSAS 18001)**

Visit our database to verify the validity of this certificate.

Mumbai, **23.02.2024**

Certification Body at TÜV NORD CERT GmbH

TÜV NORD CERT GmbH
Am TÜV 1, 45307,
Essen
www.tuev-nord-cert.com

TUV INDIA PVT. LTD.
801, Raheja Plaza 1, L.B.S Marg,
Ghatkopar (W) Mumbai – 400 086,
India
www.tuv-nord.com/in

ISO 45001

While we have made meaningful progress, we acknowledge the need to further improve, particularly in enhancing gender diversity. We are focused on building a diverse, equitable, inclusive and belonging (DEIB) workplace. Strategic initiatives include attracting diverse talent, nurturing internal growth and promoting inclusion. DEIB targets are embedded in business scorecards and KRAs of key leaders, following senior leadership workshops and policy roadmap development.

Safety culture remains a core focus. We have introduced behavior-based safety training and integrated leading indicators into safety scorecards to drive lasting change.

Our ESG Efforts are Being Recognised Globally

We maintained a 'B' CDP rating for Climate Change.

Improved our score by S&P Global Corporate Sustainability Assessment (CSA) from 28 to 74—ranking #1 in India, #2 in Asia Pacific and #6 globally in our sector.

We have earned 'Bronze Medal' in our Ecovadis assessment

We have obtained an ESG rating of 69, from National Stock Exchange for our sustainability performance. This rating is higher than many of our peers and customers

BRONZE | Top 35%
ecovadis
Sustainability Rating
MAY 2025

During the year we have strategically executed merger of Mangal Industries Ltd.'s Battery component division in ARE&M with a strong focus on sustainability parameters.

We have extended our sustainability initiatives to our subsidiary companies including ARACT and ARCS. We have established a Sustainability committee at ARACT Comprising of senior leadership, which meets regularly to review progress and steer the implementation of key sustainability initiatives at our ARACT locations. We have undertaken reasonable assurance for Sustainability data for both these locations. Both the subsidiary companies are represented in our Group HSE Council where in best practices from within the group are discussed and horizontally deployed.

Our commitment to sustainability has not only driven measurable progress but has also earned us several accolades.

ICAI Sustainability Reporting Award

Financial Express Green Sarathi Award for Climate Action Leadership

We are proud to have received appreciation from esteemed customers such as Royal Enfield, Indus Towers, TVS Motor, Hyundai and others, recognising our efforts and performance in advancing sustainability across our operations.

Confederation of Indian Industries CAP 2.0° Resilience Award

Confederation of Indian Industries EHS Excellence Award

FICCI RECEIC Award on Resource Efficiency and Circular Economy

The Arogya World Healthy Workplace Award Logistics Safety Initiative Award

We are part of governing council of United Nations Global Compact and have actively participate in reputed forums including Confederation of Indian Industries and Institute of Chartered Accountants India to stay aligned with global sustainability challenges and best practices.

Best-in-Class Logistics Safety Initiative Award and Outstanding Supply Chain Team Award at the 16th Express Logistics & Supply Chain Conclave 2025

Stakeholder Engagement and Materiality Assessment

Accelerating responsibly for us means knowing what matters, and who it matters to. As we grow, we are making a conscious effort to stay connected with people, whose opinions and aspirations are important for our business sustainability and growth. We are talking more often with customers, employees, suppliers, investors and communities, listening to what they expect and acting where it counts. Our materiality process helps us identify what is important and what needs urgent attention. This approach keeps us grounded, ensuring we do not lose sight of the larger picture while accelerating.

Accelerating Progress Through Purposeful Dialogue

Our growth journey is closely tied to the people we serve and impact. As we move forward in innovation and market leadership, we remain grounded in the belief that responsible acceleration must be co-created with our stakeholders.

Our Engagement Philosophy

- **Inclusivity**
  Involving all voices that influence or are impacted by our decisions
- **Strategic Responsiveness**
  Translating insights into action across operations, product development, ESG goals and community initiatives
- **Impact Orientation**
  Ensuring each interaction results in measurable, material outcomes

A Structured, Impact-driven Model

To ensure consistency and accountability in how we engage, we follow a structured approach that is both responsive and future-ready:

- **Stakeholder Mapping**
  Updated annually, covering both core stakeholders (customers, employees, suppliers, investors and communities) and strategic groups (regulators, NGOs, academia and industry bodies)
- **Governance Oversight**
  Engagement efforts are reviewed quarterly by the Stakeholder Relationship Committee, chaired by an Independent Director, to ensure alignment with board-level priorities
- **Tailored Engagement Channels**
  We use a range of targeted mechanism to drive relevant and timely dialogue.

Our Stakeholder Universe and Engagement Architecture

Stakeholder Group	Strategic Purpose	Engagement Mechanisms
Customers	Improve experience, co-develop solutions	CRM dashboards, customer councils, 'Voice of Customer' workshops
Employees	Foster innovation, inclusion and productivity	Pulse diagnostics, DEIB council, Open Houses
Suppliers	Drive supply chain sustainability and resilience	ESG workshops, digital sourcing via ARIBA
Investors	Deepen trust, showcase ESG progress	ESG investor briefings, strategy calls
Communities	Empower communities and align with SDGs	Foundation partnerships, impact audits
Regulators & Industry Bodies	Ensure policy alignment and compliance	Consultations, disclosures, advocacy

Prioritising What Matters to Accelerate Responsibly

For ARE&M, accelerating responsibly is about moving forward in the right direction. That requires clarity on what matters most to our stakeholders, our business and the world around us. Our materiality assessment helps us identify and focus on the most critical environmental, social and governance matters, helping us grow with purpose and resilience.

Our Materiality Approach

We follow a structured, data-driven approach that integrates stakeholder feedback, business risk insights and global ESG standards.

The process included

01 Stakeholder Engagement
Materiality surveys and interviews with customers, employees, investors, suppliers and community representatives

02 Internal Workshops
Cross-functional sessions to map operational risks and emerging issues

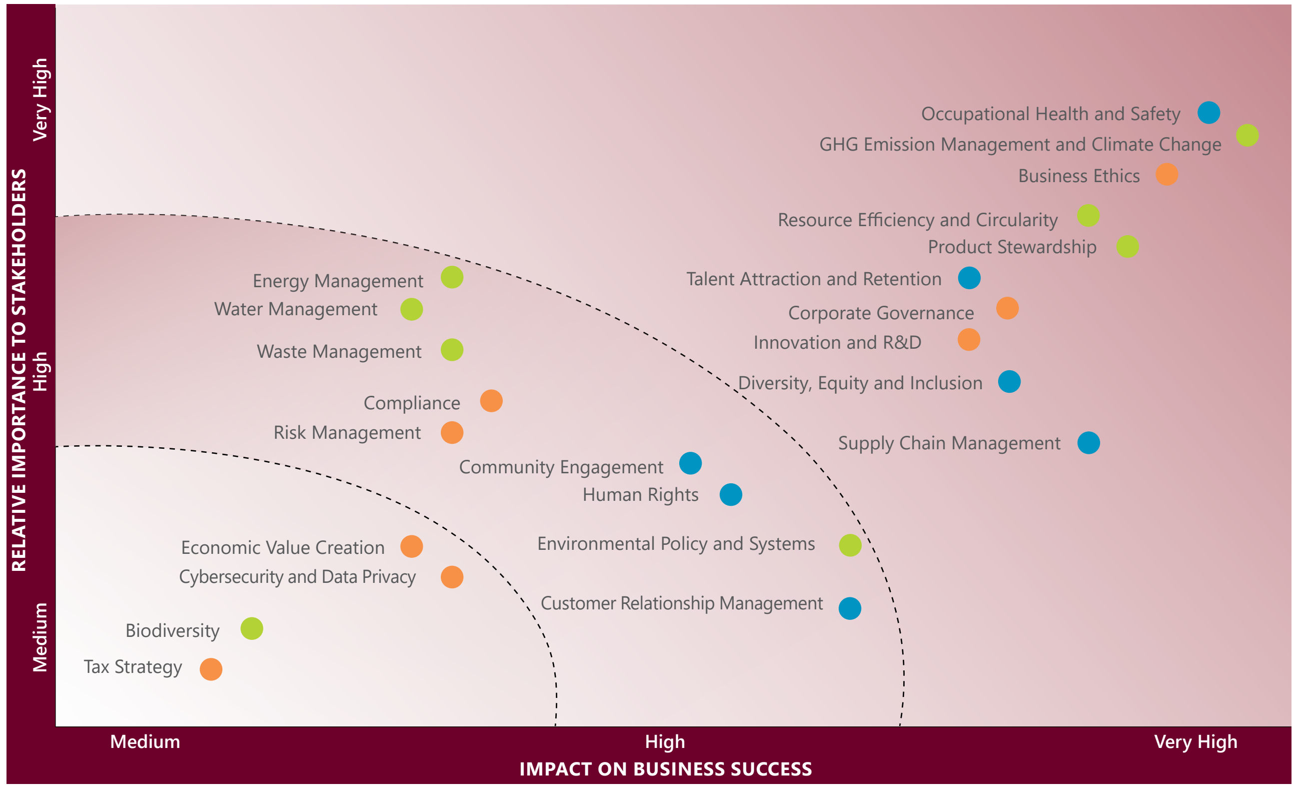
03 Benchmarking
Peer analysis of leading global energy and battery manufacturers

04 Risk Integration
Overlay of risks identified through our ERM framework, including climate, cyber and talent risks

05 Standards Alignment
Mapped against global and national disclosure frameworks such as BRSR, GRI, SASB, DJSI, MSCI and so on

06 Board Oversight
Final validation by the Sustainability Committee and the Board of Directors

ESG Focus Areas for ARE&M



Very High	High	Medium
▸ GHG Emission Management and Climate Change ▸ Resource Efficiency and Circularity ▸ Product Stewardship	▸ Energy Management ▸ Water Management ▸ Waste Management ▸ Environmental Policy and Systems	▸ Biodiversity

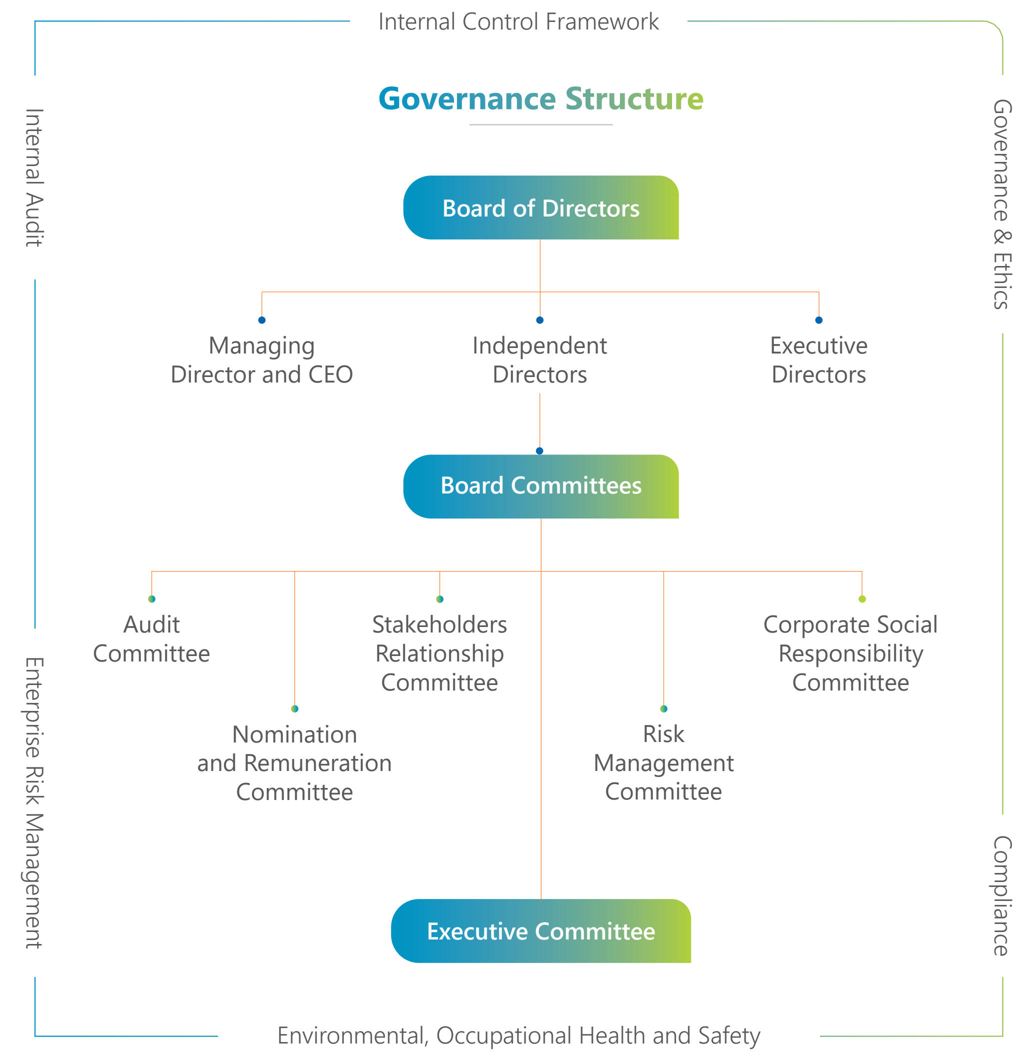
Very High	High	Medium
▸ Occupational Health and Safety ▸ Talent Attraction and Retention ▸ Diversity, Equity and Inclusion ▸ Supply Chain Management	▸ Community Engagement ▸ Human Rights ▸ Customer Relationship Management	

Very High	High	Medium
▸ Business Ethics ▸ Corporate Governance ▸ Innovation and R&D	▸ Compliance ▸ Risk Management	▸ Economic Value Creation ▸ Cyber Security and Data Privacy

Governance

The Architecture of Responsible Acceleration

ARE&M's governance practices are governed by Regulation 34(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Schedule V. This is built on strong internal controls, clear policies and timely disclosures. We place equal importance on compliance and culture, ensuring that our people understand the value of integrity and responsible decision-making. Regular training, structured oversight and a focus on stakeholder interest help us stay aligned with expectations as we grow. This is how we keep our foundation strong while accelerating responsibly.



For detailed disclosures on our corporate governance practices, please refer to page 166 of this Integrated Report.

Policies

As part of our commitment to the principles of corporate governance, we have formulated various policies that serve as a framework for decision-making across the organisation.

Weblink to policies - [https://www.amararajaeandm. com/Investors/corporategovernance-policies](https://www.amararajaeandm.com/Investors/corporategovernance-policies)

Code of Conduct

We adhere to a Code of Conduct that applies to both directors and senior management personnel. This code, which is available on our website, outlines expected behaviour and ensures ethical decision-making. All directors and senior management personnel have affirmed their compliance with the code for the financial year ending March 31, 2025.

Sustainability Committee

We have established a Sustainability Committee to define ESG road map and monitor its progress. This Committee comprises key officials including Chief Sustainability Officer and is chaired by the Executive Director.

Composition and Capability

The Board brings the right mix of experience, independence and foresight to guide ARE&M's long-term direction.

7
Total Members[1]

3
Executive Directors

9.8 Years
Average Tenure of Executive Directors

4
Independent Directors[1]

2
Woman Director[1]

3.7 Years
Average Tenure of Independent Directors

Note:
1. Includes Ms. Radhika Shapoorjee who was appointed as an Independent Director w.e.f May 22, 2025

Board Committees as on March 31, 2025:

Audit Committee	Nomination and Remuneration Committee	Stakeholders' Relationship Committee	Risk Management Committee	Corporate Social Responsibility Committee
Chairperson – Ms. Bhairavi Tushar Jani	Chairperson – Mr. Annush Ramasamy	Chairperson – Mr. Annush Ramasamy	Chairperson – Dr. Amar Patnaik	Chairperson – Mr. Jayadev Galla
Members - Mr. Annush Ramasamy Dr. Amar Patnaik	**Members -** Ms. Bhairavi Tushar Jani Dr. Amar Patnaik	**Members -** Mr. Jayadev Galla Mr. Vikramadithya Gourineni Mr.Harshavardhana Gourineni	**Members -** Mr. Annush Ramasamy Mr. S Vijayanand	**Members -** Mr. Annush Ramasamy Dr. Amar Patnaik
Focus - Financial controls, audit oversight	**Focus -** Succession planning, DEIB, executive pay	**Focus -** Investor relations, grievance redressal	**Focus -** Enterprise risk, including climate change, ESG and Cybersecurity	**Focus -** Community initiatives
100% Independent Directors	**100%** Independent Directors	**25%** Independent Directors	**67%** Independent Directors	**67%** Independent Directors
5 Meetings in FY 2025	**2** Meetings in FY 2025	**2** Meetings in FY 2025	**2** Meetings in FY 2025	**1** Meeting in FY 2025
86% Average attendance of Directors	**90%** Average attendance of Directors	**100%** Average attendance of Directors	**100%** Average attendance of Directors	**100%** Average attendance of Directors

Risk Management

Embedding Resilience into Acceleration

At ARE&M, accelerating responsibly means being ready for what could slow us down. Our Enterprise Risk Management (ERM) framework is designed to identify emerging threats, support better decision-making and embed resilience across the organisation. It enables us to move forward with speed, without compromising stability.

Our ERM Philosophy

Our approach to risk management is grounded in three guiding principles:

- **Integrated**
  Risk considerations are embedded into capital allocation, business planning and stakeholder commitments.
- **Board-owned**
  The Risk Management Committee (RMC) of the Board provides strategic oversight and reviews key risks regularly.
- **Real-Time**
  Digital dashboards and Key Risk Indicators (KRIs) track evolving risk signals and enable early intervention.

A Well-defined Risk Governance Structure

We have established a multi-tiered governance structure with clear responsibilities across all levels:

- **Risk Management Committee (RMC) of the Board:**
  Formed as per regulatory requirements, this committee oversees our enterprise risk strategy.
- **Risk Management Steering Committee (RMSC):**
  An internal body comprising the President and CXOs of Marketing, Operations, Technology, Finance, HR, Legal, SCM, Sustainability and Safety, along with the Head of Risk. The committee ensures that risk management practices are aligned with business objectives, regulatory expectations and industry standards.
- **Risk and Process Owners:**
  Functional leads across departments who identify, monitor and mitigate risks within their areas of responsibility.
- **RMSC Coordinator:**
  Acts as the link between the Steering Committee and operational teams, ensuring consistency and execution across the enterprise.

The RMSC meets periodically to monitor shifts across economic, regulatory, geopolitical, technological and environmental domains. Members also engage with external forums, conferences and regulatory bodies to gain insight into emerging risks.

Risk Culture in Action

Our approach goes beyond frameworks—we are embedding risk awareness into everyday decision-making:

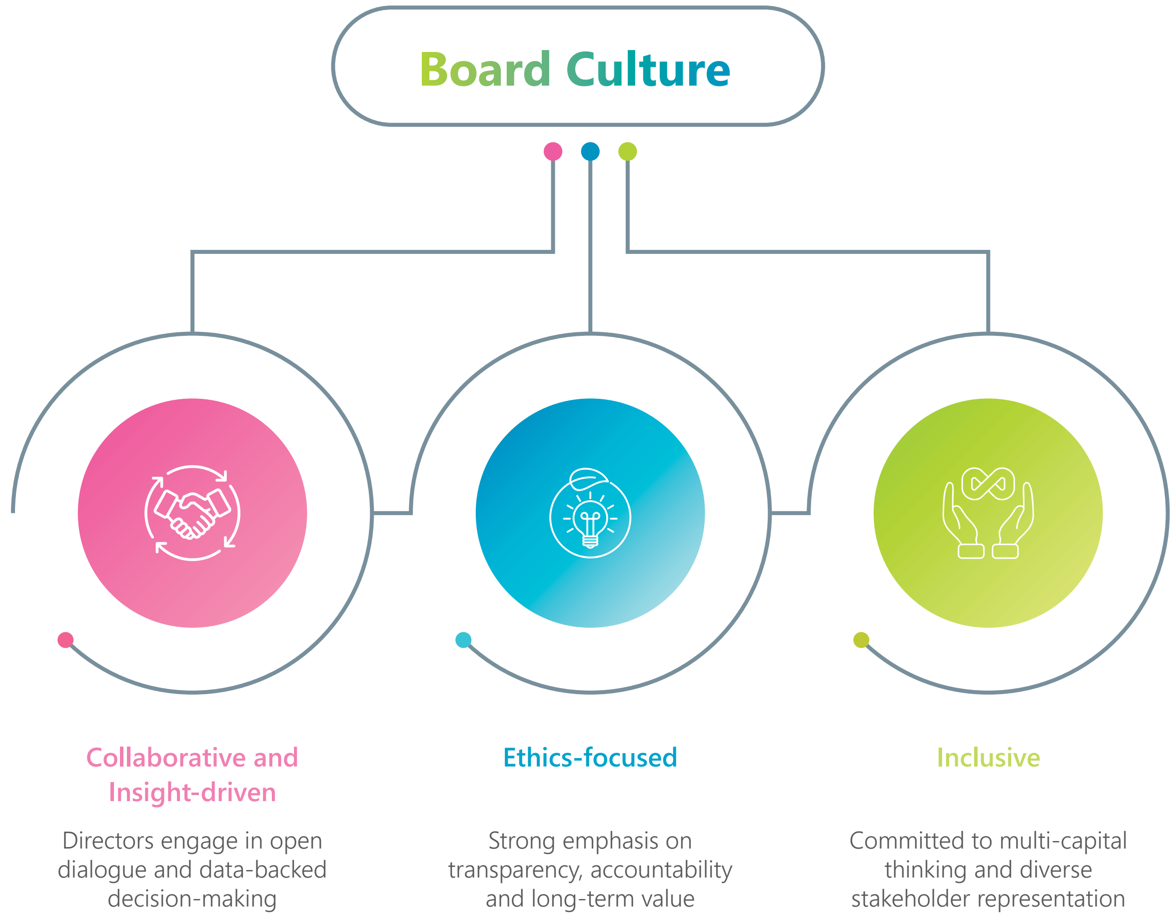
- **Open Risk Dialogue:**
  Employees across levels are encouraged to report potential risks, promoting a proactive and transparent culture.
- **Periodic Risk Refresh:**
  External consultants and subject matter experts support risk reviews, helping us stay ahead of emerging issues.
- **Dynamic Risk Rating Criteria:**
  A formalised rating system reflects our risk appetite and tolerance thresholds. These are developed using internal leadership insights and external benchmarks.
- **Key Risk Indicators (KRIs):**
  We track KRIs across all high-risk areas. Each indicator has defined targets (within appetite) and triggers (beyond appetite), acting as early warning signals. These are based on a multi-dimensional model that includes time sensitivity, financial metrics and market conditions.

Board of Directors

Leadership for Responsible Acceleration

The Board of Directors plays a central role in shaping ARE&M's direction and ensuring that our ambitions are pursued with discipline and integrity. The Board sets the tone for responsible leadership, one that balances innovation with oversight and acceleration with accountability.

Our Directors bring diverse experience across ESG, finance, manufacturing, digital & Cyber security and human capital management. This enables a well-rounded and practical view on strategic matters, while ensuring risks are addressed early and stakeholder expectations are met. The Board is deeply involved in strategic planning, risk oversight and governance across the Company and its subsidiaries.



Our Leadership Team

Jayadev Galla

Chairman,
Managing Director and CEO

Harshavardhana Gourineni

Executive Director - Automotive and Industrial

Vikramadithya Gourineni

Executive Director - New Energy Business

S Vijayanand

President - New Energy Business

C Narasimhulu Naidu

Chief Operations Officer

M Jagadish

Chief Technology Officer - New Energy Business

Vikas Sabharwal

Company Secretary &
Vice President - Legal

Y Delli Babu

Chief Financial Officer

Rajesh Jindal

Chief Marketing Officer-India, Automotive Batteries

Venkata Krishna M.M

Chief Marketing Officer- Industrial Batteries

Indeevar Govardhanagiri

Chief Marketing Officer - International, Automotive Battteries

Srinayana Goswami

Business Strategy Head - Automotive and Industrial

Ramamurthy Ryali

Business HR Head- Automotive and Industrial

Murali C

Associate Vice President - Quality and Process Control

P Muralimohan Reddy

Business - SCM Head

Balaji G

Head – Technology Automotive and Industrial

Financial Capital

Accelerating with Financial Prudence

ARE&M's approach to financial capital remains anchored in prudence, consistency and long-term value creation. In FY 2024–25, we further reinforced our financial foundation through strategic investments in both core and emerging businesses, guided by a sharp focus on sustainable growth and capital efficiency. Our disciplined capital allocation strategy is designed to ensure future readiness while safeguarding profitability and maintaining balance sheet strength. This calibrated approach empowers us to race ahead responsibly, delivering enduring value to all stakeholders.

Inputs

- Stable capital structure
- Internal accruals and reserves
- Diverse funding sources

₹ 7,389 Crore
Net Worth

CRISIL AA+/Stable/ CRISIL A1+
Credit Ratings

Activities

Prudent capital allocation

Cost optimisation initiatives

Strategic investments in core and future businesses

Output and Outcomes

- Strong operational cash flows
- Consistent profitability and returns
- Debt reduction and dividend payout

₹ 190 Crore
Total Dividend

16%
ROCE

₹ 945 Crore
Net Profit

Impact

Enhanced shareholder returns

Capital resilience and funding agility

Long-term value creation for all stakeholders

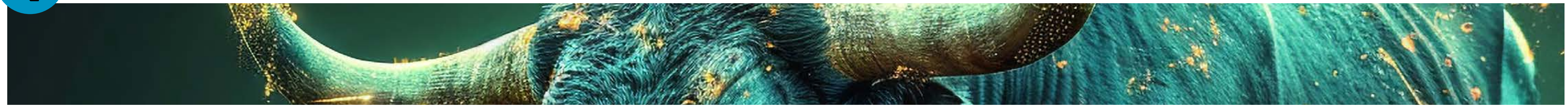
Material Topics

Risk Management

Economic Value Creation

SDGs

Financial Capital



We closed FY 2024–25 with consolidated revenues of ₹12,846 crore, representing a healthy 9.7% year-on-year growth, driven by robust performance across core lead-acid battery businesses and emerging traction in our New Energy verticals. Our EBITDA stood at ₹1,812 crore, maintaining a strong operating foundation despite margin pressures caused by input costs, power tariffs and provisions. Profit After Tax (PAT) increased to ₹945 crore.

Net Sales
(₹ in Crore)

2024-25	12,846
2023-24	11,708
2022-23	10,392
2021-22	8,697
2020-21	7,150

EBITDA*
(₹ in Crore)

2024-25	1,812
2023-24	1,744
2022-23	1,477
2021-22	1,096
2020-21	1,187

Profit After Tax
(₹ in Crore)

2024-25	945
2023-24	934
2022-23	731
2021-22	513
2020-21	647

Earnings per Share
(₹)

2024-25	51.62
2023-24	51.05
2022-23	39.93
2021-22	30.01
2020-21	37.87

Net Cash from Operations
(₹ in Crore)

2024-25	1,351
2023-24	1,266
2022-23	945
2021-22	633
2020-21	802

Net Fixed Assets
(₹ in Crore)

2024-25	3,579
2023-24	3,371
2022-23	3,319
2021-22	2,492
2020-21	2,455

Net Current Assets
(₹ in Crore)

2024-25	4,247
2023-24	3,869
2022-23	3,451
2021-22	2,825
2020-21	2,821

Net Worth
(₹ in Crore)

2024-25	7,389
2023-24	6,799
2022-23	6,007
2021-22	4,552
2020-21	4,210

* including exceptional items (net)

Sustained Value Creation

We aim to balance short-term financial gains with long-term value creation. In align with this commitment, we integrate dividend distribution into our capital allocation policy. We have also proposed a final dividend of ₹5.2 per fully paid-up equity share with a face value of ₹1 each.

Book Value
(₹ per share)

2024-25	404
2023-24	371
2022-23	328
2021-22	267
2020-21	246

Dividend
(₹ per share)

2024-25	10.50
2023-24	9.90
2022-23	6.10
2021-22	4.50
2020-21	11.00

Financial Prudence with Future Readiness

With minimal debt on our books and consistent internal accruals, we continue to enjoy ample flexibility in capital deployment. Our investments are focused on unlocking long-term efficiencies, deepening vertical integration and advancing our circular economy strategy.

We remain committed to investing in emerging battery technologies and energy management systems, while also scaling up capacities in lead-acid batteries. At the same time, we are strengthening our research and development capabilities to deliver cutting-edge solutions in energy and mobility applications.

CAPEX Additions
(₹ in Crore)

2024-25	753
2023-24	478
2022-23	1,176
2021-22	445
2020-21	948

Investing in Throughput, Not Just Infrastructure

One of the key financial achievements this year was unlocking capacity equivalent to 6 million additional batteries annually; this was achieved not just through new capex, but through productivity and process optimisation—demonstrating our commitment to capital efficiency. Initiatives under the Amara Raja Operating System (AROS) significantly improved cycle times, reduced speed losses and enhanced throughput, directly translating into improved return ratios.

Managing Financial Risks Effectively

We proactively manage financial risks related to interest rates and foreign exchange fluctuations through a comprehensive, board-approved risk management policy. This policy outlines various methods and details approval processes to ensure robust oversight and mitigation of financial risks. By adhering to these guidelines, we effectively safeguard our financial stability and optimise our risk exposure.

Credit Ratings

CRISIL has reaffirmed our strong credit profile with a **'CRISIL AA+/Stable/CRISIL A1+'** rating on our bank facilities. This reflects our leading position in lead-acid batteries, diverse product portfolio, robust distribution network and negligible debt on the balance sheet.

CRISIL AA+/Stable (Reaffirmed) [Long-term Rating]

CRISIL A1+ (Reaffirmed) [Short-term Rating]

Future-facing Capital Allocation

We are racing responsibly towards the future, prioritising investments that are both growth-oriented and ESG-aligned. These include continued development of the 16 GWh Giga Cell manufacturing facility, setting up of our Customer Qualification Plant and the E+ Energy Labs in Hyderabad. All these are designed to enhance innovation capabilities in next-gen chemistries and battery architectures, unlock new revenue streams, enhance operating leverage and deliver superior value to stakeholders over the long term.

Corporate Overview
SR
FS

Manufactured Capital

A Strong Foundation for Responsible Growth

We are scaling manufacturing capabilities to meet rising demand with agility while staying grounded in operational discipline. With a robust foundation spanning advanced infrastructure, digital integration and lean practices, our facilities are geared to serve the evolving needs of automotive, industrial and new energy segments. We are continuously enhancing capacity across key locations, introducing energy-efficient upgrades and deepening automation to improve throughput and consistency. By focusing on resource optimisation, circularity and quality excellence, we are poised to deliver at scale, with speed and reliability.

Inputs

- Manufacturing infrastructure
- Capex investment
- Asset base and tooling

10
LAB Manufacturing Plants

3.64 Mn Sq. Ft
Cumulative Shop Floor Area

Activities

- Capacity expansion across strategic locations
- Automation, digitisation and lean manufacturing
- Technology-led upgrades

Output and Outcomes

- Increased production capacity
- LTIFR reduced by 49% from baseline
- Improved efficiency and throughput
- Reduced operational downtime

3.26 Bn AH
Industrial Battery Capacity

41 Mn
2-W Battery Annualised Capacity

25 Mn
4-W Battery Annualised Capacity

Impact

Robust, future-ready manufacturing ecosystem

Increased operational efficiency and reliability

Enhanced responsiveness to market demand

Material Topics

- Resource Efficiency and Circularity
- Product Stewardship
- Supply Chain Management
- Occupational Health and Safety

SDGs

3 GOOD HEALTH AND WELL-BEING
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

Manufactured Capital

Enhancing Manufacturing Capacities through Operational Excellence

We strengthen our manufacturing agility through a structured approach to operational excellence. Guided by the Amara Raja Operating System (AROS), we have implemented focused interventions to unlock greater value from our existing assets. In FY 2024-25, our efforts centred on increasing throughput across our Lead-Acid Battery manufacturing lines by optimising core parameters such as cycle time, speed loss and downtime. These enhancements have enabled us to meet rising demand more efficiently and expand capacity without significant capital investments.

Targeted Throughput Enhancement Programme

As part of a dedicated efficiency programme undertaken during the year, we focused on strengthening our core manufacturing capabilities. The initiative was designed to increase output and efficiency by addressing key operational parameters.

- **Improving Cycle Times:** Streamlining processes to reduce the time required to produce each unit.
- **Eliminating Downtime:** Increasing asset reliability and availability to ensure continuous production flow.
- **Minimising Speed Loss:** Identifying and rectifying bottlenecks to maintain optimal production speed.

A Significant Uplift in Capacity

	Capacity Prior to Throughput Efforts	Capacity Post Throughput Efforts (Current)
Industrial	3.1 Bn Ah	**3.2 Bn Ah**
Automotive	59 Mn units	**66 Mn units**

Capacity Enhancements Plan

Battery Recycling Plant

Cheyyar, Tamil Nadu

Advanced Greenfield Facility

Designed to recycle lead acid batteries with Phase I achieving a 50K MT per annum refinery capacity, targeting an eventual capacity of 1.5 lakhs MT per annum.

Commercial Operations

First commercial production commenced in December 2024, with foundry and breaker production scheduled to start in Q2 FY 2025-26.

Tubular Battery Plant

ARGC, Chittoor

Plant Upgrade

Installation and commissioning are in progress for an advanced tubular lead acid battery manufacturing plant targeting a capacity between 1.5 Mn and 1.8 Mn batteries per annum.

Enhanced Safety

The facility has been redesigned with improved fire safety measures.

Production Ramp-Up

Initial commercial production is set to begin in May 2025, with further capacity expansion planned for Q1 of the subsequent cycle.

Optimising Resource Consumption

Energy efficiency remains a core operational priority at Amara Raja, with focused interventions across our facilities aimed at reducing consumption, improving process efficiency and driving long-term cost savings. In FY 2024–25, targeted energy-saving projects helped us to conserve 5.84 million units of energy, delivering an estimated benefit of ₹35 million.

Operational Excellence Awards

Our emphasis on operational excellence was recognised across multiple forums in FY 2024–25.

Divisions including ABD-1, SBD-1, SBD-2, LVRLA, MVRLA, Component Division, HO and COMMON Division (Carpentry) won Gold Awards at the International Quality Circle Convention (ICQCC) in Colombo, Sri Lanka.

Secured 25 'Par-Excellence' and 2 'Excellence' awards at the National Quality Circle Convention (NCQC) in Gwalior, Madhya Pradesh.

JIPM Award for TPM Excellence for LVRLA & MVRLA
Award for Excellence in consistent TPM commitment for ABD -1 and SBD-1.

SBD2 was honoured with the '5S Model Plant' Award by ABK-AOTS DOSOKAI, Chennai, for exemplary 5S implementation.

Bagged 99 Golds and 3 Silvers at the State Quality Circle Convention (CCQC) in Tirupati, Andhra Pradesh.

Manufactured Capital

Quality Management System

We maintain a robust Quality Management System (QMS) that supports our leadership in the industrial battery space by ensuring consistency, reliability and continuous improvement across all operations. Our QMS is aligned with ISO/TS 16949 standards, ensuring compliance with global automotive quality requirements.

Guided by global standards and our 'Gotta be a Better Way' culture, our QMS is designed to meet the evolving expectations of mission-critical sectors such as telecom, UPS and railways. Through structured training, employee participation and the use of methodologies such as Lean and Six Sigma, we drive process excellence while strengthening our ability to deliver high-performance, dependable solutions to every customer.

Key Quality Initiatives

Quality Certifications

Our manufacturing facilities are certified to globally recognised standards, including ISO 9001 for Quality Management Systems and IATF 16949 for Automotive Quality Management Systems, highlighting our commitment to consistent product quality and customer satisfaction.

Digital Initiatives

We are integrating digital technologies into our manufacturing processes to enhance visibility into product and process trends, enabling data-driven decision-making and proactive quality management.

Employee Engagement

We conduct regular training programmes to upskill employees in quality management practices, promoting a culture of excellence through Six Sigma, TPM, Quality Circles, Kaizens, Poka-Yoke, SMED and 5S, as well as Visual Management and ergonomics.

Supplier Quality

We ensure seamless input quality through regular assessments and active participation in supplier development programmes. This includes the implementation of Minimum Automotive Quality Management System Requirements (MAQMSR) to enhance the quality and reliability of our supplies.

Global Compliance

Our processes are designed to meet global customer requirements and comply with country-specific standards such as SASO (Saudi Arabia), KEBS (Kenya), SLSI (Sri Lanka), CTPAT (USA), SNI (Indonesia), PS Mark (Philippines), SIRIM (Malaysia) and LKQ (European customer requirements).

Customer Recognitions

Our consistent focus on product quality, service reliability and customer engagement has earned us recognition from leading OEMs and institutional clients across various segments.

Honoured with the 'Overall Excellence Award' by Bosch for outstanding performance across QCDM parameters.

Received the AGM First Time Supplies Shield from Hyundai Motor India Ltd, recognising the first-ever supply of AGM batteries to the 4W segment in India.

Honoured with the Quality Award for Outstanding Commitment to Quality and Excellence by Vertiv, recognising our commitment to quality and long-term partnership.

Awarded the 'Excellence in Customer Delight' from Hyundai Motor India Ltd, recognising our strong performance on QCDM parameters and our ability to deliver on customised requirements.

Received the Best Mould Maintenance Practices award from Maruti Suzuki India Limited.

Manufactured Capital

Continuous Improvement

We continue to strengthen our culture of continuous improvement by encouraging proactive employee participation across our operations. In FY 2024–25, we conducted over 630 Quality Circles, enabling cross-functional teams to collaboratively identify and solve operational challenges. Our frontline employees contributed over 22,000 suggestions aimed at driving efficiencies and enhancing product and process performance across the value chain.

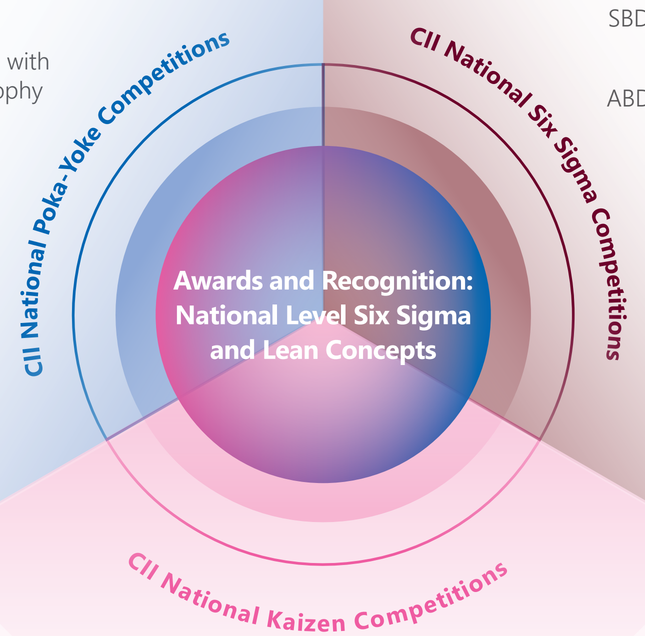
To achieve cost and quality advantages at scale, we have embedded Lean Six Sigma's DMAIC methodology across functions, streamlining workflows, reducing variability and improving product consistency. This structured approach has helped us deliver measurable gains in productivity, quality and resource optimisation.

CD1 has been recognised with 'JURY Champion' in the 'Champions Trophy Awards'

MVRLA has been recognised with 'STAR' in the 'Champions Trophy Awards'

SBD2 has been recognised with PLATINUM Award

ABD3 has been recognised with GOLD Award



ABD2, ABD3 and SBD1 has been recognised with PLATINUM Awards

ABD3 has been recognised with GOLD Award

ABD1 and LVRLA has been recognised with SILVER Awards

SBD2 has been recognised with Best Appreciation Award

ABD3 and SBD1 has been recognised with 'STAR' in the 'Champions Trophy Awards'

Occupational Health

During the year, annual medical examinations were Conducted for employees, as per policy, to assess general health, detect chronic conditions and evaluate occupational exposure risks. These assessments included physical assessments, diagnostic tests and screenings for vision hearing, pulmonary and cardiovascular health.

As part of our ongoing HSE improvement initiatives, we upgraded our Occupational Health Centers (OHCs) across all facilities. The objective was to modernise infrastructure and medical equipment to enhance diagnostic accuracy, improve employee care and strengthen emergency preparedness, ensuring alignment with the latest occupational health standards. Both Tirupati and Chittoor LLB testing labs were certified to for ISO 15189:2022 from QAI –ILAC MRA. We house the first OHC testing facility in south Asia Pacific to get this certification.

Policy enforcement was backed by regular monitoring and consequence management, while behavioural interventions included habit replacement and wellness coaching. As a result, tobacco-related LLB cases declined by 50% within a year, with 100% group and 95% individual counselling coverage—setting a benchmark for health-driven safety programmes in industrial settings.

We implemented a strict no-tobacco policy as part of our integrated health and behavioural safety framework, aiming to eliminate tobacco use across all workplaces and reduce Life Limiting Behaviours (LLBs). The initiative combined awareness campaigns, urine cotinine testing and personalised counselling to support employees in their cessation journey.

We have proactively invested in a variety of **health training programmes** aimed at educating employees on physical and mental well-being, preventing occupational illnesses and promoting a healthy lifestyle both at work and home.

Manufactured Capital

Health Training Programmes and its Impact

5,156
Employees Trained on Personal Hygiene

1,115
Employees Trained on First Aid and CPR

1,221
Employees Trained on Women's Health

1,850
Employees Attended Awareness Programme on Seasonal Fevers

2,490
Employees Attended Awareness Programme on Nutrition

We have installed laser dust monitors in workplace areas, providing real-time monitoring of lead dust levels and ensuring compliance with OSHA's 50 µg/m^3 exposure limit. Continuous tracking enables timely action to reduce exposure risks, reinforcing our proactive approach to employee health and workplace safety.

Additionally, we have introduced a three-step hand wash protocol for our employees to enhance lead removal and safeguard employee health. The process uses a Delead solution, followed by 1% Sodium Sulphide and 2% Hydrogen Peroxide (H_2O_2). This method significantly improves the elimination of lead residues from skin, reducing exposure risks and supporting a safer, healthier workplace.

During the year, we have embarked on an ambitious programme to implement Personal Vitality Index programme for our entire workforce. We have also planned to upgrade our existing Occupational Health Centers and Laboratories.

Occupational Safety

For ARE&M, employee health and safety is a top priority. We invest in modern technology, strong processes and regular training programmes to promote a culture of safety across all operations. Our focus on prevention, quick response and teamwork helps us reduce risks and encourage safe practices. All our plants are ISO 45001:2018 certified.

A central HSE Council oversees safety policies and performance across all sites. Key practices such as PPE use, Lock-Out/Tag-Out and hazard reporting are followed strictly, with zero fatalities as a key goal. We conduct monthly reviews to monitor safety indicators such as Lost Time Injuries, incidents, compliance and environmental impact. This year, 41 internal assessors were trained on our critical safety standards (CSS). Quarterly safety audits are conducted at all plants using a checklist and scoring system, driving continuous improvement. These scores contribute to our overall Sustainability Index.

We also strengthened emergency preparedness by deploying two advanced fire tenders at our Head Office and ARGC site. Each vehicle is equipped with large water and foam tanks, a telescopic ladder and full firefighting gear, enabling quick and effective emergency response.

Manufactured Capital

Emergency Preparedness and Safety Enhancements

We have added two advanced Emergency Response Vehicles (ERVs) at key locations to further strengthen our emergency response and safety systems. Additionally, 13 oscillating monitors have been installed at our Head Office and ARGC to boost firefighting capabilities. To improve electrical safety during thermography inspections and maintenance of live panels, we have deployed nine Arc Flash suits. These suits are critical in preventing injuries from arc flash incidents.

For confined space safety, we have installed eight high-performance allegro blowers to ensure proper ventilation and fresh air supply. To prevent fall-related injuries during tarpaulin handling on trucks, a Horizontal Lifeline (HLL) system has been implemented at loading and unloading platforms. This system includes secure anchor points, strong cables, connectors and full-body harnesses to ensure continuous fall protection.

National Safety Week

During National Safety Week 2025, we renewed our commitment to a safe and incident-free workplace through various awareness and engagement activities. The week began with a flag hoisting ceremony to mark our safety pledge. Leaders conducted Safety Gemba Walks, interacting with teams to identify risks and promote safe practices. Then, employees took part in safety quizzes, poster and skit competitions, encouraging learning through creativity. Our emergency response teams showcased their readiness in mock drills, while a PPE exhibition highlighted the importance of using proper safety gear. These initiatives collectively helped to strengthen our safety culture, promoting awareness, preparedness and a sense of individual responsibility across the organisation.

Flag Hoisting

Safety Gemba Walk

PPE Exhibition

Road Safety

At ARE&M, road safety is a fundamental pillar of our commitment to employee well-being and responsible operations. Guided by a comprehensive Road Safety Policy, we are fostering a culture of awareness and accountability at every level of the organisation. Our dedicated Road Safety Champions lead the charge by conducting Defensive Driving Training (DDT) and carrying out surprise checks within and beyond our premises to ensure the use of helmets and seatbelts. Strategic oversight is provided by the Road Safety Subcommittee, chaired by Chief Sustainability Officer, which meets quarterly to review progress and steer new initiatives.

In FY 2024-25, 3,962 employees have been trained in defensive driving and we are steadily advancing towards our target of achieving 100% defensive driving training coverage for all vehicle owners.

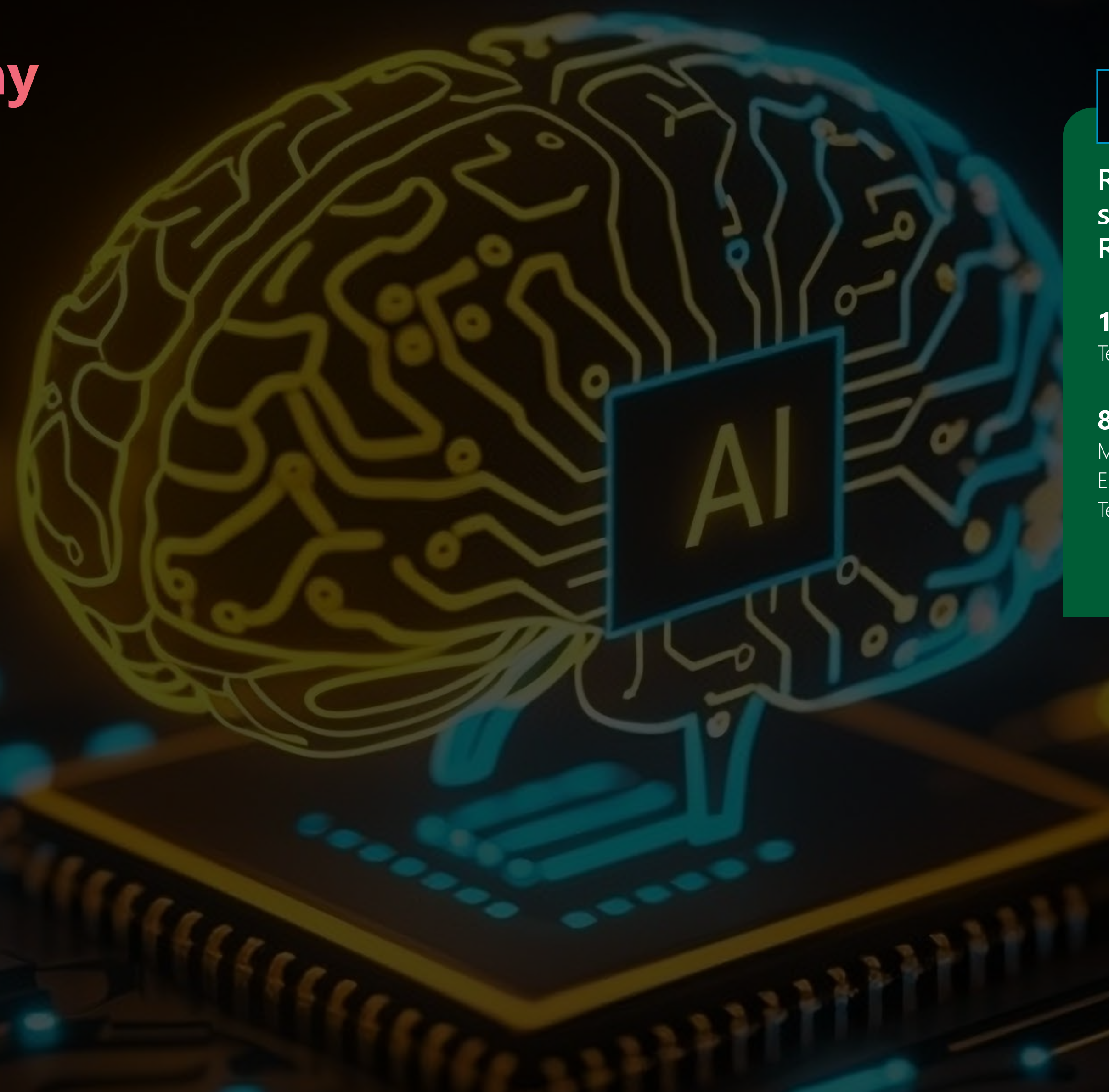
A series of high-impact initiatives were undertaken during Road Safety Month, observed in January 2025. These included a Sustainable Mobility and Road Safety Cyclothon, awareness townhalls, expert-led webinar and the distribution of 'Golden Rules for Road Safety' pocket cards. We also organised a Road Safety Rally, engaging street plays and educational talks at schools, colleges and the Amara Raja Skill Development Center. To encourage safer vehicle usage, we conducted a Vehicle Condition Check Campaign, Bus Audits and road safety Infrastructure Audits.

Further, helmet distribution, reflective sticker campaigns and creative competitions—such as poster-making, slogan writing and rangoli art—helped deepen engagement across the workforce. A blood donation drive was organised, encouraging employees to voluntarily contribute to this life-saving cause. All operational sites are equipped with road safety signage and awareness posters to keep safety at the forefront of daily activities. At ARE&M, road safety is more than a protocol—it is a shared responsibility and a collective commitment to protecting lives.

Intellectual Capital

Innovating the Right Way Forward

We regard intellectual capital as the cornerstone of our value creation—powering our progress through innovation, knowledge and technical leadership. This capital is embodied in the strength of our brand, the depth of our research capabilities and the ingenuity of our people. Through sustained investments in battery technology, material science and process innovation, we are developing high-performance, future-ready energy solutions.



Inputs

Robust knowledge systems and digital R&D tools

120+
Technology Team Members

899
Man-years of Cumulative Expertise in Battery Technology

Activities

In-house R&D programmes

Innovation sprints and agile prototyping

Strategic collaborations and academic partnerships

Output and Outcomes

Accelerated go-to-market and product differentiation

57
Patents / Designs Filed

38
Patents / Designs Granted

13
New Products Launched In FY 2024-25

Impact

Strengthened market leadership

Sustainable, IP-driven innovation

Competitive edge in future-ready energy storage

Material Topics

- Innovation and R&D
- Cybersecurity and Data Privacy
- Resource Efficiency and Circularity

SDGs

9 Industry, Innovation and Infrastructure
11 Sustainable Cities and Communities
12 Responsible Consumption and Production
17 Partnerships for the Goals

Intellectual Capital

Innovation is one of our core values, deeply embedded in our culture and reflected in our belief 'Gotta be a Better Way'. Our passion for exploration and our drive to create meaningful differentiation have helped us establish a strong position in the storage battery space.

Today, this spirit of innovation has enabled us to build a resilient and future-ready ecosystem, equipping us to develop any advanced energy storage technology that the future may demand.

Key Highlights of FY 2024-25

Product Technology

- Enhanced next-gen EFB and AGM products for hybrid vehicle versions. In response to evolving technological demands, we developed next-generation products that offer exceptional power delivery, rapid recharge capability and superior deep-cycle performance.
- Introduced next-generation auxiliary battery specifically designed for electric vehicle (EV) applications. Our advanced solution features cutting-edge Stamped Grid Technology, engineered to meet the demanding requirements of modern EV platforms and deliver reliable support for auxiliary functions.
- We have made promising advancements in advanced lead acid and alternate chemistry storge technologies signifying our commitment to pushing the boundaries of energy storage.
- As part of our international growth strategy, we launched a dedicated BCI-compliant range for automotive, marine and commercial vehicle applications, expanding our presence in key overseas markets.
- Breakthrough developments in Stamped Grid Technology for Valve Regulated Lead-Acid (VRLA) UPS batteries have led to extended performance validations across multiple ratings. These innovations, combined with advanced plate-making techniques, are tailored to enhance reliability and lifecycle performance in UPS systems.

Manufacturing Engineering

- Developed a new unique pasting process step to improve UPS battery performance.
- Developed low-cost and effective cooling solution in the rolling mill processes at grid making technology through integration of green energy practices.
- Enhanced throughput by optimising acid filling cycle time in UPS and 2-wheeler batteries.
- Optimised plate surface drier temperature to reduce conversion cost of UPS batteries.
- Introduced leakage and resistance testers to boost product reliability and meet specific customer quality requirements.

Research and Analysis

- Introduced Redefined Durable Alloy for 4W automotives.
- Developed a custom-designed PE separator, delivering superior performance for specialised applications.
- Deployed an innovative negative electrode additive with enhanced performance for high-wattage batteries.
- Integrated sustainable lead and lead alloy solutions, marking a milestone in our sustainability initiative.
- Implemented an upgraded Expander formulation with stronger performance for SLI Automotive (ABD).
- Deployed recycled polymers, advancing our commitment to circular manufacturing.

New Energy Business

- Validated product design and electrochemistry for LFP cylindrical cells (21700 format), with ongoing validation of alternate materials.
- 21700 NMC/Gr & NMC/silicon-graphite (Gr-Si) cylindrical cells are developed using sustainable chemistry by considering high energy targets >260 Wh/kg.
- Initiated in-house multiscale modelling and cell performance analytics for LFP/NMC lithium-ion cells using advanced tools like GT-SUITE and ANSYS.
- Commenced scouting and validation of various sodium ion (Na-ion) materials and cells, progressing towards efficient sodium-ion battery solutions.

FY 2025-26 Focus Areas

Our innovation roadmap for FY 2025-26 is both bold and disciplined, anchored in real-world application. Our priorities span three pillars—Product Development, Process and Technology and New Materials—each aimed at enhancing performance, accelerating product readiness and improving manufacturing efficiency, as we responsibly transition into the next era of energy solutions.

Product Development

- Expand UPS product range for international markets using advanced plate-making technologies.
- Launch new products for Home-UPS, Solar and Commercial Vehicle segments.
- Advance lead-acid and alternative chemistries through strategic collaborations.
- Develop AGM-based auxiliary batteries and optimise stamped grid designs.
- Scale-up international market offerings, including the Lawn and Garden segment.
- Define product-specific sustainability metrics to track long-term impact.
- Developed Internal Tool for conducting Life Cycle Assessment for new and existing products.

Process and Technology

- Enhance plate robustness by introducing advanced curing techniques in 4W & UPS.
- Implement durable, high-strength materials in commercial battery manufacturing.
- Deploy next-generation formation equipment to boost productivity at the tubular battery plant.
- Optimise cycle times for AGM formation and improve state-of-charge in 2W batteries through novel process design.
- Mechanical design and validations for lithium-ion cell using FEA analysis.

New Materials

- Develop new-generation AGM separators with improved properties for automotive and industrial applications.
- Introduce novel and advanced carbon formulations and dynamic premix expanders.
- Explore fibre-reinforced electrode technology for high-performance applications.

New Energy Business

- Design and develop NMC 2170 cylindrical cell of 5.6 Ah capacity.
- Developing next Gen-2170 cylindrical cells 4 Ah power cell and performance validation.
- Design and develop advanced prismatic cell of 100 Ah capacity for both EV and ESS applications.
- Design and develop advanced prismatic cell of 200 Ah capacity for EV applications.
- Develop multi-scale software based capacity degradation models.
- Mechanical design and validations for lithium-ion cell using FEA analysis.
- Implement software solutions for data traceability at sample A/B sites.
- Developing in-house electrolyte formulation tailored for lab-scale production of lithium-ion batteries, aligned to both existing and future chemistries.
- Introducing advanced electrolyte formulations for fast charging LFP cell functionality.

Digital and Information Technology

The Integrated Digital Experience

Empowering Customers, Vendors and Employees

ARE&M is making significant investments in digital technologies to power an integrated digital experience for its customers, vendors, partners and employees. This involves digitisation of dealer and customer operations into centralised platforms, ensuring seamless interactions and more efficient processes across the partner network. Through various initiatives focused on supply chain optimisation, we aim to deliver consistent product availability and reliable experience to our end consumers. Additionally, dedicated digital platforms for key product lines enhance direct customer engagement by offering easy access to product information, customer support and loyalty programmes.

Building a Connected Future for Customer and Partners

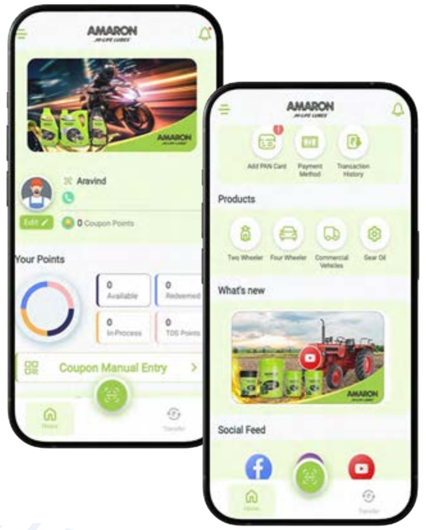
Charging Forward: Digitising Tomorrow

A centrally managed system has been developed for franchisees, ensuring data consistency and accessibility. Key benefits include improved functionalities on stock matching, negative stock control, franchisee stock visibility, elimination of manual systems, faster sales consolidation and real-time data for quicker decision-making across the Indian market.

ARE&M launched PowerZone Dealer management system to integrate PowerZone operations using PTS System. This comprehensive platform unifies sales, inventory, service and reporting, enhancing digital reach for better customer satisfaction.

The Future of Lubes: Amaron Hi-Life's Digital Ecosystem

Amaron Hi-Life Lubes has enhanced its digital footprint in India with the launch of its website (www.amaronlubes.com) and Amaron Mileage mobile app. Customers can now enjoy easier access to product details, simplified browsing and experience a more engaging online interaction. The Amaron Mileage (Hi Lubes) Mobile App provides a seamless way for over 1,30,000+ loyalty programme members to view and redeem points. Meanwhile, the website offers improved access to product information, simplified navigation and a user-friendly interface. This launch significantly strengthens our online presence within the Indian market, enhancing customer engagement and boosting brand awareness for Amaron Hi-Life Lubes across distribution channels.



Digital and Information Technology

Elevating Partner Experience: CRM Transformation Journey

We embarked on a phased approach for CRM implementation. The current phase, initiated last year, aims to enhance sales and service operations across the Automotive and Industrial divisions, extending its reach to its valuable network of 3000+ dealers and franchisees, as well as customers. The CRM system has established a robust digital foundation by digitising core internal processes. This involved consolidating previously manual or disparate systems for functions such as 1,00,000+ visit management, 20,000+ campaign execution and 3+ million cases and enquiries registration onto a unified digital platform. A key focus on user experience during this initial phase ensured ease of use, driving widespread adoption and adherence to standardised processes, resulting in to significant operational improvements.

ePIC: The Digital Pathway to Vendors Ecosystem

From Forecast to Fulfillment: AR-REPLEN's Demand-Driven Transformation

The AR-REPLEN strategic initiative, centred on a new replenishment model, was introduced to enhance the value chain across ARE&M's sales and supply chain operations. Its core objective is to implement demand-driven planning processes, shifting away from forecast-based models to a more responsive and agile system. This approach directly contributed to the establishment of minimising both overstocking and stockouts. Furthermore, AR-REPLEN project facilitated the adoption of sophisticated demand-based planning methodologies, enabling more accurate predictions and resource allocation. The initiative represents a significant step towards a more lean, responsive and customer-centric operating model.

Connected Logistics: Digital Transport Management for Seamless Operations

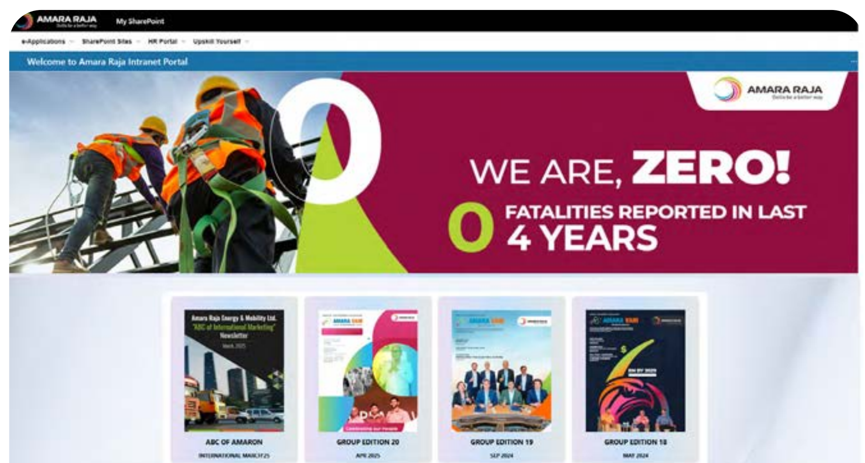
The deployment of SAP Transport Management (TM) and the Logistics Business Network (LBN) represents a critical digital transformation of our logistics operations. By integrating all carriers and logistics partners onto a unified cloud-based platform, we have unlocked substantial benefits. This integration has enabled effective route planning, reductions in fuel costs and assurance of more reliable and punctual deliveries for our valued customers. Further, the real-time visibility provided through mobile and web applications has enhanced transparency and trust among our internal teams, customers and partners across India.

Employee Engagement as the Engine of Digital Transformation

Collaborating Our Employees: Collaborating with Microsoft 365

By deploying Microsoft 365 (M365) tools, fostering user engagement and delivering comprehensive training programmes across our operations, ARE&M has significantly enriched workplace productivity and collaboration. This initiative has strengthened employee engagement by enabling collaborative work environments through integrated digital solution of M365, helping our global team work together more efficiently than ever before.

SharePoint has played a key role in elevating collaboration, facilitating content sharing for internal users, external stakeholders and partners. The platform's capabilities extend to the creation of 550+ dedicated departmental sites, ensuring consistent file accessibility across various devices and enabling employees to work flexibly from anywhere. Additionally, the implementation includes a comprehensive intranet portal which acts as a centralised repository for critical organisational news, upcoming events, access to key applications and other essential resources.



Digital and Information Technology

Viva Engage serves as an extended communication channel for our employees, keeping them informed and connected by delivering organisational news, essential tools and relevant resources tailored for user interest. Over 125 different Microsoft Teams and personalised OneDrive function as the central hub for all communication and collaboration needs, supporting virtual meetings, instant messaging and online file sharing. This unified workspace allows employees to collaborate effortlessly, irrespective of their physical location or the device they use.

This suite of M365 tools has created a more connected, efficient and collaborative work environment for ARE&M's employees.

Security Enhancements

Strengthening Cyber Security: Digital Maturity and Awareness for Employees

We have launched a Digital Maturity Enhancement and Security Awareness programme for all our users to prepare the organisation against evolving cyber threats. This initiative includes targeted training and webinars aimed at strengthening digital skills and cultivating a strong understanding of data security and data protection practices.

The programme focuses on making employees acquainted with the organisation's applicable ISMS policies and procedures, educating them on emerging cyber threats and prevalent fraudulent tactics. Moreover, it offers practical guidance on safeguarding themselves and their families from modern cybersecurity incidents. This holistic approach aims to cultivate a digitally mature and security-conscious workforce across our operations, enhancing the overall cyber resilience of the organisation.

Digital and Information Technology

IT Modernisation Journey continues with migration to Hyperconverged Infrastructure (HCI) and new-age ERP Infrastructure

In line with our IT modernisation strategy, we have completed the migration of legacy servers to a next-generation Hyperconverged Infrastructure (HCI) platform within our data centre. We have also upgraded our ERP infrastructure, ensuring the required scalability for the next five years while significantly improving response time for its 24X7 operations.

This transition enhances performance, scalability and manageability across our operations. By consolidating compute, storage and virtualisation, we have significantly improved system reliability, reduced operational overhead and established a robust foundation for future digital initiatives. The new architecture positions us for future growth and supports mission-critical applications with improved reliability and efficiency.

Building a Secure Digital Ecosystem: Cyber Security and Threat Protection

The IT function has driven strategic initiatives for digital transformation, cyber resilience and regulatory compliance, focusing on DNS Security to fortify our network infrastructure. Focusing on key security initiatives such as advanced network segmentation, enhanced Vulnerability Assessment and Penetration Testing (VAPT) processes, Web Application Firewall (WAF) and

backup improvements through the implementation of immutable storage and a new cloud backup solution encompassing email and SharePoint data.

Digital Transformation - Awards and Accolades

- ARE&M has been honoured with the 'Future Enterprise of the Year 2024' award by IDC. This prestigious recognition celebrates their successful digital transformation and leadership in leveraging technology for innovation and future readiness within the energy and mobility sector.
- Amara Raja Group has been honored with the SAP ACE Award 2024 for Procurement Disruption. This prestigious recognition celebrates their impactful implementation of SAP digital solutions to revolutionise their supply chain. The award acknowledges ARE&M's innovative approach in leveraging technology to enhance efficiency, transparency and overall performance within their procurement processes, setting a benchmark for digital transformation in the industry.
- Amara Raja has received the 'Data Center Champion Award,' recognising their successful data center modernisation. This award highlights our advancements in technology, efficiency and security within critical data infrastructure, cementing our position as a leader in the field.

Way Forward

Factory-of-Future – Future of Manufacturing

ARE&M's 'Factory of the Future' project embraces digitising manufacturing using Industry 4.0 technologies including AI/ML, IIOT and vision Analytics for real-time operational insights. This initiative aims to boost efficiency, increase production capacity and implement advanced predictive maintenance, thereby maximising yield of existing factories. By enhancing real-time monitoring and streamlining production, we are creating an agile and responsive manufacturing environment. This strategic investment positions us at the forefront of manufacturing innovation, ready to meet dynamic market needs.

Global CRM expansion for dealers, retailers and exports

The next phase of our CRM journey will expand into the Exports business, supported by development and deployment of enhanced mobile based applications for partners and customers. This will streamline sales and marketing operations, ensure real-time access to critical information and enhance partner and customer engagement.

Strengthening Data Security and Compliance

For the next year, our data security compliance strategy will proactively address evolving international regulations and firmly adhere to local mandates such as the DPDP Act in India. ISO 27001 certification remains a key target. Our security roadmap includes Zero Trust models, stronger identity management, automated governance and improved reporting to ensure end-to-end data protection and regulatory compliance.

Corporate Overview
SR
FS

Human Capital

People Who Keep Us Moving Responsibly

ARE&M harnesses the passion and commitment of our people to consistently deliver exceptional experiences and achieve remarkable results. Guided by 'The Amara Raja Way®', a distinctive philosophy grounded in courage, agility, resilience, eagerness and speed, we drive sustainable growth while promoting the holistic well-being of our employees. Our focus on enhancing employee experiences and business outcomes remains central to realising our vision.

Inputs

- Skilled and diverse workforce
- Strong employee engagement
- Learning infrastructure

10240
Total Workforce

2.22 lakhs
Training Hours

31500+
Training Mandays

*Standalone numbers

Activities

Reskilling and digital upskilling

Health, safety, well-being initiatives

Career development and recognition programmes

Output & Outcomes

- LTIFR Reduced by 49% from baseline
- Safer, more engaged workforce
- Enhanced employee productivity and morale
- Leadership pipeline development

32
Average Age of Team (Years)

87:13
Diversity Ratio

121
Revenue Per Employee (Lakhs)

9.41
Net Profit Per Person (Lakhs)

Impact

High-performing, future-ready workforce

Strong employee value proposition

Safer, more inclusive work culture

Material Topics

Occupational Health and Safety

Talent Attraction and Retention

Diversity, Equity and Inclusion

Human Rights

SDGs

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Human Capital

Employee Talent Strategy: Attracting and Retaining Excellence

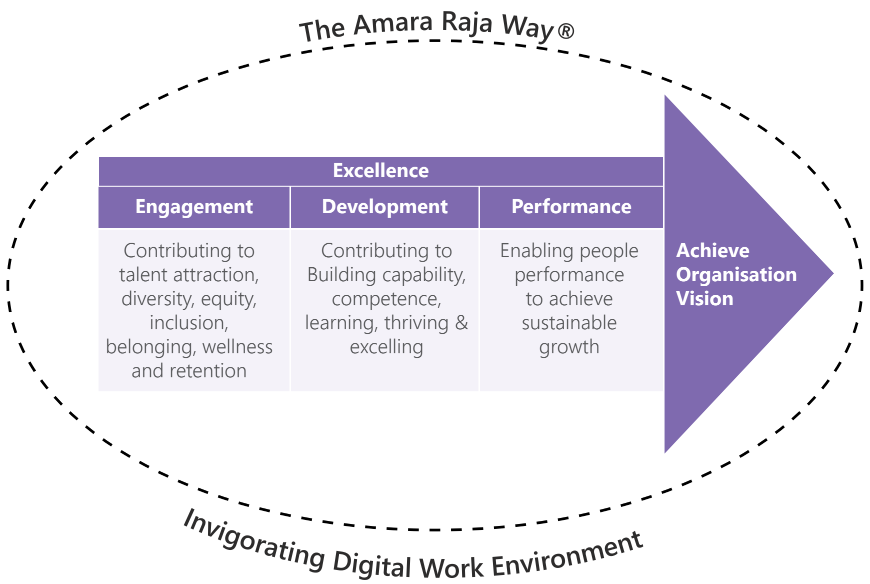
In a competitive market, our company excels in attracting and retaining top talent through a multifaceted approach that prioritises employee satisfaction and well-being. We foster a positive and inclusive workplace culture, offer ample opportunities for career development and advancement and emphasise work-life balance. Our commitment to diversity and inclusion creates an environment where employees feel valued, respected and empowered. Through ongoing training and development programmes, mentorship initiatives and internal mobility opportunities, we empower employees to pursue their career aspirations within the organisation.

We offer competitive compensation and benefits packages that reflect employees' contributions and support their financial security. Flexible work arrangements and supportive policies enable employees to thrive both professionally and personally.

Employee engagement and recognition programmes celebrate achievements and foster teamwork, ensuring employees feel valued, appreciated and motivated to perform at their best. Our dedication to attracting and retaining top talent underscores our commitment to building a high-performing organisation.

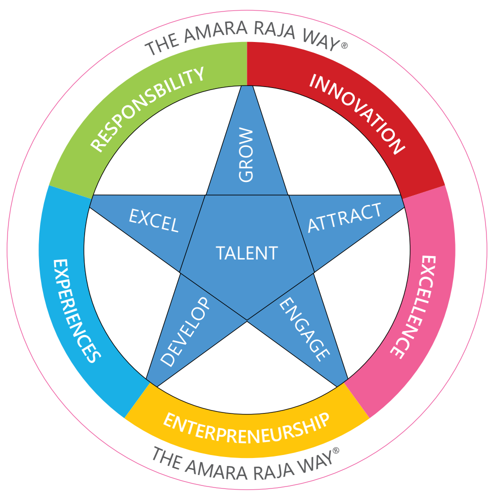
People Strategy Model

Our People Strategy Model remains central to our long-term success. Rooted in The Amara Raja Way®, it enables us to align organisational goals with the evolving realities of a dynamic, digital-first workplace. This strategic foundation empowers us to continuously elevate employee engagement, strengthen capability development and enhance performance, enabling us to raise the bar consistently and reach new levels of excellence year after year.



Amara Raja Talent Management Model

Our Talent Management Model reflects a continuous commitment to innovation, consistently designing and institutionalising initiatives that bring our people strategy to life. Each year, we rigorously implement a dynamic portfolio of programmes aligned with our business objectives, ensuring the ongoing development, engagement and strategic alignment of talent across all levels of the organisation.



Our People Strategy *Defines And* our Talent Management *Delivers*

Highlights of Some of the Major Initiatives

Our Workforce Strategy

Our Workforce Strategy continues to evolve with greater rigor and deeper participation each year, aiming to redefine performance standards for our front-line workforce across all locations. Driven by dynamic business needs and an ever-changing external environment, we focus on attracting, engaging, developing and enabling our people, making Amara Raja a preferred employer in the region.

A cross-functional team annually undertakes an in-depth study, combining internal insights and external benchmarks. Last year, over twenty-five leaders from across functions and business units contributed to this comprehensive effort. Their recommendations have significantly shaped our action plans, enabling us to enhance workforce engagement, align with business goals and drive sustained productivity improvements.

Workforce Strategy Cycle

Performance Management System

At ARE&M, our digital Performance Management System (PMS) continues to drive a high-performance culture by integrating organisational goals with individual responsibilities, BSC/KRA/OATs and a strong focus on attitudes and leader behaviours. This holistic approach ensures we value both outcomes and the way they are achieved. The fully automated PMS enables real-time check-ins and continuous feedback, fostering regular, two-way performance conversations.

Employees appreciate the increased frequency of reviews, which supports ongoing development and stronger alignment with business goals.

All employees undergo annual performance and career development reviews each April, with promotions reviewed bi-annually. Our rigorous, objective-based process, enriched with behaviour insights, continues to enhance individual and team effectiveness.

This year, we took another step forward by piloting 360-degree feedback in select functions, focusing on attitudes and leader behaviours. Feedback from self, managers, peers and team members offered valuable insights to further elevate leadership impact.

Corporate Overview

SR

FS

Human Capital

Fusion Model of Working Pattern

The 'Fusion Model', characterised by being Flexible, Unlimited, Smart, Intelligent, Open and Nimble, remains an integral and well-received flexible working approach at ARE&M. This model categorises team members according to their roles, enabling smooth transitions between working from the office, home or any location where the role allows, provided that outcomes are consistently met.

Decision-making around work arrangements continues to be decentralised, fostering collaborative dialogue between managers and employees to arrive at solutions that balance individual preferences with organisational goals.

First Time Managers Programme

The First Time Managers flagship programme, designed to support individuals transitioning into managerial roles for the first time, achieved significant success this year also. This programme remains dedicated to laying a solid foundation in the managerial journey by enhancing knowledge in areas such as Business Strategy, Personal Effectiveness, Marketing Management, Finance Management, Business Law and Operations Management and Digitalisation. This initiative not only equips first time managers with essential skills but also fosters leadership capabilities, enhances decision making aptitudes and promotes a collaborative and empowered managerial culture within Amara Raja. In collaboration with SP Jain, Mumbai we successfully conducted this programme in FY 2024–25, benefiting a total of 47 first-time managers through this comprehensive and impactful development initiative.

AR-PROPEL: Amara Raja Programme for Powering Emerging Leaders

The AR ProPEL programme, a comprehensive general management and leadership development initiative, developed in partnership with the Indian School of Business, Hyderabad, was a resounding success. A total of 24 leaders from Amara Raja Energy & Mobility Ltd participated in and successfully completed the programme.

Commencing on Aug 19th, 2024, the programme concluded with a memorable valedictory convocation on Feb 10th, 2025. This esteemed occasion honored participant leaders and their spouses, with facilitation by the Executive Directors and Senior leaders of Amara Raja and ISB. The programme received positive feedback from all participants, featuring nine diverse modules on general management and leadership topics in a hybrid format, combining in-person sessions held on campus.

AR SEED

Continuing our development of leaders at frontline, we successfully designed and executed a specialised programme called the Amara Raja Supervisors Empowerment and Expertise Development (SEED) programme. The SEED programme was crafted to empower supervisors with essential skills, enhancing their role effectiveness and preparing them for future challenges. Its goals include equipping supervisors with managerial skills to meet evolving demands, fostering structured development for succession planning and unlocking their full potential within the Company.

We are pleased to announce that 57 supervisors were trained, mentored and successfully completed the AR SEED Programme, receiving their certification during FY 2024–25.

This initiative is part of our commitment to strengthening frontline leadership by equipping supervisors with the skills, mindset and tools required to lead effectively and drive operational excellence. This achievement signifies our dedication to nurturing and empowering our supervisors, providing them with the tools and resources needed to excel in their roles and contribute to the Company's overall success.

Guru Sikshana – Train The Trainers (Internal Certification Programme)

Launched in 2012, the Guru Club Certification Programme serves as a platform for employees aspiring to become internal trainers and mentors within the organisation. To date, we have successfully developed over 50 Guru Club Members, with 47 currently active in the system. These certified GURUs play a vital role in fostering a culture of continuous learning and knowledge sharing across the company. As part of our ongoing commitment to internal capability building, we are pleased to announce that we have identified 56 eligible employees for the next phase of the Guru Certification Training Programme. We always look forward to welcoming a new group of passionate trainers to the Guru Club and continuing our journey of learning and development together.

Human Capital

Strengthening Employee Support

We have implemented various programmes aimed at enhancing employee welfare and well-being. Notably, we have capability-building programmes such as the Amara Raja Diploma Programme (ARDP) and Power Diploma for Operators. These programmes aim to equip employees with the necessary skills and qualifications to progress internally to staff-grade positions.

In FY 2024–25, 34 employees successfully completed their ARDP, demonstrating their commitment to continuous learning and professional growth. Additionally, 33 more employees enrolled in either the ARDP or the Power Diploma programme during the year, further strengthening our pipeline of future-ready talent.

Our fast-track career development initiative, the 'Switching Lanes Programme', continued to receive an overwhelming response, with hundreds of employees participating and many successfully transitioning to the fast track 'Right Lane' for accelerated growth within the company.

As part of our efforts to identify and nurture high-potential talent, 300 employees participated in the SLP (Strategic Leadership Pipeline) Qualifying Assessment during FY 2024–25.

Following the assessment, 59 employees were selected to be in the Right Lane, placing them on an accelerated growth journey toward future leadership roles within the organisation.

We have continued to invest significantly in welfare infrastructure to create a supportive work environment. Key enhancements include expanding hostels, upgrading women's amenities, extending parking facilities, adding cafeteria kiosks and revamping creche facilities.

Foreign Language Learning Policy

At ARE&M, we continue to build a globally engaged workforce through our Foreign Language Learning Policy. Aligned with business needs, this initiative equips employees—especially in management and staff grades—with linguistic and cultural competencies via instructor-led online courses. We fund and incentivise successful course completion, fostering continuous learning and global readiness. This strategic investment reflects our ongoing commitment to talent development and sustainable growth as we expand into new markets.

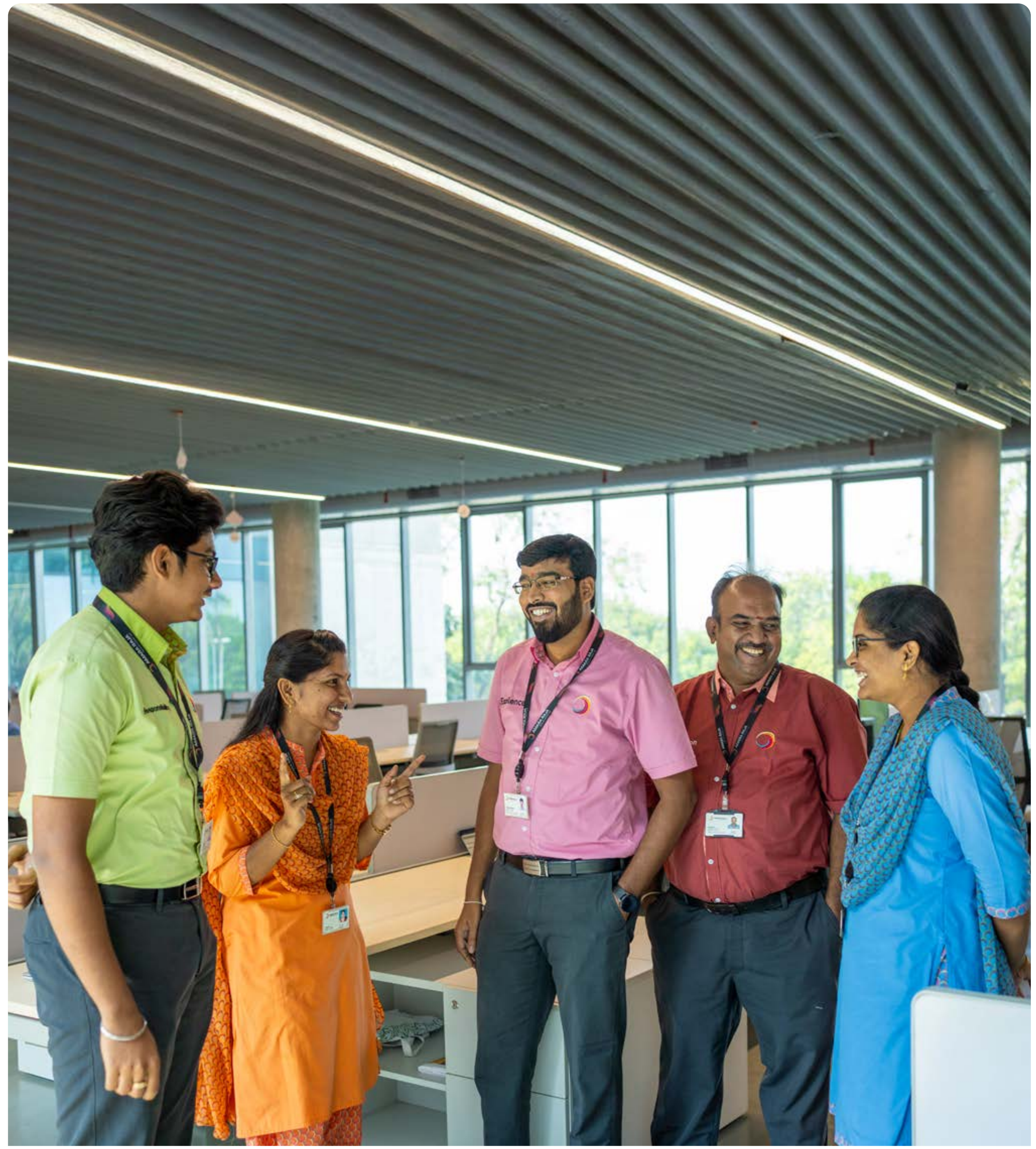
Amara Raja Sampark - Strengthening Bonds Beyond Employment

Our commitment to people goes beyond the tenure of employment. This guided by our belief in valuing Relationships and Responsibility, we recognise that every individual who has been part of our journey remains an enduring part of the Amara Raja family. In line with this belief, we introduced Amara Raja Sampark—our official alumni network. It is a space to reconnect with old colleagues, explore opportunities and relive the cherished memories of your time with us. As we say, 'Once An Amara Rajaian, Always An Amara Rajaian.'

Leave Policy – National and Festival Holidays

The existing leave policy has undergone detailed evaluation and has been revamped to prioritise employee well-being and foster a healthy work-life balance. It encompasses various leave categories, including Casual Leave, Earned Leave, Special Leave, Sick Leave, Bereavement Leave, Paternity Leave and Adoption Leave. These provisions ensure that employees have opportunities for rest, recuperation and attending to personal and family needs, whether due to illness, emergencies, or personal events.

While our leave policy reflects the organisation's commitment to providing employees with necessary time off to rejuvenate and maintain a healthy work-life balance, aligning with sustainable practices that prioritise employee well-being, this year we have taken another significant step towards fostering a culture of care and inclusion by introducing 'two optional holidays' in our National & Festival Holidays Calendar for 2025. This initiative reflects our unwavering commitment to honouring the diversity of our workforce while promoting sustainability and respect for individual preferences. By empowering you to choose holidays that hold personal significance, we aim to celebrate the uniqueness of every team member and create a workplace where everyone feels more valued and understood.



Human Capital

Introduction of New Policies

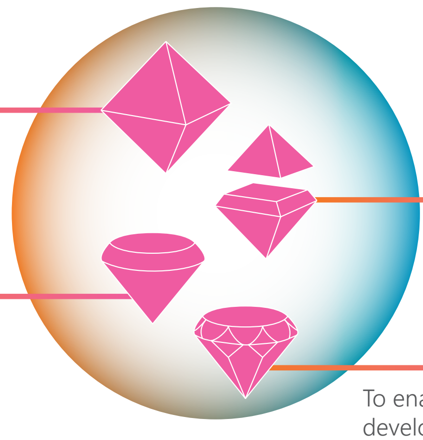
Development Credits System

Amara Raja – Development Credit System policy has been introduced with an aim to according to credits, to talent and managers for taking up development activities that can be used as inputs for Rewards, Recognition, Performance and Growth, with the following objectives.

This is a unique system, where every employee is eligible for a reward based on completion of the planned training programmes in a financial year. In addition to that, investing in competence development has been linked with growth plans and other career growth aspects of an employee. This will enable the right competencies to be developed at the right time, thereby making the organisation a learning organisation and ready for current and future needs.

To encourage people to take up learning, development opportunities and organisational priority avenues

To encourage talent to demonstrate behaviors that are important for the organisation



To motivate managers to invest in their members' development

To enable continuous development of the right competencies and capability to enhance productivity in current roles and groom talent to higher levels

Job Rotation

Job rotations allow employees to gain a broader skill set, enhance their adaptability and develop a deeper understanding of different roles within the organisation. This not only supports individual growth but also improves overall team collaboration and knowledge sharing.

The Job Rotation Policy has been developed, aims to cultivate a versatile workforce by systematically rotating employees through various roles and functions. This approach enhances professional development, organisational resilience and innovation.

The policy applies to all employees except those in ARTS and ARTIST roles and certain leadership and specialised positions.

Job rotation can involve changes in role, department, function, business or location. It includes internal job opportunities, mandatory rotations for sensitive positions and rotations based on employee requests or organisational changes.

The process ensures fair selection, smooth transitions and comprehensive training, with a focus on aligning skills with new roles and maintaining compliance with Company guidelines.

01 Shift Between Jobs

02 Flexible and Versatile

03 Tests Employee Skills

04 Winder Experience

05 Reduce Boredom

06 Discover Talents

07 Chance to Explore

Revised Existing Policies

During the year, the organisation undertook a comprehensive review and revision of its Domestic and International Business Travel Policies to better align with evolving business needs and employee convenience. These revisions aim to enhance the overall travel experience, ensure cost-efficiency and maintain compliance with industry standards.

In addition, the policy related to the Reimbursement of Vehicle Running Expenses has been updated to provide greater clarity and fairness in compensating employees for official travel using personal vehicles. Key Highlights as follows :

Streamlined Travel Guidelines

Revised domestic and international travel policies with clear entitlements, approval workflows and booking procedures.

Enhanced Employee Convenience

Simplified reimbursement processes and improved support for official travel arrangements.

Updated Vehicle Reimbursement Policy

Improved mileage rates and documentation norms to reflect current operational realities.

These updates reflect the organisation's commitment to supporting employees in their roles while maintaining prudent cost management and operational efficiency.

Benevolent Fund Scheme

The Benevolent Fund Scheme, a long-standing pillar of employee welfare at ARE&M, continues to offer vital financial support during retirement, medical emergencies and in the unfortunate event of a loss. In line with our commitment to social security, we have recently enhanced the scheme's benefits, increased employer contributions and introduced an option for employees to contribute more. This initiative reflects our enduring values of care, compassion and solidarity with our people and their families.

Capability Building Through e-Learning

Our organisation remains committed to leveraging technology for accessible employee learning. In this post-pandemic digital era, the demand for e-Learning has significantly increased. Currently we offer 59 e-learning modules published in our Alt Learning Platform covering both technical and behavioral topics.

To cultivate a robust organisational culture, we offer culture-building programmes such as 'Living The Amara Raja Way® with further refinements, available in e-Learning formats, to make them readily accessible to our employees. Programmes, like 'Prevention of Sexual Harassment', continue to be mandatory for all employees across various levels emphasizing our dedication to man a safe and inclusive work environment across all employee levels and locations.

Succession and Talent Review

Strengthening Our Leadership Pipeline for the Future

AR STaR: A Systematic Framework for Succession

Launched in FY 2020–21, the Amara Raja Succession and Talent Review (AR STaR) process has become a cornerstone of our leadership development strategy. Designed to be structured, calibrated and scientifically grounded, AR STaR helps identify and nurture internal talent for pivotal roles across the organisation.

The process not only maps out successors for critical roles but also strengthens our talent bench by equipping leaders with the skills and mindset required to lead through change. It complements other Talent Management initiatives by focusing on readiness, performance and alignment with Amara Raja's evolving business priorities.

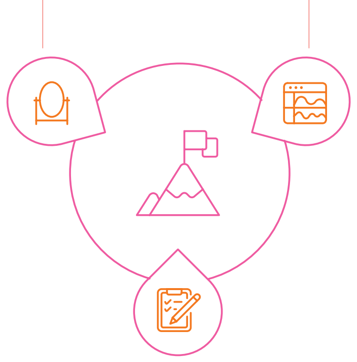
Corporate Overview
SR
FS

Human Capital

Accelerating Leadership Growth

As part of our ongoing AR STaR journey, we introduced an In-person Development Centre for Managers and Senior Managers, in collaboration with People Metrics. This initiative is uniquely tailored to our organisational ethos, anchored in Amara Raja's Values, Attitudes and Leadership Behaviours.

Spanning across 171 participants, the Development Centre used a combination of:



This experience served as a powerful diagnostic platform, providing leaders with deep insights into their leadership styles, decision-making patterns, interpersonal effectiveness and areas for growth. More importantly, it enabled the translation of feedback into action through structured planning.

Individual Development Plans (IDPs)

Following the assessment phase, participants transitioned into the next vital stage of the journey—formulating Individual Development Plans (IDPs). These personalised plans are centred on:

1. **Clearly defined development goals**
2. **Capability-building focus areas**
3. **Measurable actions aligned with business and personal aspirations**

The IDPs serve as a bridge between potential and performance, helping participants progress with intentionality while remaining aligned with Amara Raja's long-term strategic direction. Regular coaching and manager-led reviews further ensure that these development goals are being actively pursued and integrated into daily leadership practices.

Amara Raja Future Leaders Programme (AR-FLP): Investing in High-potential Talent

To further strengthen our leadership pipeline, we launched the Amara Raja Future Leaders Programme (AR-FLP), a transformative initiative developed in collaboration with IMT-Hyderabad. This programme marks a key milestone in our leadership development roadmap and reflects our long-term commitment to developing leaders from within.

The AR-FLP is a curated, immersive learning journey designed for senior professionals (AGMs and DGMs). The programme emphasises:

- Alignment between personal growth and business vision
- Development of forward-looking leadership capabilities
- Adaptability in a rapidly evolving business landscape
- Exposure to global leadership frameworks and tools

The current cohort of **42 participants** is undergoing an **11-day residential programme** at the IMT-Hyderabad campus. The experience has been carefully designed to empower participants to embrace complexity, lead cross-functional teams and champion innovation with confidence.

Employee Engagement and Experience

We continue to nurture a culture where every voice matters and every effort counts. Through initiatives such as AR Speak and the Great Place To Work survey, we actively listen to our people, gaining valuable insights that shape our engagement strategies. Open communication is a cornerstone of our culture, fostered through company-wide forums, plant-level dialogues and leadership interactions that ensure transparency and trust.

We remain deeply committed to recognising and rewarding talent at every level. From the AR Diploma Programmes and First-Time Manager training to AR Propel and AR Star for leadership teams, our initiatives are designed to empower individuals and accelerate their growth journeys. Our robust learning and development ecosystem fuels both personal potential and collective excellence, reinforcing our belief that when our people thrive, so does Amara Raja.

AR Speak Employee Experiences Survey

AR Speak Experiences Survey continues to be a valuable platform, providing us with key insights and prompting actions to continually enhance experiences. As part of our continued commitment to employee engagement and organisational development, the 17th edition of the AR Speak Experiences Survey (Pulse) was conducted from August 23 to September 13, 2024. The survey targeted a randomly selected group of 3,122 employees, identified by our independent third-party survey partner. We achieved a remarkable 99.6% response rate, with 3,111 employees sharing their perspectives and experiences.

99.6%
Response rate

In FY 2024–25, the survey maintained its 100% online format, ensuring accessibility across all grades, functions and locations. This year, we introduced the Thriving Index, a holistic metric designed to assess employee well-being across three critical dimensions: individual psychological well-being, social connectedness and organisational support. By incorporating psychological safety as a core element, the index reflects our commitment to creating an environment where individuals feel secure, valued and empowered, essential conditions for any organisation to truly thrive.

This new dimension reflects our focus on fostering a supportive, balanced and high-performing workplace. It encompasses factors such as mental and physical health, social connectivity, job satisfaction and work-life balance.

The survey instrument comprised 79 questions spanning 18 dimensions and 51 sub-dimensions, all aligned with our organisational strategies and priorities. This ensures we gather actionable insights that drive meaningful change.

84%
Overall Organisational Score

86%
Thriving Index Score

Human Capital

Great Place To Work

ARE&M has been recognised and certified as a 'Great Place to Work' for the third consecutive year, following the survey conducted by the esteemed Great Place to Work Institute. This helped us maintain our position among the Best Companies to Work for in 2025.

We have always been conscious of Amara Raja's reputation as an exceptional workplace and it brings us immense satisfaction to witness the recognition we receive across our diverse range of businesses.

As a purpose-driven organisation, we are committed to continuously improving ourselves by embodying 'The Amara Raja Way®,' which nurtures a culture of innovation, excellence, entrepreneurship, experiences and responsibility. These values create an environment where every individual feels motivated to contribute their utmost efforts. We are dedicated to sustaining and improving our initiatives to ensure ARE&M remains an institution of excellence and a great place to work forever.

In January 2025, we participated in the Great Place to Work® (GPTW) Survey. A total of 5,001 employees were randomly selected by the GPTW team. The survey was conducted from 17th to 31st January 2025, achieving an impressive 91% response rate, with 4,573 employees sharing their perspectives on workplace culture, trust and engagement. We are proud to report an 89.6% Trust Index Mean Score, a notable increase from 88.8% in the previous year, reflecting our ongoing efforts to nurture a high-trust, high-performance work environment.

Diversity, Equity, Inclusion and Belonging (DEIB) Initiatives

Embedding Equity into Every Experience

The Amara Raja Way® promotes a culture that celebrates diversity, ensures equity, drives inclusion and nurtures belonging. Our DEIB vision is about creating an organisation where individuals of all identities, backgrounds and perspectives are heard, respected and empowered to thrive. We recognise that a diverse workforce brings a richness of ideas and innovation, essential for our continued growth and for building an equitable future. DEIB is woven into our values, decision-making, talent strategies, leadership development and culture-building efforts.

Embedding DEIB in Strategy and Culture

DEIB are integral to our ethos and increasingly reflected in our evolving workplace design, policies and development programmes. In FY 2024–25, we made significant progress in embedding these principles across the employee lifecycle. Our DEIB roadmap focuses on:

- Enhancing gender representation and participation across levels
- Creating infrastructure that supports equity and access for all
- Enabling policies to support inclusion for marginalised and underrepresented communities, including Persons with Disabilities (PwDs) and the LGBTQ+ community
- Ensuring sensitisation, training and mentoring to build awareness and inclusive leadership

Gender Inclusiveness and Women Empowerment

Women Leadership Development Programme

In FY 2024-25, we launched an intensive eight-day Women Leadership Development Programme for 20 identified women employees across Band I and II. Conducted in collaboration with Spectrum Alliance and driven by the APEX leadership team, the programme focused on:

01 Enabling women to develop the skills and confidence required for higher leadership roles

02 Cultivating a supportive network for cross-functional collaboration

03 Sharing best practices in leadership, communication, and resilience

04 Identifying self-limiting beliefs and building a leadership mindset for personal and professional growth

This programme represents our belief in equipping the next generation of influential women leaders with the tools, mentorship and support they need to succeed.

Human Capital

CII IWN Mentoring Initiative

We continued our engagement with the CII Indian Women Network (IWN) to mentor women professionals. This cross-company initiative supports middle and senior-level women employees through 6–7 months of mentorship by senior leaders of any gender. The focus is on

- Leadership capability development
- Navigating workplace challenges
- Encouraging career progression
- Fostering confidence and self-advocacy

In the last three years, 26 women employees participated in this initiative, with one of them recognised as an 'AP Star Pair'. The programme also includes access to leadership, health and policy sessions during working hours, encouraging professional development during the regular workday.

Women Forums

Our monthly Women Forums provide a safe and empowering space for women employees to connect, share and support one another. These sessions focus on:

- Work-life balance and well-being
- Confidence-building and mutual learning
- Open dialogue on workplace experiences

With growing participation, the forum remains a cornerstone in building community and collective empowerment for women across Amara Raja.

Supportive Infrastructure and Welfare for Women

We continue to create inclusive and enabling environments through well-designed infrastructure and thoughtful welfare initiatives:

Crèche Facility at Head Office

A dedicated crèche, operated by a Montessori-trained teacher and caregiver, provides safe and nurturing childcare close to the workplace. This supports working mothers in balancing professional responsibilities with parenting.

Working Women's Hostels

We have set up exclusive, secure and hygienic hostels for women employees at plant locations, offered at subsidised rent. These hostels include 24/7 security and upgraded facilities to ensure a safe and convenient stay for women relocating for work.

Sanitary Vending and Incinerator Machines

Installed across all plant locations, these machines promote menstrual hygiene and ensure privacy, dignity and comfort for women employees.

Women's Rest Amenities

At all plants, dedicated women's rest rooms have been established for those who may feel unwell or require a short break. If needed, the employee is escorted to the Occupational Health Centre (OHC) for further care.

Sports for Women

During Foundation Day, women employees enthusiastically participated in sports such as cricket, kho-kho, kabaddi, badminton and more—encouraging physical activity and team spirit.

Inclusive Benefits and Policy Enhancements

We continue to evolve our benefits framework to reflect inclusivity and fairness at every stage:

Gender Reassignment Surgery

As part of our MIHP policy, we now cover Gender Reassignment Surgery, demonstrating our respect for individual identity and commitment to LGBTQ+ inclusion.

Flexible Work (Fusion Model)

New mothers and caregivers benefit from the Fusion Model, which allows flexible working arrangements based on role, outcome and life circumstances.

Enhanced Maternity Benefits

Maternity leave benefits continue to support the health and safety of mother and child, aligned with statutory norms and Amara Raja's employee-first philosophy.

POSH Implementation and Workplace Safety

Our Internal Complaints Committee (IC), in accordance with the POSH Act, 2013, continues to uphold dignity and safety at the workplace.

- The IC comprises eight members, including seven women and one man, ensuring balanced representation.
- Regular sensitisation sessions are conducted across teams.
- The IC actively resolves grievances, reinforces awareness and fosters a zero-tolerance culture against harassment.

Health and Wellness Infrastructure

To ensure well-being for all employees, especially women and vulnerable groups, we have enhanced workplace health infrastructure:

Occupational Health Centres (OHCs)	Advanced ambulances	Connect & Heal App
at all major plant locations are staffed by qualified doctors and nurses.	with life-saving equipment are available for emergency transfers to hospitals.	provides free online consultations, medicine ordering, lab sample collection, ambulance services and hospital listings.

Corporate Overview
SR
FS

Human Capital

Affirmative Action and Inclusive Hiring

Our diversity hiring strategy includes affirmative action policies that prioritise underrepresented groups:

Women Talent Infusion

- Hired 708 women employees in FY 2025 across categories (ARTS – 397, OR – 261, S – 18, M – 32)
- Onboarded 171 women trainees through Skill Development Centres and apprenticeships
- Implemented a "priority for women candidates" policy with recruitment partners
- Closed key leadership positions to enhance representation

Inclusive Infrastructure for Women and PwDs

- Enhanced hostel facilities with gyms, dryers, washing machines and sports kits
- Began construction of a new Women's Amenities Centre at ABD3
- Continued upgrades to workplace accessibility and facilities for PwDs

DEIB Sensitisation and Training

Completed DEIB training for all team leaders and managers, promoting awareness and inclusive behaviours across leadership layers.

DEIB Goals for FY 2025-26

Our future DEIB roadmap focuses on expanding reach, deepening impact and institutionalising inclusive practices.

- Broaden Women Leadership Development Programmes across levels
- Reclassify roles to support all genders and abilities
- Further integrate DEIB principles into all HR and policy frameworks
- Strengthen support infrastructure for Persons with Disabilities
- Advance cross-gender mentoring, allyship and awareness initiatives

Employee Well-being Initiative

Empowering a Culture of Care and Resilience

Employee well-being is deeply embedded in our organisational philosophy. Our focus on physical, emotional and financial wellness is reflected in a wide array of initiatives designed to support our people and their families at every stage of their personal and professional journeys.

Integrated Health and Wellness Services

To enhance health-consciousness in everyday routines, we introduced a thoughtfully designed Wellness Menu across our canteens. These menus offer nutritious, balanced meals to promote long-term health and vitality, promoting a positive, supportive environment.

We also strengthened our partnership with Connect & Heal (CNH) to deliver holistic healthcare services to employees and their dependents. The CNH app provides free online consultations with 22 multilingual specialists, digital health tracking and easy access to lab testing, medicine home delivery and ambulance services. In FY 2024–25, 922 employees benefited from these services, underlining the growing adoption of accessible, tech-enabled wellness.

922

Employees benefited

Emotional Well-being and Peer Support

Our Wellness Structure continues to be a vital pillar of employee support. Led by trained Wellness Champions and Wellness Guides (119 guides and 7 champions), this initiative, in collaboration with YourDOST, offers a strong peer support network for emotional and mental well-being. Champions drive organisation-wide awareness while Guides provide frontline assistance or route employees to professional help, promoting a culture of empathy, early intervention and connectedness.

Comprehensive Medical and Insurance Coverage

We have significantly enhanced our Medical Insurance and Hospitalisation Policy (MIHP) for non-ESI covered employees, with a fair, age-based coverage structure:

New and Improved Benefits Include:

- Maternity waiting period waiver for new joiners
- Increased room rent limits (2%/4% of SI for normal/ICU)
- Ambulance cover increased to ₹5,000 per incident
- Air ambulance facility up to ₹1 lakh
- Waiver of non-medical expenses up to ₹5,000
- Full coverage for modern treatments (increased from 50% to 100%)

These changes reflect our commitment to fairness and financial protection while meeting evolving healthcare needs.

Insurance for Security and Support

To provide a safety net for unforeseen events, we continue to extend:

Group Term Life Insurance Policy:

Offering financial protection to families in the event of an employee's passing during service.

Group Personal Accident Policy

Covering accidental disability or loss of life, ensuring employees and their families are supported in difficult times.

Promoting Emotional Wellness Through Peer Support

AR Buddy, our peer-driven mental health and employee assistance programme, is a key pillar of our Wellness First approach. Developed in collaboration with YourDOST, the initiative provides psychological support to employees and their families through both digital and in-person channels.

A dedicated AR Buddy Steering Committee at the Group level monitors programme delivery across locations. Professional counsellors visit plants and field sites regularly, offering confidential, in-person support. Key interventions include:

- Online and face-to- face counselling and pulse checks
- Red-flag protocols and proactive support for survivors
- Crisis support through CISD sessions and Psychological autopsies
- Psychological autopsies and proactive support for survivors
- Floor walks by mental health professionals for on-the-ground engagement

Wellness Calendar and Holistic Programming

Through a thoughtfully curated AR Buddy Wellness Calendar, we host year-long initiatives focused on emotional, physical, financial and social well-being. Highlights include:

- Happiness Boot Camp, Letters to Family and the Super Colleague Campaign
- Workshops on stress management, empathy in leadership, financial wellness and de-addiction
- The AR Buddy Wellness Marathon, promoting health and togetherness

These programmes help nurture a workplace culture grounded in empathy, awareness and mutual care. In FY 2024–25, we conducted 77 wellness sessions across the four pillars, reaching 5,334 employees.

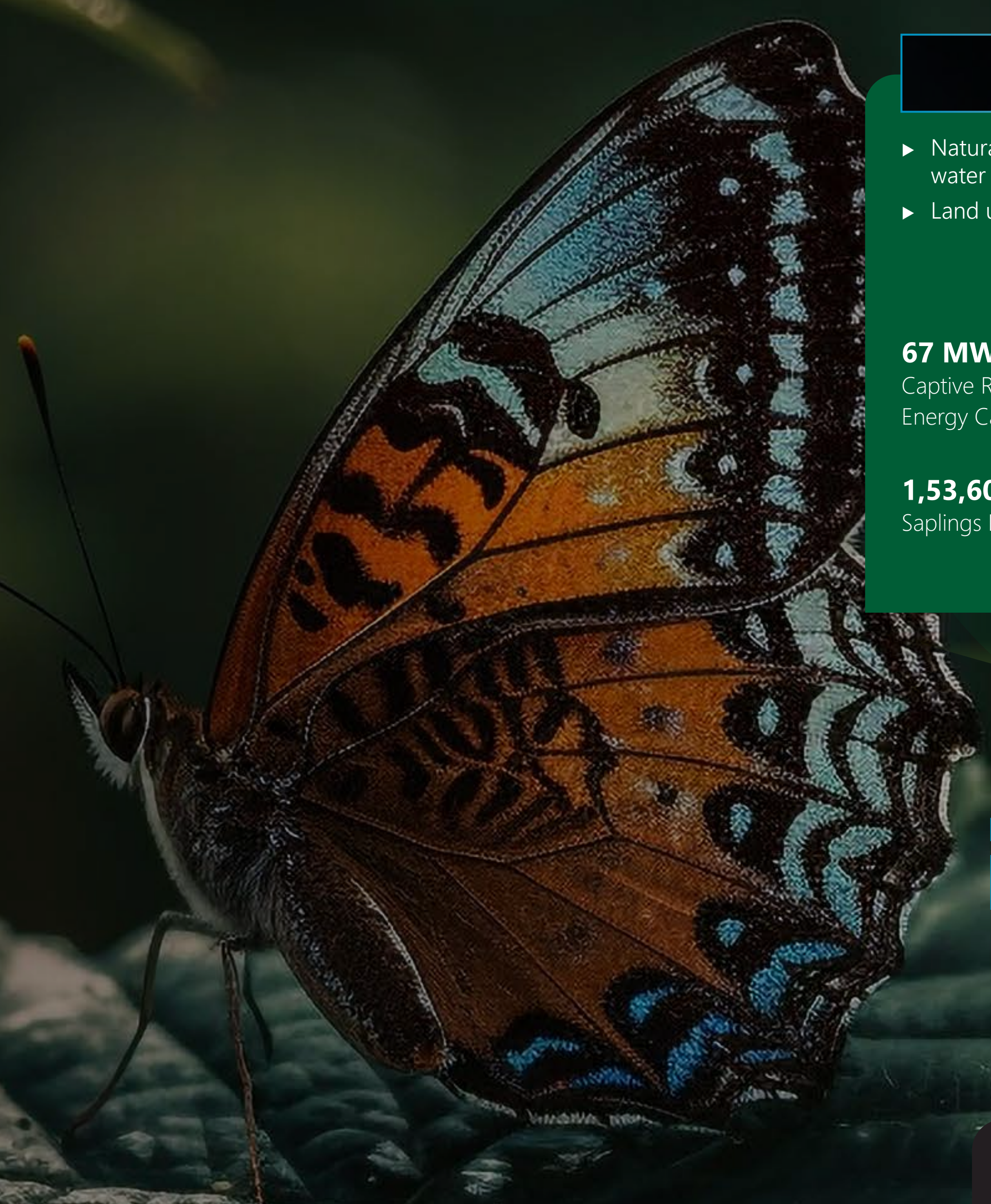
5,334

Employees benefitted

Natural Capital

Environmental Stewardship in Motion

We are is deeply conscious of the environmental responsibility that comes with growth. Our approach to natural capital is centred around in efficient resource use, thoughtful stewardship and a strong drive towards circularity. We continue to invest in clean energy, sustainable water and waste management as well as biodiversity enhancement, ensuring that our operations are both future-ready and environmentally sound.



Inputs

- Natural resources (energy, water and raw materials)
- Land use and biodiversity

67 MW
Captive Renewable Energy Capacity

1,53,600+
Saplings Planted

Activities

Resource conservation measures

Emissions and waste control

Renewable energy adoption

Circularity and recycling initiatives

Output and Outcomes

- Reduction in emissions, waste and consumption
- Energy and water savings
- Improved environmental compliance

11.94
Water Positivity Ratio

94%
Waste Recycled

80,240 tCO_2e
Carbon Emissions Avoided

Impact

Lower environmental footprint

Transition to circular and climate-resilient operations

Support for clean energy and resource-efficient value chains

Material Topics

- GHG Emission Management and Climate Change
- Resource Efficiency and Circularity
- Product Stewardship
- Energy Management
- Water Management
- Waste Management
- Environmental Policy and Systems
- Biodiversity

SDGs

Corporate Overview
SR
FS

Natural Capital

Water and Treated Water Management

During the year, we digitised our water and wastewater network by integrating electromagnetic flow meters with IoT devices. This system enables real-time monitoring, instant alerts and swift corrective action for issues such as leaks, overuse or flow anomalies.

We have installed Effluent Treatment Plants (ETPs) at all units to manage wastewater from production processes. To ensure complete reuse, Zero Liquid Discharge (ZLD) systems with capacities of 280 KLD and 500 KLD have been implemented. These ZLD plants feature a pretreatment system for hardness reduction, followed by reverse osmosis process and further treatment using a Multiple Effect Evaporator (MEE) and Agitated Thin Film Dryer (ATFD). These initiatives have reduced LPG usage by 62% from 605,220 kg to 225,931 kg annually, resulting in improved energy efficiency and annual cost savings of ₹2.85 Crore.

62%
Reduction in LPG usage (from 605,220 kg to 225,931 kg annually)

In-house sewage treatment facilities, equipped with reuse water pools, enable the reuse of treated wastewater for horticultural purposes. Additionally, we have set up a stormwater collection pond with a capacity of 14,500KL to capture runoff water during the initial 30 to 45 minutes of rainfall. This collected water undergoes treatment in a dedicated rainwater treatment plant before being reused for laundry purposes.

We have reinforced our commitment to sustainable water stewardship through the construction of check dams across various locations in the Chittoor and Tirupati districts, with a combined storage capacity of 1,433,260 kiloliters (kL), enabling the harvesting of 8,600,025 kL of rainwater. In addition, internal ponds with a total capacity of 559,758 kL were developed, facilitating the collection of an additional 2,244,836 kL of rainwater. These comprehensive rainwater harvesting initiatives have significantly enhanced groundwater recharge and local water availability.

To ensure credibility and transparency, Bureau Veritas India Private Ltd, a reputed third-party assurance agency, conducted physical verification of all check dams and ponds and issued an assurance statement confirming a total recharge volume of 10,844,861 kL. Based on their desktop reviews, site visits and stakeholder interactions, we achieved an impressive Water Positivity Ratio of 11.94, indicating that we replenished nearly 12 times the volume of water consumed during the year.

11.94
Water Positivity Ratio

Natural Capital

Air Emissions

As part of our commitment to environmental sustainability, we have installed advanced air pollution control systems that effectively remove fumes and dust from the process. These systems are equipped with sufficient capacities to effectively treat emissions to meet discharge standards, ensuring compliance and efficiency.

Dust Extraction Systems with bag filters are deployed in the pasting and assembly areas, while Fume Extraction Systems with scrubbers are used in grid casting and formation sections—both regularly validated for optimal performance. Further, emission stacks are monitored quarterly to ensure effective operation.

We also continuously monitor workplace air quality and pollution control devices to ensure that lead levels remain well below statutory limits. Additionally, Continuous Ambient Air Quality Monitoring Stations (CAAQMS) track PM10, PM2.5, SOx and NOx in real time.

We have established an advanced environmental laboratory to uphold high environmental standards and drive sustainable operations. Equipped with cutting-edge instruments, the facility enables real-time monitoring of air, water and soil quality. This supports early detection of pollutants, ensures regulatory compliance and facilitates data-driven decisions for effective pollution control.

Energy and Carbon

We maintain a strong focus on carbon emissions management in line with the Greenhouse Gas Protocol and ISO 14064 standards. Our efforts include targeted carbon reduction projects and energy efficiency enhancements. Sustainability is central to our strategy, with a growing integration of renewable energy, particularly solar. Backed by ISO 50001:2018 certification across our facilities, we demonstrate robust energy management practices. With 67 MW of captive renewable energy capacity, renewables now account for 25.5% of our energy mix. This shift has led to avoided carbon emissions of 80,925 TCO2e during the year.

67 MW
Captive Renewable Energy Capacity

25.33%
Renewable Energy Mix

80,240 TCO_2e
Carbon Emissions Avoided of During the Year

Our energy monitoring system is a critical digital tool that enhances operational efficiency by enabling real-time tracking of energy use and prompt corrective actions. This initiative was launched to replace manual, labour-intensive data collection with an advanced online system, streamlining data captures from over 2,000 energy meters, ensuring accurate tracking of more than 700 Energy Performance Indicators (EnPIs).

To optimise operations and reduce our environmental footprint, we have implemented several energy efficiency initiatives, including

- Optimised Equipment Scheduling: Enhancing capacity utilisation
- Automated Cooling Fans: Reducing idle energy use
- Timed DE Systems: Ensuring optimal usage
- BLDC Fan Replacements: Upgrading blowers and AHUs for efficiency
- Air Compressor Optimisation: Pressure settings and VSD compressors
- Improved Heater and Oven Controls: Enhancing energy management
- Occupancy Sensors: Installing in key areas to conserve energy
- Upgraded Motors and Chargers: Switching to IE3/4 motors and IGBT chargers
- LED Lighting: Replacing conventional lights
- Energy-efficient Pumps: Using EODD pumps in ETP
- Heat Recovery and Insulation: Implementing advanced systems for energy reuse and conservation

These initiatives collectively resulted in energy savings of 58.40 Lakh units, with a cost saving of INR 3.58 Crore. Through these actions, we have avoided 4,245 TCO2e in carbon emissions.

Natural Capital

Biodiversity

ARE&M is committed to nature-based solutions that drive environmental sustainability. Our ongoing tree plantation initiatives strengthen green cover within and around our facilities, supporting biodiversity, ecosystem health, carbon sequestration and air quality.

Currently, 55% of our operational areas are under green cover, with over 82,600 saplings planted on-site and an additional 71,000 in surrounding communities.

55%
Operational Areas Are Under Green Cover

82,600+
Saplings Planted On-site

71,000+
Saplings Planted in Surrounding Communities

Circular Economy

ARE&M actively implements Extended Producer Responsibility (EPR) for used batteries, plastic waste and e-waste, reinforcing our commitment to environmental stewardship and compliance. Through partnerships with authorised recyclers and collection agencies, we ensure safe collection, recycling and disposal of post-consumer waste, minimising pollution and promoting a circular economy.

~94%
of the total waste generated at our manufacturing locations is recycled

Once fully operational, the facility shall recover 150,000 MT of lead annually. It features advanced de-sulphurisation and oxy-fuel systems that significantly reduce CO_2 emissions. High-efficiency processes ensure low slag generation and minimal lead loss, while automation—such as automatic charge preparation and robotic ingot stacking—minimises manual intervention and enhances operational efficiency. The plant has advanced air pollution control devices that effectively remove fumes and dust from the process. The Zero Liquid Discharge (ZLD) system ensures that 100% of treated water is recycled back into the process, exemplifying ARCS's dedication to water conservation.

Did you know?

We have established Amara Raja Circular Solutions Private Ltd (ARCS), a wholly owned subsidiary with a state-of-the-art battery recycling facility in Cheyyar, Tamil Nadu. ARCS is setting global benchmarks in lead-acid battery recycling with India's largest greenfield smelting and refining capacity at a single location.

During the year, we have procured 200 kg/hour paddle dryers at both manufacturing locations. These energy-efficient systems reduce moisture in ETP sludge through indirect heat transfer using steam or oil-heated rotating paddles. The process ensures the moisture content in the sludge is reduced from 60% to 10%, thereby reducing the overall weight of the sludge by 55%. The dryers also enhance sludge stability, reduce leachate and Odor risks and promote sustainable waste management. We plan to avoid 80% of our landfill waste by co-processing.

Product Stewardship

ARE&M has completed life cycle assessment for automotive and industrial battery to understand and develop strategy to mitigate any negative environment impact of our products. Input from the assessments is utilised to improve product design and optimise resource efficiency.

Natural Capital

Sustainability Events

By organising sustainability events during Road Safety Week, National Safety Week, World Biodiversity Day and World Environment Day, we aim to enhance safety awareness and promote environmental stewardship, reinforcing our commitment to promoting safety, preserving biodiversity and fostering environmental awareness.

As part of its commitment to employee well-being and preventive healthcare, Amara Raja Group actively observes key health awareness days throughout the year. These events help raise awareness, encourage healthy habits and reinforce a strong culture of well-being at the workplace.

Highlights of Health Initiatives Include

- Breastfeeding Awareness – Focused on women under 30 years, raising awareness 756 employees
- World Heart Day – Promoted heart health across our organisation, reaching 7,220 employees
- National Cancer Day – Shared information on cancer prevention, benefiting 2,053 employees
- World Diabetes Day – Conducted diabetes screening camps, covering 850 employees

These initiatives are designed to encourage early detection, foster lifestyle changes, and build long-term health awareness throughout the organisation.

World Environment Day

At ARE&M, environmental stewardship is woven into our culture, not just observed as a one-day event. On World Environment Day 2025, our employees turned intent into impact. A mass plantation drive, saplings and jute bags distribution and unified environmental pledge reflected our deep-rooted commitment to a greener future. The day was filled with vibrant and engaging street plays, creatives, sustainable product showcase and powerful leadership address. The Environmental Suggestion Scheme Competition was a highlight of the day, inviting employees to propose practical and high-impact sustainability initiatives. These platforms did not just raise awareness—they unlocked ideas, inspired action and fostered a deep sense of ownership across the organisation.

International Day for Biological Diversity

An expert webinar on International Day for Biological Diversity highlighted the crucial connection between biodiversity and business resilience. A guided birdwatching event helped employees reconnect with nature, fostering a deeper appreciation for the ecosystems that support us.

World Water Day

To mark World Water Day, ARE&M rolled out series of impactful initiatives to foster a culture of water stewardship. Creative displays and toolbox talk on water conservation engaged shop floor employees, driving awareness at the grassroots level. Poster and slogan competitions sparked employee creativity, while a suggestion scheme invited actionable ideas for water-saving projects—reflecting our deep commitment to sustainable resource management across operations.

Corporate Overview
SR
FS

Social and Relationship Capital

Relationships that Help Us Race Ahead

We believe that enduring relationships form the foundation of sustainable growth. This belief is guided by one of our core values: "Responsibility to us is the total ownership of our thoughts and actions in every situation to achieve maximum common good in the best interest of the Environment, Society, Customer, Supplier, Employee and Shareholders." We strive to create long-term value for all our stakeholders through inclusive engagement, transparent communication and partnerships built on trust.

Inputs

- Stakeholder trust
- Customer relationships
- Supplier ecosystem

₹ 20 crores
Consolidated CSR Spent

38
Distribution Points

Activities

Customer and partner engagement

Community development and CSR projects

Digital channel partnerships

Transparent stakeholder communication

Output and Outcomes

- Improved customer satisfaction
- Value chain expansion
- Social licence to operate

2,17,394
Patients Treated Since Inception

3,000+
Amaron Franchisees Channel Partners

50,361
Children Benefited by getting a Quality Education

Impact

Strengthened trust and goodwill

Inclusive and responsible business ecosystem

Shared value for society and stakeholders

Material Topics

Economic Value Creation

Business Ethics

Supply Chain Management

Business Ethics

Supply Chain Management

SDGs

4 Quality Education

10 Reduced Inequalities

11 Sustainable Cities and Communities

17 Partnerships for the Goals

Corporate Overview
SR
FS

Social and Relationship Capital

Customers

Amara Raja is committed to delivering meaningful value to our customers through continuous innovation, responsiveness and superior service quality. We serve a diverse set of customers across automotive, industrial and energy segments, guided by real-time insights gathered through initiatives such as the Voice of Customer e-surveys. These help us bridge experience gaps and align our offerings more closely with customer expectations. Our ongoing investments in digital transformation are enabling faster turnaround times, improved support systems and a seamless service experience is strengthening our position as a trusted and preferred brand across markets.

Our customer care ecosystem is designed to provide reliable, tech-enabled support at every stage of the customer journey.

The AMCARE initiative offers a 24x7 toll-free helpline to assist with product registration, service requests and locating nearby service outlets like Amaron Pitstops. Our mobile service visits and prompt field support for installations and commissioning are widely appreciated.

The Amaron KONNEKT application enhances convenience through paperless warranty cards, number plate-based fitment matching, service alerts and care tips, all delivered digitally. Whether through our customer complaint mechanism, helpline or app-based solutions, we continue to focus on proactive engagement, faster resolution and service excellence that deepens trust and drives long-term customer loyalty.

Investors and Shareholders

We view our investors and shareholders as long-term partners in our journey of responsible growth. We are creating sustainable value through consistent performance, prudent capital allocation and transparent governance. Our proactive engagement practices ensure regular, timely and meaningful communication, enabling investors to make informed decisions and remain aligned with our strategic direction.

Explore more about our value creation for Investors and Shareholders on page 76 of the Integrated Report 2024-25.

Supply Chain Strategy and Supplier Management

Our supply chain strategy is built on a foundation of robust systems and processes that prioritise security and risk mitigation. We focus on long-term vendor development strategies, promoting strong and sustainable relationships with our suppliers. Our approach extends to forming strategic alliances, supported by mutually agreed-upon Service Level Agreements (SLAs) that align with our business objectives. By incorporating digitised, end-to-end visibility throughout the supply chain ecosystem, we promote transparency and efficiency, enabling our partners to thrive along with us.

Quick Facts

The demand for storage batteries is always immediate, whether for automotive OEMs, telecom tower maintenance, mobile users, data centre owners or homeowners. Meeting this urgent need calls for exceptional supply chain efficiency.

For ARE&M, this challenge has become more pronounced with our rapid growth and expansion. We cater to over 3,000 Amaron franchisees, Power Zone retail partners, Aqua channel partners and direct customers across India, as well as distributors throughout the Indian Ocean Rim. Additionally, we meet the stringent Just-In-Time (JIT) schedules of leading automotive OEMs, reflecting the strength of our supply chain capabilities.

We employ both long-term and short-term contracts to enhance service levels and meet JIT delivery demands. Efficient internal movements contribute to cost savings and improved service quality. Our two operating plants in South India support our expansive customer base, ensuring timely and reliable deliveries.

21
Branches

18
Imports

42
Point of Sale

38
Distribution Points

320
Destinations Pan India

90%
Process Digitised

60
Exports

3,000+
Amaron Franchisees Channel Partners

Logistics

Our logistics operations are supported by four primary modes of transportation—surface, maritime, rail and air.

Surface Transportation

Over the past two decades, our Transport and Distribution functions have developed strong partnerships with reputable logistics service providers and Clearing and Forwarding Agents. Our surface transportation network spans distances from a minimum of 30 km to a maximum of 3,200 km, reaching 320 destinations across pan India and beyond.

To optimise service levels and logistics costs, we have transitioned to 65% fleet ownership, ensuring better control over services and higher vehicle tonnage. This initiative has led to a 28% increase in truck capacity utilisation and a reduction in our carbon footprint. We also engage with the driver and janitor community to focus on health, safety and environmental best practices. As part of this commitment, we have set

Social and Relationship Capital

up a first-of-its-kind in-house amenity centre to provide drivers with a space for leisure and rejuvenation, reducing stress and improving timely deliveries. This initiative has also led to a decrease in accidents, thefts and transit damages.

Our collaboration with Multi-Modal Logistics Services for surface, rail and coastal movements has resulted in a 2-3% cost reduction in surface transportation for the eastern and western regions. Additionally, we have established a Central Distribution Centre (CDC) called ARREPLEN System, that ensures above 95%product availability all the time at respective distribution centres, RDC near our manufacturing plants, ensuring efficient distribution across PAN India.

Distribution

Our distribution centres are strategically located to ensure consistent availability of all product variants, optimising inventory management and facilitating efficient market reach. In addition to our PAN India network of 38 distribution centres, each centre is designed to comply with the Battery Waste Management Rules 2022 guidelines for collecting BWMR, Warranty Stocks from customers.

- Established reverse logistics process and systems to ensure on-time collection of material with optimum cost
- e-PoD software enhanced to reverse logistics to ensure zero theft and pilferage
- Built Central Distribution centre near to plants location–REPLEN project
- Constructed Lubes - CDC @ Bhiwandi for catering Lubes across PAN India

EXIM

We have also explored and shipped 6.20% of our volumes through Non-Vessel Operating Common Carriers (NVOCC), resulting in cost savings of 2.5% to 3% by eliminating Freight Forwarders (FF) and establishing direct connections with vessel operators

- Our operational reach extends to all ports in India for imports and exports under AEO-T2
- We adhere to the Customs Trade Partnership Against Terrorism (CTPAT) standards for US exports
- 100% availed and ensured compliances and security
- Established Cross-country exports process and systems

DEL shared services collected feedback from customers Voice of Customer (VOC) through e-surveys, we gain valuable insights to understand and bridge gaps, ensuring we meet and exceed customer expectations on service levels

Green Logistics Initiatives

- Primary and secondary introduced LNG/CNG trucks around 195,000KM FY 2025 (2600+ trips) over all Co2 Emissions 720MT
- Primary logistics deployment migrated from BS-IV to BS-VI trucks leads to Co2 reduction 23% average. FY 2026 Targeted BS-VI trucks 80%
- Plant to CDC movement Monthly rental dedicated trucks introduced 2 CNG cost savings 22% @ ICE trucks as well Co2 reduction by 32%

Digital Logistics Under Project ePIC

SAP-TM

Integrated with the Logistics Business Network (LBN), this system provides end-to-end logistics visibility for both internal and external stakeholders, optimising distribution methods and reducing costs.

e-PoD

e-PoD system eliminates paper-based documentation, reducing paperwork and expediting payments to service providers.

WMS

Our WMS streamlines operations across distribution centres by setting efficient policies and processes, ensuring flawless execution.

Payables Automation via LBN

This eliminates physical paperwork, reducing accounts payable process lead time by 60%. All services payables are processed through Service Purchase Orders (PO), ensuring better system control and accuracy.

ARIBA Platform Under Project ePIC

- Service providers are onboarded via the sourcing module.
- All services contracts are managed digitally through the contract management platform, streamlining the procurement process.

This comprehensive digital transformation ensures enhanced logistics efficiency, cost savings and seamless operations, ultimately improving our service delivery to customers.

Sustainable Sourcing and Supply Chain

Engaging our suppliers in sustainability efforts is vital for our collective success. We focus on capability building initiatives, comprehensive sustainability data collection, target setting and a robust rewards and recognition programme. This approach ensures our supply chain aligns with our environmental and social standards, promotes continuous improvement and celebrates those who excel in driving sustainable practices.

During the year, we successfully hosted ARE&M's 1st Supplier Sustainability Summit on February 20, 2025. This event marks the culmination of two years of supplier capability building and engagement, including ESG MIS implementation, target setting and site audits and observations closures for critical suppliers.

Bringing together our key partners from across the globe, we collaborated on innovative approaches to reduce our collective environmental footprint and build more responsible supply chains. We were humbled by the engagement and commitments made by our suppliers who share our vision for a more sustainable future. The energy in the room was palpable as we exchanged ideas, set ambitious targets and strengthened our partnerships around our common sustainability goals. The awards recognise our vendor partners' contributions to Amara Raja's sustainability goals while also setting clear expectations for the future. We were honoured to have Mr. Ratnesh, Executive Director – United Nations Global Compact, India, as the Chief Guest for the programme.

Additionally, during the current year, we have planned to extend our sustainability initiatives and engage with our franchisees, distributors and logistics partners. Our engagement efforts shall include building capability, carrying out assessments and implementing an improvement action plan. We plan to identify and create model and sustainable franchises across geographies where we operate.

Social and Relationship Capital

Corporate Social Responsibility (CSR)

As a responsible corporate citizen, ARE&M is committed to conducting business with a strong social conscience and a focus on sustainable development. We recognise that our responsibility extends beyond commercial success to the wider communities and environments we impact. In every stakeholder interaction, within and beyond the business, we remain mindful of this larger role.

Long before CSR became a mandate, we committed a portion of our profits to uplift rural communities through sustainable development. Our CSR initiatives focus on creating long-term impact by generating non-migratory rural employment, investing in skill development and building vital infrastructure.

Where We Create Social Impact

- Access to Quality Education for Rural Children
- Primary Healthcare
- Rural Infrastructure
- Environment
- Skilling Rural India to 'Make in India'

What drives Our Community Commitments

- Rajanna Foundation
- Amara Raja Educational Society (ARES)
- Krishnadevaraya Educational & Cultural Association

Impact

50,361+# Children benefited by getting a quality education

71,000+# Saplings planted

5,060+# Students enrolled in Skill development programmes

2,17,394# Patients treated through our primary healthcare services

~60 Villages benefit from Rajanna Jalasayamu Programme

Smart Villages with sustainable infrastructure upgrades

#Since Inception

Education

Amara Raja Educational Society (ARES) drives our vision of an educated and empowered India. ARES operates three CBSE-affiliated schools located in Karakambadi (Tirupati District), Petamitta and Diguvamagham (Chittoor District), Andhra Pradesh. In FY 2024-25, these institutions provided quality education to over 4,900 children. More than 80% of the students come from marginalised communities and the schools serve over 240 villages across nine neighbouring regions.

The schools are equipped with robust infrastructure, including well-stocked libraries, science laboratories, digital classrooms and playgrounds that promote an environment of holistic development. Students have consistently excelled in competitive entrance examinations, earning state-level ranks and progressing into fields such as engineering and chartered accountancy.

There is a strong emphasis on all-round personality development. Initiatives like 'No Bag Day' encourage students to engage in creative and hands-on learning activities. Interschool sports competitions further build teamwork, physical fitness and social skills. Comprehensive career guidance and counselling sessions for students and parents ensure informed academic and career decision-making. ARES remains committed to nurturing well-rounded individuals equipped to succeed in academics, personal growth and professional life.

Corporate Overview
SR
FS

Social and Relationship Capital

Primary Health

We are realising our vision of a healthier nation through targeted CSR initiatives focused on extending essential healthcare services to underserved communities. These initiatives are designed to fill critical gaps in areas where access to quality medical care remains limited.

We have established a network of Primary Health Service Centres in rural areas, where over 17,920 outpatients were treated in FY 2024-25. Additionally, around 14,225 laboratory tests were conducted based on clinical needs. A dedicated lady doctor now visits villages to provide vital healthcare support to women at sub-centres. In collaboration with Amara Hospital, monthly outreach programmes led by specialised doctors have been launched, benefiting more than 150 patients each month. The availability of both male and female medical professionals, along with ambulance services, further strengthens our commitment to delivering comprehensive healthcare solutions.

Donation of Advanced Life Support Ambulance to Government Hospital, Chittoor

During the year, we generously donated an Advanced Life Support (ALS) Ambulance to the Government Hospital, Chittoor. This initiative marks a significant step in strengthening emergency healthcare services in the region and reflects our commitment to community welfare and timely medical support.

Rural Infrastructure

Rajanna Foundation continues to support the adopted panchayats of Karakambadi, Petamitta and Diguvamagham in Tirupati and Chittoor districts of Andhra Pradesh. A long-term blueprint has been developed for upgrading village infrastructure over the coming years.

The Foundation has funded and implemented key initiatives, including the construction of connecting roads, installation of RO plants to ensure access to safe drinking water, street lighting and the development of leisure parks with internet access and libraries. Additional projects include the installation of underground sewer lines, solid waste management systems, a veterinary hospital building, an NCC residential hall and an electric crematorium.

Social Forestry

We envision a greener future for the generations to come. As part of this commitment, we adopted a 250-hectare hillock at Pemmugutta in Andhra Pradesh to restore and develop a dense green cover. Additionally, the Foundation purchased and donated a 30-acre adjoining plot to the government to expand the project's footprint.

Over the years, more than 71,000 saplings have been planted in and around the hillock. The initiative also supports livelihood generation for approximately 12 tribal families. Under the Blue-Sky CSR initiative, this afforestation project has drawn participation from nearby communities, school children and Amara Raja employees, creating a shared sense of environmental responsibility.

Water

As part of our water stewardship efforts, the Foundation has built and continues to maintain 23 check dams and has desilted three major tanks under the Rajanna Jalasayamu programme in Chittoor District, Andhra Pradesh. These water bodies benefit around 60 villages across 12 panchayats, improving water availability for domestic use, farming and livestock. Periodic maintenance of the check dams ensures their long-term effectiveness and functionality.

Committed to Skilling India

Aligned with the national vision of Atmanirbhar Bharat, we are committed to bridging the skill gap, particularly in rural areas, through focused and scalable skilling interventions. The Amara Raja Skill Development Centres (ARSDC 1 & 2), located in Petamitta and Diguvamagham, are run under the auspices of the Rajanna Foundation and fully supported by Amara Raja.

Since inception, over 5,061 students have enrolled at the Centres, with 1,724 placed within the Amara Raja Group, including 483 women—many from marginalised backgrounds. The courses are accredited under the Government's National Apprenticeship Promotion Scheme (NAPS) and offer a curriculum that is 70% hands-on, industry-oriented and designed in collaboration with subject matter experts.

In FY 2024-25, ARSDC 2 expanded its training modules to include Electronics and Construction (MEP) trades. This expansion strengthens our ability to empower rural youth with sustainable, job-ready skills and contributes to building a more inclusive workforce in India's evolving industrial landscape.

Analysis of Standalone Financial Statements

During the year, the Company recorded a profit before tax of ₹ 1,299.15 Crore (previous year: ₹ 1,211.03 Crore). The increase is primarily on account of increase in revenue from operations and insurance claim proceeds. The basic and diluted earnings per share was at ₹ 52.66 per share (previous year: ₹ 49.49 per share).

Statement of Profit and Loss ₹ in Crore

(a) Revenue from operations

	FY 2024-25	FY 2023-24	% Change
Sale of products	12,281.31	11,160.34	10%
Sale of services	63.07	45.29	39%
Other operating revenues	60.51	54.67	11%
Total	**12,404.89**	**11,260.30**	**10%**

During the year under review, sale of products was higher as compared to the previous year, primarily due to increased volumes in both automotive battery products and industrial battery products. Revenue from trading activity has contributed 15% of total revenue as compared to 12% of total revenue in the previous year.

(b) Other income

	FY 2024-25	FY 2023-24	% Change
Other income	93.29	101.54	-8%

Other income has decreased during the year primarily due to lower interest income on investments and write back of liabilities no longer required made in previous year.

(c) Cost of material consumed and Purchase of stock-in-trade

	FY 2024-25	FY 2023-24	% Change
Cost of materials consumed	6,843.75	6,496.69	5%
Purchases of stock-in-trade	1,711.16	1,208.64	42%
Changes in inventories of finished goods, work-in-progress & stock-in-trade	(147.85)	(171.19)	-14%
Total	**8,407.06**	**7,534.14**	**12%**
Material cost as a % of Sale of Products	68.5%	67.5%	

During the year under review, the cost of materials consumed and purchases of stock-in-trade increased due to increase in volumes and prices of alloys. Higher trading mix has marginally impacted the material cost. Increase in purchase of stock-in-trade is primarily due to higher volumes of storage batteries and lubes.

(d) Employee benefits expense

	FY 2024-25	FY 2023-24	% Change
Employee benefits expense	746.78	699.44	7%

Employee cost increased owing to increments and the annualised impact of head count addition.

(e) Finance costs

	FY 2024-25	FY 2023-24	% Change
Finance costs	42.24	33.17	27%

During the year under review, finance costs increased as compared to previous year primarily on account of availing new corporate credit card facility for payment of direct and indirect taxes.

(f) Depreciation and amortization expense

	FY 2024-25	FY 2023-24	% Change
Depreciation and amortization expense	492.06	478.72	3%

The increase in depreciation and amortisation expense is due to regular additions in fixed assets in view of capacity expansion and maintenance capex.

(g) Other expenses

	FY 2024-25	FY 2023-24	% Change
Other expenses	1,621.96	1,405.34	15%

Other expenses were higher as compared to the previous year primarily on account of increase in insurance premium, sales promotions and professional expenses towards strategic initiatives. Power cost has increased by 22% as compared to previous year, due to levy of Fuel & Power Purchase Cost Adjustment and regulatory changes in settlement of solar power. Increase in warranty expense is towards additional provision created on account of increase in material and conversion cost, along with revised failure rates. Increase in Outward freight and handling charges is in line with volume growth and setting up of central distribution centers.

(h) Tax expense

	FY 2024-25	FY 2023-24	% Change
Current tax	325.94	319.13	2%
Deferred tax expense	9.31	(13.96)	-167%
Total	**335.25**	**305.17**	**10%**

Increase in current tax expense of the current year is majorly on account of increase in Profit Before Tax. The effective tax rate for FY 2025 is 25.81% as compared to 25.20% in FY 2024.

Balance Sheet ₹ in Crore

(a) Property, plant and equipment and Right-to-use asset

	FY 2024-25	FY 2023-24	% Change
Property, plant and equipment	2,640.18	2,708.26	-3%
Right-to-use asset	373.89	364.42	3%

Decrease in net book value of property, plant and equipment is on account of depreciation charge during the year. Such decrease is offset by additions made during the year.

(b) Capital work-in-progress

	FY 2024-25	FY 2023-24	% Change
Capital work-in-progress	843.93	319.59	164%

Increase in capital work-in-progress is due to new projects under progress during the current financial year.

(c) Financial assets

	FY 2024-25	FY 2023-24	% Change
Non-current			
Investments #	1,935.48	1,214.15	59%
Other financial assets *	11.99	10.37	16%
Current			
Investments ^	62.46	264.97	-76%
Loans	-	100.00	-100%
Trade receivables @	1,142.80	1,017.07	12%
Cash and cash equivalents	152.80	89.22	71%
Other Bank balances	12.50	15.25	-18%
Other financial assets *	22.70	92.37	-75%

Increase in non-current investments is due to further investments made in Inobat AS and wholly-owned subsidiaries viz, Amara Raja Circular Solutions Private Limited, Amara Raja Advanced Cell Technologies Private Limited.

* Movement is due to Receipt of on-account payment towards fire accident insurance claim which resulted in decrease of other financial assets.

^ Current investments were lower compared to the previous year, primarily due to investment in wholly-owned subsidiaries and Inobat.

@ Increase in trade receivables is due to sales made towards the end of the financial year with higher credit terms.

(d) Inventories

	FY 2024-25	FY 2023-24	% Change
Inventories	2,036.44	1,809.54	13%

Inventories at the end of the current fiscal year were higher, primarily due to an increase in the closing stock of finished goods to fulfill certain export orders and a higher holding of trading goods.

(e) Financial liabilities

	FY 2024-25	FY 2023-24	% Change
Non-current			
Borrowings #	-	25.99	-100%
Lease Liability *	81.05	73.23	11%
Current			
Borrowings #	144.52	27.34	429%
Trade payables ^	1,046.54	839.83	25%
Lease Liability	32.77	26.11	26%
Other financial liabilities @	454.43	320.50	42%

Increase in borrowings is due to availing corporate credit card facility for payment of direct and indirect taxes.

* Increase in lease liabilities is due to recognition of new lease liabilities during the year.

^ Increase in trade payables is primarily due to increase in purchase of materials towards the year end which are not due as per the agreed credit terms.

@ Increase in other financial liabilities primarily due to accrual for incentives and trade schemes.

Key Ratios and their movement

	FY 2024-25	FY 2023-24	% Change
a) Debtors Turnover (No. of times)	11.43	12.47	-8%
b) Inventory Turnover (No. of times)	4.37	4.32	1%
c) Current Ratio	1.62	2.14	-24%
d) Debt Equity Ratio (No. of times)	0.02	0.01	154%
e) PBT to net sales (%)	10.47%	10.75%	-3%
f) PAT to net sales (%)	7.77%	8.04%	-3%
g) Return on net worth (%)	13.63%	14.18%	-4%

Internal Control

The Company is committed to ensuring an effective Internal Control System and Internal Control Environment that will help in preventing and detecting errors, irregularities and frauds, thus ensuring security of Company's assets and efficiency of operations. The Company has an internal control system and mechanism which is commensurate with the size and complexity of business and aligned with evolving business needs.

The Company has laid down Internal Financial Controls as detailed in the Companies Act, 2013 and has covered major processes commensurate with size of the business operations. Controls have been established at the entity level and process levels and are designed to ensure compliance with internal control requirements, regulatory compliance and appropriate recoding and reporting of financial and operational information.

10 Years Standalone Financials

₹ in Crores

Parameters / Year	2024-25	2023-24	2022-23~	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16
OPERATING RESULTS										
Net sales*	**12,405**	11,260	10,390	8,696	7,150	6,839	6,793	6,051	5,335	4,633
Profit before depreciation, interest & tax (PBDIT)^	**1,823**	1,692	1,469	1,091	1,181	1,125	990	929	878	849
Profit before interest & tax (PBIT)^	**1,326**	1,210	1,004	688	861	824	725	696	684	704
Profit before tax (PBT)	**1,299**	1,211	997	690	873	841	730	714	702	723
Profit after tax (PAT)	**964**	906	731	511	647	661	483	471	478	492
Dividends+	**190**	137	58	171	85	275	71	107	-	73
Dividend Tax+	**-**	-	-	-	-	56	15	22	-	15
Retained profits	**774**	769	673	340	561	330	398	343	478	404
SOURCES AND APPLICATION OF FUNDS										
SOURCES OF FUNDS										
Share capital	**18**	18	17	17	17	17	17	17	17	17
Reserves and surplus	**7,360**	6,750	5,989	4,534	4,193	3,639	3,318	2,920	2,576	2,099
Net worth	**7,378**	6,768	6,006	4,551	4,210	3,656	3,335	2,937	2,593	2,116
Debt	**145**	53	111	23	34	47	58	64	72	74
Deferred tax liability	**73**	88	104	31	41	44	96	88	82	54
Funds employed	**7,596**	6,909	6,221	4,606	4,285	3,747	3,490	3,089	2,747	2,244
APPLICATION OF FUNDS										
Net fixed assets **	**3,047**	3,122	3,260	2,492	2,455	1,829	1,813	1,703	1,492	1,352
Goodwill ++	**428**	428	428	-	-	-	-	-	-	-
Capital work-in-progress >	**844**	322	234	830	399	827	315	226	240	123
Investments	**1,998**	1,479	486	78	281	156	20	35	147	20
Gross current and other assets	**3,676**	3,482	3,530	2,976	2,663	2,188	2,348	2,204	1,706	1,456
Current liabilities and provisions	**2,398**	1,924	1,717	1,770	1,512	1,254	1,006	1,080	838	707
Net current assets	**1,278**	1,558	1,813	1,206	1,151	934	1,342	1,124	868	749
Net assets	**7,596**	6,909	6,221	4,606	4,285	3,747	3,490	3,089	2,747	2,244
RATIOS										
PBT to Net sales (%)	**10.47**	10.75	9.60	7.93	12.21	12.29	10.75	11.80	13.16	15.6
PAT to Net sales (%)	**7.77**	8.04	7.03	5.88	9.05	9.66	7.12	7.79	8.97	10.61
Return on Assets (ROA) (%)@	**27.12**	23.13	22.35	18.53	26.32	27.77	24.77	27.38	31.77	40.57
Return on net worth (%) &	**13.63**	14.18	13.84	11.67	16.45	18.91	15.42	17.04	20.32	25.77
Debt : Equity (times)	**0.02**	0.01	0.02	0.01	0.01	0.01	0.02	0.02	0.03	0.04
Fixed assets turnover (times)#	**3.48**	3.19	3.01	3.28	2.75	3.64	3.65	3.43	3.45	3.18
Earnings per share (₹)	**52.66**	49.49	39.92	29.93	37.87	38.69	28.31	27.59	28.01	28.78
Dividend (%)+	**1,050**	990	610	450	1,100	1,100	708	415	425	425
Dividend per share (₹)	**10.50**	9.90	6.10	4.50	11.00	11.00	7.08	4.15	4.25	4.25
Book value per share (₹)	**403.13**	369.78	328.15	266.46	246.49	214.01	195.26	171.97	151.81	123.87
Share Price (as of 31st March) - (₹)	**1,003.30**	760.40	579.10	536.40	853.80	478.05	718.95	797.50	890.05	879.55

*Net sales are after reducing excise duty collection from gross sales.

^ PBDIT and PBIT (including exceptional item) are net of non operating income and expenditure.

+ Under Ind AS final dividend including taxes are accounted only after approval the shareholders in AGM.

+ The Finance Act, 2020 has repealed the Dividend Distribution Tax (DDT). The Company is now required to pay/distribute dividend after deducting applicable taxes.

@ ROA is PBIT divided by Average Net Operating Assets (ANOA). Net operating assets exclude CWIP, Goodwill, Cash and Non-Trade Investments.

& Return on networth is computed based on average networth.

#Year end net fixed assets (exluding Goodwill) and manufacturing revenue are considered for computing fixed assets turnover.

**Net fixed assets are including Right-of- use asset in view of IND AS 116 'Leases' w.e.f. April 2019.

++ Goodwill arised on de-merger of Plastic Component for Battery Business of Mangal Industries Limited. (Refer Note No 47 of Standalone Financial Statements.)

~ FY 2022-23 Numbers have been restated including Plastic Component for Battery Business of Mangal Industries Limited.(Refer Note No 47 of Standalone Financial Statements.)

Corporate Information

Board of Directors[1]

Jayadev Galla
Chairman, Managing Director and CEO
DIN:00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Bhairavi Tushar Jani
Non-Executive Independent Director
DIN: 00185929

Annush Ramasamy
Non-Executive Independent Director
DIN: 01810872

Amar Patnaik
Non-Executive Independent Director
DIN: 08602154

Radhika Shapoorjee[2]
Non-Executive Independent Director (w.e.f May 22, 2025)
DIN: 03559547

For profile of directors, please refer https://www.amararajaeandm.com/LeaderShip/Board-Of-Directors

Management Team

S Vijayanand
President – New Energy Business

C Narasimhulu Naidu
Chief Operations Officer

Jagadish M
Chief Technology Officer- New Energy Business

Balaji G
Head - Technology - Automotive and Industrial

Rajesh Jindal
Chief Marketing Officer - India, Automotive Batteries

Venkata Krishna M.M
Chief Marketing Officer - Industrial Batteries

Indeevar Govardhanagiri
Chief Marketing Officer - International, Automotive Batteries

P Muralimohan Reddy
Business SCM Head

Ramamurthy Ryali
Business HR Head - Automotive and Industrial

Murali C
Associate Vice President - Quality and Process Control

Srinayana Goswami
Business Strategy Head - Automotive and Industrial

Key Managerial Personnel[3]

Y Delli Babu
Chief Financial Officer

Vikas Sabharwal
Company Secretary & Vice President - Legal

[1]The term of Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy as Independent Directors ended on August 5, 2024.
[2]Proposal for Ms. Radhika's appointment as a Non-Executive Independent Director is being placed before the shareholders at the ensuing 40th AGM.
[3]Mr. Jayadev is also a Key Managerial Person.

Joint Statutory Auditors[4]

M/s. Brahmayya & Co.
Chartered Accountants
D. No. 33-25-33/B, Govindarajulu Naidu Street Suryaraopet, Vijayawada - 520 002

M/s. Deloitte Haskins & Sells LLP,
Chartered Accountants
Meenakshi Pride Rock Tower 3 (M Block)
8th & 9th Floor, SY No.23
Serilingampally Village, Gachibowli,
Hyderabad - Telangana - 500 032.

Cost Auditors

M/s. Sagar & Associates,
Cost Accountants
205, 2nd Floor, Raghava Ratna Towers, Chirag Ali Lane
Abids, Hyderabad - 500 001

Secretarial Auditors[5]

M/s. R. Sridharan & Associates,
Practising Company Secretaries
'Thiruvarangam Apartments', Flat No. A3, 1st Floor
New No.44, Old No.25, Unnamalai Ammal Street, T. Nagar,
Chennai - 600 017.

Bankers

State Bank of India
Kotak Mahindra Bank Limited
HDFC Bank Limited
Axis Bank Limited
Citi Bank
BNP Paribas

Registered Office

Renigunta - Cuddapah Road, Karakambadi, Tirupati, Andhra Pradesh - 517 520

Tel: 91 877 226 5000 Fax: 91 877 228 5600
CIN: L31402AP1985PLC005305

Website:
www.amararajaeandm.com
E-mail: investorservices@amararaja.com

Corporate Operations Office

Terminal A, 1-18/1/AMR/NR, Nanakramguda Gachibowli, Hyderabad 500 032

Tel: 91 40 2313 9000 Fax: 91 40 2313 9001

Registrar and Share Transfer Agent

Cameo Corporate Services Limited

Unit : Amara Raja Energy & Mobility Limited
Subramanian Building, No.1, Club House Road, Chennai - 600 002

Tel: 91-44-28460390, 28464002, 28460700, 28462846, 28460718
Fax: 91 44 2846 0129
E-mail: investor@cameoindia.com

Investor portal :
https://wisdom.cameoindia.com

Website:
http://www.cameoindia.com

[4]The Joint Statutory Auditor's term comes to an end at the ensuing 40th AGM. The proposal for appointment of M/s. Price Waterhouse Chartered Accountants LLP and M/s. K. S. Rao & Co. as new Joint statutory auditors is being placed before the shareholders at the ensuing 40th AGM.
[5]The Secretarial auditors have completed the audit for financial year 2024-25. The proposal for appointment of M/s. Sridharan & Sridharan Associates as new secretarial auditors is being placed before the shareholders at the ensuing 40th AGM.

Board's Report

To
The Members
AMARA RAJA ENERGY & MOBILITY LIMITED
(Formerly known as Amara Raja Batteries Limited)

The Board of Directors are pleased to present their report for the financial year ended March 31, 2025.

1. Summary of financial results

The Company's financial performance for the year ended March 31, 2025, is summarised below:

(₹ in crores)

Particulars	Standalone		Consolidated	
	2024-2025	2023-2024	2024-2025	2023-2024
Revenue from operations	12,404.89	11,260.30	12,846.32	11,708.44
Other income	93.29	101.54	115.59	110.41
Total income	**12,498.18**	**11,361.84**	**12,961.91**	**11,818.85**
Profit before tax	1,299.15	1,211.03	1,273.17	1,250.22
Less: Tax expense (including deferred tax)	335.25	305.17	328.50	315.84
Profit for the year	**963.90**	**905.86**	**944.67**	**934.38**
Total other comprehensive Income/ (Loss)	(163.93)	(6.20)	(163.92)	(6.04)
Total comprehensive income for the year	**799.97**	**899.66**	**780.75**	**928.34**

Your Company's standalone revenue from operations for the year grew to ₹ 12,404.89 crores from ₹ 11,260.30 crores last year registering a growth of 10.16%. The profit for the year was ₹ 963.90 crores as against ₹ 905.86 crores in the previous year. The Earnings Per Share (EPS) for the year stood at ₹ 52.66 per share, compared to ₹ 49.49 per share for the previous year.

The Directors propose to transfer an amount of ₹ 96.39 crores to the general reserve. An amount of ₹ 5,827.39 crores are in the retained earnings.

2. Performance review of the company:

A separate section provides a detailed analysis on performance review of the various divisions of the Company and forms an integral part of this report.

3. Dividend

The Board recommended/ declared dividend as under:

Particulars	Financial year 2024-2025			Financial year 2023-2024		
	Dividend per share (₹)	Dividend %	Dividend pay out (in crores)	Dividend per share (₹)	Dividend %	Dividend pay out (in crores)
Interim Dividend	5.30	530	97.00	4.80	480	81.99
Final Dividend[1]	5.20	520	95.17	5.10	510	93.35
Total Dividend	**10.50**	**1050**	**192.17**	**9.90**	**990**	**175.34**

[1]Final Dividend for financial year 2024-2025 is recommended by the Board of Directors at their meeting held on May 29, 2025, subject to the approval of the members at the 40th AGM. The Record date for the purpose of final dividend is Friday, August 1, 2025.

In terms of the provisions of the Income Tax Act, 1961, dividend will be taxable in the hands of the Shareholders. In terms of Regulation 43A of the Listing Regulations, please refer to point 29 of this report, for weblink of the Dividend Distribution Policy.

4. Financial position

As of March 31, 2025, the net worth improved to ₹ 7,378.27 crores with the net addition of ₹ 609.62 crores to the equity during the year. The surplus cash at the year-end stood at ₹ 225.28 crores. CRISIL re-affirmed the ratings on the Company's long-term bank facilities at 'CRISIL AA+/Stable' and on the short-term bank facilities at 'CRISIL A1+'.

A separate section provides a detailed analysis on performance review of the various divisions of the Company and forms an integral part of this report.

5. Subsidiaries and Consolidated Financial Statements

a. **Subsidiary Companies:** During the year under review, the Company has four wholly owned subsidiaries, none of which is a material subsidiary under the Listing Regulations. The Company has adopted a policy for determining material subsidiaries in line with the requirements of Listing Regulations, weblink of which is given under point 29 of this report. Details of Company's Wholly Owned subsidiaries are given as under:

i. **Amara Raja Batteries Middle East (FZE) ('ARBME'), Sharjah, UAE,** a wholly-owned subsidiary of the Company, reported a net revenue of ₹ 11.12 crores with a Profit After Tax of ₹ 1.69 crores for the financial year ended March 31, 2025.

ii. **Amara Raja Circular Solutions Private Limited (ARCS), Andhra Pradesh, India,** a wholly-owned subsidiary, is setting up a battery recycling plant in Cheyyar, Tamil Nadu. Refining operations commenced in the second half of 2024. The plant aims to become a key part of the company's supply chain, contributing significantly to its lead and alloy needs. This will be the only plant in India using de-sulphurisation technology, allowing better lead recovery and reduced waste. The facility will be automated, covering all stages from battery feeding to robotic ingot stacking, and adheres to global standards. The plant will focus mainly on alloy production, which offers higher value addition. During the year ARCS reported net revenue of ₹ 214.20 crores and loss of ₹ 6.01 crores for the financial year ending March 31, 2025.

iii. **Amara Raja Advanced Cell Technologies Private Limited (ARACT), Telangana, India** a wholly-owned subsidiary of the Company, has been making significant strides in establishing itself as a key player in the advanced battery technologies space. Headquartered in Telangana, India, ARACT is actively executing multiple strategic initiatives to build domestic capabilities in lithium cell and battery pack manufacturing.

The Divitipally Pack Plant has commenced operations for the assembly of lithium-ion battery packs for 2-wheeler and 3-wheeler applications, covering both LFP (Lithium Iron Phosphate) and NMC (Nickel Manganese Cobalt) chemistries. The facility is now targeting scaled production, with capacity expansion underway to cater to growing demand from key mobility customers. The plant has also successfully obtained critical quality and safety certifications, strengthening its positioning for OEM engagements.

In Tirupati, the Pack Assembly Plant has diversified its customer base by onboarding multiple new clients in the Energy Storage Systems (ESS) segment. The plant is actively ramping up operations and aims to reach a 1 GWh annual supply capacity in the near term.

e⁺ Energy Labs of ARE&M, a premier Research & Innovation centre for advanced energy storage technologies, is nearing completion and will commence operations during financial Year 2025-26. Simultaneously, work is progressing on the Customer Qualification Plant (CQP), a key enabler for product validation and commercialization. Equipment testing and integration are currently in progress, and the facility is scheduled to commence production in the financial year 2025–26.On the cell manufacturing front, the Giga-1 Cell Manufacturing Project continues to progress as planned. Following the foundation stone laying in March 2025, the facility has completed design approvals, and construction is now underway. The first phase of the plant is expected to deliver a 2 GWh annual capacity, with provisions to scale up to 16 GWh over the long term. All statutory and regulatory approvals required for these major projects have been secured. These are an integral part of ARACT's long term strategy to establish large-scale manufacturing at its Giga Corridor in Telangana, backed by the R&D centre, e⁺ Energy Labs. This will help ARACT in leading India's innovation journey in cell technology sector.

Also ARACT has signed MoUs with OEMs, including Ather Energy and Piaggio, to develop long-term business plans and product alignments, strengthening its commercial roadmap as it builds domestic capabilities for sustainable energy solutions.

For the financial year ended March 31, 2025, ARACT reported revenues of ₹506.25 crores, while posting a net loss of ₹12.14 crores, reflecting the early-stage nature of the investments and ongoing ramp-up in manufacturing infrastructure.

iv. **Amara Raja Power Systems Limited (`ARPS'), Andhra Pradesh, India,** a wholly-owned subsidiary of the Company, is currently in Designing & Manufacturing of Customised and Standardised Industrial Chargers , Integrated Power Systems for Indian Railways , EV Chargers for 2W, 3W, 4W and

Bus segment applications and also foraying into Battery Energy Storage Systems.

ARPS is one of the largest suppliers of integrated Power systems (IPS) to Indian Railways and a leading Industrial Charger manufacturer for the Power control segment.

ARPS is one the of few Companies in India who has indigenously developed IP 67 Off Board chargers and is currently supplying to Auto OEMs. The Company supplies Off-Board EV chargers (2 KW and 3 KW) to Piaggio and Mahindra. ARPS has started supplying DC fast chargers (30KW to 120KW) to CPO's and B2B customers across PAN India.

ARPS reported net revenue of ₹150.37 crores with a Profit After Tax of ₹0.77 crores for the financial year ended March 31, 2025.

b. Consolidated Financial Statements

In accordance with the provisions of the Act, Regulation 33 of the Listing Regulations and applicable Accounting Standards, the audited consolidated financial statements of the Company for the financial year 2024-2025, together with the Auditor's Report thereon, form part of this Annual Report.

Apart from the wholly owned subsidiaries mentioned above, the Company has no other subsidiaries, associates, or joint ventures. A statement showing the salient features of the financial statements of the Wholly Owned subsidiaries, in the prescribed Form AOC-1 is provided as Annexure I and forms an integral part of this report.

In accordance with Section 136 of the Act, the financial statements of the subsidiary companies will be made available to the Company's members on request and kept for inspection during business hours at the Company's registered office. The financial statements and all other documents required to be attached to this report and separate audited financial statements of the wholly-owned subsidiaries are available on the Company's website; please refer to point 29 of this report for weblink of the same.

During the year under review, the Company has not done any revision to the financial statements or report. There were no changes to the Company's financial statements during the last three preceding years.

6. Material changes and commitments affecting the financial position of the Company between the end of the financial year and the date of the report

There were no material changes and commitments affecting the Company's financial position between the end of the financial year and the date of this Report.

7. Directors and Key Managerial Personnel

During the year under review, the following were the changes to the Board of Directors of the Company:

S. no.	Name	Date of change	Nature of Change
1.	N Sri Vishnu Raju (DIN: 00025063)	August 5, 2024	Ceased to be an Independent Director due to completion of tenure
2.	T R Narayanaswamy (DIN: 01143563)	August 5, 2024	Ceased to be an Independent Director due to completion of tenure
3.	Amar Patnaik (DIN: 08602154)	June 18, 2024	Appointed as an Independent Director
4.	Radhika Shapoorjee (DIN: 03559547)	May 22, 2025	Appointed as an Additional Director categorised as Independent.

In accordance with provisions of Section 152 of the Act and pursuant to Articles of Association of the Company, being longest in the office, Mr. Vikramadithya Gourineni (DIN: 03167659), is liable to retire by rotation at the ensuing 40th AGM and, being eligible, offers himself for re-appointment. The brief details required to be disclosed in accordance with the Listing Regulations, Act and Secretarial Standards are included in the notice of the ensuing 40th AGM forming part of this Annual Report.

Based upon the recommendation of the Nomination and Remuneration Committee, the Board appointed Ms. Radhika Shapoorjee, as an Additional Director categorised as Independent for a consecutive period of five years w.e.f. May 22, 2025. The proposal for Ms. Radhika Shapoorjee's appointment as an Independent Director is being placed before the shareholders for their approval at the ensuing 40th AGM.

Key Managerial Personnel

Pursuant to the provisions of Section 2(51) and 203 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the following have been designated as Key Managerial Personnel of the Company as on March 31, 2025:

- Mr. Jayadev Galla - Chairman, Managing Director & CEO
- Mr. Y Delli Babu - Chief Financial Officer
- Mr. Vikas Sabharwal - Company Secretary

The members at their 35th AGM held on August 7, 2020 had re-appointed Mr. Jayadev Galla as Chairman, Managing Director & CEO of the Company for a term of 5 years i.e., from September 1, 2020 to August 31, 2025. Accordingly, Mr. Jayadev Galla's tenure comes to an end on August 31, 2025. In view of the same, based on the recommendation of Nomination and Remuneration Committee, the Board has approved and recommended to the shareholders the re-appointment of Mr. Jayadev Galla for another term of 5 years i.e., from September 1, 2025 to August 31, 2030 as the Chairman, Managing Director & CEO of the Company, including payment of remuneration as per Act and Listing Regulations. The Board also approved and recommended to the shareholders the aggregate remuneration payable to all the three Executive Directors (belonging to Promoter Group) in terms of provisions of Listing Regulations. Both these approvals are subject to the approval of members at the ensuing 40th AGM.

The necessary resolution(s) seeking your approval by ordinary/special resolution(s) for re-appointment and payment of remuneration of Mr. Jayadev Galla are included in the notice of the ensuing 40th AGM along with brief details and other necessary disclosures as required under the Act and Listing Regulations.

There was no change, other than those mentioned in the table above in the Directors and Key Managerial Personnel of the Company. The Company complies with the required provisions of the Act and Listing Regulations in this regard.

8. Auditors

a. Statutory Auditors and their Report

M/s. Brahmayya & Co., Chartered Accountants (Firm Registration No: 000513S) and M/s. Deloitte Haskins & Sells LLP, Chartered Accountants (Firm Registration No:117366W/W-100018), Joint Statutory Auditors of the Company have issued an unmodified Auditor's Report (Standalone & Consolidated) for Financial Year ended March 31, 2025. The Joint Statutory Auditors have not reported any matter under Section 143(12) of the Act, and therefore no detail is required to be disclosed under Section 134(3)(ca) of the Act.

At the AGM held on August 7, 2020, M/s. Brahmayya & Co., and M/s. Deloitte Haskins & Sells LLP, Chartered Accountants had been re-appointed for a second term as the Joint Statutory Auditors for a term of five (5) years from the conclusion of the 35th AGM till the conclusion of 40th AGM. Accordingly, their tenure concludes at the ensuing 40th AGM. In view of the same, upon recommendation of the Audit Committee the Board, at its meeting held on May 29, 2025, approved and recommends, the appointment of M/s. Price Waterhouse Chartered Accountants LLP (FRN: 012754N/N500016) and M/s. K.S. Rao & Co. (FRN: 003109S) Chartered Accountants as the Joint Statutory Auditors for a term of five (5) years i.e., from conclusion of the 40th AGM till the conclusion of 45th AGM, for approval of the members at the ensuing 40th AGM.

The necessary resolution seeking your approval for their appointment as Joint Statutory Auditors is included in the notice of the ensuing AGM along with their brief credentials and other necessary disclosures as required under the Act and the Listing Regulations.

b. Cost Auditors and their Report

Pursuant to Section 148 of the Act read with the Rules thereunder, the cost records maintained by the Company, in respect of its specified products, are required to be audited by a Cost Auditor. The Board of Directors, on the recommendation of the Audit Committee, appointed M/s. Sagar & Associates, as Cost Auditors (Firm Registration No: 000118) to audit the Company's cost records for the financial year ending March 31, 2026, at a remuneration of ₹ 4.75 Lakhs plus applicable taxes and reimbursement of out-of-pocket expenses. In terms of Section 148(3) of the Act and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the requisite resolution seeking ratification by the shareholders of the Company of the remuneration payable to the cost auditor has been set out in the Notice to the 40th AGM, which forms an integral part of this Annual Report.

The Company has maintained the cost records/ accounts as required under Section 148 of the Act and there were no adverse observations or remarks in the cost audit report for financial year 2023-2024. During the year under review, the Cost Auditors have not reported any matter under Section 143(12) of the Act. Therefore, no details are required to be disclosed under Section 134 (3) (ca) of the Act. This report was duly filed with the Central Government within the due date, during the year under review.

The Cost Audit Report for the financial year ended March 31, 2025, will be placed before the Board within the prescribed time.

c. Secretarial Auditors and their report

Pursuant to the provisions of Section 204 of the Act, rules thereunder and Regulation 24A of the Listing Regulations on the recommendation of the Audit Committee, the Board of Directors at their meeting held on May 28, 2024, appointed M/s. R. Sridharan & Associates, Company Secretaries (Firm Registration No: S2003TN063400) to undertake the Secretarial Audit of the Company and issue Annual Secretarial Compliance Report for financial year 2024-2025.

The Secretarial Audit Report issued by M/s. R. Sridharan & Associates, Company Secretaries for the financial year ended March 31, 2025, in Form MR-3, forms part of this report as Annexure II. The report does not contain any qualifications, reservations or adverse remarks.

The Annual Secretarial Compliance Report was issued by M/s. R. Sridharan & Associates, Company Secretaries for the financial year ended March 31, 2025, in the format prescribed by SEBI and is available on the Company's website, the weblink of the same is provided under point 29 of this report. The report does not contain any qualifications, reservations, or adverse remarks.

During the year under review, the Secretarial Auditors have not reported any matter under Section 143(12) of the Act. Therefore, no details are required to be disclosed under Section 134 (3) (ca) of the Act.

Further, as per Section 204 of the Act read with Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, and Listing Regulations read with Listing Regulations (Third Amendment), 2024 upon recommendation of the Audit Committee the Board, at its meeting held on May 29, 2025, has approved and recommends the appointment of M/s. Sridharan & Sridharan Associates, Company Secretaries (Firm Registration No: P2022TN093500) as the Secretarial Auditors of the Company for a term of five (5) consecutive years from financial year 2025-26 till 2029-30, for the approval of members at the ensuing 40th AGM.

The necessary resolution seeking your approval for their appointment as the Secretarial Auditors is included in the notice of the ensuing AGM along with their brief credentials and other necessary disclosures required under the Act and the Regulations.

d. Internal Auditors

The Company regularly monitors the effectiveness of its internal control systems. Independent professional services of M/s. E. Phalguna Kumar & Co., Chartered Accountants (Firm Registration No: 002644S), are availed by the Company to audit specific locations and processes including the adequacy and effectiveness of the Company's internal control systems . The periodical observations and remedial actions arising out of their review of the Company's operations as per an approved annual internal audit plan are discussed at the Audit Committee meetings.

The recommendations of the Internal Auditors for improvements/strengthening the operating procedures and control systems were also presented periodically to the Audit Committee.

During the year under review, the Internal Auditors have not reported any matter under Section 143(12) of the Act. Therefore, no details are required to be disclosed under Section 134 (3) (ca) of the Act.

9. Board and its Committees

a. Independent Directors and their declaration of independence:

The Board of Directors of the Company comprises an optimum number of Independent Directors. Based on the confirmation/ disclosures received from the Directors, on an evaluation of the relationships disclosed, in terms of Regulation 16(1)(b) of the Listing Regulations and Section 149(6) of the Act and on verification of the veracity of the disclosures, the following Non-Executive Directors are considered as Independent of the Company, as on March 31, 2025:

1. Ms. Bhairavi Tushar Jani (DIN: 00185929)
2. Mr. Annush Ramasamy (DIN: 01810872); and
3. Dr. Amar Patnaik (DIN: 08602154)

In view of the recommendation of the Nomination & Remuneration Committee, the Board has appointed Ms. Radhika Shapoorjee (DIN: 03559547) as an Additional Director categorised as Independent w.e.f May 22, 2025.

Mr. N Sri Vishnu Raju (DIN: 00025063) and Mr. T R Narayanaswamy (DIN: 01143563) erstwhile independent Directors on the Company's Board, had also confirmed their independence during their tenure with the Company.

Each Independent Director has confirmed to the Company that he or she meets the criteria of independence as provided in Section 149(6) of the Act and Regulation 16 (1)(b) of the Listing Regulations. They have confirmed that there has been no change in the circumstances which may affect their status as an Independent Director during the year under review, which had been considered and taken on record by the Board. Each Independent Director has also, *inter alia,* confirmed that they have not been debarred from holding office of a Director by virtue of any Order passed by any Authority.

All the Independent Directors are registered in the database maintained by the Indian Institute of Corporate Affairs (IICA) and a declaration in this regard was also received from each of them.

In the opinion of the Board, all the Independent Directors are persons of integrity and possess the relevant expertise and experience as required under the Act, the Rules made thereunder and Listing Regulations.

b. Number of Meetings of the Board

During the year, six (6) meetings of the Company's Board of Directors were convened and held in accordance with the provisions of the Act. The Board Meeting dates and attendance of the Directors at such meetings, are given in the Corporate Governance Report, which forms part of this annual report. The maximum time gap between any two consecutive meetings was within the period prescribed under the Act and Listing Regulations. In addition, an annual Board meet was held to discuss StratAlign (Strategic Alignment) of Company and its Wholly Owned Subsidiaries (ARACT, ARCS, ARPS and ARBME), focusing on objectives and target plans for each business (i.e., Automotive Domestic, Automotive International, Industrial and New Energy Business), understanding market trends in comparison with the Company's plans and strategic initiatives, exploring various initiatives and development plans, etc.

c. Committees of the Board

In compliance with the provisions of Sections 135, 177, 178 and other applicable provisions of the Act and Regulation 21 of Listing Regulations, the Board constituted the following committees:

i. Audit Committee

ii. Corporate Social Responsibility Committee

iii. Nomination and Remuneration Committee

iv. Stakeholders' Relationship Committee

v. Risk Management Committee and

vi. Loan & Investment Committee.

The details of the Committees' composition, brief terms of reference, meetings, and members' attendance at such meetings form an integral part of the Corporate Governance Report. During the year under review, the Board has accepted all the recommendations/ submissions by all the Committees.

d. Nomination and Remuneration Policy

The Board, on the recommendation of the Nomination and Remuneration Committee, has framed a policy for the selection and appointment of Directors and Senior Management Personnel and their remuneration. Please refer to point 29 for weblink to the Nomination and Remuneration Policy adopted by the Board.

e. Evaluation of the Board's performance

As per the provisions of the Act and Regulation 17(10) of the Listing Regulations, the performance of the Board, its committees, and members was evaluated. The details of this evaluation form an integral part of the Corporate Governance Report.

10. Directors' Responsibility Statement

Pursuant to Section 134(3)(c) and 134(5) of the Act, including any statutory modifications or re-enactments thereof for the time being in force, the Board of Directors of the Company confirm, to the best of their knowledge and belief, that in the preparation of annual financial statements for the financial year ended March 31, 2025:

i. applicable accounting standards and Schedule III of the Act have been followed;

ii. appropriate accounting policies have been selected and applied consistently and such judgements and estimates that are reasonable and prudent have been made so as to give a true and fair view of the state of affairs of the Company as of March 31, 2025, and of the profit of the Company for the financial year ended March 31, 2025;

iii. proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities. To ensure this, the Company has established internal control systems, consistent with its size and nature of operations, subject to the inherent limitations that should be recognised in weighing the assurance provided by any such system of internal controls. These systems are reviewed and updated on an ongoing basis. Periodic internal audits are conducted to provide reasonable assurance of compliance with these systems. The audit committee meets at regular intervals to review the internal audit function;

iv. financial statements have been prepared on a going concern basis;

v. proper internal financial controls are in place and that such internal financial controls were adequate and were operating effectively;

vi. systems to ensure compliance with the provisions of all applicable laws are in place and were adequate and operating effectively.

11. Corporate Governance

The Company is committed to good corporate governance and best corporate practices. The report on Corporate Governance for the year ended March 31, 2025, pursuant to Regulation 34 of the Listing Regulations along with the Additional Shareholder's Information are provided as Annexure III forms an integral part of this Annual Report.

The certificate regarding the compliance of conditions of corporate governance issued by M/s R. Sridharan & Associates, Secretarial Auditor of the Company forms an integral part of the Corporate Governance Report.

12. Business Responsibility & Sustainability Report

Pursuant to Regulation 34(2)(f) of the Listing Regulations, the Business Responsibility & Sustainability Report ('BRSR') on the initiatives undertaken by the Company from an environmental, social and governance perspective are disclosed in the prescribed format. BRSR is provided as Annexure IV, which forms an integral part of this report.

13. Management discussion and analysis

This Integrated Annual Report, as a whole, sets out the management's discussion and analysis as required under the provisions of Listing Regulations.

14. Annual Return

The Annual Return pursuant to Section 92(3) read with Section 134(3) (a) of the Act is available on Company's website. Please refer to point 29 of this report for weblink of the same.

15. Corporate Social Responsibility (CSR)

Corporate Social Responsibility has been an integral part of the Company's culture. Through Rajanna Foundation and Amara Raja Education Society, the Company has associated itself with philanthropic activities in the fields of Education, Health, Environment, and Rural Development. During the year, the Company has undertaken various CSR projects in education and rural development.

A brief outline of the CSR Policy of the Company, the CSR initiatives/activities undertaken by the Company during the year and the details of the composition of the CSR Committee are given in the Annual CSR Report provided as Annexure V, which forms part of this Annual Report. Please refer to point 29 of this report for the weblink of Company's Policy.

16. Transactions with the Related Parties

All related party transactions entered into during the financial year were on an arm's length basis, in the ordinary course of business and not materially significant. During the financial year 2024-2025, there were no transactions with the related parties, which might deemed to have had any potential conflict with the interest of the Company at large.

In line with the provisions of Section 177 of the Act read with the Companies (Meetings of the Board and its Powers) Rules, 2014, the Audit Committee approves an estimated value of transactions for the financial year which can be undertaken with the related parties .The Company's transactions with the related parties are routine and repetitive in nature.

The summary statement of all transactions entered into with the related parties pursuant to the approval so granted are reviewed and noted by the Audit Committee at their meetings, on a quarterly basis. The summary statements are supported by a transfer pricing report issued by an external independent auditor certifying that the transactions are at an arm's length basis and in the ordinary course of business. In case any transaction exceeds the approved limit, the Audit Committee ratifies the excess transaction and approves the revised limits for the financial year, based on adequate justification given by the Management. The details of the Related Party Transactions pursuant to Section 134(3)(h) of the Act, read with Rule 8(2) of the Companies (Accounts) Rules, 2014, are set out in Form AOC-2, as provided in Annexure VI, which forms an integral part of this Annual Report.

Other than the receipt of sitting fees / commission, none of the Independent Directors have any pecuniary relationship or transaction with the Company.

17. Internal Financial Controls related to financial statements

The Company has established an adequate system of internal controls commensurate with its size and the nature of its operations. The Company's internal control system covers the following aspects:

a. Financial propriety of business transactions.

b. Safeguarding the assets of the Company.

c. Compliance with prevalent statutes, regulations, management authorisation, policies and procedures.

d. Ensure optimum use of available resources.

These systems are reviewed and improved regularly. The Company has a budgetary control system that monitors revenue and expenditures against the approved budget on an ongoing basis.

The Audit Committee of the Board periodically reviews audit plans, observations and recommendations of the internal and external auditors, with reference to the significant risk areas and adequacy of internal controls and keeps the Board of Directors informed of its observations, if any, from time to time.

18. Risk Management

The Board has constituted a Risk Management Committee, pursuant to Regulation 21 of Listing Regulations, to periodically review the risks associated with the Company's business, ensure that appropriate methodology, processes and systems are in place for review of such risks, formulate the risk management policy and oversee its implementation. The Corporate Governance Report, forming part of this Annual Report, details the committee's composition, meetings, attendance of its members at such meetings etc.

The Company has an elaborate Risk Management framework in place, which helps identify and mitigate risks. Such framework lays down the procedure for risk identification, assessment and mitigation through the internal Risk Management Steering Committee which reports to the Risk Management Committee on a periodic basis.

The major risks, including financial, operational, sectoral, sustainability (particularly ESG-related risks), information, and cyber security risks, identified by the businesses and functions are systematically addressed through mitigating actions on a continuing basis.

During the year, the Committee, *inter alia*, reviewed the risk assessment parameters, undertook risk refresh activities covering overview of risk governance, risk assessment framework, risk reporting & communication mechanism. The Committee also adopted updated risk management policy, risk appetite and rating document and mitigation plans. It also refreshed risk register to include the Key Risk Indicators.

In the opinion of the Board, there are no major risks that have the potential to threaten the existence of the Company.

19. Whistle Blower Policy /Vigil Mechanism

The Company has established a whistle-blower policy/ vigil mechanism to provide an avenue to employees and stakeholders to raise any concerns. The policy provides for a safe and confidential platform for stakeholders to report concerns regarding unethical practices, fraud, or violations of the Company's Code of Conduct. The mechanism provides adequate safeguards against the victimization of employees who avail of it and the appointment of an Ombudsperson who will deal with the complaints received. The policy also lays down the process to be followed for dealing with the complaints and in exceptional cases, provides for direct access to the Chairperson of the Audit Committee. The Whistle Blower Policy established by the Board is available on the Company's website, please refer to point 29 of this report for the same.

20. Health, Safety and Environmental protection (HSE)

Given the nature of its operations, the Company places the utmost importance on employee health and safety. The Company believes that - a safe and healthy workplace not only protects employees from injury and illness, but also elevates the employee morale. The Company continues to be certified under ISO 14001:2015 and ISO 45001:2018 for its environmental management systems and occupational health and safety management systems, respectively.

All the manufacturing plants continued to be certified under ISO 50001:2018 for their energy management systems, which helped your Company to institutionalise the system requirements and conserve energy.

21. Policy on Prevention, Prohibition and Redressal of Sexual Harassment at the Workplace

The Company has a policy to prevent sexual harassment. It has constituted an Internal Committee in line with the requirements of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013, and Rules made thereunder. There were no outstanding complaints carried forward from previous year, and no complaints were received during the year. The Company conducts the required workshops and awareness programmes during employee induction and regular training sessions for rest of the employees through e-learning modules on this subject.

22. Other disclosures

a. Share Capital

The paid-up equity share capital of the Company as of March 31, 2025, stood at ₹ 18.30 crores, comprising 18,30,25,364 equity shares of ₹ 1 each.

As of March 31, 2025, RNGalla Family Private Limited, Promoter, holds 6,01,45,316 equity shares of ₹ 1 each, constituting 32.86% of the Company's paid-up share capital.

The Equity Shares of the Company are listed on the NSE and BSE. The annual listing fees for the years 2024 and 2025 have been paid to both the Stock Exchanges.

b. Particulars of loans, guarantees and investments

The details of loans, guarantees and investments under the provisions of Section 186 of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014, as amended, as of March 31, 2025, are given in Notes to the standalone financial statements of the Company.

c. Deposits from Public

The Company has not accepted any deposits from the public falling within the ambit of Sections 73 and 74 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014 during the year under review. There are no outstanding deposits as on March 31, 2025.

d. Reporting of Frauds

There was no instance of fraud during the year under review, which required the Auditors to report to the Audit Committee and/or Board under Section 143(12) of the Act and the Rules made thereunder.

e. Significant and material orders passed by Regulators or Courts

During the year under review, no significant and material orders were passed by the Regulators, courts, or Tribunals impacting the Company's going concern status and operations.

During April 2021, the Company received closure orders dated April 30, 2021, from the Andhra Pradesh Pollution Control Board (APPCB), for the Company's Plants situated at Karakambadi, Tirupati and Nunegundlapalli village, Chittoor District, Andhra Pradesh. The Hon'ble High Court of

Andhra Pradesh has granted an interim suspension of said orders of APPCB until further orders. In compliance with the orders issued by the Hon'ble High Court of Andhra Pradesh, the Company is committed to working closely with APPCB officials for a satisfactory resolution of the matter in the interest of all stakeholders. The Company has always placed its highest priority on the environment and on the health and safety of its workforce and communities around it.

Apart from the above, there are no significant and/or material orders passed by the Regulators or Courts that would impact the Company's going concern status and future operations.

f. Compliance with Secretarial Standards

During the year under review, your Company has complied with the Secretarial Standards with respect to Meetings of the Board of Directors (SS-1) and General Meetings (SS-2) issued by the Institute of Company Secretaries of India (ICSI).

g. Investor Education and Protection Fund (IEPF)

Section 124 of the Act read with Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016, mandates that the companies are required to transfer dividend that has remained unclaimed and unpaid for a period of seven years from the unpaid dividend account to the Investor Education and Protection Fund. Further, the Rules mandate that the shares on which dividend remains unpaid or unclaimed for seven consecutive years or more be transferred to the Demat account of the IEPF Authority.

The details relating to the amount of unclaimed dividend transferred to the IEPF and the shares transferred to the Demat account of the IEPF Authority during the year are provided in the Corporate Governance Report which forms part of this Annual Report.

Shareholders are requested to ensure their dividends are encashed on time. In case of non-encashment of dividends, shareholders are advised to approach the Company or RTA to claim their unclaimed dividends.

h. Particulars of conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo as per Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules 2014, are annexed hereto as Annexure VII, which forms an integral part of this report.

i. Particulars of Employees and Remuneration

The information required pursuant to Section 197(12) of the Act read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is annexed hereto as Annexure VIII, which forms an integral part of this report.

A statement showing names and other particulars of the top ten employees and employees drawing remuneration in excess of the limits prescribed under Rule 5(2) of the said rules is provided in Annexure IX. However, as per the provisions of Section 136(1) of the Act, the annual report is being sent to all the members excluding the aforesaid statement. The statement is available for inspection at the registered office of the Company during working hours up to the date of the 40th AGM.

j. Name change

The Company had changed its name to Amara Raja Energy & Mobility Limited from Amara Raja Batteries Limited w.e.f September 27, 2023 to represent its current business activities and future aspirations.

23. Familiarisation Programme for Directors

The Company arranges for a detailed induction programme for its newly appointed Directors, *inter alia*, covering a brief on their roles, functions, duties, responsibilities and the details of compliance requirements expected from the Director under the Act and Listing Regulations. Relevant extracts of the regulations are provided and explained to the new Director.

Pursuant to Regulation 25(7) and Schedule V of Listing Regulations, details of the familiarization programme for Directors are included in the Corporate Governance Report and on the website of the Company. Please refer to point 29 of this report for the weblink of the same.

24. Other Statutory Disclosures

No disclosure or reporting is required with respect to the following items as there were no transactions related to these items, during the year under review:

- Issue of equity shares with differential rights as to dividend, voting or otherwise.
- Issue of sweat equity shares or any other securities.
- Provision of money for the purchase of its own shares by employees or by trustees for the benefit of employees.
- Employee Stock Options/Plans
- No Shares are held in trust for the benefit of employees where the voting rights are not exercised directly by the employees.
- There were no instances of failure of implementation of Corporate Actions.
- There are no applications made or proceedings pending against the Company under the Insolvency and Bankruptcy Code, 2016.

- The Company has not entered into one time settlement with any Banks or Financial Institutions during the year. Hence, disclosure pertaining to difference between amount of the valuation done at the time of one-time settlement and the valuation done while taking loan is not applicable.

25. Awards and Recognitions

During the year under review, following awards and recognitions were achieved by the Company:

Operational Excellence & Continuous Improvement Awards:

- Won Platinum Award (SBD-2) and Gold Award (ABD-3) in CII National Six Sigma Competitions.
- Won Platinum Awards (SBD-1, ABD-2, ABD-3), Gold Awards (ABD-3) and Silver Awards (ABD-1, LVRLA) in CII National Kaizen Competitions.
- Won Best Appreciation Award (SBD-2) in CII State Level Kaizen Competitions.
- Won Star Champion Awards (SBD-1, ABD-3, MVRLA) and Jury Champion Award (CD-1) in CII National Level Champions Trophy Competitions.
- Won 7 Gold Awards in ICQCC (International Conventions for Quality Control Circles) at Colombo, Sri Lanka.
- Won 25 Par Excellence Awards and 2 Excellence Awards in NCQC (National Conventions on Quality Concepts) at Gwalior.
- Won 99 Gold Awards and 3 Silver Awards in Chapter Conventions on Quality Concepts (CCQC) at Tirupati.
- Won 2nd Runner-up Award (SBD-1) in CII AP State Level Competitions.
- Recognised with Best Organization Award on propagation of QC (Quality Circles) Activities Awarded by QCFI Tirupati Chapter at Tirupati.
- Recognised with 5S Model Plant Award (SBD-2) by ABK AOTS DOSAKAI at Chennai.

Customer Recognition:

- Received recognition from OEM customers for "ZERO DEFECT" Supplies from Daimler, Eicher Motors, Force Motors, Renault And Nissan.
- Received Zero PPM Appreciation from Hyundai Motors India Limited.
- Received Consistent Platinum rating for Financial Year 2024-2025 from TVS for 2W & 4W.
- Received Consistent White category rating for Financial Year 2024-2025 from Toyota.
- Received award for " Overall Excellence Award" from BOSCH India Limited.
- Received award for "Absorbent Glass Mat First time supplies shield " from Hyundai Motors India Limited.
- Received award for "Excellence in customer delight award "from Hyundai Motors for exceptional performance in QCDM parameters.
- Received Quality Award for "Outstanding Commitment to Quality & Excellence" at the Vertiv Supplier Meet 2025.
- Received award for "Best mould maintenance practices" from Maruti Suzuki India Limited (MSIL) in March 2025.

26. Industrial relations

The Company's industrial relations remained cordial and stable during the year under review. The Directors wish to express their sincere appreciation for the cooperation received from employees at all levels.

27. Change in the nature of business

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

28. Reconciliation of Share Capital Audit

As required by the Listing Regulations, a quarterly audit of the Company's Share Capital is being carried out by an Independent Practicing Company Secretary to reconcile the total share capital, the total share capital admitted with NSDL and CDSL and held in physical form, with the issued and listed capital. The Practicing Company Secretary's certificate in this regard is submitted to BSE and NSE and is also placed before the Board of Directors at their quarterly Board meetings.

29. Weblink of various policies/reports

Particulars	Weblink
Annual Return	https://www.amararajaeandm.com/Investors/annual-general-meetings
Annual Secretarial Compliance Report	https://www.amararajaeandm.com/Investors/annual-secretarial-reports
Board Diversity policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/27?name=Board%20Diversity%20Policy
Business Responsibility and Sustainability Report	https://www.amararajaeandm.com/Investors/annual-general-meetings
Corporate Social Responsibility Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/9?name=Corporate%20Social%20Responsibility
Dividend Distribution Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/18?name=Dividend%20Distribution%20Policy
Environment, health and safety policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/26?name=Health,%20Safety%20&%20Environment%20Policy
Familiarization programme of the Independent Directors	https://www.amararajaeandm.com/Investors/Board-of-directors
Financial Statements of Subsidiaries	https://www.amararajaeandm.com/Investors/annual-reports/
Memorandum and Articles of Association	https://www.amararajaeandm.com/Investors/downloads
Nomination and Remuneration Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/12?name=Nomination%20and%20Remuneration%20Policy
Policy for determining material subsidiaries of the Company	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/25?name=Policy%20on%20determination%20of%20material%20subsidiary
Policy on dealing with related party transactions	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/24?name=Policy%20on%20dealing%20with%20Related%20Party%20Transactions
Whistle Blower Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/15?name=VIGIL%20MECHANISM/%20WHISTLE%20BLOWER%20POLICY

30. Acknowledgement

The Board of Directors extends its appreciation to all our stakeholders for their unwavering support and commitment to the Company. We are deeply grateful for the trust and collaboration of our valued customers, vendors, financial institutions, banks, channel partners, business associates, and both Central and State Government bodies. Your continued support has been instrumental to our progress, and we look forward to building on this strong foundation in the years ahead.

We would also like to express our sincere gratitude to our employees across all levels. Their expertise, dedication, and steadfast commitment remain the cornerstone of our success.

To our esteemed shareholders, thank you for your enduring confidence and support. Your belief in our vision drives us forward.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Hyderabad
Date: May 29, 2025

Annexure I

Form AOC-1

(Pursuant to the first proviso to Section 129(3) of the Companies Act, 2013 read with Rule 5 of the Companies (Accounts) Rules, 2014)

Statement showing salient features of the financial statements of subsidiaries, joint ventures and associates as per Companies Act, 2013

Part A: Subsidiaries

(Amount in ₹ crores)

1	Name of the Subsidiary	Amara Raja Batteries Middle East (FZE), Sharjah, UAE	Amara Raja Circular Solutions Private Limited	Amara Raja Advanced Cell Technologies Private Limited	Amara Raja Power Systems Limited
2	Date of Incorporation/ Acquisition	July 31, 2018	June 2, 2022	November 29, 2022	September 29, 2023 (Date of acquisition)
3	Reporting period for the subsidiary concerned [1]	April 1, 2024, to March 31, 2025	April 1, 2024, to March 31, 2025	April 1, 2024, to March 31, 2025	April 1, 2024, to March 31, 2025
4	Reporting Currency and Exchange rate as on the last date of the relevant financial year in the case of foreign subsidiaries.	United Arab Emirates Dirham (AED) 1 AED = 23.30 INR	Not Applicable	Not Applicable	Not Applicable
5	Share Capital	0.56	466.67	486.04	9.40
6	Reserves and Surplus	6.03	127.13	368.23	81.61
7	Total Assets	7.90	689.21	984.73	136.92
8	Total Liabilities	1.31	95.41	130.46	45.91
9	Investments	-	32.97	232.96	1.21
10	Turnover	11.12	214.20	506.25	150.37
11	Profit before tax	1.77	(8.32)	(16.51)	1.14
12	Provision for tax	0.08	(2.31)	(4.37)	0.37
13	Profit after tax	1.69	(6.01)	(12.14)	0.77
14	Proposed Dividend [2]	NA	NA	NA	NA
15	% of shareholding	100%	100%	100%	100%

Part B: Joint Ventures/ Associates

There are no Joint Ventures/Associates.

1. The reporting period of the subsidiaries is same as the holding company i.e., Amara Raja Energy & Mobility Limited
2. No dividend was proposed/declared by the Boards of the subsidiaries during the year.
3. During the year, no subsidiaries were liquidated. No subsidiaries of the company are yet to commence commercial operations.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Annexure II

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2025

[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 and Regulation 24A of the SEBI(Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended]

The Members,
AMARA RAJA ENERGY & MOBILITY LIMITED
CIN:L31402AP1985PLC005305
Renigunta- Cuddapah Road,
Karakambadi,
Tirupati, Andhra Pradesh – 517520.

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **AMARA RAJA ENERGY & MOBILITY LIMITED [Formerly Known as Amara Raja Batteries Limited]** [Corporate Identification Number: L31402AP1985PLC005305] (hereinafter referred to as "the Company") for the financial year ended 31st March, 2025. 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, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorised representatives during the conduct of the secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended 31st March, 2025 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, 2025 according to the provisions of:

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

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

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

(iv) The Company has complied with the applicable provisions of Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Overseas Direct Investment. There was no Foreign Direct Investment and External Commercial Borrowings during the year under review;

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

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

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

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

d) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations,2018 (not applicable during the year under review);

e) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (not applicable during the year under review);

f) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 (not applicable during the year under review);

g) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client (not applicable as the company is not registered as Registrar to an Issue and Share transfer Agent during the year under review);

h) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (not applicable during the year under review); and

i) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018 (not applicable during the year under review);

(vi) The Management has identified and confirmed the following Laws as being specifically applicable to the Company:

1. Battery Waste Management Rules, 2022
2. Acts and Rules relating to Environmental protection and energy conservation;
3. Acts and Rules relating to hazardous substances and chemicals;
4. Acts and Rules relating to Plastic Wastes;

We believe that the audit evidence which we have obtained is sufficient and appropriate to provide a basis for our audit opinion. In our opinion and to the best of our information and according to explanations given to us, we believe that the systems and mechanisms established by the Company are adequate to ensure compliance of laws as mentioned above.

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

(i) Secretarial Standards with respect to Meetings of Board of Directors (SS-1) and General Meetings (SS-2) (as amended) and the Guidance Note on Meetings of the Board of Directors and General Meetings (revised) issued by The Institute of Company Secretaries of India.

(ii) The Uniform Listing Agreement entered into with BSE Limited and National Stock Exchange of India Limited pursuant to the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. (herein after referred as "Listing Regulations").

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. issued by the Ministry of Corporate Affairs, Securities and Exchange Board of India and such other regulatory authorities for such acts, rules, regulations, standards etc. as mentioned above.

We further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Woman Independent Director and Independent Directors.The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act and the listing regulations.

Adequate notice is given to all the directors before schedule of the Board/Committee Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting. The Board meeting convened at shorter notice and Notes on agenda which are circulated less than the specified period, the necessary compliances under the Companies Act, 2013, Secretarial Standards on Meetings of Board of Directors and Listing Regulations are complied with.

During the year under review, the Directors/ Members who have participated in the Board/ Committee meetings through Video Conferencing were in compliance with the provisions of Section 173 (2) of the Act read with Rule 3 of Companies (Meetings of Board and its Powers) Rules, 2014. Further, the Circulars, Regulations and Guidelines issued by the Ministry of Corporate Affairs, Securities and Exchange Board of India and other relevant regulatory authorities pertaining to Board/ Committee meetings, General Meetings and other provisions of the Act, Rules and Regulations have been complied with by the Company.

Based on the verification of the records and minutes, the decisions were carried out with the consent of the Board of Directors/ Committee Members and no Director/ Members of the Committee dissented on the decisions taken at such Board/ Committee Meetings. Further, in the minutes of the General Meetings, the numbers of votes cast against the resolution(s) by the members have been recorded.

We further report that based on review of compliance mechanism established by the Company and to the best of our information and according to explanations given to us by the Management and also on the basis of the Compliance certificates issued by the Chief Financial Officer and Company Secretary under various statutes as mentioned above in clause (vi) and taken on record by the Board of Directors at their meeting(s), we are of the opinion that the management has adequate systems and processes commensurate with its size and operations, to monitor and ensure compliance with all applicable laws.

We further report that the above mentioned Company being a listed entity this report is also issued pursuant to Regulation 24A of the Listing Regulations as amended and circular No.CIR/ CFD/CMD1/27/2019 dated 8th February, 2019 issued by Securities and Exchange Board of India.

We further report that as per the information and explanations provided by the Management, the Company does not have any Material Unlisted Subsidiary(ies) Incorporated in India as defined in Regulation 16(1)(c) and Regulation 24A of the Listing Regulations as amended during the period under review.

We further report that during the audit period, the Company had

1. Obtained approval of the Board of Directors at their meeting held on 04th November, 2024 for:

   a) further investment (Loan/Equity/Other mode) in Amara Raja Advanced Cell Technologies Private Limited for ₹ 1,000 crores.

   b) Enhancement of limits to provide securities or issue guarantee or forex hedging facility for an amount not exceeding ₹ 1,500 crores to the subsidiaries of the company in one or more tranches under Section 186 of the Companies Act, 2013.

   c) Approval of enhancement of Working capital limits (Fund Based & Non-Fund Based) by ₹ 500 crores.

2. Obtained approval of the Board of Directors at their meeting held on 08th February, 2025 for Enhancement of Investment limits (Loan/Equity/Other mode) in Amara Raja Circular Solutions Private Limited by ₹ 200 crores to support the phased setup of the Battery Recycling Plant.

For **R.SRIDHARAN & ASSOCIATES**
COMPANY SECRETARIES

CS R.SRIDHARAN
FCS No. 4775
CP No. 3239
PR NO.6232/2024

Place : Chennai
UIN: S2003TN063400

Date : 29th May, 2025
UDIN: F004775G000449307

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

'Annexure -A'

The Members
AMARA RAJA ENERGY & MOBILITY LIMITED
CIN:L31402AP1985PLC005305
Renigunta-Cuddapah Road,
Karakambadi,
Tirupati, Andhra Pradesh –517520.

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

1. Maintenance of secretarial records is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records as per the Auditing Standards (CSAS-1 to CSAS-4) and Guidance Notes on ICSI Auditing Standards and Guidance Note on Secretarial Audit issued by The Institute of Company Secretaries of India. The verification was done to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company as well as correctness of the values and figures reported in various disclosures and returns as required to be filed by the company under the specified laws.

4. Where ever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.

5. It is the responsibility of the management of the company to devise proper systems to ensure compliance with the provisions of Corporate and other applicable laws, rules, regulations, standards and to ensure that the systems are adequate and operate effectively. Our examination was limited to the verification of procedures on test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For **R.SRIDHARAN & ASSOCIATES**
COMPANY SECRETARIES

CS R.SRIDHARAN
FCS No. 4775
CP No. 3239
PR No. 6232/2024
UIN: S2003TN063400
UDIN: F004775G000449307

PLace : Chennai
Date : 29th May, 2025

Annexure III

Corporate Governance Report

Pursuant to Regulation 34(3) read with Schedule V thereto of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), compliance with the requirements of Corporate Governance is set out below:

1. Corporate Governance Philosophy

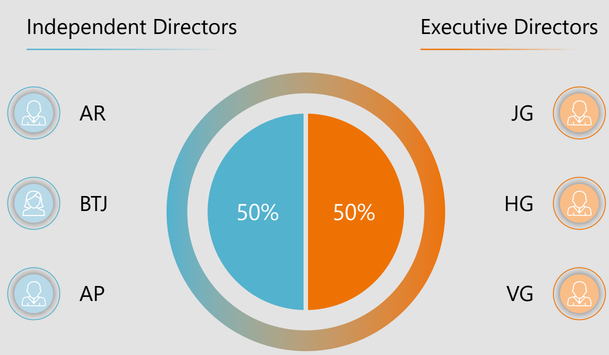
Corporate Governance at Amara Raja Energy & Mobility Limited ("ARE&M" or "the Company") is based on good principles and practices such that the affairs of the Company are managed efficiently to ensure accountability, transparency, and fairness in all its transactions in the widest sense and meet its stakeholders' aspirations and societal expectations. Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. The Company is committed to the adoption of best governance practices and its adherence to the business of the Company. Corporate governance is reinforced through the Company's policies, internal control systems, timely disclosures, transparent accounting policies, internal control of operations and high levels of integrity in decision-making to enhance the value to the stakeholders.

Your Company follows the applicable Corporate Governance requirements as enshrined in the Companies Act, 2013, read with the Rules made thereunder ("Act"), Listing Regulations and other applicable laws.

2. Board of Directors

The Company's Board comprises Six (6) Directors as on March 31, 2025, out of which Three (3) are Non-Executive Independent Directors and Three (3) are Executive Directors. The Board consists of One (1) Chairman (Managing Director & Chief Executive Officer), Two (2) Executive Directors and Three (3) Independent Directors including One (1) Woman Director. The profiles of all directors are available on the Company's website.

Board Composition



JG - Jayadev Galla | HG - Harshavardhana Gourineni | VG - Vikramadithya Gourineni

AP - Amar Patnaik | AR - Annush Ramasamy | BTJ - Bhairavi Tushar Jani

Table 1 gives details of the composition of the Board and their Directorships as on March 31, 2025.

Name	Designation	Category	Relationship	Directorships[2]		Members in Committes[3]	Chairmanship in Committees[3]
				Public Companies	Private Companies		
Jayadev Galla DIN: 00143610	CMD & CEO	Promoter & Executive Director	None[1]	3	6	1	0
Harshavardhana Gourineni DIN: 07311410	Executive Director	Promoter & Executive Director	None[1]	3	6	2	0
Vikramadithya Gourineni DIN: 03167659	Executive Director	Promoter & Executive Director	None[1]	3	7	3	0
Annush Ramasamy DIN: 01810872	Director	Independent & Non-Executive Director	None	4	10	2	1
Bhairavi Tushar Jani DIN: 00185929	Director	Independent & Non-Executive Director	None	1	16	1	1
Amar Patnaik[4] DIN: 08602154	Director	Independent & Non-Executive Director	None	1	0	1	0
Radhika Shapoorjee[5] DIN: 03559547	Director	Independent & Non-Executive Director	-	-	-	-	-
N Sri Vishnu Raju[6] DIN: 00025063	Director	Independent & Non-Executive Director	-	-	-	-	-
T R Narayanaswamy[6] DIN: 01143563	Director	Independent & Non-Executive Director	-	-	-	-	-

Notes:

1. Mr. Jayadev Galla, Chairman, Managing Director (CMD) and CEO, Mr. Harshavardhana Gourineni, Executive Director and Mr. Vikramadithya Gourineni, Executive Director are not relatives in terms of Section 2(77) of the Act. However, as per the definition of Related Party in terms of Listing Regulations, they form part of the Company's Related Parties;
2. Number of directorships excludes foreign companies, Section 8 companies as per Companies Act, 2013 and includes directorship in this Company;
3. Only Memberships/Chairmanships of the Audit Committee(s) and Stakeholders Relationship Committee(s) of listed and unlisted public companies(s), including this Company are considered.
4. Dr. Amar Patnaik was appointed as an Independent Director w.e.f June 18, 2024.
5. Ms. Radhika Shapoorjee was appointed as an Additional Director categorised as Independent w.e.f. May 22, 2025.
6. Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy, Independent Directors, ceased to be Directors in the Company w.e.f August 5, 2024 due to completion of their tenure.

Core competencies of the Board of Directors as per Schedule V of the Listing Regulations:

The Board of Directors has identified the skills/expertise/competencies fundamental for the effective functioning of the Company viz; knowledge of the Company's businesses, policies and culture, major risks/threats and potential opportunities and knowledge of the industry in which the Company operates technical / professional skills and specialised knowledge.

The Directors have expertise in the fields of 'Strategy, Governance and Board service'; 'Business Understanding'; 'Industry & Sector Knowledge'; 'Finance'; 'Technology'; 'Human Resources'. Such expertise enables the Board to steer the Company in the right direction.

The Board provides leadership, strategic guidance, and objective and independent views to the Company's management while discharging its fiduciary responsibilities, thereby ensuring that the management adheres to high standards of ethics, transparency and disclosure. It regularly reviews the Company's governance, risk and compliance framework, business plans, and organization structure to align with the highest standards.

Table 2 gives details of the Directors' individual competence, expertise and skills.

Directors	Skills	
Jayadev Galla Harshavardhana Gourineni Vikramadithya Gourineni Annush Ramasamy Bhairavi Tushar Jani Amar Patnaik	Strategy, Governance and Board service	Business Understanding
	Industry & Sector knowledge	Finance
	Technology	Human Resources

For profile of directors, please refer https://www.amararajaeandm.com/LeaderShip/Board-Of-Directors

Declarations:

1. The Board's composition conforms with Regulation 17(1) of the Listing Regulations.

2. None of the Directors serve as members of Board or hold any position in any other listed entity pursuant to Regulation 17A of Listing Regulations.

3. Mr. Jayadev Galla, Chairman, Managing Director & CEO, Mr. Harshavardhana Gourineni, Executive Director, and Mr. Vikramadithya Gourineni, Executive Director, are not serving as Independent Directors in any other listed company.

4. None of the Independent Directors is a Managing Director or Whole Time Director of any other listed entities pursuant to Regulation 17 of the Listing Regulations.

5. None of the Directors on the Board is a member of more than 10 committees and Chairperson of more than 5 committees across all the Companies in which he/she is a director as required under Regulation 26 of Listing Regulations.

6. None of the Directors holds any shares/convertible instruments in the Company. Mr. Jayadev Galla, Mr. Harshavardhana Gourineni, and Mr. Vikramadithya Gourineni, are Directors in Mangal Industries Limited and/or RNGalla Family Private Limited (RFPL), collectively are termed as promoters of the Company. RFPL holds 32.86% of the equity share capital of the Company.

7. The maximum tenure of independent directors is in accordance with the Act, and rules made thereunder read with Regulation 25 of the Listing Regulations.

8. During the year, none of the Independent Directors have resigned from the Directorship of the Company. Hence, the requirement of the Listing Regulations pertaining to replacement of vacancy created, was not applicable. However, Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy, Independent Directors, ceased to be Directors in the Company w.e.f August 5, 2024 due to completion of their tenure.

9. During the financial year 2024-2025, information as specified in Part A of Schedule II to the Regulations, such as annual operating plans and budgets, capital budgets, financial results, foreign currency exposures, minutes, and other information pertaining to the Company and its wholly owned subsidiaries, as and when applicable, were placed before the Board for its consideration on a quarterly basis.

10. The Senior Management Personnel confirmed that they have no personal interest in any of the material financial or commercial transactions entered into by the Company, which may potentially conflict with the interests of the Company at large.

11. The Company has a suitable Directors & Officers Insurance Policy obtained with an adequate coverage which complies with Regulation 25(10) of Listing Regulations.

12. A formal letter of appointment is issued to all Independent Directors, a specimen of which has been placed on the Company's website https://www.amararajaeandm.com/Investors/board-of-directors.

13. Detailed profiles of all Directors are available on the website of the Company. The profiles of the Directors proposed to be appointed/reappointed along with the names of the companies in which they hold

directorships and memberships/ chairmanships of Board Committees, shareholding and other details as required under Secretarial Standards on General Meetings and Listing Regulations are furnished as an Annexure - II to the notice of the ensuing 40th AGM.

14. All the Independent Directors of the Company have given their respective declarations/disclosures under Section 149(7) of the Act and Regulation 25(8) of the Listing Regulations confirming that they fulfil the independence criteria as specified under Section 149(6) of the Act and Regulation 16 of the Listing Regulations and have also confirmed that they are not aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgment and without any external influence. Further, the Board, after taking these declarations /disclosures on record and acknowledging the veracity of the same, concluded that the Independent Directors are persons of integrity and possess the relevant expertise and experience to qualify as Independent Directors of the Company and are Independent of the Management.

15. All the Independent Directors are registered with the Indian Institute of Corporate Affairs and have complied with Rule 6 (1) and (2) of Companies (Appointment and Qualification of Directors) Rules, 2014.

Board Meetings, Procedure & Term of Board Membership

The Company plans and prepares the schedule of Board and Committee meetings in advance. The Board meets at least once a quarter to review the quarterly results and other items as required. Additional meetings are held when necessary. Input and feedback of Board members are taken and considered while preparing the agenda and documents for the Board meetings. Agenda and other related information is circulated to directors well in advance of the meetings. At these meetings, directors can provide their input and suggestions on various strategic and operational matters. The meeting schedule and agenda are finalised in consultation with the Chairperson of the Board and of the respective Committee(s).

During the year, all the Board meetings were held through video conference as per the provisions of law. The Board met six (6) times, complying with the applicable statutory requirements. Details of the attendance of Directors at the Board Meetings / AGM held during the year are given in Table 3. In addition, an annual Board meet was held to discuss StratAlign (Strategic Alignment) of Company and its Wholly Owned Subsidiaries (ARACT, ARCS, ARPS and ARBME), focusing on objectives and target plans for each business (i.e., Automotive Domestic, Automotive International, Industrial and New Energy Business), understanding market trends in comparison with the Company's plans and strategic initiatives, exploring various initiatives and development plans, etc.

A detailed presentation is made at each Board Meeting, covering highlights and performances of the business. The Board reviews the items on the agenda, particularly quarterly financial results, annual financial statements, annual operating plans and budgets, capital budgets, etc., of the Company and its Wholly Owned Subsidiaries. The compliance reports of laws applicable to the Company, minutes of the Committee meetings, summary of Board minutes of the Wholly Owned Subsidiaries are placed before the Board for review/noting. Other significant details included in the presentation/agenda discussion cover dangerous occurrences, any material effluent or pollution problems, material default in financial obligations, public or product liability claims, related party transactions, borrowings, updates on internal controls including internal financial controls, Cybersecurity & Information Technology updates and Sustainability & ESG updates, data protection laws, information on recruitment and remuneration of key executives below the board level including Chief Financial officer & Company Secretary, Risk analysis of various products, markets and businesses, Risk Refresh update, detailed analysis of potential acquisition targets and possible divestments, details of any joint venture or collaboration agreements including technical collaborations, contracts/arrangements in which director(s) are interested, materially important show cause, demand, prosecution and penalty notices, if any.

The important decisions taken/suggestions made by the Board and/or Committees at their meetings are communicated to the respective departments. Action taken/status reports on decisions/suggestions of the previous meeting(s) are followed up and placed at the next meeting. During the year under review, the Board has accepted all the recommendations/submissions from all the Committees.

Independent Directors' Meeting

For the Board to exercise free and fair judgment in all matters related to the functioning of the Company and Board, it is important for the independent directors to have meetings without the presence of the executive management. During the year, our Independent Directors met four (4) times, in sessions without the presence of executive directors and other members of management. The Company is ready to facilitate more such sessions as and when required by the independent directors. During these meetings, the independent directors review the performance of the Company, its senior management, the Chairman, Managing Director, Non-Independent Directors and the Board, as a whole. They also review the corporate strategy, risks, competition, succession planning for the Board and senior management and the quality/quantity/timelines of information provided to the Board.

Table 3: Attendance of Directors at the Board Meetings/AGM:

Name of the Director	No. of Board Meetings									
	April 29, 2024	May 28, 2024	August 3, 2024	November 4, 2024	February 8, 2025	March 26, 2025	Held	Attended	% of attendance at Board Meeting	AGM on August 3, 2024
Jayadev Galla	✓	✓	✓	✓	✓	A	6	5	83%	✓
Harshavardhana Gourineni	✓	✓	✓	✓	✓	✓	6	6	100%	✓
Vikramadithya Gourineni	✓	✓	✓	✓	✓	✓	6	6	100%	✓
Annush Ramasamy	✓	A	✓	✓	✓	✓	6	5	83%	✓
Bhairavi Tushar Jani	✓	✓	✓	✓	✓	✓	6	6	100%	✓
Amar Patnaik[1]	NA	NA	✓	✓	✓	✓	4	4	100%	✓
N Sri Vishnu Raju[2]	✓	✓	A	NA	NA	NA	3	2	66%	A
T R Narayanaswamy[2]	✓	✓	✓	NA	NA	NA	3	3	100%	✓
% Attendance	100	86	88	100	100	83				88

Attendance of Directors in Meeting of the Board and its Committees

JG		HG		VG		NVR[2]		TRN[2]		AR		BTJ		AP[1]	
BM	83%	BM	100%	BM	100%	BM	66%	BM	100%	BM	83%	BM	100%	BM	100%
SRC	100%	SRC	100%	SRC	100%	AC	50%	AC	100%	AC	80%	AC	100%	AC	100%
CSR	100%					NRC	100%	NRC	100%	NRC	50%	NRC	100%	NRC	100%
						RMC	100%	SRC	100%	SRC	100%			RMC	100%
						CSR	100%	RMC	100%	RMC	100%				
								CSR	100%						

Notes:

1. Dr. Amar Patnaik was appointed as an Independent Director w.e.f June 18, 2024.
2. Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy, Independent Directors, ceased to be Directors in the Company w.e.f August 5, 2024 due to completion of their tenure.

Board Induction, Training and Familiarisation

When appointing a Director, a formal letter of appointment is given to them, which, *inter alia,* explains the role, function, duties and responsibilities expected of them as a Director/ Independent Director of the Company. They are also briefed in detail about all the compliances required from them under the Act, Listing Regulations, Insider Trading Regulations and other relevant regulations on a regular basis.

A handbook, *inter alia*, covering the role, function, duties and responsibilities and the details of the compliance requirements expected from the Directors under the Act and the relevant Listing Regulations along with Memorandum and Articles of Association, brief on Company's Board practices, Annual Reports, investor presentations, recent press releases, Code of Business Conduct, Code of Directors and Senior Management Personnel and key policies of the Company is also provided to them.

The newly appointed Independent Directors are, *inter alia*, given an induction and orientation regarding the Company's Vision, Core Purpose, Core Values, and business operations including products/brands of the Company. A visit to manufacturing facilities is arranged with the new directors to experience the shop floor operations. In addition, Senior Management team provides a detailed update on the business environment , nature of industry, company's business model and performance of the Company at every Board Meeting.

The above initiatives help the Independent Directors understand the Company, its business, and the regulatory framework in which the Company operates and enables them to fulfil their role/responsibilities. Please refer to point 29 of the Board's report for the web link of the familiarization programme.

Board Meet - StratAlign

The Company organises an Annual Board Meet as part of strategy planning to deliberate on various topics related to StratAlign (Strategic Alignment) focusing on objectives and target plans for each business of the Company & its Wholly Owned Subsidiaries (i.e., Automotive Domestic, Automotive International, Industrial and New Energy Business), understanding market trends in comparison with the Company's plans and strategic initiatives, exploring various opportunities and development plans, etc.

This Annual Board Meet functions as a platform for the Board members to understand detailed aspects of execution and challenges faced by various business divisions of the Company. A detailed presentation was made by the Executive Committee covering key business segments of the Company and its subsidiaries.

A day-long Board Meet was held in February, 2025, where the Board conducted a detailed strategic review of the Company's business segments and discussed various governance related matters. This allowed the Board members to interact closely with the senior leadership of the various business segments of the Company and its subsidiaries.

Board Evaluation

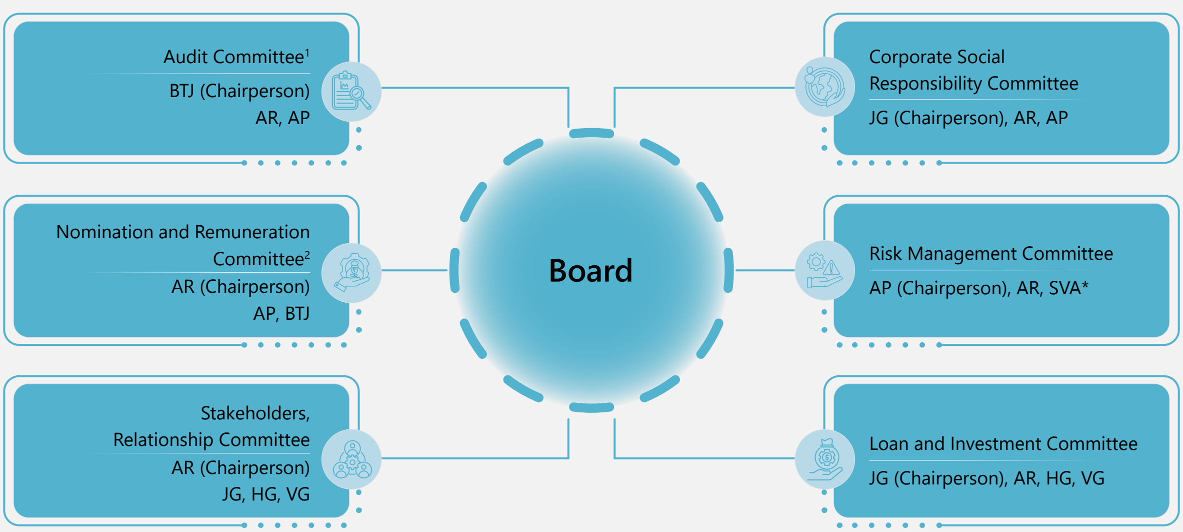
During the year, the Board conducted an annual self-evaluation of its performance, the working of its committees and peer evaluation of each director internally. For this purpose, each director provided their feedback involving peer evaluation and feedback on the processes of the Board and its Committees. The contribution and impact of individual members were evaluated on a number of parameters, such as level of engagement, independence of judgment, conflict resolution, contributions to enhance the Board's overall effectiveness, etc. Positive attributes and improvement areas for each director were provided to him/her on a confidential basis.

The Committees were evaluated on various parameters such as effective discharge of their roles, responsibilities and advice given to the Board for discharging its fiduciary responsibilities, including adequate and periodical updates to the Board on the Committees' functioning.

A separate exercise was carried out to evaluate the performance of Individual Directors, including the Chairman of the Board. The Directors' performance was evaluated on parameters such as level of engagement and contribution to safeguarding the interests of the Company, etc.

The performance evaluation of all the Directors, including the Independent Directors, was carried out by the entire Board, excluding the director being evaluated. Further, the performance evaluation of the Board as a whole and the Chairman and the Non-Independent Directors was carried out by the Independent Directors separately during their Independent Directors session.

Board Committees as on March 31, 2025:



Note:
*SVA - S Vijayanand (President – Advanced Cell Technologies)
1. The Audit Committee was reconstituted on May 22, 2025 wherein Ms. Radhika Shapoorjee was inducted as a member.
2. The Nomination and Remuneration Committee was reconstituted on May 22, 2025 wherein Ms. Radhika Shapoorjee was inducted as a member of the Committee.

3. Audit Committee

Responsibilities & Terms of Reference:

As per the Act and Listing Regulations, the Board of Directors have entrusted the Audit Committee with the responsibility to supervise and ensure adequate, accurate and timely disclosures that maintain the transparency, integrity and quality of Company's financial control and reporting.

The constitution and terms of reference of the Audit Committee are in accordance with and cover all the matters specified under Section 177 of the Act and Regulation 18 of the Listing Regulations, read with Part C of Schedule II of the Listing Regulations.

The primary focus of the Audit Committee is to oversee the Company's financial reporting process, disclosure of its financial information and to ensure that the Company's financial statements are correct, sufficient, and credible.

Brief description of terms of reference of the Audit Committee is as follows:

a. Recommendation for appointment, remuneration and terms of appointment of internal auditors, secretarial auditors statutory auditors and cost auditors of the company;

b. Approval of payment to statutory auditors for any other services rendered by the statutory auditors;

c. Reviewing, with the management, the quarterly and annual financial statements and auditor's report thereon before submission to the Board for approval;

d. Reviewing, with the management, the statement of uses / application of funds raised through an issue, the statement of funds utilised for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency and making appropriate recommendations to the Board;

e. Reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process;

f. Approval or any subsequent modification of transactions of the company with related parties;

g. Scrutiny of inter-corporate loans and investments;

h. Valuation of undertakings or assets of the company, wherever it is necessary;

i. Evaluation of internal financial controls and risk management systems;

j. Discussion with internal auditors of any significant findings and follow up thereon;

k. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;

l. To review the functioning of the Whistle Blower mechanism of the Company;

m. To recommend to the Board the policy on materiality of related party transactions and also on dealing with the related party transactions and revisions to the policy, if any;

n. Reviewing the utilization of loans and/ or advances from/investment by the holding company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments;

o. Such other matters as may be required as per the Act, the rules made thereunder and the Listing Regulations as amended from time to time;

p. To carry out any other function as may be delegated by the Board from time to time along with minimum information to be reviewed under Schedule II, Part C of Listing Regulations.

Constitution and meetings of the Committee

The Audit Committee comprises entirely independent directors. All members are financially literate and bring expertise in the fields of finance, economics, logistics, strategy and management.

Audit Committee
Bhairavi Tushar Jani (BTJ) Chairperson
Annush Ramasamy (AR) Member
Amar Patnaik (AP) Member

During the financial year 2024-2025, Five (5) meetings of the Audit Committee were held. The maximum time gap between any of the two consecutive meetings was not more than 120 days. The necessary quorum was present in all the meetings. The composition of the Committee, details of its Meetings and attendance of the members at such meetings, are provided in Table 4.

The Company Secretary acts as the Secretary to the Audit Committee. The Chief Financial Officer along with the statutory auditors and internal auditors are invitees to the meetings of the said Committee. The Cost Auditors and Senior Management personnel are invited as and when required.

Mr. N Sri Vishnu Raju, Independent Director and then Chairperson of the Audit Committee, was unable to attend the Annual General Meeting held on August 3, 2024 due to his personal exigencies and hence, authorised any other member to attend on behalf of the committee.

On August 5, 2024, Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy, Chairperson and member of the Committee, respectively, stepped down from the Board on account of the end of their tenure as Independent Directors. On June 18, 2024, Dr. Amar Patnaik was inducted as a member of the Audit Committee.

Table 4: Meetings of the Audit Committee and attendance of members:

Name of the Director	No. of Audit Committee Meetings					Held	Attended	%
	1	2	3	4	5			
	May 28, 2024	August 03, 2024	November 04, 2024	February 08, 2025	March 26, 2025			
N Sri Vishnu Raju (Chairperson till August 5, 2024)	✓	A	NA	NA	NA	2	1	50
Bhairavi Tushar Jani (Chairperson w.e.f. August 6, 2024)	✓	✓	✓	✓	✓	5	5	100
T R Narayanaswamy (Member till August 5, 2024)	✓	✓	NA	NA	NA	2	2	100
Annush Ramasamy	A	✓	✓	✓	✓	5	4	80
Amar Patnaik (Member w.e.f June 18, 2024)	NA	✓	✓	✓	✓	4	4	100

4. Nomination and Remuneration Committee

Responsibilities & Terms of Reference:

The constitution and terms of reference of the Nomination and Remuneration Committee are in accordance with and cover all the matters specified under Section 178 of the Act and Regulation 19 of the Listing Regulations read with Part D of Schedule II of the Listing Regulations.

The Nomination and Remuneration Committee also entirely consists of independent directors. Its primary functions are to:

i. To formulate the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board of directors a policy relating to, the remuneration of the directors, key managerial personnel and other employees;

ii. To formulate criteria for evaluation of performance of independent directors and the Board of directors;

iii. To devise a policy on diversity of Board of directors;

iv. To identify persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board of directors their appointment and removal;

v. To consider and recommend to the Board whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors;

vi. For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description;

vii. To recommend to the Board, all remuneration, in whatever form, payable to senior management;

viii. Such other matters as may be required to discharge their responsibilities under the Act and Listing Regulations as amended from time to time.

Constitution and meetings of the Committee

The Nomination and Remuneration Committee comprises Three (3) Non-Executive Independent Directors and the Committee is empowered with the powers as prescribed under Regulation 19 of Listing Regulations and Section 178 of the Act. The Committee also acts in accordance with its terms of reference and directions of the Board from time to time.

During the financial year 2024-2025, two (2) meetings of the Nomination and Remuneration Committee were held. The Composition of the Committee, details of the Meetings and attendance of the members are provided in Table 5.

The Company Secretary acts as the Secretary to the Committee. Mr. N Sri Vishnu Raju, Independent Director and Chairperson of the Audit Committee, was unable to attend the Annual General Meeting held on August 3, 2024 due to his personal exigencies and hence, authorised any other member to attend on behalf of the committee.

NOMINATION AND REMUNERATION COMMITTEE

Annush Ramasamy (AR)
Chairperson

Bhairavi Tushar Jani (BTJ)
Member

Amar Patnaik (AP)
Member

On August 5, 2024, Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy, chairperson and member of the Committee respectively, stepped down from the Board on account of the end of their tenure as Independent Directors. On June 18, 2024, Dr. Amar Patnaik was inducted as a member of the Committee and on August 6, 2024, Mr. Annush Ramaswamy was redesignated as the Chairperson of the Committee.

Table 5: Meetings of the NRC and attendance of members:

Name of the Director	No. of Nomination and Remuneration Committee Meetings		Held	Attended	%
	1	2			
	May 28, 2024	February 08, 2025			
N Sri Vishnu Raju (Chairperson till August 5, 2024)	✓	NA	1	1	100
Annush Ramasamy (Chairperson w.e.f. August 6, 2024)	A	✓	2	1	50
Bhairavi Tushar Jani	✓	✓	2	2	100
Amar Patnaik (Member w.e.f June 18, 2024)	NA	✓	1	1	100
T R Narayanaswamy (Member till August 5, 2024)	✓	NA	1	1	100

Nomination and Remuneration Policy

The Company's Nomination and Remuneration Policy applies to all the Directors, Key Managerial Personnel, and senior management personnel of the Company and is available on the Company's website. Please refer to point 29 of the Board's Report for the weblink.

Remuneration to Directors

i) **All pecuniary relationship or transactions of the non-executive directors vis-à-vis the Company -** There were no pecuniary transactions with any of the Non - Executive Directors except for Remuneration/ Sitting Fees/ reimbursement of expenses, if any, paid to them as Directors of the Company.

ii) **Criteria of making payments to non-executive directors –** The Non-Executive Independent Directors are entitled to sitting fees and reimbursement of out-of-pocket expenses for attending the Board/ Committee meetings and are also entitled to Commission. There were no payments made to Non-Executive Directors apart from the above. The commission payable to the Non-Executive Directors is based on the varied roles played by them in the Company, on account of their significant professional expertise and rich experience across the wide spectrum of functional areas.

iii) **Managing Director/Executive Director -** The remuneration structure of Managing Director/ Executive Directors comprises basic salary, commission, perquisites and allowances, contribution to provident fund etc. The remuneration is determined considering various factors such as qualification, experience, expertise, prevailing remuneration in the industry and the financial position of the Company. The Managing Director &

Executive Directors are not paid any sitting fees for any Board/ Committee meetings attended by them.

iv) **Criteria for selection and appointment of Directors –** The Nomination and Remuneration Committee works with the Board to determine the appropriate characteristics, skills and experience for the Board as a whole and its individual members with the objective of having a Board with diverse backgrounds and relevant experience in business. Characteristics expected of all Directors include independence, integrity, high personal and professional ethics, sound business judgment, ability to participate constructively in deliberations and willingness to exercise authority in a collective manner.

In evaluating the suitability of individual Board members, the Committee considers many factors, including one or more skills such as business experience, global business / broad international exposure /emerging markets experience, financial experience and risk oversight, technology and innovation, governance and regulatory oversight, sales and marketing exposure possessed by the Director; and geographic, gender, age, and ethnic diversity. The Board evaluates each individual in the context of the Board as a whole, with the objective of having a group that can best perpetuate the success of the Company's business and represent stakeholders' interests through the exercise of sound judgment, using its diversity of experience.

In determining whether to recommend a Director for re-election, the Committee also considers the Director's past attendance at meetings, participation in meetings and contributions to the activities of the Board/Committees, and the results of the most recent performance evaluation of the said Director. The Board members are expected to rigorously prepare for, attend and participate in all Board and applicable committee meetings as well as the General Meetings of the Company. Each member is expected to ensure that their other current and planned future commitments do not interfere with their responsibilities at the Company.

v) Though the shareholders have approved payment of commission to Non-Executive Independent Directors up to 1% of net profits of the Company calculated as per the provisions of Sections 197, 198 and all other applicable provisions of the Act and the rules made thereunder for each of the financial years from FY 2024-2025 to FY 2028-29, the commission paid to the Non-Executive Independent Directors is usually restricted to a fixed sum, which is within the aforesaid limits.

vi) During the year under review, the sitting fees payable to non- executive independent directors was enhanced from ₹ 20,000/- to ₹ 1,00,000/- for attending each meeting of the Board and from ₹ 10,000/- to ₹ 50,000/- for attending each meeting of any Committee(s) of the Board.

vii) The sitting fees/commission are reviewed periodically, taking into consideration various factors such as the Company's performance, the time spent by the directors attending to the company's affairs and business, the extent of directors' responsibilities under general law, and other relevant factors.

viii) As of March 31, 2025, none of the Independent Directors holds stock options or shares or any convertible instrument of the Company and the details of remuneration paid to the Directors for the year ended March 31, 2025, are given in Table 6:

Table 6: Remuneration paid or payable to the Directors for Financial Year 2024-2025

(In ₹ crores)

Name	Salaries	Perquisites and Allowances	Commission[1]	Sitting Fee	Total
Jayadev Galla, Chairman, Managing Director & CEO	2.40	0.01	64.88	-	67.29
Harshavardhana Gourineni, Executive Director	1.44	0.01	32.19	-	33.64
Vikramadithya Gourineni, Executive Director	1.44	0.01	32.19	-	33.64
Annush Ramasamy, Independent Director	-	-	0.25	0.08	0.33
Bhairavi Tushar Jani, Independent Director	-	-	0.25	0.07	0.32
N Sri Vishnu Raju, Independent Director[2]	-	-	0.09	0.01	0.10
T R Narayanaswamy, Independent Director[2]	-	-	0.09	0.02	0.11
Amar Patnaik, Independent Director[3]	-	-	0.20	0.07	0.27

Notes:

1. The remuneration and commission paid to the Managing Director and Executive Directors are within the limit as approved by the members andprescribed under the Act. There are no stock options issued by the Company to them.

2. Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy, Independent Directors, ceased to be Directors in the Company w.e.f August 5, 2024 due to completion of their tenure.
3. Dr. Amar Patnaik was appointed as an Independent Director w.e.f June 18, 2024.

5. Stakeholders' Relationship Committee

Responsibilities & Terms of Reference:

The Stakeholders' Relationship Committee is empowered to perform the functions of the Board relating to the handling of queries and grievances of security holders. It primarily focuses on:

- Review of investor complaints and their redressal;
- Review of measures taken for effective exercise of voting rights by shareholders;
- Review of work done by the share transfer agent including adherence to the service standards;
- Review of corporate actions related to shareholders;
- Review of initiatives for reduction of quantum of unclaimed dividends and ensure timely receipt of dividend/annual report/ statutory notices.

The constitution and terms of reference of the Stakeholders' Relationship Committee are in accordance with and covers all the matters specified under Section 178 of the Act and Regulation 20 of the Listing Regulations read with Part D of Schedule II of the Listing Regulations.

Constitution and meetings of the Committee

The current composition of the Stakeholders' Relationship Committee comprises Four (4) Directors i.e. One (1) Non-Executive Independent Director as Chairperson and three (3) Executive Directors as Members. The Committee is empowered with the powers as prescribed under Regulation 20 of Listing Regulations. The Committee also acts in accordance with its terms of reference and directions of the Board from time to time.

STAKEHOLDERS' RELATIONSHIP COMMITTEE
Annush Ramasamy (AR) Chairperson
Jayadev Galla (JG) Member
Harshavardhana Gourineni (HG) Member
Vikramadithya Gourineni (VG) Member

During the financial year 2024-2025, Two (2) meetings of the Stakeholders Relationship Committee were held. The composition of the Stakeholders Relationship Committee, details of the Meetings and attendance of the members are provided in Table 7. During the year, there has been a change in the composition of the Committee.

Mr. Vikas Sabharwal, Company Secretary and Compliance Officer of the Company acts as the Secretary to the Committee. Mr. T R Narayanaswamy, Independent Director and Chairperson of the Committee was present at the Annual General Meeting of the Company held on August 03, 2024.

On August 5, 2024, Mr. T R Narayanaswamy, Chairperson of the Committee stepped down from the Board on account of the end of his tenure as an Independent Director. On August 6, 2024, Mr. Annush Ramaswamy was inducted as a member and was appointed as the Chairperson of the Committee.

Table 7: Meetings of the Stakeholders' Relationship Committee and attendance of members:

Name of the Director	No. of Stakeholders Relationship Committee Meetings		Held	Attended	% of attendance
	1	2			
	May 28, 2024	February 08, 2025			
T R Narayanaswamy (Chairperson till August 5, 2024)	✓	NA	1	1	100
Annush Ramasamy (Member and Chairperson w.e.f. August 6, 2024)	NA	✓	1	1	100
Jayadev Galla	✓	✓	2	2	100
Harshavardhana Gourineni	✓	✓	2	2	100
Vikramadithya Gourineni	✓	✓	2	2	100

During the financial year 2024-25, nine (9) complaints pertaining to claims of unclaimed dividends and shares from IEPF, non-receipt of annual report, dividend and duplicate share certificate and transmission of shares were received. All the complaints were redressed to the satisfaction of the shareholders. There was no complaint pending as on March 31, 2025.

6. Risk Management Committee

In compliance with Regulation 21 of the Listing Regulations, the Board had constituted the Risk Management Committee w.e.f April 1, 2019. The terms of reference of the Committee cover, inter alia, all the matters specified in the Listing Regulations.

RISK MANAGEMENT COMMITTEE
Amar Patnaik (AP) Chairperson
Annush Ramasamy (AR) Member
S Vijayanand (SVA)* Member

*SVA - S Vijayanand (President – Advanced Cell Technologies), Senior Management Person

On August 5, 2024, Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy, chairperson and member of the Committee respectively, stepped down from the Board on account of the end of their tenure as Independent Directors. On August 6, 2024, Dr. Amar Patnaik and Mr. Annush Ramasamy were inducted as members of the Committee and Dr. Amar Patnaik was designated as the Chairperson of the Committee. The Company Secretary acts as the Secretary to the Committee.

The Company has in place an enterprise-wide risk management system. The Risk Management Committee oversees and reviews the risk management policy as well as the assessment of risks, their management and mitigation procedures including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.

The Committee reports its findings and observations to the Board if any. A section on risk management practices of the Company under the ERM forms a part of the chapter on Management Discussion and Analysis in this annual report.

During the financial year 2024-25, Two (2) meetings of the Risk Management Committee were held. The composition of the Risk Management Committee, details of meetings and the attendance of members are provided in Table 8.

The gap between two Risk Management Committee Meetings did not exceed requisite timeline as prescribed under the law.

Table 8: Meetings of the Risk Management Committee and attendance of members:

Name of the Director	No. of Risk Management Committee Meetings		Held	Attended	% of attendance
	1	2			
	July 23, 2024	February 08, 2025			
N Sri Vishnu Raju (Chairperson till August 5, 2024)	✓	NA	1	1	100
Amar Patnaik (Member and Chairperson w.e.f. August 6, 2024)	NA	✓	1	1	100
T R Narayanaswamy (Member till August 5, 2024)	✓	NA	1	1	100
Annush Ramasamy (Member w.e.f. August 6, 2024)	NA	✓	1	1	100
S Vijayanand, (Member)	✓	✓	2	2	100

7. Corporate Social Responsibility Committee

In compliance with Section 135 of the Act, the Board had constituted the Corporate Social Responsibility Committee. The terms of reference of the Committee covers all the matters specified in Section 135 of the Act. The Committee is headed by Mr. Jayadev Galla, Chairperson. During the financial year 2024-25, One (1) meeting of the Committee was held. The composition of the Corporate Social Responsibility Committee, details of the meeting and the attendance of members are provided in Table 9.

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Jayadev Galla (JG)
Chairperson

Annush Ramasamy (AR)
Member

Amar Patnaik (AP)
Member

On August 5, 2024, Mr. N Sri Vishnu Raju and Mr. T R Narayanaswamy, members of the Committee stepped down from the Board on account of the end of their tenure as Independent Directors. On August 6, 2024, Dr. Amar Patnaik and Mr. Annush Ramaswamy were inducted as members of the Committee. The Company Secretary acts as the Secretary to the Committee.

Table 9: Meetings of the Corporate Social Responsibility Committee and attendance of members:

Name of the Director	No. of Corporate Social Responsibility Committee Meeting	Held	Attended	% of attendance
	May 28, 2024			
Jayadev Galla (Chairperson)	✓	1	1	100
N Sri Vishnu Raju (member till August 5, 2025)	✓	1	1	100
T R Narayanaswamy (member till August 5, 2025)	✓	1	1	100
Annush Ramasamy (member w.e.f. August 6, 2025)	NA	-	-	-
Amar Patnaik (member w.e.f August 6, 2025)	NA	-	-	-

CO
Statutory Report
FS

8. Loan and Investment Committee

The Board has constituted a Loan and Investment Committee consisting of Mr. Jayadev Galla, Chairman, Managing Director & CEO, Mr. Harshavardhana Gourineni, Whole Time Director, Mr. Vikramadithya Gourineni, Whole Time Director and Mr. Annush Ramasamy, Independent Director as members of the said Committee to approve the borrowings/ make investment decisions on behalf of the Company as per the powers entrusted to it and within the limits specified by the Board, from time to time. The Committee is headed by Mr. Jayadev Galla, Chairperson. The Committee meets as and when required and the minutes of the meeting of the Committee are placed before the Board for noting. No meeting of the said Committee was held during the financial year 2024-25.

9. Means of communication

Quarterly and annual financial results: Quarterly and annual financial results of the Company are published in Business Line (all editions) and Andhra Jyothi, and Eenadu (Tirupati and Chittoor District Editions). These are also disseminated and made available on the Company's website: www.amararajaeandm.com. The financial results were sent, if asked for, to the registered e-mail IDs of members.

News releases, presentations, audio, transcripts etc.: The company has established systems and procedures to disseminate relevant information to its stakeholders, including members, analysts, business partners, customers, employees and the society at large. In addition to the earnings calls arranged by the Company, it also participates in earning calls arranged by analysts and investors. The audio and transcripts of earnings calls arranged by the Company are duly uploaded on the website of the Company and intimated to the stock exchanges. Webcast of the proceedings of the AGM is also made available on the company's website.

Website: The primary source of information regarding the Company's operations is the company's website www.amararajaeandm.com, where all official news releases and presentations made to institutional investors and analysts are posted. It contains a separate dedicated investors section, as required under Regulation 46(2) of the Listing Regulations, where the information for members is available.

Annual report: The Company's annual report containing, inter alia, the Board's report, additional shareholders' information, the corporate governance report, the business responsibility and sustainability report, management's discussion and analysis (MD&A), audited standalone and consolidated financial statements, Joint Statutory Auditors' report and other important information are circulated to members and others so entitled. The annual report is also available on the company's website in a user-friendly and downloadable form.

Reminder to investors: Reminders to collect unclaimed dividend on shares are sent to the relevant shareholders. The Company also regularly reminds its shareholders to register their email ids and bank accounts with the Company or with their demat accounts or with the Company's RTA.

Designated exclusive Email ID: We have designated an e-mail ID exclusively for investor services: investorservices@amararaja.com.

Compliances with stock exchanges: NSE and BSE maintain separate online portals for electronic submission of information by listed companies. Various communications such as notices, press releases and the regular quarterly, half-yearly and annual compliances and disclosures are filed electronically on these portals.

The Annual General Meeting is the principal forum for face to face communication with shareholders, where the Directors / Senior Management personnel / Auditors / CFO respond to the specific queries of the shareholders.

Register to receive electronic communications: We provide an option to the members to register their e-mail ID through the RTA to receive electronic communications. Members who wish to receive electronic communications may register with the RTA.

Disclosures: We have a policy on the determination of materiality for disclosure of certain events. Please refer to point 29 of Board's report for weblink of the same.

Details of communications made during the year are provided in Table 10.

Table 10: Details of Communications made during FY 2024-25

Means of Communication	Number
Earnings Call	5
Publication of results	4
Press Release/Media Release	11

10. Other Disclosures

i. Disclosure of Accounting Treatment

The financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under Section 133 of the Act read with Rule 7 of the Companies (Accounts) Rules, 2014 and the Companies (Indian Accounting Standards) Rules, 2015, as amended, the guidelines issued by SEBI and other accounting principles generally accepted in India.

ii. Management discussion and analysis:

The chapter on Management Discussion and Analysis forms an integral part of this annual report.

iii. Code of Conduct

The Board has approved a code of conduct in compliance with the Listing Regulations. The said code is applicable to all the Directors and the Senior Management Personnel of the Company and the same is available on Company's website i.e., www.amararajaeandm.com. All the members of the Board and the Senior Management Personnel of the Company have affirmed compliance with the code of conduct for the financial year ended March 31, 2025. In terms of Schedule V to the Listing Regulations, a declaration signed by the Chairman, Managing Director & CEO is enclosed in this report as **Annexure A**.

iv. Compliance(s) of matters relating to Capital Market

The Company has complied with all applicable rules and Listing Regulations prescribed by stock exchanges (NSE/BSE), SEBI or any other statutory authority relating to the capital markets. No penalties or strictures have been imposed on the Company in the last three years on any matters related to capital markets.

v. Whistle Blower Policy/Vigil Mechanism

The Company has in place a Whistle Blower Policy / Vigil Mechanism to ensure ethical conduct and transparency. It provides a safe and confidential platform for stakeholders to report concerns regarding unethical practices, fraud, or violations of the Company's Code of Conduct. The mechanism is monitored by the Audit Committee, which ensures timely investigation and action. Its effectiveness is reviewed periodically by the Committee. The policy is available on the Company's website and can be accessed via the weblink provided in point 29 of the Board's Report.

vi. Code of conduct for prevention of insider trading

The Company has adopted a code of conduct for the prevention of Insider Trading (Insider Trading Code) in accordance with the requirements of SEBI (Prohibition of Insider Trading) Regulations, 2015 (Insider trading regulations).

Necessary procedures, in line with the Insider Trading Regulations, have been laid down for directors, officers, designated persons and their immediate relatives for trading in the securities of the company. These are periodically communicated to such employees who are considered insiders of the company. Apart from this, regular insider trading awareness related trainings are conducted for the benefit of designated persons. Trading window closure/blackouts/ quiet periods, when the directors and designated persons are not permitted to trade in the securities of the company, are intimated in advance to all concerned. Violations of the policy, if any are appropriately acted on and reported to the SEBI/Stock Exchanges. The company also maintains a structured digital database, as required under the Insider Trading Regulations and also implemented an online application for approving pre-clearances to insiders, who intend to trade in the securities of the Company.

The Company Secretary was appointed as the Compliance Officer by the Board to ensure compliance and effective implementation of the Insider Trading Code. Reports on matters related to insider trading code are reported to the Audit Committee on a quarterly basis.

vii. Disclosure of commodity price risks and hedging activities

As the Company is not engaged in a commodity business, commodity risk is not applicable. The foreign exchange risk is being managed/hedged to the extent considered necessary.

viii. Details of the utilization of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A).

During the financial year 2024-25, the Company has not raised any funds through preferential allotment or qualified institutions placement.

ix. Internal Financial Controls with reference to Financial Statements

Your Company has in place adequate internal control systems commensurate with the size of its operations. Internal control systems comprising of policies and procedures are designed to ensure sound management of your Company's operations, safekeeping of its assets, optimal utilisation of resources, reliability of its financial information and compliance. Systems, processes, and procedures are periodically reviewed and appropriately revised to strengthen them to mitigate emerging risks associated with the growing size and complexity of your Company's operations.

x. CEO & CFO Certification

A certificate of the CEO and CFO of the company on financial statements and applicable internal controls as stipulated under Regulation 17(8) of the Listing Regulations, is enclosed as Annexure-B to this report.

xi. Agreements with Media: The Company has not entered into any agreement with any media company and/or its associates.

xii. Certificate from a Company Secretary in practice with regard to disqualification of directors

A certificate from M/s. R Sridharan & Associates, Secretarial auditor 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 the Board/ Ministry of Corporate Affairs or any such statutory authority, is annexed to this report as Annexure C.

xiii. Details of recommendation of any Committee of the Board which are not accepted by the Board

The Board of directors accepted all the recommendation(s) of the Committees of the Board during financial year ended March 31, 2025.

xiv. Audit Fee

Total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part for the financial year ended March 31, 2025, are provided in Table 11.

Table 11: Details of Audit Fee

(In ₹ crores)

Particulars	FY2024-25
Statutory Audit Fees	1.37
Limited Review Fees	0.20
Tax Audit Fees	0.09
Reimbursement of Expenses	0.08
Certification Fees	0.04

xv. During the year under review, no loans and advances in the nature of loans to firms/companies in which directors are interested (other than wholly owned subsidiaries) were given by the Company and its subsidiaries.

xvi. During the year there were no complaints received under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

xvii. During the year under review, there were no materially significant related party transactions, which had potential conflict with the interests of the Company at large. All related party transactions entered into by the Company are approved by the Audit Committee and prior omnibus approval of the Audit Committee is obtained for the transactions which are foreseen and are repetitive in nature.

xviii. As required under the Indian Accounting Standards, related party transactions are disclosed in Notes to the Company's financial statements for the financial year ended March 31, 2025.

xix. During the year under review, the Company has no material subsidiary.

xx. The Company has complied with the requirements of sub-paras (2) to (10) of Schedule V of the Listing Regulations.

11. Details of compliance with mandatory requirements and adoption of Discretionary Requirements

The Company has complied with the mandatory requirements of the Corporate Governance as per Listing Regulations during the year.

With regard to the non-mandatory requirements under Regulation 27 read with Part E of the Schedule II of the Listing Regulations, the Company has complied to the extent stated below:

Board: The Chairman of the Company is an Executive Director and hence the requirement under Para A Part E of Schedule II of the Listing Regulations with respect to maintenance of a Non-Executive Chairman's Office at the Company's expense and reimbursement of expenses incurred in performance of his duties, is not applicable to the Company.

Shareholder rights: The Company displays its quarterly and half yearly financial results on the Company's website and also publishes its results in widely circulated newspapers. The Company has communicated the payment of dividend by e-mail to shareholders. The Company also publishes the voting results of its shareholder meetings on its website and websites of Stock Exchanges.

Modified opinion(s) in Annual Report: The Joint Statutory Auditors have issued an unmodified opinion on the financial statements of the Company for the year ended March 31, 2025.

Other Non-Mandatory Requirements: At present, other discretionary requirements have not been adopted by the Company.

12. Disclosures of the compliance with Corporate Governance requirements specified in Regulation 17 to 27 and 46 are as follows:

The Company has complied with all the relevant corporate governance requirements stipulated in the Listing Regulations.

13. During the year under review, the Company had not raised any money from public issue, rights issue, preferential issue or any other issues.

14. Compliance with Corporate Governance

The quarterly compliance report has been submitted to the stock exchanges where the Company's equity shares are listed in the requisite format duly signed by the Company Secretary. Pursuant to Schedule V of the Listing Regulations, the Practicing Company Secretary's Certificate regarding compliance with conditions of Corporate Governance is annexed to this report as Annexure D.

15. Additional Shareholders' Information

The chapter on Additional Shareholders' Information is annexed to this report as Annexure E.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Hyderabad
Date: May 29, 2025

Annexure A

Declaration on Code of Conduct

This is to confirm that the Board has laid down a code of conduct for all the Board Members and Senior Management Personnel of the Company. The code of conduct has also been posted on the website of the Company.

It is further confirmed that all Directors and the Senior Management personnel of the Company have affirmed compliance with the Code of Conduct of the Company for the financial year ended on March 31, 2025, as envisaged in Regulation 26(3) of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015.

On behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Hyderabad
Date: May 29, 2025

Annexure B

CEO and CFO Certificate

Pursuant to Regulation 17(8) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

We, Jayadev Galla, Chairman, Managing Director & CEO and Y Delli Babu, Chief Financial Officer, of Amara Raja Energy & Mobility Limited (Formerly known as Amara Raja Batteries Limited), to the best of our knowledge and belief, hereby certify that:

1. We have reviewed the financial statements and the cash flow statement (standalone and consolidated) for the financial year ended March 31, 2025, and that these statements:

   i. do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading; and

   ii. together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.

2. There are no transactions entered into by the Company during the financial year ended March 31, 2025, which are fraudulent, illegal, or violative of the Company's code of conduct.

3. We accept the 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 that we have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.

4. We have disclosed, wherever applicable, to the Auditors and the Audit committee:

   i. That there are no significant changes in internal control over financial reporting during the financial year ended March 31, 2025;

   ii. All significant changes in accounting policies during the financial year ended March 31, 2025, if any, have been disclosed in the notes to the financial statements; and

   iii. There are no instances of significant fraud of which they 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.

Jayadev Galla
Chairman, Managing Director & CEO
Hyderabad, May 29, 2025

Delli Babu Y
Chief Financial Officer
Hyderabad, May 29, 2025

Annexure C

Certificate of Non-Disqualification of Directors

Pursuant to Regulation 34 (3) read with Schedule V Para-C Sub clause (10) (i) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended

The Members
AMARA RAJA ENERGY & MOBILITY LIMITED
CIN: L31402AP1985PLC005305
Renigunta- Cuddapah Road,
Karakambadi, Tirupati,
Andhra Pradesh- 517520

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Amara Raja Energy & Mobility Limited (formerly known as Amara Raja Batteries Limited), (CIN: L31402AP1985PLC005305)** having its Registered Office at Renigunta- Cuddapah Road, Karakambadi, Tirupati, Andhra Pradesh - 517520 (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 Part-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 knowledge and according to the verifications (including Director Identification Number (DIN) Status at the portal www.mca.gov.in) and based on such examination as well as information and explanations furnished to us, which to the best of our knowledge and belief were necessary for the purpose of issue of this certificate and based on such verification as considered necessary, we hereby certify that none of the Directors as stated below on the Board of the Company as on 31st March, 2025 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.

S. No.	DIN	NAME OF THE DIRECTOR	DESIGNATION	DATE OF INITIAL APPOINTMENT
1.	00143610	Jayadev Galla	Executive Director, Chairman, CEO and Managing Director	12/03/1994
2.	07311410	Harshavardhana Gourineni	Executive Director	12/06/2021
3.	03167659	Gourineni Vikramadithya	Executive Director	12/06/2021
4.	00185929	Bhairavi Tushar Jani	Non-Executive Independent Director	28/03/2015
5.	01810872	Annush Ramasamy	Non-Executive- Independent Director	12/06/2021
6.	08602154	Amar Patnaik	Non-Executive- Independent Director	18/06/2024

Ensuring the eligibility of, 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 R. SRIDHARAN & ASSOCIATES
COMPANY SECRETARIES

CS R. SRIDHARAN
FCS No. 4775
CP No. 3239
PR No.6232/2024
UIN: S2003TN063400
UDIN: F004775G000449417

PLACE: CHENNAI
DATE: 29TH MAY, 2025

Annexure D

Corporate Governance Certificate

The Members
AMARA RAJA ENERGY & MOBILITY LIMITED
Renigunta Cuddapah Road,
Karakambadi,
Tirupati – 517520.

We have examined, documents, books, papers, minutes, forms and returns filed and other relevant records maintained by **AMARA RAJA ENERGY & MOBILITY LIMITED (formerly known as Amara Raja Batteries Limited), (CIN: L31402AP1985PLC005305)** [hereinafter referred to as "the Company"] having its Registered Office at Renigunta Cuddapah Road, Karakambadi, Tirupati - 517520, for the purpose of certifying compliance of the conditions of Corporate Governance 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 and Regulation 34 (3) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended (hereinafter called "SEBI (LODR) Regulations 2015") for the financial year ended 31st March, 2025. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of certification.

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

In our opinion and on the basis of our examination of the records produced, explanations and information furnished, we certify that the Company has complied regarding the conditions of Corporate Governance as stipulated in Regulations 17 to 27 and clauses (b) to (i) and (t) of regulation 46(2) and para C, D and E of Schedule V and Regulation 34 (3) of SEBI (LODR) Regulations 2015 as amended for the financial year ended 31st March, 2025.

This Certificate 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 R. SRIDHARAN & ASSOCIATES
COMPANY SECRETARIES

CS R. SRIDHARAN
FCS No. 4775
CP No. 3239
PR No.6232/2024
UIN: S2003TN063400
UDIN: F004775G000449340

PLACE: CHENNAI
DATE: 29TH MAY, 2025

Annexure E

Additional Shareholders' Information

1. General Information to Shareholders

Name of the Company	**Amara Raja Energy & Mobility Limited (Formerly known as Amara Raja Batteries Limited)**	
Address	**Registered Office:** Renigunta - Cuddapah Road, Karakambadi, Tirupati, Andhra Pradesh - 517 520 Tel: 91 877 226 5000; Fax: 91 877 228 5600 **Corporate Office** (Correspondence Address for Shareholders): Terminal A, 1-18/1/AMR/NR, Nanakramguda, Gachibowli, Hyderabad, Telangana - 500 032 Tel: 91 40 2313 9000; Fax: 91 40 2313 9001	
Corporate Identification Number (CIN)	L31402AP1985PLC005305	
Website	www.amararajaeandm.com	
E-Mail ID	investorservices@amararaja.com	
Compliance Officer	Mr. Vikas Sabharwal, Company Secretary and Compliance Officer, Tel: 91 40 2313 9000; Fax: 91 40 2313 9001; E-mail ID: vsl@amararaja.com	
IEPF Nodal Officers	Nodal Officer: Mr. Vikas Sabharwal, Company Secretary and Compliance Officer, E-mail ID: vsl@amararaja.com Deputy Nodal Officer: Mr. Naresh Miryala, Deputy Company Secretary, E-mail ID: nkm2@amararaja.com	
Details of 40th Annual General Meeting	**Date of Meeting**	**Thursday, August 14, 2025**
	Time of Meeting	**From 3.00 p.m. IST onwards**
	Place of Meeting	**Deemed Venue - Registered office of the Company**
	Mode of Meeting	**Through VC/OAVM**
e-Voting Dates	Cut-off date (for determining shareholders eligible for e-voting):	Thursday, August 7, 2025
	e-Voting Start Date	Saturday, August 9, 2025
	e-Voting:	Wednesday, August 13, 2025
Book Closure Dates	The dates of book closure are from (Saturday) August 2, 2025 to (Wednesday), August 6, 2025 (both days inclusive) for the purpose of payment of the final dividend for financial year 2024-25.	
Listing Details and Listing Fee	National Stock Exchange of India Limited (NSE):	ARE&M
	BSE Limited (BSE):	500008
	The listing fees for the equity shares of the Company have been paid for financial year 2024-25 and 2025-26 to both NSE and BSE.	
International Securities Identification Number (ISIN)	INE885A01032 (ISIN number for equity shares of ₹ 1/- each) ISIN is a unique identification number of a traded scrip. This number has to be quoted in each transaction relating to the dematerialised securities of the company.	

<table>
<tr><td rowspan="7">Registrar and Share Transfer Agent (RTA)</td><td colspan="2">For shares related matters, the shareholders are requested to correspond with the RTA of the Company quoting their Folio Number or Client ID and DP ID at the following address:</td></tr>
<tr><td>Unit:</td><td>Amara Raja Energy & Mobility Limited</td></tr>
<tr><td>Name of the RTA:</td><td>Cameo Corporate Services Limited;</td></tr>
<tr><td>Contact person</td><td>Mr. P. Muralidharan, Manager</td></tr>
<tr><td>Address:</td><td>Subramanian Building, No. 1, Club House Road, Chennai- 600 002, Tamil Nadu, India</td></tr>
<tr><td>Tel</td><td>044-4002 0700; Fax: 91 44 28460129; Email ID: investor@cameoindia.com</td></tr>
<tr><td>Portal:</td><td>https://wisdom.cameoindia.com; Website : www.cameoindia. com</td></tr>
<tr><td rowspan="4">Credit Ratings</td><td>Name of the Rating Agency :</td><td>CRISIL</td></tr>
<tr><td>Long Term Rating :</td><td>CRISIL AA+/Stable (Reaffirmed)</td></tr>
<tr><td>Short Term Rating :</td><td>CRISIL A1+ (Reaffirmed)</td></tr>
<tr><td colspan="2">No other debt instruments or any fixed deposit programme or any scheme or proposal for mobilization of funds were issued or undertaken by the Company during the financial year</td></tr>
<tr><td>Dividend Details for Financial Year 2024-25</td><td colspan="2">Final Dividend for Financial Year 2024-25
Rate: ₹ 5.20/- per equity share of ₹ 1 each (520%)
Date of Approval: Subject to the approval of Members at the ensuing 40th AGM
Dividend payment Date: Saturday, September 13, 2025

Interim Dividend for Financial Year 2024-25
Rate: ₹ 5.30/- per equity share of ₹ 1 each (530%)
Date of Approval: Wednesday, November 04, 2024
Dividend payment Date: Saturday, November 30, 2024</td></tr>
<tr><td>Outstanding GDRs/ ADRs/Warrants or any convertible instruments</td><td colspan="2">The Company has not issued any GDR/ ADR/Warrants or convertible instruments.</td></tr>
<tr><td>Nomination Facility</td><td colspan="2">Section 72 of the Act provides the facility of nomination to share / debenture / deposit holders. The facility is mainly useful for all those holding the shares / debentures / deposits in single name. In cases where the securities / deposits are held in joint names, the nomination will be effective only in the event of the death of all the holders. Shareholders are advised to avail of this facility, especially investors holding securities in single name. Shareholders are requested to note that SEBI has mandated registration of nomination or opt out of nomination for all shareholders of the Company either holding shares in physical mode or demat mode along with valid PAN and KYC details. Shareholders holding shares in physical mode are requested to refer notes to the AGM Notice and submit the prescribed forms along with requisite documents to RTA like valid PAN and KYC details. Shareholders holding shares in demat mode are requested to submit the necessary forms to their respective depository participant like valid PAN and KYC details.</td></tr>
<tr><td>Shareholders Forms</td><td colspan="2">Forms for shareholders holding physical shares can be downloaded from https://www.amararajaeandm.com/Investors/downloads</td></tr>
<tr><td>Questions prior to AGM</td><td colspan="2">Members seeking any information or asking questions with regard to the financial statements of the Company or on any matter in the annual report 2024-25, are requested to write from their registered email address mentioning their name, DP ID and Client ID/folio number, PAN, mobile number to investorservices@amararaja.com on or before Friday, August 8, 2025 (5:00 P.M.) IST. Such information sought or questions raised by the members shall be furnished or replied to by the Company suitably.</td></tr>
</table>

National electronic Clearing service (NECS) Facility for remittance of Dividend electronically	The Company provides the facility for the remittance of dividends to shareholders through NECS. Under this facility, shareholders can receive dividends electronically by way of direct credit to their bank account. With this service, problems such as loss of dividend warrants during postal transit/fraudulent encashment are avoided. This also expedites the credit of dividends directly to the shareholder's account as compared to the payment through a physical dividend warrant. Shareholders are advised to write to RTA or Company for any further details on how to avail of this facility.
Plant Locations	**ARE&M:** **(a) 4-Wheeler Battery Plant 1:** Renigunta - Cuddapah Road. Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India. **(b) LVRLA Battery Plant:** Renigunta - Cuddapah Road, Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India. **(c) 2-Wheeler Battery Plant:** Renigunta - Cuddapah Road, Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India. **(d) Plastic Components Plant:** Renigunta - Cuddapah Road, Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India. **(e) 4-Wheeler Battery Plant 2 & 3:** Nunegundlapalle Village, Bangarupalayam Mandal, Chittoor District, Andhra Pradesh 517 416, India. **(f) MVRLA Battery Plant:** Nunegundlapalle Village, Bangarupalayam Mandal, Chittoor District, Andhra Pradesh 517 416, India. **(g) 2-Wheeler Battery Plant:** Nunegundlapalle Village, Bangarupalayam Mandal, Chittoor District, Andhra Pradesh 517 416, India. **(h) Tubular Battery Plant:** Nunegundlapalle Village, Bangarupalayam Mandal, Chittoor District, Andhra Pradesh 517 416, India. **(i) Plastic Components Plant:** Nunegundlapalle Village, Bangarupalayam Mandal, Chittoor District, Andhra Pradesh 517 416, India. **ARCS:** **(a) Battery recycling plant:** Kunnavakkam Village, Cheyyar, Tamil Nadu 631701, India **ARACT:** **(a) Pack Assembly Unit:** Renigunta - Cuddapah Road, Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India. **(b) Pack Assembly Unit:** Divitipally, Mahbubnagar Mandal, Telangana - 509001, India. **ARPS:** **(a) Power Systems:** Renigunta - Cuddapah Road, Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India.

2. Details of Last three Annual General Meeting(s)

The details of date, time, venue and special resolution(s) passed at the last three Annual General Meetings are given below:

For the Financial Year	Venue and mode	Day, Date and time	Particulars
2023-24	Through Video Conferencing / Other Audio-Visual Means (Deemed venue of the meeting: Renigunta-Cuddapah Road, Karakambadi Tirupati, Andhra Pradesh – 517 520)	Saturday, August 3, 2024 at 03.00 P.M. IST	• Special resolution was passed to consider appointment of Dr. Amar Patnaik (DIN: 08602154) as an Independent Director of the Company • Special resolution was passed to approve payment of commission to Non- Executive Independent Directors for financial years 2024-25 to 2028-29.
2022-23	Through Video Conferencing/ Other Audio-Visual Means (Deemed venue of the meeting: Renigunta-Cuddapah Road, Karakambadi Tirupati, Andhra Pradesh – 517 520)	Saturday, August 12, 2023 at 03.00 P.M. IST	Special resolution was passed to approve change in the name of the Company from 'Amara Raja Batteries Limited' to 'Amara Raja Energy & Mobility Limited'
2021-22	Through Video Conferencing/ Other Audio-Visual Means (Deemed venue of the meeting: Renigunta-Cuddapah Road, Karakambadi, Tirupati, Andhra Pradesh - 517 520)	Saturday, August 5, 2022 at 02:30 P.M. IST	No Special Resolution was passed at this meeting.

Items for approval of shareholders at the ensuing 40th Annual General Meeting:

- **Special Resolution** To approve appointment of Ms. Radhika Shapoorjee (DIN: 03559547) as an Independent Director of the Company for a period of 5 years.
- **Special Resolution** To approve payment of remuneration to Mr. Jayadev Galla (DIN: 00143610) as Chairman, Managing Director and CEO of the Company pursuant to Regulation 17(6)(e) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

3. Postal Ballot during the year: During the year under review, no resolution was passed through postal ballot and there is no proposal to conduct a postal ballot for any matter in the ensuing annual general meeting.

4. Financial Calendar

The tentative calendar for the declaration of financial results of FY 2025-26

For the quarter ending June 30, 2025	On or before second week of August 2025
For the quarter and half year ending September 30, 2025	On or before second week of November 2025
For the quarter and nine months ending December 31, 2025	On or before second week of February 2026
For the quarter and year ending March 31, 2026	On or before fourth week of May 2026
Annual General Meeting for FY 2025-26	On or before second week of August 2026

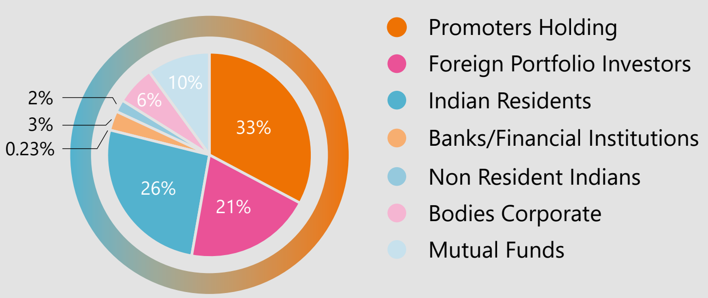
5. Shareholding pattern as on March 31, 2025

The shareholding pattern classified on the basis of category and distribution of ownership respectively is given below:

a. Distribution of shareholding on basis of category:

Category	As on March 31, 2025		As on March 31, 2024		% Change
	No. of Shares held	%	No. of Shares held	%	
Promoters holding					
Individuals	-	-	-	-	-
Companies	6,01,45,316	32.86	6,01,45,316	32.86	0.00
Sub Total	**6,01,45,316**	**32.86**	**6,01,45,316**	**32.86**	**0.00**
Institutions (Domestic)					
Alternate Investment Funds	9,38,910	0.51	9,84,777	0.54	-0.03
Banks/ Financial Institutions	4,22,146	0.24	4,504	0.00	0.24
Insurance Companies	1,48,23,677	8.10	1,89,74,288	10.37	-2.27
Mutual Funds	1,05,08,893	5.74	81,37,225	4.45	1.29
Sub Total	**2,66,93,626**	**14.58**	**2,81,00,794**	**15.35**	**-0.77**
Institutions (Foreign)					
Foreign Direct Investments	0	0.00	0	0.00	0.00
Foreign Portfolio Investors Category - I	3,65,22,850	19.96	4,28,77,848	23.43	-3.47
Foreign Portfolio Investors Category - II	13,68,273	0.75	18,78,711	1.03	-0.28
Foreign Institutional Investors	1,500	0.00	1,500	0.00	0.00
Sub Total	**3,78,92,623**	**20.70**	**4,47,58,059**	**24.45**	**-3.75**
Non-Institutions					
Bodies Corporate	35,43,008	1.94	38,81,053	2.12	-0.18
LLP	2,50,556	0.14	1,02,882	0.06	0.08
Clearing members	842	0.00	875	0.00	0.00
Foreign Nationals	35	0.00	35	0.00	0.00
Foreign Portfolio Investor (Individual) Category III	2,550	0.00	300	0.00	0.00
Hindu Undivided Family	9,76,172	0.53	9,98,674	0.55	-0.02
Indian Residents	4,75,43,184	25.98	3,90,40,763	21.33	4.65
Investor Education Provident Fund	7,30,272	0.40	7,09,668	0.39	0.01
Non-Resident Indians	52,07,829	2.85	52,39,737	2.86	-0.01
Trusts	5,601	0.00	2,958	0.00	0.00
Unclaimed Suspense account	33,750	0.02	44,250	0.02	0.00
Sub Total	**5,82,93,799**	**31.86**	**5,00,21,195**	**27.33**	**4.53**
Total	**18,30,25,364**	**100**	**18,30,25,364**	**100.00**	**0.00**

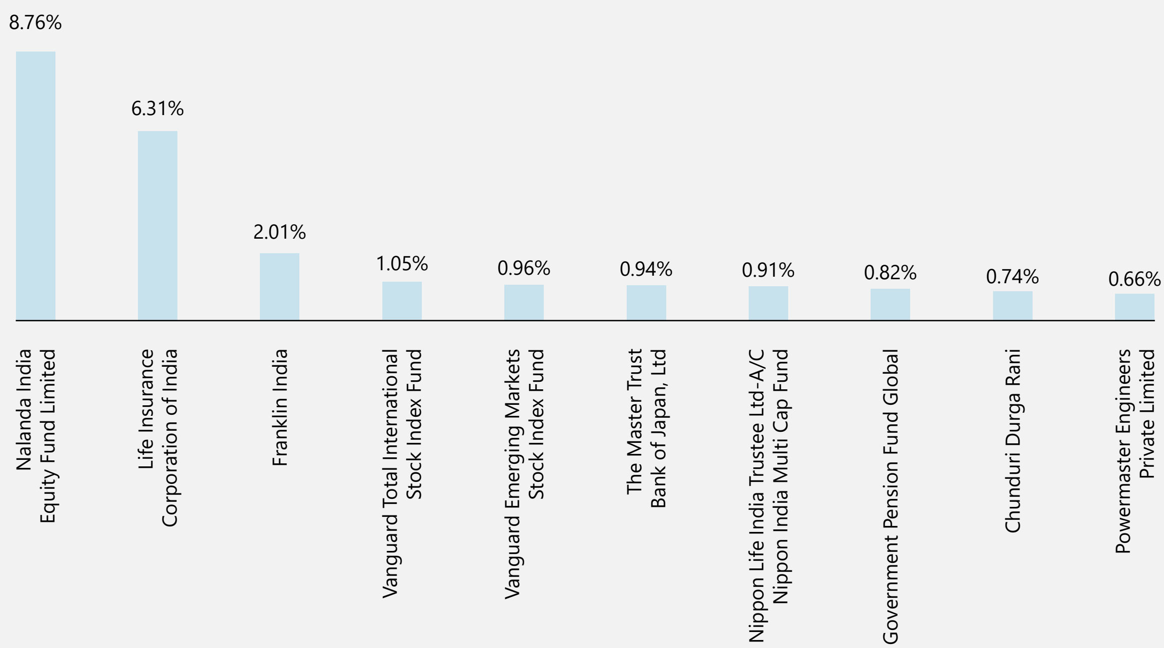
Category wise Shareholding as on March 31, 2025



b. Distribution of shareholding on basis of ownership as on March 31, 2025:

No. of Shares held	No. of shareholders	% of Total shareholders	Total Shares	% of Total Shares
1- 100	7,88,342	91.45	1,69,44,927	9.26
101- 500	62,803	7.29	1,28,91,473	7.04
501- 1,000	5,848	0.68	42,94,493	2.35
1,001- 2,000	2,918	0.34	42,40,741	2.32
2,001- 3,000	860	0.10	22,35,690	1.22
3,001- 4,000	317	0.04	11,09,227	0.61
4,001- 5,000	232	0.03	10,68,780	0.58
5,001- 10,000	345	0.04	25,26,751	1.38
10,001 and above	394	0.05	13,77,13,282	75.24
Total	**8,62,059**	**100.00**	**18,30,25,364**	**100.00**

6. Top 10 shareholders (Non Promoters) of the Company as on March 31, 2025

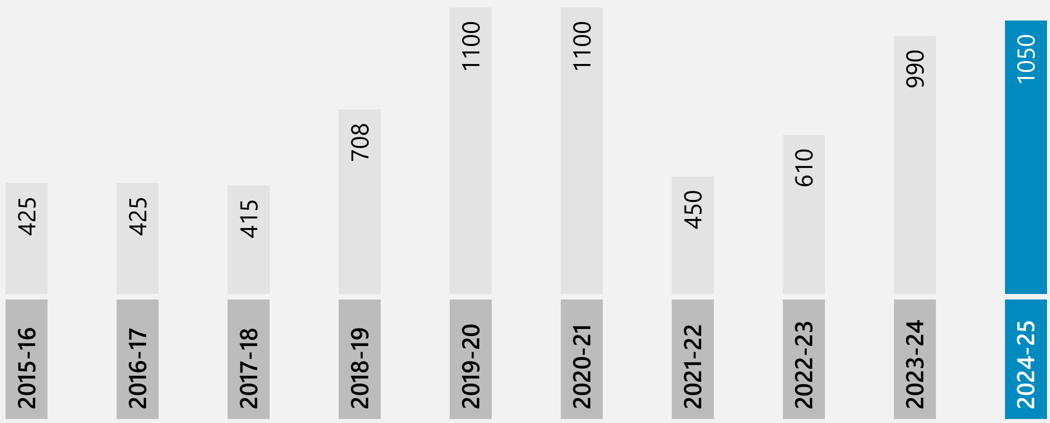


Name of the shareholder	%	No. of shares held
Nalanda India Equity Fund Limited	8.76	1,60,36,938
Life Insurance Corporation of India	6.31	1,15,48,339
Franklin India	2.01	36,87,126
Vanguard Total International Stock Index Fund	1.05	19,28,732
Vanguard Emerging Markets Stock Index Fund	0.96	17,61,494
The Master Trust Bank of Japan, Ltd	0.94	17,22,681
Nippon Life India Trustee Ltd-A/C Nippon India Multi Cap Fund	0.91	16,73,479
Government Pension Fund Global	0.82	15,07,532
Chunduri Durga Rani	0.74	13,62,600
Powermaster Engineers Private Limited	0.66	12,11,487

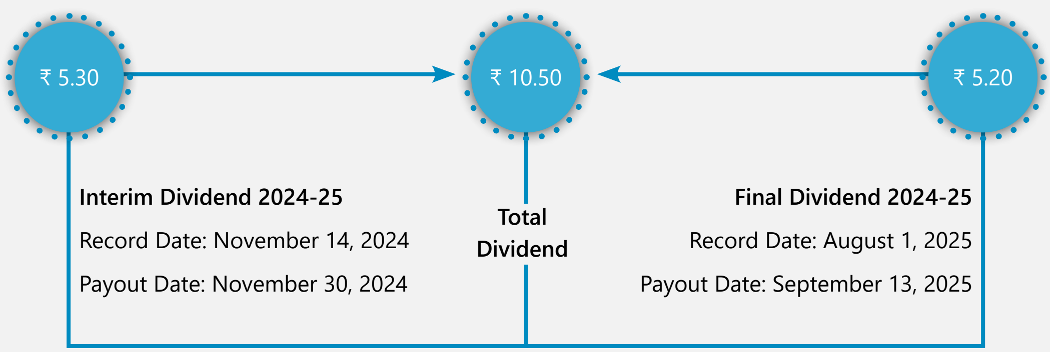
7. Dividend History

The following graph shows the dividend history of the Company from financial year 2015-16 to financial year 2024-25. This chart includes the proposed final dividend of ₹ 5.20/- (520%) per equity share, which is placed for approval of the shareholders at the ensuing 40th AGM.

Dividend History from Financial Year 2015-16 to Financial Year 2024-25 (%)



Dividend



8. Share certificates with face value of ₹ 10 and ₹ 2 are no longer valid

During the year 2007-08, the Company sub-divided the face value of its equity shares of ₹ 10 to ₹ 2 and during the year 2012-13, the Company further sub-divided the face value of its equity shares from ₹2 to ₹1. Hence, the old share certificates with face value of ₹ 10 and ₹2 are no longer valid.

Shareholders who are still holding the share certificates with face value of ₹10 and ₹2, are requested to submit those share certificates along with their demat account details viz; client master list etc., either to the company or to the RTA. On receipt and subject to verification of these share certificate(s) and submission of additional documents if so required, the shares will get credited to the demat account of the shareholders. In case the shares have been transferred to Investor Education and Protection Fund Authority (IEPFA) the Company or RTA will inform the shareholders about the process to claim the shares from IEPFA.

Shareholders holding physical shares certificates in the old name of the Company i.e., Amara Raja Batteries Limited, are requested to send their share certificates to the RTA to get their share certificates amended by affixing stickers of the new name of the Company i.e., Amara Raja Energy & Mobility Limited.

9. Share Transfer System

As per amended Regulation 39 and 40 of Listing Regulations, the Company shall issue securities in dematerialised form only while processing any requests from shareholders holding shares in physical mode in respect of the below "service requests":

i. Issue of duplicate share certificate;

ii. Claim from Unclaimed Suspense Account;

iii. Renewal / Exchange of share certificate;

iv. Endorsement;

v. Sub-division / Splitting of share certificate;

vi. Consolidation of share certificates/folios;

vii. Transmission; and

viii. Transposition.

Shareholders holding shares in physical mode are requested to refer the Notice of AGM for details regarding service requests. All queries and requests relating to service requests shall be addressed to RTA in prescribed form along with requisite documents.

10. Dematerialization

To facilitate easy access of the dematerialised system to the investors, the Company has signed up with both the depositories in India.

NSDL and CDSL have established connectivity with the depositories through our RTA. The dematerialization of shares is done through RTA and the dematerialization process is generally completed within 21 days from the date of receipt of a valid dematerialization request along with the relevant documents.

18,30,25,364

Shares

Demat
18,26,13,440

Physical
4,11,924

8,62,059

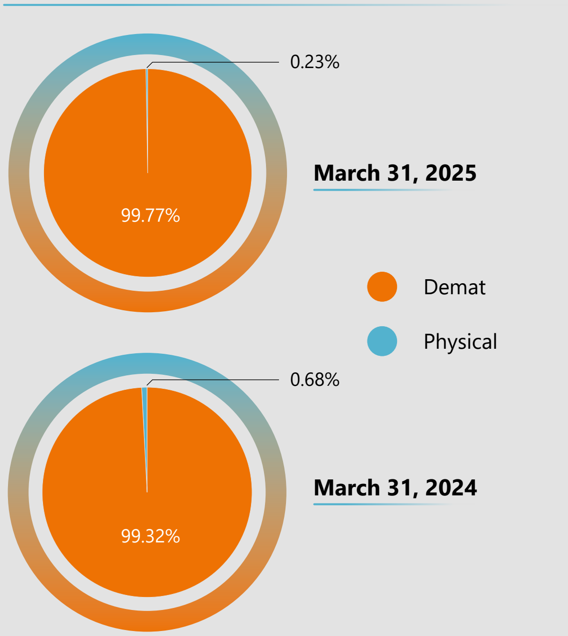
Shareholders

Demat
8,61,857

Physical
202

The following chart gives the breakup of dematerialised shares and shares in physical form as on March 31, 2025 compared with March 31, 2024:

Shares held in demat and physical form as on: (%)



11. Transfer of unclaimed dividend and underlying shares to Investor Education and Protection Fund (IEPF)

During the year under review, in terms of Section 124(5) of the Act, an amount of ₹ 45,57,509/- and ₹ 20,90,908 being unclaimed final dividend for Financial Year 2016-17 and interim dividend for Financial Year 2017-18 respectively was transferred to IEPF on October 10, 2024 and December 28, 2024 respectively.

Further, during the year under review, the Company after sending individual notices to the last available address of the shareholders whose shares are required to be transferred to the demat account of IEPF Authority and publication of notice in the newspapers, transferred 14,175 and 12,429 equity shares of ₹ 1 each, pertaining to unclaimed final dividend for Financial Year 2016-17 and interim dividend for Financial Year 2017-18 respectively to the demat account of IEPF. The IEPF had settled applications pertaining to 6,000 shares to respective shareholders and IEPF holds 730,272 shares as on March 31, 2025 on account of transfer of shares under the IEPF Rules.

Members who have not yet encashed their final dividend from the financial year 2017-18 onwards are requested to submit their claims without any delay to M/s. Cameo Corporate Services Limited, Registrar and Share Transfer Agent of the Company for claiming the unclaimed/unpaid dividends. The following table gives information relating to due dates for transfer of unclaimed/unpaid dividends to IEPF.

Financial Year	Type of payment	Date of Declaration	Unclaimed dividend as on March 31, 2025 (₹)	Due Date of Transfer to IEPF
2017-18	Final Dividend	August 11, 2018	₹ 8,53,756.40/-	September 16, 2025
2018-19	Interim Dividend	November 9, 2018	₹29,99,460.00/-	December 15, 2025
2018-19	Final Dividend	July 20, 2019	₹17,48,739.20/-	August 25, 2026
2019-20	I Interim Dividend	November 9, 2019	₹21,40,572.00/-	December 15, 2026
2019-20	II Interim Dividend	March 9, 2020	₹ 20,35,550.00/-	April 14, 2027
2020-21	Interim Dividend	February 13, 2021	₹ 15,83,311.00/-	March 21, 2028
2020-21	Final Dividend	August 14, 2021	₹ 21,69,273.00/-	September 13, 2028
2021-22	Interim Dividend	November 12, 2021	₹ 13,76,039.00/-	December 12, 2028
2021-22	Final Dividend	August 5, 2022	₹ 2,19,940.50/-	September 5, 2029
2022-23	Interim Dividend	November 3, 2022	₹12,04,600.50/-	December 3, 2029
2022-23	Final Dividend	August 12, 2023	₹12,13,332.40/-	September 11, 2030
2023-24	Interim Dividend	October 31, 2023	₹19,06,745.20/-	December 1, 2030
2023-24	Final Dividend	August 3, 2024	₹26,27,695.20/-	September 2, 2031
2024-25	Interim Dividend	November 4, 2024	₹26,86,399.80/-	December 6, 2031
Total amount of unclaimed dividend as on March 31, 2025			**₹2,47,65,414.20/-**	

As required under the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, (IEPF Rules) the Company uploaded on the Company's website www.amararajaeandm.com the particulars of unclaimed dividend as on March 31, 2025 with information containing the names and shareholding of the person entitled to receive the amount, nature of amount, due date for transfer to IEPF and such other information as required by the IEPF Rules. The same is also available on the IEPF's website www.iepf.gov.in

All shareholders, whose dividend remains unpaid/ unclaimed, are requested to refer the same on the Company's website or on www.iepf.gov.in and lodge their claim to RTA by submitting an application in writing and supported by a deed of indemnity immediately.

All shareholders whose shares, unclaimed dividend, etc., have been transferred to IEPF, are requested to claim the same from the IEPF Authority by submitting an online application in Form IEPF-5 available on the website of Investor Education and Protection Fund at www.iepf.gov.in/IEPFA/refund.html.

12. Disclosures with respect to unclaimed suspense account:

The following is the reconciliation of the unclaimed shares in the Unclaimed Suspense Account of the Company.

Particulars	Number of Shareholders	Number of equity shares
Aggregate number of equity shareholders and the outstanding shares of ₹1/- each in the suspense account lying as on April 1, 2024	19	44,250
Number of equity shareholders who approached the Company for transfer of shares of ₹ 1/- each from the suspense account	3	4,500
Number of equity shareholders to whom shares were transferred from suspense account during the period under review	3	4,500
Number of equity shareholders whose shares were transferred to Investor Education and Protection Fund (IEPF) during the period under review	3	6,000
Aggregate number of equity shareholders and the outstanding shares of ₹1/- each in the suspense account lying as on March 31, 2025	13	33,750

All corporate benefits that accrue on these shares such as bonus shares, split, etc., shall also be credited to the Unclaimed Suspense Account. The voting rights on the shares outstanding in the Suspense account shall remain frozen till a claim from the rightful owner of such shares is received.

13. **Nomination Facility:** Shareholders holding physical shares may, if they so desire, send their nominations in form SH-13 of the Companies (Share Capital and Debentures) Rules, 2015, as amended, to the RTA of the Company. Further, shareholders may cancel/ vary their nomination already made, in form SH-14 by sending it to the RTA. Those holding shares in dematerialised form may contact their respective depository participant (DP) to avail the nomination facility.

14. **Disclosure on legal proceedings pertaining to shares:** There is one pending case relating to dispute over the title of the shares of the company, in which the company has been made a party. This case, however, is not material in nature.

15. **Information on Memorandum and Articles of Association:** The Company's memorandum and articles of association are available on its website. Please refer point 29 of Board's report for the weblink of the same.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Hyderabad
Date: May 29, 2025

Annexure IV

Business Responsibility and Sustainability Report

SECTION A: GENERAL DISCLOSURES

I. Details of listed entity

1.	Corporate Identity Number (CIN) of the Company	L31402AP1985PLC005305
2.	Name of the Company	Amara Raja Energy & Mobility Limited
3.	Year of Incorporation	1985
4.	Registered Office Address	Renignuta-Cuddapah Road, Karakambadi, Tirupati, Andhra Pradesh – 517520.
5.	Corporate Address	TERMINAL A, 1-18/1/AMR/NR, Nanakramguda, Gachibowli, Hyderabad – 500032.
6.	Email Address	investorservices@amararaja.com
7.	Telephone	040-23139000
8.	Website	http://www.amararajaeandm.com
9.	Financial Year Reported	2024-2025
10.	Name of the Stock Exchanges where shares are listed	National Stock Exchange of India Limited (NSE) and BSE Limited (BSE)
11.	Paid-up Capital	18,30,25,364 Equity shares of ₹1/- each
12.	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Prashant Tiwari Email - pt1@amararaja.com Phone: 040-23139000
13.	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	Standalone basis
14.	Name of assurance provider	Bureau Veritas India Private Limited
15.	Type of assurance obtained	Reasonable Assurance

II. Products/Services

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

Sl. No.	Description of Main Activity	Description of Business Activity	% of turnover of the Company
1	Manufacturing	Manufacturing of Batteries for Automotive and Industrial applications	84.43
2	Trading	Trading of Batteries for Automotive and Industrial applications	11.90

17. Products/Services sold by the Company (accounting for 90% of the turnover)

Sl. No.	Product/Service	NIC Code	% of total turnover contributed
1	Batteries for Automotive and Industrial applications	27201	84.43
2	Trading of Batteries for Automotive and Industrial applications	27201	11.90

III. Operations

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

Location	Number of plants	Number of offices	Total
National	9	23	32
International	0	0	0

19. Markets served by the Company

a. Number of locations

Locations	Number
National (No. of States)	Present across PAN India through franchisees and dealers
International (No. of Countries)	60+ countries

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

13%

c. Types of customers

ARE&M is a prominent player and technology leader in India's energy storage sector, serving a diverse and expansive customer base. The Company manufactures a wide range of high-performance lead-acid batteries catering to both industrial and automotive applications.

Through an extensive retail network, ARE&M distributes automotive and home UPS/inverter batteries and lubricants under well-recognised brand names including Amaron®, PowerZone®, Quanta®, Power Stack®, Amaron Volt™, Amaron Brute™, Amaron Sleek™, and Amaron Elito™. These products are preferred by customers across sectors such as:

- Telecom (including both service providers and tower companies)
- Uninterruptible Power Supply (UPS) systems
- Indian Railways
- Motive power and material handling
- Power utilities and other industrial applications

ARE&M also maintains strategic OEM partnerships with leading automobile manufacturers and supplies private-label batteries to several well-known brands. In addition to its strong domestic presence, the Company exports its products to numerous countries across the Indian Ocean Rim, reinforcing its vision of becoming a globally respected leader in energy storage solutions.

IV. Employees

20. Details as at the end of Financial Year

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	EMPLOYEES					
1.	Permanent (D)	2588	2363	91	225	9
2.	Other than Permanent (E)	44	39	89	5	11
3.	**Total employees (D + E)**	**2632**	**2402**	**91**	**230**	**9**
	WORKERS					
4.	Permanent (F)	7608	6485	85	1123	15
5.	Other than Permanent (G)	0	0	0	0	0
6.	**Total workers (F + G)**	**7608**	**6485**	**85**	**1123**	**15**

b. Differently abled Employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	EMPLOYEES					
1.	Permanent (D)	3	3	100	0	0
2.	Other than Permanent (E)	0	0	0	0	0
3.	**Total employees (D + E)**	**3**	**3**	**100**	**0**	**0**
	WORKERS					
4.	Permanent (F)	37	36	97	1	3
5.	Other than Permanent (G)	0	0	0	0	0
6.	**Total workers (F + G)**	**37**	**36**	**97**	**1**	**3**

21. Participation/Inclusion/Representation of Women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors*	6	1	17
Key Management Personnel	2	0	0

* Excluding Ms. Radhika Shapoorjee, who was appointed as an Additional Director categorised as Independent w.e.f. May 22, 2025.

22. Turnover rate for permanent employees and workers (in %)

	FY 2024-25			FY 2023-24			FY 2022-23		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	10.96	7.22	10.65	13.25	8.08	13.11	15.10	15.34	15.12
Permanent Workers	7.08	7.69	7.17	10.63	8.31	9.6	8.86	6.68	8.64

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

23. Name of holding/subsidiary/associate companies/joint ventures

Sl. No.	Name of the holding/ subsidiary/associate companies/joint ventures (A)	Indicate whether Holding/Subsidiary/ Associate/Joint Venture	% of shares held by the Company	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the Company (Yes/No)
1	Amara Raja Batteries Middle East (FZE) (ARBME)	Wholly owned subsidiary	100%	No
2	Amara Raja Circular Solutions Private Limited (ARCS)	Wholly owned subsidiary	100%	No
3	Amara Raja Advanced Cell Technologies Private Limited (ARACT)	Wholly owned subsidiary	100%	No
4	Amara Raja Power Systems Limited (ARPS)	Wholly owned subsidiary	100%	No

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: **Yes**

(ii) Turnover (in ₹): **12404.89 crores**

(iii) Net worth (in ₹): **7378.27 crores**

VII. Transparency and Disclosure Compliances

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

Stakeholder group from whom compliant is received	Grievance Redressal Mechanism in place (Yes/No) (If yes, then provide web link for grievance redressal policy)	FY 2024-25			FY 2023-24		
		No. of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks	No. of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks
Communities	Yes	0	0		0	0	
Investors (other than shareholders)	Yes	0	0		0	0	
Shareholders	Yes (https://www.amararajaeandm.com/Investors/investors-contact)	9	9		9	0	
Employees and workers*	Yes	179	6		228	0	
Customers**	Yes	11	4		19	17	
Value Chain Partners	Yes	0	0		0	0	

* Incorporated within these figures are the valuable proposals received concerning safety enhancements and improvements in the workplace in safety committee meetings and other forums.

** Only includes complaints lodged in consumer forums

Community

A formal process is in place to manage grievances raised by communities in relation to both internal operations and activities conducted by contractors. The system ensures that all feedback is addressed in a culturally sensitive, respectful, and timely manner.

- Community feedback is actively solicited by CSR personnel
- All grievances are acknowledged, assessed, and responded to within defined timelines
- Escalation mechanisms are available for unresolved issues
- The process includes investigation, resolution, and communication of outcomes

Investors and Shareholders

ARE&M has implemented a robust mechanism to address grievances from investors and shareholders. This includes:

- A dedicated investor relations team
- Structured grievance redressal processes compliant with SEBI regulations
- Prompt acknowledgment and resolution of queries related to financial performance, disclosures, and shareholder rights

Employees and Workers

A formal grievance redressal system exists for employees and workers, enabling them to express concerns without fear of retaliation.

- Annual communication meetings with senior leadership create an open forum for dialogue
- Employees can also raise issues through internal HR processes and designated grievance channels

Customers

The Company provides multiple accessible channels for addressing customer complaints related to product quality, service, warranty, and general queries.

- Customers can register complaints through a dedicated digital platform or the "Amaron Konnekt" mobile app
- A 24x7 customer helpline is available to ensure continuous support and fast-tracked resolution

Value Chain Partners (Suppliers, Distributors, Channel Partners)

Grievances from value chain partners are managed in alignment with ARE&M's Supplier Code of Conduct and the terms of individual contracts.

- Regular interactions such as the Annual Channel Partners Meet provide a platform for open dialogue
- Issues raised are escalated to appropriate decision-makers and resolved in a structured and timely manner

26. Overview of the Company's material responsible business conduct and sustainability issues pertaining to environment and social matters that present a risk or an opportunity to the business of the Company, rationale for identifying the same approach to adapt or mitigate the risk along with its financial implications, as per the following format:

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	Occupational Health and Safety	Risk	Affects the basic right to life and well-being; legal obligations under statutes like the Factories Act.	ISO 45001 certified OH&S systems, health services at all sites, medical insurance, high-injury response provisions.	Negative
2	GHG Emission Management and Climate Change	Risk / Opportunity	**Risk** Evolving emissions regulations pose risks; opportunity in reducing carbon footprint **Opportunities** Improving efficiency, and tapping into lithium-ion battery market.	GHG accounting (GHGP, ISO 14064), energy efficiency projects, use of solar energy, ISO 50001 certification.	Negative / Positive
3	Business Ethics	Risk	Ethical misconduct can lead to legal consequences, reputational harm, and stakeholder distrust.	Robust Code of Conduct, regular ethics training, and an effective whistleblower mechanism.	Negative
4	Resource Efficiency and Circularity	Risk	Natural resource scarcity and raw material supply chain disruptions elevate costs and operational risks.	Circular economy models, increased use of recycled lead, R&D for lead optimization, local sourcing; new recycling plant under ARCS.	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)
5	Product Stewardship	Opportunity	Meeting growing consumer demand for environmentally friendly and sustainable products.	-	Positive
6	Talent Attraction and Retention	Opportunity	Attracting and retaining talent boosts innovation, growth, and organizational performance.	-	Positive
7	Corporate Governance	Opportunity	Robust governance enhances transparency, accountability, and stakeholder confidence.	-	Positive
8	Innovation and R&D	Opportunity	Innovation fosters competitive edge, product development, and market expansion.	-	Positive
9	Diversity, Equity, Inclusion & Belongingness	Opportunity	Diverse teams enhance creativity, decision-making, and business performance.	-	Positive
10	Supply Chain Management	Risk	Supply chain disruptions impact delivery timelines, costs, customer satisfaction, and brand reputation.	Optimised sourcing, strong supplier relationships, cost-saving strategies.	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

Disclosure Questions		P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes										
1.	a. Whether the Company'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	-	Yes	Yes
	c. Weblink of the policies, if available	ARE&M has the following polices and can be located at web link • Policy on Prevention of Sexual Harassment • No harassment at workplace Policy • Equal Opportunity for employment & diversity Policy • Discrimination & equal opportunities Policy • Archival Policy • Corporate Social Responsibility Policy • Nomination and Remuneration Policy • Code Of Conduct for Directors and Senior Management Personnel • Vigil Mechanism/ Whistle Blower Policy • Dividend Distribution Policy • Code of Fair Disclosure • Materiality Policy • Policy on dealing with Related Party Transactions • Policy on determination of material subsidiary • Health, Safety & Environment Policy • Board Diversity Policy • Supplier Code of Conduct • Dividend Distribution Policy • Anti-Bribery & Anti-Corruption • Human Rights Policy • Community Grievance Management • Employee Grievance Management https://www.amararajaeandm.com/Investors/corporate-governance-policies								
2.	Whether the Company has translated the policy into procedures. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
3.	Do the enlisted policies extend to the Company's value chain partners? (Yes/No)	Yes. ARE&M extends its governance and ethical standards to its supply chain through a dedicated Supplier Code of Conduct, ensuring that value chain partners align with the Company's environmental, labour, and ethical expectations.								
4.	Name of the national and international codes/ certifications/ labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by the Company and mapped to each principle.	ARE&M adopts and complies with the following national and international standards. • ISO 9001: Quality Management Systems (QMS) • ISO 14001: Environmental Management Systems (EMS) • ISO 45001: Occupational Health and Safety Management Systems (OH&S) • IATF 16949: Quality Management Systems specifically in the automotive industry • ISO 50001: Energy Management Systems (EnMS) ARE&M also undergoes regular internal and external audits to assess and enhance the effectiveness of its management systems and policies.								

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
5. Specific commitments, goals and targets set by the Company with defined timelines, if any.	The baseline and target year for the objectives below are FY 2024-25 & FY 2025-26 respectively. **Energy and Carbon** • Increase carbon intensity (scope 1 and 2 emissions) by 8.13%*. • Reduce energy intensity by 1.5%. **Water** • Reduce specific freshwater consumption by 8%. **Circular Economy** • Reduce waste intensity by 7%. • Reduce waste to landfill by 60%. • Increase recycled Lead & Lead Alloys in production to 86%. • Increase recycled Polypropylene Copolymer in production to 15%. • Meet EPR target for Lead Acid Battery as defined in BWMR, 2022. **Life Cycle Assessment** • Complete Internal Life Cycle Assessments for 50% SKU designs. **Safety and Occupational Health** • Continue to be a zero-fatality organization. • Reduce LTIFR by 6%. • Complete Defensive Driving Training for 80% Employee • Exit the year with an overall 60% score in Critical Safety standards • Initiate leadership safety audits – one per leader every quarter **People** Improve Gender diversity within the organization to 13.75%. **Communities** • Construction of Central Kitchen at Diguvamagham Education Complex. • Construction of High School and Senior Secondary School (G+3) Expansion • STP facility at Educational Complex Diguvamagham • Dining Hall & Study Hall - Facility for Students at Petamitta • Development of Infrastructure facilities at Diguvamagham Educational Complex BT Road & Drain, Storm water drain • Support and Maintenance of Schools (ARES-Amara Raja Educational Society operations) – Maintenance & Purchase of School Buses **under a 'do nothing' scenario, our carbon intensity is projected to increase by 12%–13% due to capacity expansion of the energy-intensive Tubular Battery plant. However, with planned energy efficiency initiatives, enhanced metering, and greater use of renewable energy, we aim to restrict the increase to 8.13%.*									

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
6. Performance of the Company against the specific commitments, goals and targets along with reasons, in case the same are not met.	ARE&M has continued significant progress in its sustainability initiatives*: **Renewable Energy:** The Company has increased its reliance on renewable energy sources, such as solar power. Currently, renewable energy accounts for 26.91% of the overall energy mix. **Energy Conservation:** The Company's energy conservation measures have led to a 6.57% decrease in energy intensity. **Carbon Emissions:** There has been 8.27% decrease in emission intensity. **Recycled Lead Usage:** The Company has used recycled lead for 85.32% of all lead consumed, leading to avoided abiotic depletion. **Recycled Polypropylene Copolymer usage:** The Company has used recycled Polypropylene Copolymer for 11.35% of all Polypropylene Copolymer consumed. **Battery recycling collection rate:** Overall EPR liability as defined under BWMR, 2022 has been met. **Waste Intensity:** Waste intensity has been reduced by 10.72%. **Water Conservation:** Zero Liquid Discharge systems have been commissioned at all facilities, leading to an increase in the effluent recycling rate and a reduction in freshwater consumption. Rainwater harvesting structures have been developed for the collection and usage of rainwater as an alternative source, replacing freshwater withdrawn from surface and ground sources. Due to these initiatives, water intensity has decreased by 18.34% and achieved Water Positivity of 11.94. **Safety & Occupational Health:** ARE&M has maintained its status as a zero-fatality organization throughout the year. The Company has initiated Behaviour Based Safety (BBS) programme and quarterly assessment of critical risks. Due to these initiatives the LTIFR has reduced from 0.93 in FY 2023-24 to 0.40 in FY 2024-25. **Diversity:** The gender diversity at ARE&M currently stands at 11.59%. Diversity targets are included in the business score cards and KRAs of Key Leaders. Organization vide sensitization workshops have been conducted. **Community Projects:** Completed the Construction of accommodation hall for NCC boy's cadets, Veterinary hospital, milk collection center and Deployment of Smart Classrooms in schools. *(*Targets for FY 2024-25 were established excluding sustainability data of Battery Component division which was acquired in February 2024. Hence, Performance against targets mentioned above have been measured by excluding sustainability data of Battery Component division.)*								

Governance, leadership and oversight

7. Statement by Director, responsible for the Business Responsibility Report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)

At Amara Raja, we believe that true progress lies in balancing the 3Ps – People, Planet, and Profits. Sustainability is deeply embedded in our business strategy, and I take complete ownership for driving our performance across the group.

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9

In FY2025, we made strong progress across key pillars of our sustainability roadmap:

- We remain committed to our Net Zero Plan, targeting a 30% absolute reduction in Scope 1 & 2 emissions by FY 2026-27 (baseline: FY 2021-22). So far, we've achieved a 19% reduction in absolute emissions and a 43% reduction in emission intensity. Our renewable energy capacity stands at 67 MW, accounting for over 25% of our energy use. While process changes and the upcoming TBD plant may temporarily impact emissions, we continue to drive energy efficiency and expand RE sourcing to stay on track.
- On water, we achieved 12x water positivity during the year through a combination of Zero Liquid Discharge (ZLD) systems, rainwater harvesting reservoirs, and community water restoration efforts such as check dams and ponds. We also achieved a 28% reduction in absolute water consumption and a 60% reduction in water intensity, compared to the FY 2021-22 baseline.
- Our commitment to circularity is reflected in Amara Raja Circular Solutions, which now operates India's largest greenfield lead-acid battery recycling plant with eventual capacity of 1.5 LTPA. We currently recycle 94% of our manufacturing waste, and over 85% of our key raw materials (lead and alloys) come from recycled sources. We've reduced waste intensity by 34% over FY 2021-22, and by FY 2026-27, we aim to become a zero landfill organization, enabled by paddle dryers for ETP sludge and MEE salts, and co-processing of other residual waste.
- We are integrating Life Cycle Assessment (LCA) into both new and existing products, with a goal to cover 50% of all SKUs during the year.
- Our supplier engagement programme included on-site sustainability assessments at 18 critical supplier locations, capability-building sessions, and a Supplier Summit to share best practices and recognise top performers.
- We've repositioned Occupational Health as a strategic pillar, with the launch of the Personal Vitality Program—a data-driven approach to monitor employee health and proactively promote active lifestyles and preventive interventions so our people can live healthier and get more from life.
- We continue to maintain zero fatalities and have achieved a 49% reduction in LTIFR over FY 2021-22. Over 3,900 employees across the group have been trained in Defensive Driving Techniques (DDT). Safety performance is now reviewed quarterly and integrated into the Sustainability Index, which feeds into our Balanced Scorecard.
- On governance, we are aligning with ISO 27001 for information security and are rolling out the Amara Raja Group Sustainability Framework to harmonise ESG implementation across all group companies.

Our efforts have earned external recognition:

- CDP 'B' Rating for Climate Action
- S&P CSA score improved from 28 to 74 – ranked #1 in India, #2 in Asia Pacific, #6 globally in our sector
- NSE ESG rating of 69, ahead of several peers and customers
- Awards include the ICAI Sustainability Reporting Award, FE Green Sarathi for Climate Leadership, CII CAP 2.0° Resilience Award, and the Arogya World Platinum Healthy Workplace Award

As we look ahead, our focus is on decoupling growth from emissions, strengthening safety performance, especially in off-work and road safety, advancing Diversity, Equity & Inclusion (DEI), embedding best sustainability practices across subsidiaries, and expanding sustainability integration into our supplier ecosystem and franchisee networks.

We remain committed to accelerating impact, building resilience, and creating long-term value for our business, people, and the planet.

8.	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).	The implementation and oversight of business responsibility policies at ARE&M are led by a dedicated leadership team, chaired by Mr. Jayadev Galla, Chairman, Managing Director & CEO. ESG-related matters are reviewed regularly at leadership and Board-level meetings, reinforcing executive accountability and strategic focus.
9.	Does the Company have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes. ARE&M has constituted an Executive Sustainability Committee, which is responsible for decision-making and oversight of sustainability-related issues. The committee is chaired by Mr. Harshavardhana Gourineni, Executive Director, and includes other key C-suite executives. It meets periodically to evaluate progress, address implementation gaps, and drive the sustainability agenda forward.

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	Core Responsibilities of the Executive Sustainability Committee: • Define and monitor sustainability KPIs across operations • Review and evaluate sustainability initiatives, both existing and proposed • Strengthen sustainability competencies within the organization through training and trend analysis • Conduct benchmarking exercises to bring external, customer, and industry perspectives • Develop and implement the ARE&M Sustainability Framework and Assurance Protocol								

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	In terms of performance against policies and subsequent actions, ARE&M conducts internal reviews of its policies either periodically or as required. These reviews are carried out by various personnel including Functional Heads, Business Heads, and Executive Directors. During these assessments, the effectiveness of the policies is evaluated, and any necessary modifications are implemented.																	
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	ARE&M is compliant with all applicable regulations																	

11	Description of Main Activity	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	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.	Yes. ARE&M has strategically partnered with renowned certification bodies to carry out a thorough evaluation of its policies and procedures. Esteemed third-party agencies such as TUV NORD and Bureau Veritas conduct these rigorous assessments, ensuring the company's operations consistently meet the highest standards of excellence.								

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 Principle material to its business (Yes/No)	While ARE&M currently does not have a standalone Public Advocacy Policy, it actively engages in advocacy efforts that are material to its business and the broader energy storage industry. Advocacy platforms and associations include: • Indian Battery Manufacturing Association (IBMA) • Auto Component Manufacturers Association (ACMA) • Confederation of Indian Industry (CII) • Recycling and Environment Association of India • United Nations Global Compact (UNGC) • World Economic Forum (WEF) ARE&M also collaborates regularly with statutory and regulatory authorities to shape policy discourse and regulatory frameworks relevant to its sector.								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1:

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

Essential Indicator:

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

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	3	Environment Social & Governance, Cyber Security & Enterprise Risk Management	100
Key Managerial Personnel	3		100
Employees other than Board of Directors and KMPs	534	Trainings related to Functional, Technical, Soft skills, QHSE, ESG, CI&L, TPM, EnMS & Wellness programmes to enhance the employee skills n competencies to perform better and promote health and wellness	100
Workers	399		100

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:**

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

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

CO
Statutory Report
FS

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

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

4. Does the Company 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, ARE&M has implemented a comprehensive Anti-Corruption and Anti-Bribery Policy aimed at preventing, detecting, and addressing any form of unethical or fraudulent business conduct. The Company is committed to operating with the highest standards of integrity, honesty, and ethical behavior, both in India and globally. This policy is applicable to all employees, directors, and associates of ARE&M and is formally integrated into the onboarding process for all new hires.

Web link to the policy: https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/30?name=Anti-Bribery%20&%20

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

	FY 2024-25	FY 2023-24
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

6. Details of complaints with regard to conflict of interest

	FY 2024-25		FY 2023-24	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	-	0	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	0	-	0	-

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflict of interest.

NIL

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

	FY 2024-25	FY 2023-24
i) Number of days of accounts payables	45.44	40.80

9. **Open-ness of business Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:**

Parameter	Metrics	FY 2024-25	FY 2023-24
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	0.35%	0.33%
	b. Number of trading houses where purchases are made from	11	16
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	99.99%	98.61%
Concentration of Sales	a. Sales to dealer / distributors as % of total sales	64.65%	63.26%
	b. Number of dealers / distributors to whom sales are made	2146	2140
	c. Sales to top 10 dealers / distributors as % of total sales to dealer / distributors	11.31%	10.82%
Related Party Transactions	a. Purchases (Purchases with related parties as % of Total Purchases)	10.75%	7.88%
	b. Sales (Sales to related parties as % of Total Sales)	0.38%	0.4%
	c. Loans & advances given to related parties as % of Total loans & advances	20.16%	48.2%
	d. Investments in related parties as % of Total Investments made	79.26%	57.71%

Leadership Indicators

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

Total number of awareness programmes held	Topics/principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
5	The following topics were covered: • ISO 14001 Awareness • ISO 45001 Awareness • POSH Awareness • ESG Data sheet & target setting • UNGC Principles • Supplier Code of Conduct and the Sustainable Sourcing Policy. • The topics covered ensured a comprehensive understanding of our approach to sustainability and responsible sourcing practices.	73.39%

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. ARE&M has established a comprehensive Code of Conduct for its Board of Directors and Senior Management Team, incorporating clear guidelines to identify, prevent, and address conflicts of interest. Everyone subject to this Code is expected to act with honesty, integrity, and transparency, reinforcing ARE&M's core values and effectively mitigating the risks linked to potential conflicts. Please refer to policy at: https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/14?name=CODE%20OF%20CONDUCT%20FOR%20DIRECTORS%20AND%20SENIOR%20MANAGEMENT%20PERSONNEL

PRINCIPLE 2:

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

Essential Indicator:

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

Segment	FY 2024-25	FY 2023-24	Details of improvements in environmental and social impacts
R & D	70%	64%	Reduction in hazardous waste generation, conservation of natural resources, resource use efficiency, reduction in GHG emissions, conservation of water resources, lessening dependence on fossil fuels for mobility, lowered vehicular pollution, fostering a safe and healthy working environment, increased end-user satisfaction with products, increasing safety and reliability of products.
Capex	1.54%	2.37%	

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?**

ARE&M is implementing its Sustainable Procurement Policy across all suppliers, vendors, and input materials. The policy encompasses a wide range of sustainability criteria, including:

- Ethical practices and business integrity
- Human rights and social responsibility
- Health, safety, and environmental protection
- Local community engagement and development
- Promotion of green products and processes
- Adherence to quality, GMP (Good Manufacturing Practices), and legal compliance

This approach underscores the commitment to sustainability and responsible business practices. It is a testament to the dedication towards fostering a sustainable and ethical business environment.

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.**

(a) Plastics (including packaging)	In compliance with the Extended Producer Responsibility (EPR) regulations, ARE&M has developed and submitted an EPR Action Plan to the Pollution Control Board. The company is registered as a Brand Owner, which enables it to responsibly manage the end-of-life disposal of Multilayered Plastic (MLP) and other packaging waste generated by its products. The EPR framework ensures that plastic waste is tracked, collected, and processed in alignment with environmental compliance standards.
(b) E-waste	The company is registered as a Brand Owner, which enables it to responsibly manage the end-of-life disposal of HUPS products.

(c) Hazardous waste	The company has instituted a comprehensive closed-loop system for managing lead-based hazardous waste generated from battery use: • Old batteries are collected from dealers and customers across India and are refurbished or safely recycled. • ARE&M partners with certified third-party recyclers for smelting and material recovery. • Through its participation in the Battery Waste Management Rules (BWMR) Project initiated by the Government of India, the company educates end users on safe disposal through messaging on warranty cards. • Recycled lead currently accounts for 85% of total lead used in new battery production. • To enhance circularity, ARE&M has established a dedicated lead recycling facility in Cheyyar, Tamil Nadu via its subsidiary ARCS. This process ensures a high degree of resource efficiency, compliance, and environmental protection.
(d) other waste.	No other significant waste streams have been identified.

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

Yes, the company has developed a formal Extended Producer Responsibility (EPR) Plan, which has been duly submitted to the Pollution Control Board. This plan is fully aligned with the company's integrated waste management strategy and complies with all relevant regulations.

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.
27201	Automotive Battery (40B20)	3.66%	Cradle to grave	Yes	No
27201	Industrial Battery (2v, 600 Ah)	5.88%	Cradle to grave	Yes	No

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.**

Name of Product / Service	Description of the risk / concern	Action Taken
Automotive Battery 40B20 Industrial Battery 2V, 600 Ah	Abiotic Depletion (ADP fossil): It is a measure of the use of non-renewable sources as energy for the product lifecycle. The risk essentially flags the dependency of the product lifecycle on non-renewable sources of energy which is concentrated in the product production phase	Increasing the use of renewable energy sources such as solar power at our production sites. Development of captive solar power capacity at our plant locations. Use of recycled lead to the tune of 85% of all lead consumed leading to avoided abiotic depletion. Our energy conservation initiatives have resulted in decrease in our Energy intensity.

Name of Product / Service	Description of the risk / concern	Action Taken
	Global Warming Potential (GWP 100 yrs.)- It is a measure of the amount of GHG emissions as a result of the product lifecycle. The risk flags the contribution of the product in global warming or climate change which is concentrated in the product production phase	Increasing the use of renewable energy sources such as solar power at our production sites Development of captive solar power capacity at our plant locations Our energy conservation initiatives have resulted in decrease in our Energy intensity
	Blue-water consumption: It is a measure of the amount of blue-water (freshwater from surface & ground sources) consumed during the product lifecycle essentially providing us with a footprint of the product. The risk flags the potential scarcity of blue water that can result from excessive consumption during the product life cycle mostly concentrated in the production phase	Zero Liquid Discharge systems commissioned at all our facilities leading to an increase in effluent recycling rate & reduction in freshwater consumption Rainwater harvesting structures for the collection & usage of rainwater as an alternative source replacing freshwater ETP optimization done to reduce the amount of auxiliary water required for ETP operations

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

Indicate input material (By weight)	Recycled or re-used input material to total material	
	FY 2024-25	FY 2023-24
Recycled Lead	85.32	83.20
Recycled plastics	11.35	10.76

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:

	FY 2024-25			FY 2023-24		
	Re-used	Recycled	Safely Disposed	Re-used	Recycled	Safely Disposed
Hazardous waste (Batteries)	-	136286	-	-	113495	-

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Used Batteries	Automotive - 78%, Industrial - 47% (As per BWMR, 2022)

PRINCIPLE 3:

Business should respect and promote the wellbeing of all employees, including those in their value chains

Essential Indicator:

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

Category	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	2,363	2,363	100	2,363	100	NA	NA	2,363	100	2,363	100
Female	225	225	100	225	100	225	100	NA	NA	225	100
Total	**2,588**	**2,588**	**100**	**2,588**	**100**	**225**	**8.69**	**2,363**	**91.3**	**2,588**	**100**
Other than Permanent employees											
Male	39	39	100	39	100	NA	NA	39	39	39	100
Female	5	5	100	5	100	5	100	NA	NA	5	100
Total	**44**	**44**	**100**	**44**	**100**	**5**	**11.36**	**39**	**88.64**	**44**	**100**

B. **Details of measures for the well-being of workers:**

Category	% of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Workers											
Male	6485	6485	100	6485	100	NA	NA	6485	100	6485	100
Female	1123	1123	100	1123	100	1123	100	NA	NA	1123	100
Total	**7608**	**7608**	**100**	**7608**	**100**	**1123**	**14.76**	**6485**	**85.24**	**7608**	**100**
Other than Permanent Workers											
Male	0	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

C. **Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format –**

	FY 2024-25	FY 2023-24
Cost incurred on wellbeing measures as a % of total revenue of the company	0.075%	0.061%

2. Details of retirement benefits, for Current and Previous Financial Year.

Benefits	FY 2024-25			FY 2023-24		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100	100	YES	100	100	YES
Gratuity	100	100	YES	100	100	YES
ESI	5.4	77.50	YES	7.9	80	YES

3. Accessibility of workplaces

Are the premises/offices of the Company 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 Company in this regard.

Amara Raja Energy & Mobility Ltd. (ARE&M) is committed to fostering an inclusive and accessible workplace for all employees and workers, irrespective of physical abilities. In alignment with the Rights of Persons with Disabilities Act, 2016, the company ensures that its premises are increasingly accessible.

As part of this commitment, ARE&M is actively enhancing its facilities by introducing accessibility-oriented amenities at its plants and office locations. These efforts reflect the company's ongoing focus on building a diverse, equitable, and inclusive work environment.

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

ARE&M upholds a strong commitment to its Equal Opportunity Policy, in full compliance with the Rights of Persons with Disabilities Act, 2016. The company ensures that all qualified individuals are considered for employment and advancement based solely on merit, without any discrimination based on:

- Physical or mental ability
- Caste, creed, gender, race, color, or religion
- Socioeconomic background or personal identity

The company's Human Resources recruitment policies and selection processes are designed to provide equal access to opportunities for all, including persons with disabilities.

The Equal Opportunity Policy is publicly available at the following web link: https://www.amararaja.com/code-of-ethics/

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Particulars	Permanent Employees		Permanent Workers	
	Return to work rate	Retention Rate	Return to work rate	Retention Rate
Male	100%	100%	100%	100%
Female	100%	100%	100%	100%
Total	**100%**	**100%**	**100%**	**100%**

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

Case Details	Yes/No (If yes, then give details of the mechanism in brief)
Permanent workers Other than permanent workers Permanent employees Other than permanent employees	Yes, ARE&M has implemented a formal Grievance Redressal Mechanism for its employees & workers. This mechanism is managed by the Human Resources (HR) department and is supported by multiple channels for transparent and accessible grievance communication. **Key features of the mechanism include:** • Direct access to HR personnel: Employees and workers can raise grievances verbally or in writing to designated HR representatives. • Structured resolution process: All grievances are recorded, internally reviewed, and addressed through a defined resolution plan in a time-bound manner. **Open Dialogue Platforms:** • Company Communication Meets • Plant Communication Meets • Open Forums These interactive platforms serve as regular touchpoints for employees and workers to express concerns, provide feedback, and engage with leadership in a safe and inclusive environment.

7. Membership of employees and workers in association(s) or Unions recognised by the listed entity:

Category	FY 2024-25			FY 2023-24		
	Total employees/ workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	%(D/C)
Total Permanent Employees	2588	43	1.66	2312	46	1.99
-Male	2363	41	1.74	2137	44	2.06
-Female	225	2	0.89	175	2	1.14
Total Permanent Workers	7608	31	0.41	5968	34	0.57
-Male	6485	30	0.46	5264	33	0.63
-Female	1123	1	0.09	704	1	0.14

8. Details of training given to employees and workers:

Category	FY 2024-25					FY 2023-24				
	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	2363	2363	100	2363	100	2137	2137	100	2137	100
Female	225	225	100	225	100	175	175	100	175	100
Total	**2588**	**2588**	**100**	**2588**	**100**	**2312**	**2312**	**100**	**2312**	**100**
				Workers						
Male	6485	6485	100	6485	100	5264	5264	100	5264	100
Female	1123	1123	100	1123	100	704	704	100	704	100
Total	**7608**	**7608**	**100**	**7608**	**100**	**5968**	**5968**	**100**	**5968**	**100**

CO

Statutory Report

FS

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

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
			Employees			
Male	2363	2363	100	2137	2137	100
Female	225	225	100	175	175	100
Total	**2588**	**2588**	**100**	**2312**	**2312**	**100**
			Workers			
Male	6485	6485	100	5264	5264	100
Female	1123	1123	100	704	704	100
Total	**7608**	**7608**	**100**	**5968**	**5968**	**100**

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. ARE&M has implemented a formal Occupational Health & Safety Management System (OHSMS) based on ISO 45001 standard. This system is uniformly deployed across all operational and manufacturing locations, ensuring standardised safety protocols throughout the organization.

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

ARE&M employs a structured Hazard Identification and Risk Assessment (HIRA) methodology. This process is carried out by cross-functional teams including operations, maintenance, and safety personnel.

To ensure safe operations well defined operation control procedures are developed. The comprehensive management system includes:

- Development and enforcement of Standard Operating Procedures (SOPs)
- Use of work permit systems and operational controls
- Documented emergency preparedness plans
- Monthly Health, Safety & Environment (HSE) Council meetings to review top risks and safety performance
- Critical risk identification through incident trends / statistics and implementation of corporate critical safety standards
- Mandatory safety induction, ongoing trainings, and skill gap assessments
- Regular safety audits and inspections, with prompt corrective actions

c. Whether you have processes for workers to report work related hazards and to remove themselves from such risks. (Y/N)

Yes. ARE&M promotes a culture of proactive safety communication. Employees and workers can report hazards through dialogue during:

- The HSE Committee
- Safety rounds and leadership interactions
- GEMBA walks
- A dedicated mobile application (part of ARE&M's ESG performance platform), enabling real-time reporting of hazards, unsafe conditions, or near-misses

Additionally, safety training is delivered through multiple formats including induction programmes, toolbox talks, classroom sessions, and webinars. A training calendar is developed annually based on skill gap assessments.

d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Yes. ARE&M ensures that all employees have access to medical and healthcare services, including those not limited to occupational health needs.

11. Details of safety related incidents, in the following format:

Safety Incident /Number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.20	0.22
	Workers	0.55	1.21
Total recordable work-related injuries	Employees	1	1
	Workers	8	14
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

Category	Description
Critical Safety Standards	Formulation & implementation of Critical Safety risk standards with quarterly assessments and scoring.
Hazard Identification & Risk Assessment	Comprehensive HIRA processes are in place to proactively identify and mitigate risks.
Work Permit & Energy Isolation	A robust Work Permit System ensures safe execution of non-routine/high-risk tasks. Lock Out Tag Out (LOTO) systems are used to isolate energy sources before maintenance.
Safety Drills & Emergency Preparedness	Regular emergency response drills and mock evacuations are conducted to prepare employees for contingencies.
Inspection & Audit	Routine inspection of engineering controls, lifting tools, tackles, and pressure vessels by certified personnel. Regular internal safety audits reinforce compliance.
Workplace Monitoring	Continuous monitoring of illumination, noise levels, and ventilation systems to maintain safe physical conditions.
Behavior-Based Safety (BBS)	BBS programmes are rolled out across all sites to promote proactive, peer-driven safety behavior.
Safety Committees	Active Safety Committee Meetings are held to review incidents, suggest improvements, and reinforce accountability.
Training & Awareness	Safety orientation, toolbox talks, classroom sessions, and refresher training programmes for all levels of staff, including leadership.
Occupational Health Centre	A 24x7 Occupational Health Centre is operational at key locations to provide immediate medical attention and promote preventive care.
Ventilation & Air Quality	Good practices for ventilation system maintenance are followed to support a healthy indoor work environment.

ARE&M ensures full compliance with all relevant national and international safety regulations, while actively adopting emerging technologies to maintain a high standard of safety performance and employee wellbeing.

13. Number of Complaints on the following made by employees and workers:

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Working Conditions	106	4	-	200	0	-
Health & Safety	73	2	-	28	0	-

Note: The figures encompass the suggestions that the company has garnered related to safety enhancements and workplace betterment. The company's reporting structure is characterised by its robustness and transparency, providing diverse channels for communication, including a mobile platform and toolbox talks. Furthermore, the company convenes regular Health, Safety, and Environment (HSE) council meetings to deliberate on matters concerning health and safety.

14. Assessments for the year:

	% of plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working Conditions	

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.

ARE&M has implemented a robust incident investigation and response framework, focusing on continuous improvement and preventive action. The Company undertakes the following measures to mitigate health and safety risks:

Key Actions Taken:

1. Training and implementation of Lockout Tagout including process lockout as well as robust machine guarding to prevent hand in machine related incidents.
2. Identification of all confined spaces and developing procedures and improving infra like gas detectors, rescue kits and access control.
3. Roll out of Golden Rules on Road Safety and implementation of 100% helmet compliance and consequence mechanism.
4. **Hazard Elimination:** At many places the company has eliminated work at height fall hazard by installation of permanent platforms.
5. **HIRA Review & Rectification:** The Hazard Identification and Risk Assessment (HIRA) framework is periodically reviewed. Issues flagged as requiring "Immediate Correction" are promptly addressed and monitored thereafter.
6. **Incident Tracking:** A structured process exists for identifying and correcting near-misses, unsafe acts, and unsafe conditions.
7. **Audits:** Regular monthly internal audits, periodic external safety audits, and inspections are conducted in line with ISO 45001 standards.

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, ARE&M extends comprehensive life and accident insurance benefits to both employees and workers, ensuring financial protection for their families:

- **Group Term Life Insurance (GTLI):** Covers all employees from the date of joining, with a payout of 36 months' gross salary in the event of death during employment.
- **Group Personal Accident (GPA) Policy:** Provides coverage for accidental death, permanent/partial disability, and temporary total disability.
- **Benevolent Fund:** Covers retirement, critical illness, disability, and death-related benefits for regular employees.

2. Provide the measures undertaken by the entity to ensure payment of statutory dues by the value chain partners.

ARE&M enforces compliance through its Supplier Code of Conduct (SCoC), which mandates that all value chain partners:

- Comply with applicable labour laws, health and safety regulations, and taxation laws
- Maintain comprehensive documentation as evidence of statutory compliance

3. Provide the number of employees/workers having suffered grave consequences due to work-related injury/ill-health/ fatalities (as reported in Q11 of Essential Indicators above), who are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total No. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Employees	0	0	0	0
Workers	0	0	0	0

4. Does the entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

Yes. ARE&M facilitates continued employability and smooth transition post-retirement through structured programmes focused on financial literacy and retirement readiness.

Key Initiatives:

- Financial Market Literacy Sessions: Conducted in collaboration with banking experts, these sessions guide employees—especially retirees—on investment fundamentals and government-backed financial schemes.
- Biannual Employee Awareness Programs: Covering benefits such as:
  - Superannuation Scheme (SAS)
  - Gratuity
  - Provident Fund (PF)
  - Benevolent Fund
  - Leave Encashment
  - Post-Retirement Benefits

These programmes reinforce ARE&M's long-term commitment to employee wellbeing and financial empowerment, even beyond active employment.

5. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	73.39%
Working Conditions	

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.

In line with its emphasis on responsible sourcing and partner compliance, ARE&M regularly conducts audits and reviews of its suppliers and service partners.

- **Regular Compliance Audits:** To assess alignment with safety, labour, and environmental norms.
- **Corrective Action Plans:** Implemented where any non-conformity is observed.

No significant risks or concerns have been identified in the health and safety practices or working conditions of value chain partners. This reflects ARE&M's strong supplier engagement framework and its proactive approach to building a resilient and compliant supply chain.

PRINCIPLE 4:

Business should respect the interests of and be responsive to all its stakeholders

Essential Indicator:

1. **Describe the processes for identifying key stakeholder groups of the Company.**

   At ARE&M, stakeholder identification is approached as a strategic and iterative process, ensuring that the Company continuously understands and responds to the evolving needs of those who impact or are impacted by its operations. The process is executed through a structured methodology comprising the following key steps:

   - Establishing the Purpose of Stakeholder Analysis: Define the objectives of the engagement to align it with business goals and ESG priorities.
   - Identifying Potential Stakeholders: Map individuals, groups, or organizations that can influence or are influenced by ARE&M's operations, products, or policies.
   - Classifying Stakeholders: Stakeholders are segmented into internal (e.g., employees, management) and external (e.g., investors, customers, communities, regulators).
   - Prioritizing Stakeholders: Stakeholders are assessed and ranked based on their level of influence, interest, and impact on the Company's business.
   - Understanding Stakeholder Expectations: Regular feedback mechanisms, surveys, and consultations are used to gather insights on stakeholder concerns and expectations.
   - Developing a Stakeholder Engagement Plan: A formal engagement framework is designed to ensure meaningful, consistent, and transparent communication.

   This process is not static but is subject to periodic reviews and updates, enabling ARE&M to adapt to changing external dynamics and stakeholder needs, while also promoting inclusive and responsible decision-making.

2. **List stakeholder groups identified as key for the Company and the frequency of engagement with each stakeholder group.**

Stakeholder Group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (Emails, SMS, Newspapers, Pamphlets, Advertisements, Community Meetings, Notice Board, Website, Others)	Frequency of engagement (Annually, Half yearly, quarterly /others-please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Investors/ Funders/ Shareholders	No	Quarterly results, Annual Reports, Earnings call, Analyst meet, press releases, website, Email, newspaper advertisement, intimation to stock exchanges, Annual General Meetings and investor meetings / conferences	Annual, Quarterly, and Need-Based	Business performance updates, strategic plans, compliance disclosures
Vendors/ Suppliers/ Contractors/ Sellers	No	Business meetings, Supplier meets, Sustainability workshops	Frequent and need-based	Business discussions, supplier awareness and training, sustainability programmes

Stakeholder Group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (Emails, SMS, Newspapers, Pamphlets, Advertisements, Community Meetings, Notice Board, Website, Others)	Frequency of engagement (Annually, Half yearly, quarterly /others- please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	Business meetings, Customer surveys, Advertisements, Publications, Website, App, social media	Frequent and need-based	Product launches, customer satisfaction, grievance redressal, service support, product health checks
Local Communities	Yes	Rajanna Foundation, Krishnadevaraya Educational and Cultural Association (KECA), Community meetings, Newspapers	Frequent and need-based	CSR project implementation, community expectations and feedback management
Employees	No	Intranet, Company Communication, Open Houses, Notice Boards, Internal Mobile App, Internal Chatbot	Intranet: Daily Newsletters- Quarterly, Emails & company communication – As and when required	Employee engagement activities, training, awareness and welfare programmes

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   ARE&M adopts a systematic and inclusive approach to stakeholder consultation, ensuring that key ESG issues are effectively escalated to the leadership and Board level:

   - A comprehensive Materiality Assessment was conducted in consultation with Board members, senior leadership, employees, customers, suppliers, communities, and investors to identify priority ESG issues.
   - Stakeholder feedback and grievances are reviewed by the respective functional leaders, assessed for relevance and materiality, and then escalated to the Board or Sustainability Committee.
   - This structured process ensures open channels of communication, timely response to stakeholder concerns, and integration of insights into corporate decision-making.

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. Stakeholder engagement is central to ARE&M's ESG strategy. The Company uses a multi-step process to embed stakeholder inputs into policy formulation and sustainability planning:

   - Identification of key stakeholders and their expectations.
   - Conducting a Materiality Assessment to evaluate the impact of each issue on ARE&M's performance and stakeholder trust.
   - Benchmarking these issues against global sustainability standards, regulatory expectations, and industry trends.
   - Integrating stakeholder inputs into policy revisions, new initiatives, and strategic ESG goals.

- Establishing targets and continuously monitoring performance against them.
- Formal feedback mechanisms ensure that insights are incorporated into ongoing refinement of the Company's sustainability approach.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalised stakeholder groups.

ARE&M's Corporate Social Responsibility (CSR) initiatives are designed with the objective of enhancing the lives and livelihoods of underprivileged, marginalised, and vulnerable communities in proximity to its operational facilities. Regular on-site discussions are conducted by CSR personnel to feedback and suggestions on community-related issues, which are promptly addressed. These initiatives are spearheaded by the Rajanna Foundation and encompass the following areas:

Primary Health: ARE&M's CSR is committed to providing access to healthcare for vulnerable sections of society who lack the resources for quality healthcare. It extends primary healthcare services to nearly 20,000 individuals, including children, women, senior citizens, and marginalised communities.

Education: The Amara Raja Educational Society (ARES) operates three schools located at Karakambadi, Petamitta, and Diguvamagham in the Tirupati & Chittoor districts, affiliated to CBSE. These institutions provided quality education to 4,900+ children, all of whom belong to marginalised or vulnerable sections.

Skill Development: The Amara Raja Skill Development Centre (ARDC), established in 2014, has a dedicated team that works with the youth, particularly in rural areas, to enhance their skills and provide them with non-migratory employment opportunities. Currently, a total of 1724 students are receiving on-the-job training through this skill development programme.

Environment and Social Forestry: The Company is committed to a sustainable future and has taken tangible steps towards this goal, including soil conservation and vegetation regeneration through social forestry schemes. Social forestry encourages forest expansion, which can be utilised by tribal and forest-dependent people for harvesting forest produce, a daily necessity for these vulnerable sections.

PRINCIPLE 5:

Business should respect and promote human rights

Essential Indicator:

1. **Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:**

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. of employees /workers covered (B)	% (B/A)	Total (C)	No. of employees /workers covered (D)	% (D/C)
Employees						
Permanent	2588	2588	100	2312	2312	100
Other than Permanent	44	44	100	49	49	100
Total Employees	**2632**	**2632**	**100**	**2361**	**2361**	**100**
Workers						
Permanent	7608	7608	100	5968	5968	100
Other than Permanent	0	0	0	0	0	0
Total Workers	**7608**	**7608**	**100**	**5968**	**5968**	**100**

2. **Details of minimum wages paid to employees and workers, in the following format:**

Category	FY 2024-25					FY 2023-24				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent										
Male	2363	0	0	2363	100	2137	0	0	2137	100
Female	225	0	0	225	100	175	0	0	175	100
Other than Permanent-										
Male	39	0	0	39	100	44	0	0	44	100
Female	5	0	0	5	100	5	0	0	5	100
Workers										
Permanent										
Male	6485	0	0	6485	100	5264	0	0	5264	100
Female	1123	0	0	1123	100	704	0	0	704	100
Other than Permanent										
Male	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0

3. Details of remuneration/salary/wages, in the following format:

a. The details are provided below:

Particulars	Male		Female	
	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	5	33,64,42,667	1	32,10,000
Key Managerial Personnel*	3	1,76,91,090	0	0
Employees other than BoD and KMP	2,358	6,61,704	225	6,84,204
Workers	6,485	2,72,256	1,123	2,59,476

Includes MD & CEO, who is also part of Board of Directors.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2024-25	FY 2023-24
Gross wages paid to females as % of total wages	9.7%	9.8%

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. ARE&M has a clearly defined governance structure for addressing human rights concerns. The Company upholds a zero-tolerance policy toward any human rights violations and aligns its practices with global best standards.

Key components include:

- A designated Internal Complaints Committee (ICC) and internal auditor-led mechanisms are in place to handle all human rights-related complaints and red flags.
- The Code of Conduct & Ethics and Human Rights Policy explicitly addresses respect for human rights across the organization.
- ARE&M is a signatory to the United Nations Global Compact (UNGC) and follows its protocols to conduct human rights due diligence and risk assessments.
- Reports or concerns related to human rights are investigated thoroughly, and appropriate remedial and disciplinary actions are taken.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

ARE&M has implemented a multi-layered grievance redressal framework to ensure fair, transparent, and confidential resolution of human rights-related issues. This includes:

Core Mechanisms:

1. Grievance Redressal Policy

- Designed to foster a trust-based, performance-driven culture.
- Focuses on timely resolution of concerns raised by employees or workers.
- Strengthens employee engagement and organizational harmony.

2. Prevention of Sexual Harassment (POSH) Policy

- In line with the Sexual Harassment of Women at Workplace Act, 2013.
- An Internal Complaints Committee (ICC) is constituted with authority to investigate and resolve sexual harassment complaints.
- Ensures confidentiality, fair hearing, and protection against retaliation.

3. Reporting Channels & Safeguards

- Confidential reporting lines, whistleblower protections, and support for mediation where necessary.
- Strong non-recrimination policy ensures that whistleblowers and complainants are protected against any adverse treatment.
- Policies are regularly reviewed and enhanced to ensure compliance with evolving human rights standards and legal frameworks.

6. Number of Complaints on the following made by employees and workers:

The details are provided below:

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Sexual Harassment	0	0		0	0	
Discrimination at workplace	0	0		0	0	
Child Labour	0	0		0	0	
Forced Labour/ Involuntary Labour	0	0		0	0	
Wages	0	0		0	0	
Other Human rights related issues	0	0		0	0	

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2024-25	FY 2023-24
i) Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	0
ii) Female employees / workers	0	0
iii) Complaints on POSH as a % of female employees / workers	0	0
iv) Complaints on POSH upheld	0	0

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

ARE&M upholds a zero-tolerance policy toward any form of workplace discrimination or harassment. The Company has instituted robust safeguards to ensure fair treatment and protection of all complainants throughout the grievance resolution process:

- **Prompt Reporting Encouraged:** Employees are actively encouraged to report incidents of harassment or discrimination without fear of retribution.
- **Independent Internal Complaints Committee (ICC):** In compliance with the POSH Act, the ICC operates autonomously to investigate complaints of sexual harassment with neutrality and fairness.
- **Ombudsperson Mechanism:** An Ombudsperson is appointed to oversee complaint handling, reinforcing the impartiality of the redressal process.
- **Strict Anti-Retaliation Measures:** The organization explicitly prohibits any retaliation, victimization, or adverse action against individuals who report misconduct in good faith or assist in investigations.
- **Confidentiality Assured:** The identity of the complainant is kept confidential at all stages to protect privacy and dignity.
- **Peaceful and Conciliatory Resolution:** The grievance redressal process emphasises resolution through dialogue and mutual respect.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes. ARE&M's Supplier Code of Conduct (SCoC) embeds human rights principles into its contractual arrangements with vendors, suppliers, and other value chain partners.

The SCoC aligns with:

- Core Conventions of the International Labour Organization (ILO)
- United Nations Universal Declaration of Human Rights
- United Nations Global Compact (UNGC) Principles
- Relevant national labour and social compliance laws

10. Assessment for the year:

	% of the Company's plants and offices that were assessed (by the Company or statutory authorities or third parties)
Child Labour	100%
Forced Labour/Involuntary Labour	100%
Sexual Harassment	100%
Discrimination at workplace	100%
Wages	100%

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.

There were no significant risks reported in the assessment.

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

ARE&M adopts a responsive and adaptive approach to human rights management. Upon resolution of grievances or complaints related to human rights, the Company undertakes necessary modifications to existing processes or introduces new protocols to prevent recurrence.

- Example: If a grievance highlights inadequacies in the Supplier Code of Conduct related to human rights expectations, the document is revised to incorporate stricter compliance clauses. These revisions aim to align partner obligations with global human rights benchmarks and reinforce accountability across the supply chain.

2. Details of the scope and coverage of any Human rights due diligence conducted.

ARE&M conducts comprehensive human rights due diligence across its operations and value chain to identify, assess, and mitigate potential risks and impacts.

Key elements of this process include:

1. **Assessment Areas:**
   - Labor practices and working conditions within company operations and suppliers
   - Engagement with indigenous and marginalised communities
   - Land acquisition practices
   - Supply chain risk management
   - Security and privacy protocols
2. **Coverage:**
   - The due diligence extends to all operational areas, including manufacturing sites, value chain partners, and high-risk activities, ensuring a holistic and proactive risk management approach.

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, the company ensures accessibility in all relevant areas.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	
Discrimination at workplace	
Child Labour	73.39%
Forced Labour/ Involuntary Labour	
Wages	
Others – please specify	-

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

During the assessments improvements were suggested on document control & record keeping. However, no significant risks/concerns were identified.

PRINCIPLE 6:

Business should respect and make efforts to protect and restore the environment.

Essential Indicator:

1. **Details of total energy consumption (in Giga Joule) and energy intensity, in the following format:**

Parameter	FY 2024-25	FY 2023-24
From renewable sources		
Total electricity consumption (A)	397338	337397
Total fuel consumption (B)	0	0
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	**397338**	**337397**
From non-renewable sources		
Total electricity consumption (D)	1142717	1054765
Total fuel consumption (E)	28569	45672
Energy consumption through other sources (F)	0	0
Total energy consumed from non- renewable sources (D+E+F)	**1171286**	**1100437**
Total energy consumed (A+B+C+D+E+F)	**1568625**	**1437834**
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations) GJ/INR Cr	126.45	127.69
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	2893.18	2921.54
Energy intensity in terms of physical output	-	-
Energy intensity (optional) – the relevant metric may be selected by the entity	-	-
Note: Indicate if any independent assessment/evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd	

2. **Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

   No.

3. **Provide details of the following disclosures related to water, in the following format:**

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in kiloliters)		
(i) Surface water	10908	10498
(ii) Groundwater	930558	897059
(iii) Third party water	0	0
(iv) Seawater / desalinated water	0	0
(v) Others	34	61
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**941500**	**907618**
Total volume of water consumption (in kilolitres)	**941500**	**907618**

Parameter	FY 2024-25	FY 2023-24
Water intensity per rupee of turnover (Total water consumption / Revenue from operations)	75.89	80.60
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	1736.51	1844.128
Water intensity in terms of physical output	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd	

4. Provide the following details related to water discharged:

Parameter	FY 2024-25	FY 2023-24
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(ii) To Groundwater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iii) To Seawater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iv) Sent to third-parties	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(v) Others	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
Total water discharged (in kiloliters)	**0**	**0**
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, Bureau Veritas India Private Ltd	

5. Has the Company implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes. ARE&M has implemented Zero Liquid Discharge (ZLD) systems across all its manufacturing facilities, ensuring a 100% recycling of industrial wastewater and zero treated effluent discharge into the environment.

Notably:

- Tirupati Unit: ZLD plant with a capacity of 280 KLD
- Chittoor Unit: ZLD plant with a capacity of 500 KLD

The ZLD systems treat and recycle all process effluents back into operations, thereby supporting ARE&M's commitment to water stewardship, regulatory compliance, and environmental protection.

6. **Please provide details of air emissions (other than GHG emissions) by the Company, in the following format:**

Parameter	Unit	FY 2024-25	FY 2023-24
NO_x	-	NA	NA
SO_x	-	NA	NA
Particulate matter (PM)	MT	150.1	188
Persistent organic pollutants (POP)	-	NA	NA
Volatile organic compounds (VOC)	-	NA	NA
Hazardous air pollutants (HAP)	Mg/Nm3	0 – 1.73	0 – 1.56
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, Bureau Veritas India Private Ltd		

Above data is as per air emission monitoring requirement given in consent for operations

7. **Provide details of greenhouse gas emissions (Scope1 and Scope 2 emissions) & its intensity, in the following format:**

Parameter	Unit	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	6816	6604
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	230765	209781
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tonnes of CO_2 equivalent / INR Crore revenue	18.60	19.22
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	Metric tonnes of CO_2 equivalent / INR Crore revenue	425.62	439.75
Total Scope 1 and Scope 2 emission intensity in terms of physical output	-	-	-
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	-	-	-
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd		

8. **Does the Company have any project related to reducing Green House Gas emission? If yes, then provide details.**

Renewable Energy Adoption: ARE&ML has installed 47.5 MW of offsite solar power and 19.5 MW of rooftop solar panels to reduce reliance on fossil fuels and lower Scope 2 emissions, aligning with global climate goals. This initiative has lead to an avoidance of 80240 Tonnes of CO2 equivalent.

Energy Efficiency Optimization: The Company has implemented energy efficiency programmes, achieving annual reductions in energy intensity and significant LPG savings, thereby reducing Scope 1 and 2 emissions and enhancing cost efficiency.

GHG Reduction Targets and Tracking: ARE&ML aims for net-zero emissions by 2025, with specific medium-term targets aligned to SBTi for Scope 1, 2, and 3 emissions reductions by 2032. Progress is tracked regularly.

Circular Economy and Waste Recycling: Our sustainable procurement programme has led to 85% of raw materials being sourced from recycled content and ensures 100% EPR compliance, reducing landfill waste and Scope 3 emissions.

Supplier Engagement and Capacity Building: ARE&ML engages suppliers through sustainability initiatives and training, promoting low-carbon practices and ESG transparency, and conducting ESG assessments for critical suppliers.

Afforestation and Carbon Sequestration: The Company has planted over 82611 trees across 100+ acres, enhancing biodiversity, creating carbon sinks, and improving local ecosystems and groundwater recharge.

9. Provide details related to waste management by the Company, in the following format:

Parameter	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Total Waste generated (in metric tonnes)		
Plastic waste (A)	1987.09	1349.63
E-waste (B)	4.06	7.23
Bio-medical waste (C)	0.18	0.28
Construction and demolition waste (D)	0	0
Battery waste (E)	3680.38	4084.41
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	16526.40	16541.16
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	5375.15	5012.06
Total (A+B + C + D + E + F + G + H)	**27573.26**	**26994.77**
Parameter		
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	2.22	2.39
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	50.85	54.68
Waste intensity in terms of physical output	-	-
Waste intensity (optional) – the relevant metric may be selected by the entity	-	-
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	25873.37	25405.00
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	**25873.37**	**25405.00**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	77.54	38.56
(ii) Landfilling	1622.19	1551.13
(iii) Other disposal operations	-	-
Total	**1699.73**	**1589.69**
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, Bureau Veritas India Private Ltd	

10. Briefly describe the waste management practices adopted in your establishment. 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.

ARE&M has adopted a systematic and environmentally responsible approach to waste management, aligning with national regulations and global best practices. The Company's strategy emphasises waste minimization, recycling, and safe disposal across its operations.

Waste Management Practices:

- A comprehensive segregation system is in place, distinguishing between hazardous and non-hazardous waste.
- All waste is stored in clearly labelled bins and collected in designated temporary storage areas with pollution control measures.
- Authorised recyclers and transporters are engaged for disposal, ensuring compliance with the Hazardous Waste Management Rules, 2020.
- A waste registry is maintained to track the generation and disposal of all categories of waste.

Category-wise Waste Handling:

Waste Category	Management Practice
Plastic Waste	Recyclable stretch films are used for packaging. Plastic components in batteries are largely recyclable. Waste plastic is sent to authorised recyclers in accordance with Plastic Waste Management Rules.
E-waste	All generated e-waste is disposed off through CPCB-authorised recyclers in line with e-waste regulations.
Biomedical Waste	Managed in compliance with the Bio-Medical Waste Management Rules, with detailed records maintained in the waste registry.
Non-hazardous Waste	Materials like wood, scrap paper, packaging, and metals are recycled through authorised agencies.

ARE&M's Lead Optimization Program aims to reduce the use of virgin lead and associated toxicological impacts:

- 85% of lead used in manufacturing is sourced from recycled batteries, minimizing environmental degradation from mining.
- The R&D team is engaged in projects that enhance material efficiency, increase product life and reduce the consumption of lead and acid in battery production.
- These initiatives support a circular economy model while ensuring compliance with environmental safety norms.

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:

Sl. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
NA			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
NA					

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, provide details of all such non-compliances, in the following format:

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control Boards or by courts	Corrective action taken, if any
Yes, ARE&M is in adherence to all relevant environmental laws, regulations, and guidelines.				

CO

Statutory Report

FS

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area –

Not Applicable. According to CGWA classification, our manufacturing units are not located in 'Critical' or "Over-exploited' area.

(ii) Nature of operations –

Not Applicable. According to CGWA classification, our manufacturing units are not located in 'Critical' or "Over-exploited' area.

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	-	-
(iii) Third party water	-	-
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kiloliters)	-	-
Total volume of water consumption (in kiloliters)	-	-
Water intensity per rupee of turnover (Water consumed / turnover)	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) Into Groundwater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) Into Seawater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	-	-
Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd	

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2024-25	FY 2023-24
Total Scope 3 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	451864	405699
Total Scope 3 emissions per rupee of turnover	Metric tons of CO2 equivalent/INR Cr	36.42	36.02
Total Scope 3 emission intensity	-	-	-
Note: Indicate if any independent assessment, evaluation, or assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd		

3. With respect to the ecologically sensitive areas reported in Question 10 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

4. If the entity provided below taken 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:

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Zero Liquid Discharge (ZLD) Systems	Installed 780 KLD ZLD plants to treat and recycle 100% of industrial wastewater. Includes Reverse Osmosis (RO), Multiple Effect Evaporators (MEE), and Agitated Thin Film Dryers (ATFD).	Eliminated wastewater discharge; reduced freshwater consumption
2	Rainwater Harvesting & Check Dams	Built 12 check dams (1.43 million kL storage) and internal ponds (559,758 kL capacity) to harvest rainwater. Assured by Bureau Veritas.	Achieved Water Positivity Ratio of 11.94 (replenished 12x water consumed).
3	Paddle Dryers for Sludge Management	Deployed steam-heated paddle dryers (200 kg/hour capacity) to reduce sludge moisture from 60% to 10%.	Reduced sludge weight by 55%, minimised landfill waste and leachate generation.
4	Solar Energy Adoption	Installed 47.5 MW offsite solar and 19.5 MW rooftop solar to replace grid electricity.	Reduced Scope 2 emissions; increased renewable energy share in total consumption. Lead to an avoidance of 80925 Tonnes of CO2 equivalent.
5	LPG Reduction in ZLD Plant	Optimised RO3 reject recirculation and added RO4 stage to reduce LPG consumption in ZLD operations.	Cut LPG use by 62% (from 605,220 kg to 225,931 kg annually), saving ₹285 lakhs/ year.
6	Laser Dust Monitors	Installed real-time laser dust monitors to track airborne lead levels, ensuring compliance with OSHA limits (50 µg/m^3).	Reduced employee exposure to lead dust; improved workplace safety.
7	Three-Step Hand Wash Solution	Implemented a lead-removal protocol using specialised solutions (Delead, Sodium Sulphide, H_2O_2).	Enhanced lead removal efficiency by 85%, minimizing occupational health risks.
8	Intermediate Rainwater Ponds	Constructed 8,000 KL pond at ARGC to capture and treat rainwater runoff contaminated with lead particles.	Prevented lead contamination in nearby water bodies; ensured environmental compliance.
9	Supplier ESG Assessments	Evaluated 17 key suppliers through on-site assessments; Ensured corrective & preventive action plans.	Improved supplier ESG awareness & compliance;

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Yes. ARE&M has implemented a comprehensive Business Continuity Plan (BCP) that ensures operational resilience in the face of disruptions. The BCP covers three key domains:

- Human Resources
- Physical Facilities
- Critical IT Infrastructure

A detailed "shock playbook" outlines response strategies for various emergency scenarios, such as natural disasters, cyber threats, and system failures. To ensure uninterrupted operations:

- Critical applications are replicated to a disaster recovery (DR) site.
- Regular data backups and redundant network links are maintained with high availability.
- Email and domain servers are safeguarded through proactive monitoring and response protocols.

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?

ARE&M has not identified any significant adverse environmental impacts across its value chain during the reporting period. Nonetheless, the Company maintains a proactive and preventive approach to mitigate potential environmental risks associated with its supply chain.

Key measures include:

1. **Supplier Sustainability Standards:** ARE&M requires suppliers and franchise partners to comply with stringent environmental norms—often exceeding local regulatory requirements.
2. **Sustainable Procurement Practices:** Procurement policies encourage environmentally responsible sourcing and vendor selection, promoting materials and processes that minimise ecological harm.
3. **Emission Monitoring Advocacy:** Suppliers are encouraged to track and disclose emissions of CO_2, GHGs, SO_x, NO_x, and particulate matter, supporting ARE&M's broader environmental objectives.

7. % of Value chain partners (by value of business done with such partners) that were assessed for Environmental Impacts?

73.39 %

8. How Many green credits have been generated or produced

a. By the Company	NIL
b. By the top ten (in terms of value of purchase and sales respectively) value chain partners	NIL

PRINCIPLE 7:

Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

Essential Indicator:

1. a. **Number of affiliations with trade and industry chambers/associations.**

   The Company is a member of 11 trade and industry chambers/ associations.

   b. **List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the Company is a member of/affiliated to.**

Sl. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (State/ National)
1	Confederation of Indian Industry (CII)	National
2	Federation of Andhra Pradesh Chambers of Commerce and Industry (FAPCCI)	State
3	Federation of Indian Export Organisation (FIEO)	National
4	Engineering Export Promotion Council (EEPC)	National
5	Employers' Federation of Southern India (EFSI)	National
6	Recycling and Environment Industry Association of India	National
7	IESA - Customised Energy Solutions India Pvt Ltd	National
8	Auto Component Manufacturers Association(ACMA)	National
9	Indian Battery Manufacturers Association (IBMA)	National
10	United Nations Global Compact	International
11	World Economic Forum (WEF)	International

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the Company, based on adverse orders from regulatory authorities.**

Name of the authority	Brief of the case	Corrective action taken
There have been no adverse orders against the Company pertaining to anti-competitive conduct from regulatory bodies.		

Leadership Indicators:

1. **Details of public policy positions advocated by the Company:**

S. No.	Public Policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/ No)	Frequency of Review by Board (Annually/ Half yearly/Quarterly/ Others- please specify)	Web Link, if available

ARE&M does not have a standalone policy on "Public Advocacy." Instead, the company engages in policy advocacy through its active participation in 11 trade and industry chambers or associations. Among these, eight operate at the national level, one at the state level, and two have an international presence. These affiliations enable the company to contribute meaningfully to policy discussions relevant to energy storage and other domains critical to its operations.

The industry bodies with which ARE&M is associated include the Indian Battery Manufacturing Association, the Auto Component Manufacturers Association, and the Recycling and Environment Association of India. At the national level, the company is engaged with the Confederation of Indian Industry (CII), while its global engagements include associations such as the United Nations Global Compact (UNGC) and the World Economic Forum (WEF).

Additionally, ARE&M maintains direct interactions with statutory authorities to engage in regulatory policymaking processes.

PRINCIPLE 8:

Businesses should promote inclusive growth and equitable development.

Essential Indicator:

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the Company, based on applicable laws, in the current financial year.**

Name and brief details of project	SIA Notification No	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
NA					

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by the Company, in the following format:**

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In INR)
No Rehabilitation and Resettlement projects are on-going at ARE&M						

3. **Describe the mechanisms to receive and redress grievances of the community.**

A formal grievance redressal mechanism has been established to address concerns raised by the community. This process outlines clear steps for managing both written and verbal complaints related to the organization's operations or those of its contractors. It is designed to ensure that all grievances are handled in a manner that is culturally sensitive, respectful, timely, and consistent.

As part of this mechanism, CSR personnel play an active role in engaging with local communities, gathering feedback, and identifying concerns on-site. The system ensures comprehensive handling of community grievances through structured stages, including receipt, acknowledgement, assessment, assignment, investigation, and resolution.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

	FY 2024-25	FY 2023-24
Directly sourced from MSMEs/small producers	11.95%	12.57%
Sourced directly within India	86.92%	85.00%

5. **Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost**

Location	FY 2024-25	FY 2023-24
Rural		
% of Job creation in Rural areas	0	0
Semi-urban		
% of Job creation in Semi-urban areas	0	0
Urban		
% of Job creation in Urban areas	92.30%	71.24%
Metropolitan		
% of Job creation in Metropolitan areas	7.70%	28.76%

Leadership Indicators:

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Details of negative social impact identified	Corrective action taken
Not applicable as no Social Impact Assessments (SIA) were required to be done in the current financial year	

2. **Provide the following information on CSR projects undertaken by the Company in the designated aspirational districts as identified by government bodies:**

S. No	State	Aspirational District	Amount spent (In INR)
ARE&M's current Corporate Social Responsibility (CSR) initiatives do not include any specific aspirational districts			

3. **(a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups?**

Procurement decisions at ARE&M are based on merit. However, the company invests considerable effort in building the capabilities of local suppliers, including individuals and enterprises from marginalised or vulnerable groups.

(b) From which marginalised/vulnerable groups do you procure?

ARE&M procures from a diverse range of suppliers, including small and medium-sized enterprises (SMEs), minority-owned businesses, Scheduled Caste/Scheduled Tribe (SC/ST) entrepreneurs, economically backward entrepreneurs, women-owned businesses, and enterprises owned by previously disadvantaged individuals.

(c) What percentage of total procurement (by value) does it constitute?

Currently, a system to estimate procurement value from marginalised or vulnerable groups is not in place.

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by the Company (in the current financial year), based on traditional knowledge:**

Sl. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/ No)	Benefit shared (Yes/No)	Basis of calculating benefit share
Not Applicable				

5. **Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.**

Name of authority	Brief of the Case	Corrective action taken
Not Applicable		

6. Details of beneficiaries of CSR /social initiatives Projects:

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalised group
1	Quality Education to Rural Children Amara Raja Vidyalayam Karakambadi Amara Raja Vidyalayam Diguvamagham Mangal Vidyalayam Petamitta	4900	100%
2	Skilling Rural Youth with free of cost Amara Raja Skill Development Centre(ARSDC) -Petamitta New SDC was Established at Diguvamagham	1724	100%
3	Primary Health Services to Rural Areas (Outpatients 17920 and no of diagnostics (lab tests) 14225)	17920	100%
4	Social Forestry and Environment (around 71,750 saplings have been planted 12 Tribal families employed)	12	100%
5	Rural Infrastructure Development (2 Villages - Petamitta and Diguvamagham)	2	100%
6	Water (Construction of Check dams and Lakes Deepening) (60 Villages,12 Panchayats Population)	21674	100%
7	Community Support Programs (2 schools and more than 250 + Villages Benefitted Marrige Hall at Chowdepalli Bus shelter at Chenganapalli Toilet Facilities- Govt School , Gadanki Public Roads Auditorium -Govt School Pakala Electic Crematorium , Tirupati	250	100%

PRINCIPLE 9:

Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicator:

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

ARE&M places strong emphasis on customer satisfaction, with a firm commitment to addressing customer complaints in a transparent, timely, and efficient manner. A well-defined grievance redressal system is in place to record and resolve issues related to products, service quality, warranty, and other customer concerns.

Customer interactions during service visits provide valuable opportunities to capture feedback, which plays a key role in continuously improving the company's products and services.

To further strengthen customer engagement and support, ARE&M has implemented the following mechanisms:

- **AMCARE:** This initiative ensures round-the-clock customer support through 24x7 service centers. It enables smooth handling of battery replacements, installations, and servicing. A dedicated toll-free number is available for customers to register complaints and seek prompt assistance. AMCARE also provides free battery health inspections and generates detailed reports for customers.

- **AMARON KONNEKT:** A proprietary digital platform designed for channel partners and customers, this application streamlines the customer experience by digitalizing product records. It also facilitates quick query resolution and offers additional support features to enhance customer convenience.

2. **Turnover of products and/services as a percentage of turnover from all products/service that carry information about:**

	As a percentage to total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	
Recycling and/or safe disposal	

3. **Number of consumer complaints in respect of the following:**

Number of consumer complaints in respect of the following:	FY 2024-25		Remarks	FY 2023-24		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	NIL		No incidents observed	NIL		No incidents observed
Advertising						
Cyber-security						
Delivery of essential services						
Restrictive Trade Practices						
Unfair Trade Practices						
Other*	11	4		19	17	

*Regular service requests from consumers for battery replacements under warranty period are governed by our warranty policy and are not considered as complaints. This includes complaints lodged in consumer forums during the year

4. **Details of instances of product recalls on account of safety issues:**

Case Details	Number	Reasons for recall
Voluntary recalls	0	NA
Forced recalls	0	NA

5. **Does the Company 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. ARE&M has instituted a comprehensive Information Security Policy and a Data Protection Policy, in alignment with the ISO 27001 framework. These policies are securely hosted on the company's internal servers, ensuring easy access for all relevant internal stakeholders.

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.**

Not Applicable

7. **Provide the following information relating to data breaches:**

	Provide the following information relating to data breaches:
a. Number of instances of data breaches along-with impact	0
b. Percentage of data breaches involving personally identifiable information of customer	0
c. Impact, if any, of the data breaches	NIL

Leadership Indicators:

1. **Channels/platforms where information on products and services of the Company can be accessed (provide web-link, if available).**

Information on ARE&M's products and services is readily accessible on the company's website:

- General: https://www.amararajaeandm.com
- Automotive: https://www.amararajaeandm.com/Business/Automotive
- Industrial: https://www.amararajaeandm.com/Industrial/

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

ARE&M undertakes multiple initiatives to raise awareness and educate consumers:

Awareness Campaigns: The Company runs various campaigns on the hazards of lead exposure. Warranty cards carry instructions for responsible end-of-life disposal of batteries at designated collection centers. Campaigns also promote the safe disposal of Used Lead Acid Batteries (ULABs).

- Product Labelling: Every product includes detailed labels with safety instructions, operational guidelines, maintenance tips, and end-of-life disposal procedures.
- Amaron Konnekt App: This mobile application offers customers an accessible digital resource that includes "do's and don'ts" for the safe and responsible use of products.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

ARE&M's dedicated sales and customer support teams maintain continuous communication with customers. This proactive engagement ensures timely updates in case of any service disruption or operational issue.

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 whole? (Yes/No)**

Yes. ARE&M not only complies with all local labelling laws but goes beyond by including detailed safety, handling, and recycling information on its product labels, across all geographies of operation.

Additionally, the company conducts regular customer satisfaction surveys covering major products and key operating regions. The feedback is systematically analyzed and used to improve product quality and service delivery. This approach reflects ARE&M's commitment to customer-centricity—treating customers not just as end-users but as integral partners in its journey.

Annexure V

Annual Report on Corporate Social Responsibility (CSR)

(As per Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014)

1. A brief outline of the Company's CSR Policy

The CSR Policy of the Company focuses on Education, Health, Environment and Rural Development.

During the year, the Company considered Education as its Focus Area. The activities undertaken thereunder were construction of a skill development centre, high school and senior secondary high school, providing school buses and office equipment to the said schools for the benefit of underprivileged students.

2. Composition of the Company's CSR Committee:

S. No	Members of the Committee	Designation / Nature of Directorship	Meetings held in Member's tenure	Meetings attended
1.	Jayadev Galla	Chairman, Executive Director	1	1
2.	Annush Ramasamy (w.e.f August 6, 2024)	Member, Independent Director	-	-
3.	Amar Patnaik (w.e.f August 6, 2024)	Member, Independent Director	-	-
4.	T R Narayanaswamy (till August 5, 2024)	Member, Independent Director	1	1
5.	N Sri Vishnu Raju (till August 5, 2024)	Member, Independent Director	1	1

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

CSR Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/9?name=Corporate%20Social%20Responsibility
CSR Committee	https://www.amararajaeandm.com/Investors/committe-of-Board
CSR Projects	https://www.amararajaeandm.com/Home/beyond-businesses

4. Provide the executive summary along with the web-link(s) of the 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:

During the financial year 2023-2024, CII Centre for Excellence For Sustainable Development had undertaken an impact assessment of Rajanna Foundation (the Company's implementing agency) covering all its projects including study of social return on investment.

The report of latest impact assessment undertaken in financial year 2022-23 is available at https://www.amararajaeandm.com/Files/AnnualGeneralMeetingFiles/2023/ARBL_Impact%20Assessment%20Report%20FY23.pdf The Company will undertake impact assessment of its eligible CSR projects as and when required.

5.

S. No	Particulars	₹ in crores
(a)	Average net profit of the company as per sub-section (5) of section 135	962.23
(b)	Two percent of the average net profit of the company as per sub-section (5) of section 135.	19.24
(c)	Surplus arising out of the CSR Projects or programmes 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)]	19.24

6.

S. No	Particulars	₹ in crores
(a)	Amount spent on CSR Projects (both Ongoing and other than Ongoing Projects).	19.24
(b)	Amount spent in Administrative Overheads.	Nil
(c)	Amount spent on Impact Assessment, if applicable.	Nil
(d)	Total amount spent for the Financial Year [(a)+(b)+(c)].	19.24

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

Total amount spent for the financial year FY 2024-25	Amount unspent (₹ in crores)				
	Total amount transferred to unspent CSR account as per Section 135(6) of the Act		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135 (5) of the Act		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
19.24	Nil	NA	NA	Nil	NA

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

S. No	Particulars	₹ in crores
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	19.24
(ii)	Total amount spent for the Financial Year	19.24
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	Nil
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

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

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

   If yes, enter the number of Capital assets created/ ~~acquired~~: 1 (Excluding Movable assets)

   Details of capital asset createdthrough Corporate Social Responsibility amount spent in the Financial Year:

S. No	Short particulars of the property or asset(s) [including complete address and location of the property]	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent (in ₹ crores)	Details of entity/ Authority/ beneficiary of the registered owner		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered Address
1	Construction of Skill Development Centre at Dighuvamagham Village, Thavanampalle Mandal, Chittoor District, Andhra Pradesh - 517129.	517129	31.03.2025	12.52 (*)	CSR00050143	Rajanna Foundation (formerly Rajanna Trust)	Dighuvamagham Village, Thavanampalle Mangal, Chittoor District, Andhra Pradesh - 517129.
2	Purchase of School buses at Dighuvamagham Village, Thavanampalle Mandal, Chittoor District, Andhra Pradesh - 517129	517129	09.05.2024	0.83	CSR00058734	Amara Raja Educational Society	Handed over to the Schools

(* includes ₹ 6.27 crores spent in FY2024 and ₹ 6.25 crores in FY2025)

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

Jayadev Galla
Chairman, Managing Director & Chief Executive Officer,
Chairman of the CSR Committee
DIN: 00143610

Place: Hyderabad
Date: May 29, 2025

Annexure VI

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)

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 transactions under third proviso thereto

1. There are no contracts/arrangements entered into by the company with related parties referred to in Sub-Section (1) of Section 188 of the Companies Act 2013 which are not at arm's length basis.

2. There are no material contracts or arrangements or transactions with related parties, in terms of the Act, Rules thereunder and Listing regulations

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & Chief Executive Officer
DIN: 00143610

Place: Hyderabad
Date: May 29, 2025

Annexure VII

Report on Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo

(Pursuant to Section 134(3)(M) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014)

A. Conservation of Energy

1. The steps taken or impact on the conservation of energy:

The Company continued its focused energy conservation efforts through up-gradation of process technology, effective production scheduling and various energy saving initiatives including the installation of energy-efficient equipment. Few such initiatives are mentioned below:

- Replacement of conventional air compressor with VSD Air compressor (capacity 1010 CFM)
- Increment of oven stands per cycle from 45 to 54 in -ve cycle.
- Installation of ES controller for Compressors
- Auto shutoff valve for Assembly DE system(100HP)
- Reduction of Air Compressor Energy by modification of Air pipelines in Assembly & Compressor Set Point
- Replacing SCR instead of Contactors for Strip Casting
- Replacement of AC induction motors with BLDC motors for FA Systems Assembly line-1,2, 3 & 7
- Ball Mill Main Motor replaced with IE3 Energy Efficiency Motor
- Installation of New IGBT chargers in place of old chargers in formation.
- Lead pump modification in MSG line 1, 2 & 3 in ASG plant
- Melt pot Heaters replaced with 10 Kw to 17.5 Kw Three phase heaters

2. The steps taken by the company for utilizing alternate sources of energy:

Renewable energy initiatives:

- Successfully commissioned additional 5 MW Solar generation plant taking renewable energy capacity to 67 MW.
- Avoided 81,000 tons of CO_2 emissions on account of all projects in financial year 2024-2025

Benefits / recognitions arising out of energy conservation measures:

- Got "Energy efficient unit" award from CII, during the 24th National Awards for Excellence in Energy management 2024.
- Cost saving of ₹36 Mn with energy conservation projects in the plants.

3. Capital investment on energy conservation initiatives/equipment:

- ₹7.3 Cr for other energy conservation projects inside the plant.

B. Technology Absorption

1. Specific Areas in which Technology Development is carried out by the Company

The Technology activities of the Company are categorised under three broad areas of focus:

- Product Technology
- Manufacturing Engineering
- Research & Analysis

The Technology projects are identified to address the following specific objectives:

- Development of import substitution in materials and products.
- Exploration of environmentally friendly operations/ materials.
- Manufacturing Technology up-gradation to make the batteries robust and high-end performers.
- Material/Process development activities for enhancing battery performance and cost-efficiency.
- New product development for emerging applications.
- Research on New Energy Storage Technologies/ Non-Lead Acid Technologies.
- Technology up-gradation to make the batteries robust and high-end performer.

- Value engineering efforts for product improvements.

2. **Benefits derived as a result of the above Technology Projects**

- **Enhanced and Next Gen EFB & AGM Product for Hybrid Vehicle Versions** with evolving technological demands driven by vehicle requirements.
- **Introduced next-generation auxiliary battery** specifically designed for electric vehicles.
- **Advanced New Lead Acid Technologies:** Technology demonstration initiatives and promising advancements made in advanced lead acid and alternate chemistry storage technologies.
- Introducing a dedicated range of BCI products for automotive, marine and commercial vehicle application.
- **Breakthrough Stamped Grid Technology for VRLA UPS:** Extended Validations across ratings. The integration of advanced plate making technologies has been specifically tailored to enhance the performance and reliability of UPS systems.
- Developed a **new unique pasting process step** to improve UPS battery performance.
- Developed **low-cost & effective cooling solution** in the rolling mill processes at grid making technology through integration of green energy practices.
- Enhanced throughput by **optimizing acid filling cycle time** in UPS & 2-wheeler batteries.
- Optimised plate surface drier temperature to reduce conversion cost of UPS batteries.
- **Improved Reliability through enhanced Process** controls by introducing leakage and resistance testers to meet customer needs.
- Introduced Redefined **Durable Alloy** for 4W Automotive
- Developed a **custom-designed PE separator,** delivering superior performance for specialised applications.
- Deployed an **innovative negative electrode additive** with enhanced performance for high-wattage batteries.
- Integrated **sustainable Lead & Lead Alloy solutions,** marking a milestone in our sustainability initiative
- Implemented an upgraded **Expander formulation** with stronger performance for SLI Automotive (ABD)
- Deployed **recycled polymers,** advancing our commitment to circular manufacturing.

Patents filed: Electrolyte removal apparatus having innovative jig design for efficiently eliminating excess electrolytes post charging in AGM Batteries.

Designs Registered:

- ENERGRID Grid Design for lead acid battery
- Post Armor for 2W Lead Acid Battery

3. **Future Plan of Action**

- Development of product range for UPS application employing advanced plate making technology for international markets
- New Product Development for Home-UPS/Solar/UPS Applications in Domestic/ International Market.
- Advanced lead acid product development and alternate chemistry initiatives through collaborative efforts.
- Development of stamped grid designs for optimised performance and manufacturability.
- Auxiliary battery development employing AGM technology
- Design and development of products for Commercial vehicle applications
- Development of products to enhance market share in international markets
- Expansion of Lawn & Garden product range
- Establishing methodology for computing product-based sustainability metrics
- Enhancing plate robustness by introducing advanced curing techniques in 4W & UPS.
- Implementation of new processes with compatible material to enhance mechanical strength in commercial batteries to enhance durability.

- Implementation of new energy efficient (higher productive) and advanced formation equipment for tubular battery plant.
- Optimization of formation process cycle time to improve productivity in 4W AGM.
- Design and development of innovative methods to improve the state of charge in 2W batteries.
- Development of new AGM separators with improved material characteristics for Automotive & Industrial applications.
- Introduction of novel & advanced carbon formulations for Automotive / industrial applications.
- Develop & implement dynamic premix expanders for Automotive / Industrial applications.
- Investigations & development of Next-Gen electrodes by fiber reinforcement technology.

4. Technology absorption, adaptation and innovation

i. Efforts in brief, made towards technology absorption, adaptation and innovation

- Deployed an **innovative negative electrode additive** with enhanced performance for high-wattage batteries.
- Developed a **new unique pasting process step** to improve UPS battery performance.

ii. Benefits derived because of above efforts:

- Cost reduction
- Environmental protection
- Energy conservation
- Enhanced performance and reliability of the product
- Enhanced market share
- Customer Satisfaction
- Penetration into newer markets
- Intellectual Property rights
- Sustainable development

iii. Information regarding Imported Technology

(a) Technology Imported	The Company has imported technology for the manufacture of, advanced Punched Grid for the futuristic Automotive batteries from Johnson Controls Inc., USA
(b) Year of Import	2018
(c) Has the technology been fully absorbed?	Yes, the technology is under implementation in a phased manner and already deployed successfully in certain application segments.
(d) If not fully absorbed, areas where this has not taken place, reasons therefore and future plan of action	-

5. Expenditure on Research and Development (₹ in crores)

S. No	Parameter	2024-2025	2023-2024
1	Capital	1.28	7.17
2	Recurring	12.44	9.57
	Total	**13.72**	**16.74**

C. Foreign Exchange earnings and outgo

(Amount in ₹ crores)

S. No	Parameter	2024-2025	2023-2024
1	Foreign exchange used	1,502.66	1,342.05
2	Foreign exchange earned	1,707.03	1,348.43

Annexure VIII

Information pursuant to Section 197 of the Act read with Rule 5 (1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014

a. The Ratio of the remuneration of each director to the median remuneration of the employees of the company and the percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, for the financial year 2024-2025:

S. No	Name of the Director/Key Managerial Personnel	Designation	Ratio of the remuneration to the median remuneration of the employees	% increase/ (decrease) in remuneration
		Non-Executive Directors		
1.	Mr. N Sri Vishnu Raju (till August 5, 2024)	Independent Director	3.08	NA
2.	Mr. T R Narayanaswamy (till August 5, 2024)	Independent Director	3.62	NA
3.	Ms. Bhairavi Tushar Jani	Independent Director	10.65	96.93
4.	Mr. Annush Ramasamy	Independent Director	10.85	98.18
5.	Dr. Amar Patnaik (w e f June 18, 2024)	Independent Director	8.82	NA
		Executive Directors		
1.	Mr. Jayadev Galla	Chairman, Managing Director & CEO	2,232.06	6.29
2.	Mr. Harshavardhana Gourineni	Executive Director	1,116.03	6.29
3.	Mr. Vikramadithya Gourineni	Executive Director	1,116.03	6.29
		Key Managerial Personnel*		
1.	Mr. Y Delli Babu	Chief Financial Officer	58.68	32.30
2.	Mr. Vikas Sabharwal	Company Secretary	50.20	49.94

(* Mr. Jayadev Galla is also a Key Managerial person)

b. The percentage increase in the median remuneration of employees in the financial year: 2.44 %

c. The number of permanent employees on the rolls of the Company: 10,240

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

The average increase in the salaries of employees other than the managerial personnel was 7.46%. The remuneration of the Managing Director and Executive Directors is linked to the commission based on the profits of the Company.

e. Affirmation that the remuneration is as per the remuneration policy of the company:

It is hereby affirmed that the remuneration paid to the Directors and Key Managerial Personnel is as per the Nomination and Remuneration Policy of the Company.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Hyderabad
Date: May 29, 2025

INDEPENDENT PRACTITIONER'S REASONABLE ASSURANCE REPORT

To

The Board of Directors of Amara Raja Energy & Mobility Limited

Introduction and objectives of work

The Board of Directors of Amara Raja Energy & Mobility Limited (hereinafter abbreviated as "Amara Raja") have engaged us for providing Assurance Report on identified sustainability information in the Integrated Report (IR) & Business Responsibility & Sustainability Report (BRSR) of the Company for the year ended March 31, 2025. This Annual Integrated report has been prepared in accordance with the International Integrated Reporting Council (IIRC) Frameworks, Global Reporting Initiative Standards, 2021 & Business Responsibility and Sustainability Reporting (BRSR) based on the National Guidelines for Responsible Business Conduct (NGRBC).

Intended User

The assurance statement is made solely for "Amara Raja Energy & Mobility Limited" as per the governing contractual terms and conditions of the assurance engagement contract between "Amara Raja" and "Bureau Veritas". To the extent that the law permits, we owe no responsibility and do not accept any liability to any party other than "Amara Raja" for the work we have performed for this assurance report, or our conclusions stated in the paragraph below.

Scope of Work

We have performed the Reasonable Assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and in line with the requirements of Bureau Veritas's standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance.

The reporting boundaries considered for this reporting period are as follows:

Head Office:

Renigunta, Kadapa Road, karakambadi, Tirupati, 517 520, Andhra Pradesh, India

Site 1:

Renigunta Cuddapah Road, Karakambadi, Tirupati, 517 520 Andhra Pradesh, India

Site 2:

Amar Raja Growth Corridor (ARGC), Nune Gundlapalli, Chittoor, 517 416, Andhra Pradesh India

As part of its independent Reasonable Assurance, we assessed the appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported. In this process, we undertook the following activities:

Assessment was conducted by means of physical site visits at Tirupati & Chittoor plants. Bureau Veritas interviewed personnel of Amara Raja's including Safety, Environment, Energy, HR, L&D, Procurement / SCM, Finance and Accounts, CSR and other relevant departments.

- The Company had submitted performance data on reported IR & BRSR topics. The data pertaining to each location visited was assessed by Bureau Veritas through the process above described.
- Data on various IR & BRSR disclosures was assessed for the locations as mentioned above. Later, it was confirmed that the same assessed data went into preparation of the final data within the IR & BRSR Report 2024-25.

Management Responsibility

The Selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information in the IR & BRSR report are the sole responsibility of the Company and its management. We are not involved in drafting or preparation of IR & BRSR Report. Our sole responsibility is to provide independent Reasonable assurance on the BRSR report for the financial year ended 31st March 2025.

Our Findings

On the basis of our methodology and the activities described above,

- Nothing has come to our attention to indicate that the IR & BRSR disclosures are inaccurate or that the information included therein is not fairly stated.

- It is our opinion that Company has established appropriate systems for the collection, aggregation, and analysis of data on Sustainability/Non-Financial performance disclosures in the IR & BRSR.

- The IR & BRSR Report provides a fair representation of the Company's activities as included therein.

- The information is presented in a clear, understandable, and accessible manner, and allows readers to form a balanced opinion over the Company and status during the reporting period.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period.
- Positional statements (expressions of opinion, belief, aim or future intention by Amara Raja and statements of future commitment.
- Competitive claims in the report claiming, "first company in India", "first time in India", "first of its kind", etc.

Our assurance does not extend to the activities and operations of "Amara Raja" outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of Independence, Integrity, and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety, and social accountability with over 196 years history. Its assurance team has extensive experience in conducting assessments over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified Quality Management System which complies with the requirements of ISO 9001:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA), across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour, and high ethical standards in their day-to-day business activities.

The assurance team for this work does not have any involvement in any other Bureau Veritas projects with Amara Raja.

Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, and health & safety information, systems and processes and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Restriction on use of Our Report

Our Reasonable assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the company solely to assist the company in reporting on the Company's Sustainability performance and activities. Accordingly, we accept no liability to anyone other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addresses of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

M Rama Mohan RAO
Lead Assuror
Bureau Veritas (India) Private Limited
Hyderabad, India
Dt: July 11, 2025

Rupam BARUAH
Technical Reviewer
Bureau Veritas (India) Private Limited
Mumbai, India
Dt: July 14,2025

INDEPENDENT PRACTITIONER'S REASONABLE ASSURANCE REPORT

To

The Board of Directors of Amara Raja Energy & Mobility Limited

Introduction and objectives of work

The Board of Directors of Amara Raja Energy & Mobility Limited (hereinafter abbreviated as "Amara Raja") have engaged us to carry out an independent verification of its Greenhouse Gas Inventory assertions ("the GHG Inventory") i.e. Scope 1, Scope 2 and selected categories of Scope 3 emissions data as defined by the ISO 14064: Part 1 Standard and covering the Company's emissions over the period 1st April 2024 to 31st March 2025, which forms part of the Company's response to the Carbon Disclosure Project (CDP), disclosure for BRSR report of FY 2024-25 and its Integrated Report for FY 2024-25.

Intended User

The assurance statement is made solely for "Amara Raja Energy & Mobility Limited" as per the governing contractual terms and conditions of the assurance engagement contract between "Amara Raja" and "Bureau Veritas". To the extent that the law permits, we owe no responsibility and do not accept any liability to any party other than "Amara Raja" for the work we have performed for this assurance report, or our conclusions stated in the paragraph below.

Scope of Work

We have performed the Reasonable Assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and in line with the requirements of Bureau Veritas's standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance. The verification applies a ± 5% uncertainty towards errors and omissions.

The reporting boundaries considered for this reporting period are as follows:

Head Office: Renigunta, Kadapa Road, karakambadi, Tirupati, 517 520, Andhra Pradesh, India

Site 1: Renigunta, Kadapa Road, karakambadi, Tirupati, 517 520, Andhra Pradesh, India

Site 2: Amara Raja Growth Corridor (ARGC), Nune Gundlapalli, Chittoor, 517 416
Andhra Pradesh, India

The Scope of work agreed upon with Amara Raja includes verifications of its GHG emissions (Scope 1, Scope 2 and selected categories of Scope 3) as listed below:

Scope 1 emissions arising from

- Consumption of diesel (in DG Sets, Boilers and intermediate transportation),
- Acetylene Consumption in plant process,
- LPG Consumption (in furnace and ETP-ZLD Process),
- Usage (topping up) of different refrigerant gases and
- Usage (topping up) of Carbon Dioxide gas in Fire extinguishers.

Scope 2 emissions arising from

- Use of purchased electricity from Grid

Scope 3 emissions from categories (GHG Protocol) of

- Category 1 – Purchased Goods & Services (Primary & Secondary Lead, Sulphuric acid, Polypropylene, Lubricants & Tubular batteries)
- Category 4 – Upstream transport & Distribution of raw materials (Raw Material transportation by Road & Sea)
- Category 5 – Waste generated in operations (Plastic waste, E-Waste, Hazardous Wastes, non-hazardous wastes, waste recycled, landfilled and incinerated)
- Category 6 – Business travel (employee commute, business travel by road and air and product transportation)
- Category 7 – Employee Commuting
- Category 9 – Downstream transport & distribution
- Category 12 – End – of – life treatment of Solid Products
- Category 13 – Downstream leased assets

As part of its independent Reasonable Assurance, we assessed the appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported. In this process, we undertook the following activities:

Assessment was conducted by means of physical site visits at Tirupati & Chittoor plants. Bureau Veritas interviewed personnel of Amara Raja's including Safety, Environment, Energy, HR, L&D, Procurement / SCM, Finance and Accounts, CSR and other relevant departments.

Verification Methodology

The verification was conducted by Bureau Veritas for the following activities:

- Desktop Review of ARE&ML emissions provided in spreadsheets
- Management interaction on data management systems and review of emission factors and assumptions at HO & Sites
- On site assessment from 10th to 12th April 2025 for the data monitoring and reporting at HO and site.

Conclusion:

Scope	Source	GHG Emissions (tCO2e) With Battery Component Division	GHG Emissions (tCO2e) Without Battery Component Division
Scope 1	Emissions arising from the consumption of fuels like diesel, Acetylene, LPG, use of refrigerant gases & CO2	6816	6599
Scope 2	Emissions from consumption of grid electricity	230765	212134
Scope 3	Under Categories (GHG Protocol) of 1,4,5,6,7,9,12,13)	451864	450776
Total		689445	669509

Management Responsibility

The Selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information in the GHG Inventory report are the sole responsibility of the Company and its management. We are not involved in drafting or preparation of GHG Inventory Report. Our sole responsibility is to provide independent Limited assurance on the GHG Inventory report for the financial year ended 31st March 2025.

Our Findings

On the basis of verification methodology and scope of work agreed upon, nothing has come to our attention to believe that the GHG data is not correct and is not a fair representation of Amara Raja GHG Emissions – Inventory for FY 2024-25.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

• Activities outside the defined assurance period.
• Positional statements (expressions of opinion, belief, aim or future intention by Amara Raja and statements of future commitment.
• Competitive claims in the report claiming, “first company in India”, “first time in India”, “first of its kind”, etc.

Our assurance does not extend to the activities and operations of “Amara Raja” outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of Independence, Integrity, and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety, and social accountability with over 196 years of history. Its assurance team has extensive experience in conducting assessments over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified Quality Management System which complies with the requirements of ISO 9001:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA), across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behavior, and high ethical standards in their day-to-day business activities.

The assurance team for this work does not have any involvement in any other Bureau Veritas projects with Amara Raja.

Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, and health & safety information, systems and processes and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Restriction on use of Our Report

Our Reasonable assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the company solely to assist the company in reporting on the Company's Sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addresses of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

M Rama Mohan RAO
Lead Assuror
Bureau Veritas (India) Private Limited
Hyderabad, India
Dt: July 11, 2025

Rupam BARUAH
Technical Reviewer
Bureau Veritas (India) Private Limited
Mumbai, India
Dt: July 14,2025

Financial Statements

Independent Auditors' Report

To The Members of Amara Raja Energy & Mobility Limited
(Formerly known as Amara Raja Batteries Limited)
Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of **Amara Raja Energy & Mobility Limited** (formerly known as Amara Raja Batteries Limited) ("the Company"), which comprise the Balance Sheet as at March 31, 2025, and the Statement of Profit and Loss (including Other Comprehensive Income), the Cash Flow Statement and the Statement of Changes in Equity for the year ended on that date, 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 standalone financial statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under Section 133 of the Act, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2025, and its profit, total comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditors' Responsibility for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matter	Auditors' Response
1	**Revenue Recognition** Refer Note 2 (N) "Revenue Recognition" of the Standalone Financial Statements under Material accounting policies and key accounting estimates and judgements. Revenue is recognised net of returns and discounts, when control over the goods is transferred to the customer which is mainly upon delivery of goods as per terms of the contracts with customers.	We have performed the following principal audit procedures in relation to revenue recognised which include a combination of testing internal controls and substantive testing as under: • Assessing the appropriateness of the Company's revenue recognition accounting policies in line with Ind AS 115 ("Revenue from Contracts with Customers") and testing thereof. • Evaluating the integrity of the general information and technology ('IT') control environment and testing the operating effectiveness of key IT application controls. • Understanding the revenue recognition process, evaluating the design and implementation of Company's controls in respect of revenue recognition. • Testing the effectiveness of such controls over revenue cut off at year-end.

Sr. No.	Key Audit Matter	Auditors' Response
	The timing of revenue recognition is relevant as there is a risk of revenue being recorded before control is transferred.	• Testing the supporting documentation for sales transactions recorded during the period closer to the year end and subsequent to the year end, including examination of credit notes issued after the year end to determine whether revenue was recognised in the correct period. • Performing analytical procedures on current year revenue based on monthly trends and where appropriate, conducting further enquiries and testing.
2	**Provision for warranty obligations** Refer Note 2 (D)(i) under Material accounting policies and key accounting estimates and judgements for Use of estimates and judgements in relation to provision for warranty obligations and Note 42 of the Standalone Financial Statements. The Company estimates and provides for liability for product warranties in the year in which the products are sold. These estimates are established using historical information on the nature, frequency, quantum of warranty claims and corrective actions against product failures and the estimates are reviewed annually for any material changes in assumptions. The cost of warranty is net of realisable scrap value and the best estimate of relevant freight expenses. The timing of outflows will vary based on the actual warranty claims. Because of the quantitative significance, complexity and level of judgement involved, there is a risk of inaccurate and inadequate provision for warranty obligation.	We carried out a combination of principal audit procedures involving test of internal controls and substantive testing including: • Understanding the warranty claims process, evaluating the design and implementation of Company's controls in respect of warranty provisioning. • Testing the operating effectiveness of these controls during the year. • Carrying out reconciliations with the sales data to determine completeness of transactions on which warranty obligation is determined. • Reviewing contracts with customers for terms of warranty contained therein and the estimation of warranty provision on the basis of these terms. • Testing of the data and assumptions used in the calculation of the provision for warranty obligations including those relating to estimates of failure percentages, etc. • Testing documentation relating to actual warranty replacement and an analysis of the actual failure trend with the estimates used in determining future warranty obligation.
3	**Fair Valuation of Investments in unquoted equity and preference shares** The Company has investments in unquoted equity and preference shares of entities with a carrying value as at March 31, 2025 amounting to ₹ 351.28 crores. The Company has valued these investments at 'Fair Value through Other Comprehensive Income' in accordance with Indian Accounting Standard 109, Financial Instruments. The valuation of these investments is a focus area of our audit as it is highly dependent on estimates (including various assumptions and techniques used) which contain information that are not observable in the market. Given the inherent subjectivity in the valuation of the above investments, relative significance of these investments to the financial statements and the nature and extent of audit procedures involved, we determined this to be a key audit matter. (Refer note 43D to the standalone financial statements)	Our procedures to test the valuation of investment in the unquoted equity instruments include the following: • Understanding and evaluation of design and testing of operating effectiveness of the controls over determination of fair value of unquoted equity instruments. • Assess the appropriateness of the Company's accounting policy for accounting for such unquoted equity instruments and the method adopted to determine fair value of such instruments, with reference to the relevant accounting standards. • Assessing the basis and reasonableness of the input data considered by the Management for the purposes of the valuation as at the balance sheet date. • Evaluation of competence, capabilities and objectivity of the Management personnel involved in carrying out such valuation. • Challenging the underlying assumptions and appropriateness of the valuation method used by the Management's fair valuation specialist. • Testing the mathematical accuracy of the fair value determined by the Company. • Assessing appropriateness and adequacy of relevant disclosures in the standalone financial statements.

Information Other than the Financial Statements and Auditors' Report Thereon

- The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report and Annexures to the Board's Report, but does not include the consolidated financial statements, standalone financial statements and our auditors' report thereon.
- Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- 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 Board of Directors for the Standalone 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 standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including Ind AS specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, management and 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 intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Company's Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditors' Responsibility for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to standalone 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 management's 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 auditors' report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the standalone financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the standalone financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal 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 standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' 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 Section 143(3) of the Act, based on our audit, we report that:

    a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

    b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

    c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account.

    d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

    e) On the basis of the written representations received from the directors as on March 31, 2025, taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2025, from being appointed as a director in terms of Section 164(2) of the Act.

    f) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to standalone financial statements.

    g) With respect to the other matters to be included in the Auditors' 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 / payable by the Company to its directors during the year is in accordance with the provisions of Section 197 of the Act.

    h) With respect to the other matters to be included in the Auditors' 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 standalone financial statements.

        ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

        iii. There has been no delay in transferring amounts, 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 it's knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, 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 it's knowledge and belief, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities.

(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 final dividend proposed in the previous year, declared and paid by the Company during the year is in accordance with Section 123 of the Act, as applicable.

The interim dividend declared and paid by the Company during the year is in accordance with Section 123 of the Act.

As stated in Note 44 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend proposed is in accordance with Section 123 of the Act, as applicable.

vi. Based on our examination, which included test checks, the Company has used accounting software systems for maintaining its books of account for the financial year ended March 31, 2025 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention.

2. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order.

For **BRAHMAYYA & Co.**
Chartered Accountants
(F.R.N: 000513S)

Karumanchi Rajaj
Partner
Membership No. 202309
UDIN: 25202309BMIMCY6169

Hyderabad, May 29, 2025

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(F.R.N: 117366W/W- 100018)

R. Prasanna Venkatesh
Partner
Membership No. 214045
UDIN: 25214045BMNWHV1098

Chennai, May 29, 2025

Annexure "A" to the Independent Auditors' Report

(Referred to in paragraph 1 (f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

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

We have audited the internal financial controls with reference to standalone financial statements of **Amara Raja Energy & Mobility Limited** (formerly known as Amara Raja Batteries Limited) (the "Company") as at March 31, 2025 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's management and Board of Directors are responsible for establishing and maintaining internal financial controls with reference to standalone financial statements based on the internal control with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone financial statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to standalone 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 standalone financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's 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 standalone financial statements.

Meaning of Internal Financial Controls with reference to standalone financial statements

A company's internal financial control with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to standalone financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of 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 standalone financial statements

Because of the inherent limitations of internal financial controls with reference to standalone financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to standalone financial statements to future periods are subject to the risk that the internal financial control with reference to standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to the explanations given to us the Company has, in all material respects, an adequate internal financial controls with reference to standalone financial statements and such internal financial controls with reference to standalone financial statements were operating effectively as at March 31, 2025, based on the criteria for internal financial control with reference to standalone financial statements established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For **BRAHMAYYA & Co.**
Chartered Accountants
(F.R.N: 000513S)

Karumanchi Rajaj
Partner
Membership No. 202309
UDIN: 25202309BMIMCY6169

Hyderabad, May 29, 2025

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(F.R.N: 117366W/W- 100018)

R. Prasanna Venkatesh
Partner
Membership No. 214045
UDIN: 25214045BMNWHV1098

Chennai, May 29, 2025

Annexure "B" to the Independent Auditors' Report

(Referred to in paragraph 2 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

(i) (a) A. The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment, capital work-in- progress and relevant details of right-of-use assets.

B. The Company has maintained proper records showing full particulars of intangible assets.

(b) Some of the property, plant and equipment, capital work-in-progress and right-of-use assets were physically verified during the year by the Management in accordance with a programme of verification, which in our opinion provides for physical verification of all the property, plant and equipment, capital work-in-progress and right-of-use assets at reasonable intervals having regard to the size of the Company and the nature of its activities. According to the information and explanations given to us, no material discrepancies were noticed on such verification.

(c) With respect to immovable properties disclosed in the financial statements included in property, plant and equipment and Right-of-use assets, according to the information and explanations given to us and based on the examination of the registered sale deed / Government orders / lease agreements provided to us, we report that, the title deeds of such immovable properties are held in the name of the Company and the lease deeds are duly executed in favour of the Company as at the balance sheet date, except for the following:

Description of Property	As at the Balance sheet date		Held in the name of	Whether promoter, director or their relative or employee	Period held	Reason for not being held in name of Company
	Gross carrying value	Carrying value in the financial statements				
Freehold land located at Karakambadi, Andhra Pradesh	₹ 77.84 crores	₹ 77.84 crores	Mangal Industries Limited	No	2 year	Thetitle deeds are in the name of Mangal Industries Limited, erstwhile Company part of which was demerged with the Company under the Companies Act in terms of the approval of the Hon'ble National Company Law Tribunal. Refer Note 3.1 and 3.2 of the Standalone Financial Statements
Leasehold land located at Amara Raja Growth Corridor, Chittoor	₹ 25.85 crores	₹ 25.02 crores				

(d) The Company has not revalued any of its property, plant and equipment (including right-of- use assets) and intangible assets during the year.

(e) No proceedings have been initiated during the year or are pending against the Company as at March 31, 2025 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.

(ii) (a) The inventories except for goods-in-transit and stocks held with third parties, were physically verified during the year by the Management at reasonable intervals. In our opinion and based on information and explanations given to us, the coverage and procedure of such verification by the Management is appropriate having regard to the size of the Company and the nature of its operations. For stocks held with third parties at the year-end, written confirmations have been obtained and in respect of goods-in-transit, the goods have been received subsequent to the year-end. No discrepancies of 10% or more in the aggregate for each class of inventories were noticed on such physical verification of inventories/ alternate procedures performed as applicable, when compared with the books of account.

(b) According to the information and explanations given to us, the Company has been sanctioned working capital limits in excess of ₹ 5 crores, in aggregate, at points of time during the year, from banks or financial institutions on the basis of security of current assets. In our opinion and according to the information and explanations given to us, the quarterly returns and statements comprising stock statements and book debt statements filed by the Company with such banks or financial institutions are in agreement with the unaudited books of account of the Company of the respective quarters, and no material discrepancies have been observed.

(iii) (a) The Company has stood guarantee to companies during the year and details of the same are given below:

(₹ in crores)

	Guarantees
A. Aggregate amount provided during the year:	
- Subsidiaries	199.00
B. Balance outstanding as at balance sheet date in respect of above cases:	
- Subsidiaries	949.00

(b) The investments made and guarantees provided and the terms and conditions of the grant of all the above-mentioned guarantees provided, during the year are, in our opinion, not prejudicial to the Company's interest.

(c) The Company has not provided any loans or advances in the nature of loans to any other entity during the year, and hence reporting under clause (iii)(c), (d), (e) and (f) of the Order is not applicable.

(iv) The Company has complied with the provisions of Sections 185 and 186 of the Companies Act, 2013 in respect of investments made and guarantees provided.

(v) The Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause (v) of the Order is not applicable.

(vi) The maintenance of cost records has been specified by the Central Government under Section 148(1) of the Companies Act, 2013. 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 maintenance of cost records under Section 148(1) of the Companies Act, 2013, and are of the opinion that, *prima facie*, the prescribed cost records have been made and maintained by the Company. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

(vii) In respect of statutory dues:

(a) Undisputed statutory dues, including Goods and Services Tax, Provident Fund, Employees' State Insurance, Income-tax, Sales Tax, Service Tax, Duty of Custom, Duty of Excise, Value Added Tax, cess and other material statutory dues applicable to the Company have generally been regularly deposited by it with the appropriate authorities in all cases during the year.

There were no undisputed amounts payable in respect of Goods and Services Tax, Provident Fund, Employees' State Insurance, Income-tax, Sales Tax, Service Tax, Duty of Custom, Duty of Excise, Value Added Tax, cess and other material statutory dues in arrears as at March 31, 2025 for a period of more than six months from the date they became payable.

(b) Details of statutory dues referred to in sub-clause (a) above which have not been deposited as on March 31, 2025 on account of disputes are given below:

Name of Statute	Nature of dues	Forum where dispute is pending	Period to which the amount relates	Amounts involved (₹ crores)	Amount unpaid (₹ crores)
VAT Laws	VAT	Appellate Authority upto Commissioner level	2012-13 to 2017-18	3.91	3.57
		Tribunal	2007-08 to 2015-16 and 2017-18	4.16	2.31
Sales Tax Laws	Sales Tax	Deputy Commissioner, Commercial taxes	2004-05	0.09	0.09
		Tribunal	2007-08	0.14	-

Name of Statute	Nature of dues	Forum where dispute is pending	Period to which the amount relates	Amounts involved (₹ crores)	Amount unpaid (₹ crores)
Entry Tax Laws	Entry Tax	Appellate Authority upto Commissioner level	2010-11 to 2011-12 and 2013-14	0.20	0.15
Income- tax Act, 1961	Income-tax	Tribunal	2008-09 2017-18 2019-20 to 2021-22	26.64	13.69
Central Excise Act, 1944	Excise Duty	Tribunal	2015-16	7.06	6.79
		Supreme Court	2003-04 to 2007-08	0.96	-
Finance Act, 1994	Service tax	Tribunal	2004-05 to 2015-16	21.65	21.23
		High Court	2013-14 to 2017-18	58.76	58.76
GST Laws	Goods and Services tax	Appeal to be filed	2017-18 to 2020-21 and 2024-25	62.69	61.21
Customs Act, 1962	Custom Duty	Appellate Authority upto Commissioner level	2021-22	0.01	-
		Tribunal	2017-18 to 2022-23	15.52	15.42
Wealth-tax Act, 1957	Wealth-tax	Tribunal	2010-11	0.15	0.13

Out of the total disputed dues aggregating ₹ 201.94 crores as above, ₹ 183.35 crores have been stayed for recovery by the relevant authorities.

(viii) There were no transactions relating to previously unrecorded income that were surrendered or disclosed as income in the tax assessments under the Income-tax Act, 1961 (43 of 1961) during the year.

(ix) (a) In our opinion, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.

(b) 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 unutilised term loans at the beginning of the year and, hence, reporting under clause (ix)(c) of the Order is not applicable.

(d) On an overall examination of the standalone financial statements of the Company, funds raised on short-term basis have, prima facie, not been used during the year for long-term purposes by the Company.

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

(f) The Company has not raised any loans during the year and, hence, reporting on clause (ix)(f) of the Order is not applicable.

(x) (a) The Company has not issued any of its securities (including debt instruments) during the year and hence reporting under clause (x)(a) of the Order is not applicable.

(b) During the year the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and, hence, reporting under clause (x)(b) of the Order is not applicable to the Company.

(xi) (a) To the best of our knowledge, no fraud by the Company and no material fraud on the Company has been noticed or reported during the year.

CO
SR
Financial Statements

(b) To the best of our knowledge, no report under sub-section (12) of Section 143 of the Companies 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) As represented to us by the Management, there were no whistle blower complaints received by the Company during the year.

(xii) The Company is not a Nidhi Company and, hence, reporting under clause (xii) of the Order is not applicable.

(xiii) In our opinion, the Company is in compliance with Section 177 and 188 of the Companies Act, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the standalone financial statements etc. as required by the applicable accounting standards.

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

(b) We have considered the internal audit reports issued to the Company during the year and covering the period up to December 2024 and the final internal audit reports were issued after the balance sheet date covering the period January 2025 to March 2025 for the period under audit.

(xv) In our opinion during the year, the Company has not entered into any non-cash transactions with any of its directors or directors of it's subsidiary company or persons connected with such directors and hence provisions of Section 192 of the Companies Act, 2013 are not applicable to the Company.

(xvi) (a), (b), (c) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause (xvi)(a), (b) and (c) of the Order is not applicable.

(d) The Group does not have any Core Investment Company ('CIC') as part of the group and accordingly reporting under clause (xvi)(d) of the Order is not applicable.

(xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors of the Company during the year.

(xix) 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 standalone financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating 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) The Company has fully spent the required amount towards Corporate Social Responsibility (CSR) and there are no unspent CSR amount for the year requiring a transfer to a Fund specified in Schedule VII to the Companies Act or special account in compliance with the provisions of sub-section (6) of Section 135 of the said Act. Accordingly, reporting under clause (xx) of the Order is not applicable for the year.

For **BRAHMAYYA & Co.**
Chartered Accountants
(F.R.N: 000513S)

Karumanchi Rajaj
Partner
Membership No. 202309
UDIN: 25202309BMIMCY6169

Hyderabad, May 29, 2025

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(F.R.N: 117366W/W- 100018)

R. Prasanna Venkatesh
Partner
Membership No. 214045
UDIN: 25214045BMNWHV1098

Chennai, May 29, 2025

Standalone Balance Sheet

as at March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	Note	As at March 31, 2025	As at March 31, 2024
A ASSETS			
Non-current assets			
(a) Property, plant and equipment	3.1	2,640.18	2,708.26
(b) Right-of-use assets	3.2	373.89	364.42
(c) Capital work-in-progress	3.1	843.93	319.59
(d) Goodwill	4 (a)	427.99	427.99
(e) Other intangible assets	4 (b)	32.63	49.62
(f) Intangible assets under development	4 (b)	0.15	2.06
(g) Financial assets			
(i) Investments	5	1,935.48	1,214.15
(ii) Other financial assets	7	11.99	10.37
(h) Income-tax assets (net)	20	13.61	11.26
(i) Other non-current assets	11	141.80	177.57
Total non - current assets		**6,421.65**	**5,285.29**
Current assets			
(a) Inventories	8	2,036.44	1,809.54
(b) Financial assets			
(i) Investments	5	62.46	264.97
(ii) Loans	6	-	100.00
(iii) Trade receivables	9	1,142.80	1,017.07
(iv) Cash and cash equivalents	10 (a)	152.80	89.22
(v) Bank balances other than (iv) above	10 (b)	12.50	15.25
(vi) Other financial assets	7	22.70	92.37
(c) Other current assets	11	141.66	160.60
Total current assets		**3,571.36**	**3,549.02**
Total assets		**9,993.01**	**8,834.31**
B. EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	12	18.30	18.30
(b) Other equity	13	7,359.97	6,750.35
Total equity		**7,378.27**	**6,768.65**
Liabilities			
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	14	-	25.99
(ii) Lease liabilities	15	81.05	73.23
(b) Provisions	16	179.74	160.96
(c) Deferred tax liabilities (net)	17	73.23	88.49
(d) Other non-current liabilities	21	80.38	59.07
Total non - current liabilities		**414.40**	**407.74**
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	14	144.52	27.34
(ii) Lease liabilities	15	32.77	26.11
(iii) Trade payables	18		
- Total outstanding dues of Micro enterprises and small enterprises		58.22	30.44
- Total outstanding dues of creditors other than Micro enterprises and small enterprises		988.32	809.39
(iv) Other financial liabilities	19	454.43	320.50
(b) Provisions	16	170.58	131.36
(c) Other current liabilities	21	351.50	312.78
Total current liabilities		**2,200.34**	**1,657.92**
Total equity and liabilities		**9,993.01**	**8,834.31**
Corporate information	1		
Material accounting policies and key accounting estimates and judgements	2		

See accompanying notes to the standalone financial statements

In terms of our report attached

For Brahmayya & Co.
Chartered Accountants
(F.R.N : 000513S)

Karumanchi Rajaj
Partner
M. No. 202309

Place: Hyderabad
Date: May 29, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(F.R.N : 117366W/W-100018)

R. Prasanna Venkatesh
Partner
M.No. 214045

Place: Chennai
Date: May 29, 2025

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Standalone Statement of Profit and Loss

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

		Note	For the year ended March 31, 2025	For the year ended March 31, 2024
Income				
I	Revenue from operations	22	12,404.89	11,260.30
II	Other income	23	93.29	101.54
III	**Total Income (I+II)**		**12,498.18**	**11,361.84**
IV	**Expenses**			
	Cost of materials consumed		6,843.75	6,496.69
	Purchases of stock-in-trade		1,711.16	1,208.64
	Changes in inventories of finished goods, work-in-progress and stock-in-trade	24	(147.85)	(171.19)
	Employee benefits expense	25	746.78	699.44
	Finance costs	26	42.24	33.17
	Depreciation and amortization expense	27	492.06	478.72
	Other expenses	28	1,621.96	1,405.34
	Total Expenses		**11,310.10**	**10,150.81**
V	**Profit before exceptional items and tax (III-IV)**		**1,188.08**	**1,211.03**
VI	Exceptional items (net)	30	(111.07)	-
VII	**Profit before tax (V - VI)**		**1,299.15**	**1,211.03**
VIII	**Tax expense**	29		
	(i) Current tax		325.94	319.13
	(ii) Deferred tax (net)		9.31	(13.96)
	Tax expense		**335.25**	**305.17**
IX	**Profit for the year (VII - VIII)**		**963.90**	**905.86**
X	**Other comprehensive (loss) / income**			
	(i) Items that will not be reclassified to profit or loss :			
	(a) Remeasurements of the defined benefit plans		(0.89)	(8.02)
	(b) Net fair value gain / (loss) on investments in financial instruments through other comprehensive income (net of tax)		(163.04)	1.82
	Other comprehensive (loss) / income		**(163.93)**	**(6.20)**
XI	**Total comprehensive income for the year (IX + X)**		**799.97**	**899.66**
	Earnings per share (of ₹ 1 /- each)	37		
	Basic and Diluted (₹)		52.66	49.49
Corporate information		1		
Material accounting policies and key accounting estimates and judgements		2		

See accompanying notes to the standalone financial statements

In terms of our report attached

For Brahmayya & Co.
Chartered Accountants
(F.R.N : 000513S)

Karumanchi Rajaj
Partner
M. No. 202309

Place: Hyderabad
Date: May 29, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(F.R.N : 117366W/W-100018)

R. Prasanna Venkatesh
Partner
M.No. 214045

Place: Chennai
Date: May 29, 2025

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Standalone Cash Flow Statement

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

		For the year ended March 31, 2025		For the year ended March 31, 2024	
A.	**Cash flows from operating activities**				
	Profit before tax		1,299.15		1,211.03
	Adjustments for:				
	Depreciation and amortisation expense	492.06		478.72	
	Loss on sale of property, plant and equipment / written off	4.93		3.59	
	Exceptional item (net) [Refer Note 30]	(111.07)		-	
	Gain on de-recognition of Right-of-use assets	(0.69)		(0.14)	
	Finance costs	42.24		33.17	
	Interest income on bank deposits and loans	(2.47)		(11.03)	
	Dividend income	(0.00)		(0.00)	
	Gain on disposal of mutual fund units	(15.31)		(17.82)	
	Deferred revenue recognised	(12.33)		(12.30)	
	Net gain arising on financial assets mandatorily measured at FVTPL	(0.44)		(2.75)	
	Liabilities no longer required written back	(4.54)		(11.35)	
	Provision for doubtful trade receivables written back	(0.19)		(1.60)	
	Provision for doubtful trade receivables	0.05		0.15	
	Provision for doubtful advances and other receivables	0.26		-	
	Bad trade receivables written off (net)	0.78		0.40	
	Net unrealised foreign exchange gain	2.58		0.13	
			395.86		459.17
	Operating profit before working capital changes		**1,695.01**		**1,670.20**
	Movements in working capital				
	Adjustments for (increase)/decrease in operating assets:				
	- Trade receivables	(126.40)		(274.15)	
	- Inventories	(226.90)		64.94	
	- Other assets	16.87		(25.76)	
	Adjustments for increase/(decrease) in operating liabilities:				
	- Trade payables	209.49		97.99	
	- Other liabilities	93.38		114.16	
	- Provisions	42.04		(4.29)	
			8.48		(27.11)
	Cash generated from operations		**1,703.49**		**1,643.09**
	Income taxes paid (net)		(328.29)		(328.89)
	Net cash generated from operating activities [A]		**1,375.20**		**1,314.20**
B.	**Cash flows from investing activities**				
	Purchase of property, plant and equipment	(751.79)		(442.32)	
	Proceeds from sale of property, plant and equipment	7.83		2.23	
	Insurance proceeds [Refer Note 30]	175.00		117.93	
	Investment in wholly-owned subsidiaries	(730.01)		(520.00)	
	Purchase consideration on business combination [Refer Note 48]	-		(133.00)	
	Purchase of non-current investments	(178.94)		-	
	Purchase of current investments	(2,840.00)		(2,999.00)	
	Proceeds from sale / redemption of current investments	3,058.26		2,778.37	
	Proceeds from sale of new energy business [Refer Note 33]	-		223.96	
	Loans recovered / (given)	100.00		(100.00)	
	Bank balances not considered as cash and cash equivalents (net)	2.34		(5.03)	
	Interest received	3.03		4.90	
	Dividend income	0.00		0.00	
	Net cash used in investing activities [B]		**(1,154.28)**		**(1,071.96)**

Standalone Cash Flow Statement

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

		For the year ended March 31, 2025		For the year ended March 31, 2024	
C.	**Cash flows from financing activities**				
	Repayment of borrowings	(53.33)		(57.73)	
	Proceeds from short term borrowings (net)	143.49		-	
	Repayment of lease liabilities	(31.12)		(29.33)	
	Finance costs (including on lease liabilities)	(25.25)		(18.75)	
	Dividend paid	(190.35)		(136.65)	
	Net cash used in financing activities [C]		**(156.56)**		**(242.46)**
	Net increase/(decrease) in cash and cash equivalents [A+B+C]		**64.36**		**(0.22)**
	Cash and cash equivalents at the beginning of the year		89.22		89.44
	Effects of foreign exchange rate changes		(0.78)		-
	Cash and cash equivalents at the end of the year (Refer Note 10 (a))		**152.80**		**89.22**

Notes:

(a) The above Cash Flow Statement has been prepared under the "Indirect Method" as set out in the Indian Accounting Standard (Ind AS - 7) - Statement of Cash Flows.

(b) Reconciliation of liabilities from financing activities for the year ended March 31, 2025

	As at March 31, 2024	Cash flows	Non cash changes Current /Non-current Classification	As at March 31, 2025
Borrowings	53.33	90.16	1.03	144.52
Lease liabilities	99.34	(40.71)	55.19	113.82
Total	**152.67**	**49.45**	**56.22**	**258.34**

Reconciliation of liabilities from financing activities for the year ended March 31, 2024

	As at March 31, 2023 (Restated)	Cash flows	Non cash changes Current / Non-current Classification	As at March 31, 2024
Borrowings	111.06	(57.73)	-	53.33
Lease liabilities	90.29	(36.72)	45.77	99.34
Total	**201.35**	**(94.45)**	**45.77**	**152.67**

See accompanying notes to the standalone financial statements

In terms of our report attached

For Brahmayya & Co.
Chartered Accountants
(F.R.N : 000513S)

Karumanchi Rajaj
Partner
M. No. 202309

Place: Hyderabad
Date: May 29, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(F.R.N : 117366W/W-100018)

R. Prasanna Venkatesh
Partner
M.No. 214045

Place: Chennai
Date: May 29, 2025

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Standalone Statement of Changes in Equity

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

A) Equity share capital

	As at March 31, 2025	As at March 31, 2024
Balance at the beginning of the year	18.30	17.08
Changes in equity share capital during the year	-	1.22
Balance at the end of the year	**18.30**	**18.30**

B) Other equity

	Share application money pending allotment	Reserves and surplus				Equity investments through other comprehensive income	Total
		Securities premium	Capital reserve*	General reserve	Retained earnings		
Balance at March 31, 2023 [Restated]	**672.56**	**31.19**	**0.00**	**703.16**	**4,480.52**	**101.13**	**5,988.56**
Profit for the year	-	-	-	-	905.86	-	**905.86**
Other comprehensive income / (loss) for the year, net of income tax	-	-	-	-	(8.02)	1.82	**(6.20)**
Total comprehensive income for the year 2023-24	**-**	**-**	**-**	**-**	**897.84**	**1.82**	**899.66**
Issue of equity shares pursuant to business combinations [Refer Note 47]	(672.56)	671.34	-	-	-	-	**(1.22)**
Payment of dividends [Refer Note 44]	-	-	-	-	(136.65)	-	**(136.65)**
Transfer for General reserve	-	-	-	90.59	(90.59)	-	**-**
Balance at March 31, 2024	**-**	**702.53**	**0.00**	**793.75**	**5,151.12**	**102.95**	**6,750.35**
Profit for the year	-	-	-	-	963.90	-	**963.90**
Other comprehensive loss for the year, net of income tax	-	-	-	-	(0.89)	(163.04)	**(163.93)**
Total comprehensive income for the year 2024-25	**-**	**-**	**-**	**-**	**963.01**	**(163.04)**	**799.97**
Payment of dividends [Refer Note 44]	-	-	-	-	(190.35)	-	**(190.35)**
Transfer for General reserve	-	-	-	96.39	(96.39)	-	**-**
Balance at March 31, 2025	**-**	**702.53**	**0.00**	**890.14**	**5,827.39**	**(60.09)**	**7,359.97**

* Amounts below ₹ 1 Lakh

See accompanying notes to the standalone financial statements

In terms of our report attached

For Brahmayya & Co.
Chartered Accountants
(F.R.N : 000513S)

Karumanchi Rajaj
Partner
M. No. 202309

Place: Hyderabad
Date: May 29, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(F.R.N : 117366W/W-100018)

R. Prasanna Venkatesh
Partner
M.No. 214045

Place: Chennai
Date: May 29, 2025

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

1. Corporate Information

Amara Raja Energy & Mobility Limited [formerly known as Amara Raja Batteries Limited] ("the Company") is one of the largest manufacturers of lead-acid storage batteries for industrial and automotive applications in India. The equity shares of the Company are listed on the BSE Limited and the National Stock Exchange of India Limited. The Company's products are supplied to customer groups viz., Telecom, Railways, Power Control, Solar and UPS under Industrial Battery business, and to Automobile OEMs, Replacement Market and Private Label Customers under Automotive Battery business. The Company's products are exported to various countries in the Indian Ocean Rim. The Company also provides installation, commissioning and maintenance services. The leading automotive and industrial battery brands of the Company are Amaron®, PowerZone®, Power Stack®, AmaronVolt® and Quanta®.

The Board of Directors of the Company approved a change in the name of the Company from Amara Raja Batteries Limited to Amara Raja Energy & Mobility Limited. The new name conveys the Company's commitment to becoming a leader in the energy and mobility sector. It accurately represents current business activities and future aspirations to strengthen market position, enhance brand value, and capitalise on new opportunities.

2. Material Accounting Policies and Key Accounting Estimates and Judgements

A. Statement of compliance

These financial statements are the separate financial statements of the Company (also called standalone financial statements) prepared in accordance with Indian Accounting Standards ("Ind AS") notified under Section 133 of the Companies Act, 2013 ("the Act") read together with the Companies (Indian Accounting Standards) Rules, 2015 (as amended). The financial statements have also been prepared in accordance with the relevant presentation requirements of the Act.

B. Basis of preparation and presentation

These financial statements have been prepared on historical cost convention and on an accrual basis except for certain financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below. These financial statements are presented in Indian Rupees (₹) which is also the Company's functional currency.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

C. Operating Cycle

All assets have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in the Schedule III to the Act and Ind AS 1 – Presentation of Financial Statements, based on the nature of the products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents.

D. Key accounting estimates and judgements

The preparation of the financial statements in conformity with Ind AS requires Management to make judgements, estimates and assumptions that affect the application of the accounting policies and the reported amounts of assets and liabilities, revenues and expenses and disclosure of contingent liabilities. Actual results may differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

The following are the critical judgements and estimates that have been made in the process of applying the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements.

i) Provision for warranty

The Company estimates and provides for liability for product warranties in the year in which the products are sold. These estimates are established using historical information on the nature, frequency, quantum of warranty claims and corrective actions against product failures and the estimates are reviewed annually for any material changes in assumptions. The cost of warranty is net of realisable scrap value and the best estimate of relevant freight expenses. The timing of outflows will vary based on the actual warranty claims.

ii) Useful lives of Property, plant and equipment

Property, plant and equipment represent a significant proportion of the asset base of the Company. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Company's assets are determined by Management at the time the asset is acquired and is reviewed at the end of each reporting period. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life, such as changes in technology. This reassessment may result in change in depreciation expense in future periods.

iii) Fair value measurement of financial instruments

Some of the Company's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset or liability, the Company uses market-observable data to the extent available. Where Level 1 inputs are not available, the fair value is measured using valuation techniques, including

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

the discounted cash flow model, which involves various judgments and assumptions. The Company also engages third party qualified valuers to perform the valuation in certain cases. For certain investments in equity instruments, where more recent information to measure fair value is insufficient, or there is a wide range of possible fair value measurements, cost is considered as the best estimate of fair value. The appropriateness of valuation techniques and inputs to the valuation model are reviewed by the Management.

iv) Impairment of Goodwill

Goodwill is tested for impairment on an annual basis and whenever there is an indication that the recoverable amount of a cash generating unit is less than its carrying amount based on a number of factors including operating results, business plans, future cash flows and economic conditions. The recoverable amount of cash generating units is determined based on higher of value-in-use and fair value less cost to sell. The goodwill impairment test is performed at the level of the cash-generating unit or groups of cash-generating units which are benefitting from the synergies of the acquisition and which represents the lowest level at which goodwill is monitored for internal management purposes.

Market related information and estimates are used to determine the recoverable amount. Key assumptions on which management has based its determination of recoverable amount include estimated long term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management's best estimate about future developments.

v) Income Taxes

The Company's tax jurisdiction is India. Significant judgments are involved in estimating budgeted profits for the purpose of paying advance tax, determining the provision for income taxes, including amount expected to be paid / recovered for uncertain tax positions.

vi) Actuarial Valuation

The determination of Company's liability towards defined benefit obligation to employees is made through independent actuarial valuation including determination of amounts to be recognised in the Statement of Profit and Loss and in other comprehensive income. Such valuation depend upon assumptions determined after taking into account inflation, seniority, promotion and other relevant factors. Information about such valuation is provided in the notes to the financial statements.

vii) Insurance Receivable

The amount expected to be reimbursed against a provision is recognised as a separate asset, but only when it is determined to be virtually certain in accordance with the accounting policy.

viii) Other estimates

The preparation of financial statements involves estimates and assumptions that affect the reported amount of assets, liabilities, disclosure of contingent liabilities at the date of financial statements and the reported amount of revenues and expenses for the reporting period. Specifically, the Company estimates the probability of collection of accounts receivable by analysing historical payment patterns, customer concentrations, customer credit-worthiness and current economic trends. If the financial condition of a customer deteriorates, additional allowances may be required.

E. Inventories

Inventories are stated at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Net realisable value represents the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Scrap is carried at net realisable value. The method of determination of cost of various categories of inventories is as follows:

(i) **Raw materials and bought-out components, stores and spares and loose tools:** Weighted average cost. Cost includes purchase cost and other attributable expenses.

(ii) **Finished Goods and Work-in-progress:** Weighted average cost of production which comprises direct material cost, direct wages and appropriate overheads based on normal level of activity.

(iii) **Stock-in-trade:** Weighted average cost.

F. Investment in subsidiaries:

Investment in subsidiaries are carried out at cost less accumulated impairment, if any.

G. Property, plant and equipment

(i) Recognition and measurement:

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses, if any. Cost includes deemed cost which represents the carrying value of property, plant and equipment recognised as at April 1, 2015 measured as per the Accounting Standards notified under the Section 133 of the Act, read together with Rule 7 of the Companies (Accounts) Rules, 2014, which the Company elected in accordance with Ind AS 101.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Cost comprises the purchase price net of any trade discounts and rebates, any import duties and other taxes (other than those subsequently recoverable from the tax authorities), any directly attributable expenditure in making the asset ready for its intended use. Machinery spares which can be used only in connection with an item of property, plant and equipment and whose use is expected to be irregular are capitalised and depreciated over the useful life of the spares or the principal item of the relevant assets, whichever is lower.

Capital work-in-progress are items of property, plant and equipment which are not yet ready for their intended use and are carried at cost, comprising direct cost and related incidental expenses.

(ii) Depreciation:

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Act except in respect of the following category of assets, in which case the life of the assets has been assessed based on technical advice taking into account the nature of the asset, the estimated usage of the asset, the operating condition of the asset, past history of replacement, maintenance support, etc., Freehold land is not depreciated.

Asset	Useful lives (in years)
Buildings	3-60
Plant and machinery (including electrical installations and moulds)	1-30
Solar equipment	25
Furniture and fixtures	5-10
Vehicles	3-10
Office equipment	3-5
Computers	3-6

Property, plant and equipment's residual values and useful lives are reviewed at each Balance Sheet date and changes, if any, are treated as changes in accounting estimate and accounted for on a prospective basis.

Assets individually costing ₹ 5,000 and below are fully depreciated in the year of acquisition.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in the Statement of Profit and Loss when the asset is de-recognised.

H. Goodwill and Other Intangible assets

Goodwill acquired in a business combination is initially measured at cost, being the excess of the consideration transferred over the net identifiable assets acquired and liabilities assumed, in accordance with Ind AS 103.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Company's cash-generating units (or groups of cash-generating units) expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Intangible assets that the Company controls and from which it expects future economic benefits are capitalised upon acquisition and measured initially for separately acquired assets, at cost comprising of the purchase price (including import duties and non-refundable taxes) and directly attributable costs to prepare the assets for its intended use. The useful life of an intangible asset is considered finite where there is a likelihood of technical and technological obsolescence.

Intangible assets that have finite lives are amortised over their estimated useful lives as per the straight line method unless it is practical to reliably determine the pattern of benefits arising from the asset.

The estimated useful life and amortisation method are reviewed at the end of each reporting period, but the effect of any change in estimates being accounted for on a prospective basis.

Intangible assets comprising software are amortised over a period of 5 years. The amortisation period for technical know-how has been assessed as 8 years, representing the period over which economic benefits from the use of technical know-how are expected to be utilised.

All intangible assets are tested for impairment. Amortisation expenses, impairment losses and reversal of impairment losses are considered in the Statement of Profit and Loss. Thus, after initial recognition an intangible asset is carried at its costs less accumulated amortization and /or impairment losses.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

I. Impairment of assets excluding goodwill

Impairment loss, if any, is provided to the extent, the carrying amount of assets or cash generating units exceed their recoverable amount.

Recoverable amount is higher of an asset's net selling price and its value in use. Value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset or cash generating unit and from its disposal at the end of its useful life.

Impairment loss recognised in prior years are reversed when there is an indication that the impairment losses recognised no longer exist or have decreased. Such reversals are recognised as an increase in carrying amounts of assets to the extent that it does not exceed the carrying amounts that would have been determined (net of amortization or depreciation) had no impairment loss been recognised in previous years.

J. Foreign currency transactions and translations

In preparing the financial statements of the Company, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rate of exchange prevailing at the dates of the transactions. The date of transaction for the purpose of determining the exchange rate on initial recognition of the related asset, expense or income (part of it) is the date on which the entity initially recognises the non-monetary asset or non-monetary liability arising from payment or receipt of advance consideration. Monetary assets and liabilities relating to foreign currency transactions remaining unsettled at the end of each reporting period are translated at the exchange rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured at historical cost in a foreign currency, are translated using the exchange rate at the date of the transaction.

K. Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received, and the Company will comply with the conditions attached to the grant.

Government grants related to revenue are recognised on a systematic basis in the Statement of Profit and Loss over the periods necessary to match them with the related costs which they are intended to compensate. Such grants are deducted in reporting the related expenses. When the grant relates to an asset, it is recognised as deferred revenue in the Balance Sheet and transferred to the Statement of Profit and Loss on a systematic and rational basis over the useful lives of the related assets.

L. Employee benefits

(i) Defined contribution plans

The Company's contributions to Provident Fund (Government administered), Employees' State Insurance Scheme and Superannuation Fund (under a scheme of Life Insurance Corporation of India), considered as defined contribution plans are charged as an expense in the Statement of Profit and Loss when the employees have rendered services entitling them to the contributions.

(ii) Defined benefit plans

For defined benefit plans in the form of gratuity fund, administered under a scheme of the Life Insurance Corporation of India, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each reporting period. The defined benefit obligations recognised in the Balance Sheet represents the present value of the defined obligations as reduced by the fair value of plan assets, if applicable. Re-measurement, comprising actuarial gains and losses and the return on plan assets (excluding net interest), is reflected immediately in the Balance Sheet with a charge or credit recognised in other comprehensive income in the period in which they occur and are not re-classified to the Statement of Profit and Loss in the subsequent periods. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

All expenses represented by current service cost, past service cost, if any, and net interest on the defined benefit liability (asset) are recognised in the Statement of Profit and Loss.

(iii) Short term and other long term employee benefits

The employees of the Company are entitled to compensated absences. The employees can carry forward a portion of the unutilised accumulating compensated absences and utilise it in future periods or receive cash at retirement or termination of employment. The Company records an obligation for compensated absences in the period in which the employee renders the services that increases this entitlement. The Company measures the expected cost of compensated absences as the additional

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

amount that the Company expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. The Company recognises accumulated compensated absences based on actuarial valuation. Non-accumulating compensated absences are recognised in the period in which the absences occur. The Company recognises actuarial gains and losses immediately in the Statement of Profit and Loss.

M. Revenue recognition

Revenue from contracts with customers is recognised on transfer of control of promised goods or services to a customer at an amount that reflects the consideration to which the Company is expected to be entitled to in exchange for those goods or services.

Revenue towards satisfaction of a performance obligation is measured at an amount of transaction price (net of returns and discounts) allocated to that performance obligation. The discount is estimated based on the expected value of outflow.

Sale of goods:

Revenue from sale of products is recognised when control of the goods have been transferred to the customer. The performance obligation in case of sale of product is satisfied at a point in time i.e. when the material is shipped to the customer or on delivery to the customer, as may be specified in the contract.

Sales related warranties associated with batteries cannot be purchased separately and they serve as an assurance that the products sold comply with agreed upon specifications. Accordingly, the Company accounts for warranties in accordance with Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

Sale of services:

Revenue from installation, commissioning and maintenance services is recognised based on the contracts with customers and when the services are rendered by measuring progress towards satisfaction of performance obligation for such services.

Other Income:

Interest income is recognised using effective interest method. Dividend income is accounted for in the year when the right to receive such dividend is established and the amount of dividend can be measured reliably.

N. Financial instruments, Financial assets, Financial liabilities

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 relevant instrument and are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities measured at fair value through profit or loss) are added to or deducted from the fair value on initial recognition of financial assets or financial liabilities. Transaction costs directly attributable to the acquisition of financial asset or financial liabilities at fair value through profit or loss are recognised immediately in the Statement of Profit and Loss.

Purchase or sale of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trade) are recognised on the trade date i.e. the date when the Company commits to purchase or sell the asset.

The classification of financial instruments depends on the objective of the Company's business model for which it is held and on the substance of the contractual terms / arrangements. Management determines the classification of its financial instruments at initial recognition.

(i) Financial assets

Recognition: Financial assets include Investments, Trade receivables, Security Deposits, Cash and cash equivalents. Such assets are initially recognised at transaction price when the Company becomes party to contractual obligations. The transaction price includes transaction costs unless the asset is being fair valued through the Statement of Profit and Loss.

Classification: Financial assets are classified as those measured at:

(a) amortised cost, where the financial assets are held within a business model solely for collection of cash flows arising from payments of principal and/ or interest as per contractual terms. Such assets are subsequently measured at amortised cost using the effective interest method, less any impairment loss.

(b) fair value through other comprehensive income (FVTOCI), where the financial assets are held not only for collection of cash flows arising from payments of principal and interest but also from the sale of such assets. Such assets are subsequently measured at fair value, with unrealised gains and losses arising from changes in the fair value being recognised in other comprehensive income.

(c) fair value through profit or loss (FVTPL), where the assets are managed in accordance with an approved investment strategy that triggers purchase and sale decisions based on the fair value of such assets. Such assets are subsequently measured at fair value, with unrealised gains and losses arising from changes in the fair value being

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

recognised in the Statement of Profit and Loss in the period in which they arise.

FVTPL is a residual category for financial assets. Any financial asset which does not meet the criteria for categorization as at amortised cost or as FVTOCI, is classified as FVTPL.

Trade receivables, Security Deposits, Cash and cash equivalents etc. are classified for measurement at amortised cost while investments may fall under any of the aforesaid classes. However, in respect of particular investments in equity instruments that would otherwise be measured at fair value through profit or loss, an irrevocable election on an instrument by instrument basis at initial recognition may be made to present subsequent changes in fair value through other comprehensive income. This election is not permitted if the equity instrument is held for trading.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in a separate component of equity. The cumulative gain or loss is not reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

The Company has designated all investments in equity instruments that are not held for trading as at FVTOCI on initial recognition (Refer Note 5).

Impairment: The Company assesses at each reporting date whether a financial asset (or a group of financial assets) such as investments, trade receivables, and security deposits held at amortised cost and financial assets that are measured at fair value through other comprehensive income are tested for impairment based on evidence or information that is available without undue cost or effort. Expected credit losses are assessed and loss allowances recognised if the credit quality of the financial asset has deteriorated significantly since initial recognition. The impairment requirements do not apply to equity investments designated at Fair value through other comprehensive income because fair value gains and losses, except dividend income, are permanently recognised in other comprehensive income without reclassification to profit or loss.

As a practical expedient, the Company uses a provision matrix to determine impairment loss on portfolio of its trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivables and is adjusted for forward looking estimates. At every reporting date, the historically observed default rates are updated and changes in forward-looking estimates are analysed.

Reclassification: When and only when the business model is changed, the Company shall reclassify all affected financial assets prospectively from the reclassification date as subsequently measured at amortised cost, fair value through other comprehensive income, fair value through profit or loss without restating the previously recognised gains, losses or interest and in terms of the reclassification principles laid down in the Ind AS relating to Financial Instruments.

De-recognition: Financial assets are derecognised when the right to receive cash flows from the assets has expired, or has been transferred, and the Company has transferred substantially all of the risks and rewards of ownership. Concomitantly, if the asset is one that is measured at:

(a) amortised cost, the gain or loss is recognised in the Statement of Profit and Loss;

(b) fair value through other comprehensive income, the cumulative fair value adjustments previously taken to reserves are reclassified to the Statement of Profit and Loss unless the asset represents an equity investment in which case the cumulative fair value adjustments previously recognised in other comprehensive income and accumulated in the "equity instruments through other comprehensive income" will not be reclassified to profit or loss on disposal of the investments, but is transferred to retained earnings.

(ii) Financial liabilities

Borrowings, trade payables and other financial liabilities are initially recognised at the value of the respective contractual obligations. They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

Financial liabilities are derecognised when the liability is extinguished, that is, when the contractual obligation is discharged, cancelled and on expiry. The difference between the carrying amount of the financial liabilities de-recognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount is included in the Balance Sheet where there is a legally enforceable right to offset the recognised

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

O. Insurance Claim Receivable

Income from insurance proceeds is recognised when (i) it is virtually certain that a valid and adequate insurance policy exists to cover the insured event entitling the Company to a compensation as per the terms and conditions of the policy and (ii) when the amount of compensation expected to be received for a valid insurance claim made and admitted can be measured reliably. Where the final amount of such compensation is subject to final acceptance / determination by the insurance company pending completion of survey or other required activities, the amount of insurance income recognised is restricted to the amount of the loss or expenses recognised in the statement of profit and loss for the insured event or the amount received in respect of capital expenditure incurred for reinstatement as per the terms of the insurance policy, as applicable. Any additional amount of compensation is recognised only on final acceptance and determination by the insurance company.

P. Leases

The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether, (i) the contract involves the use of an identified asset (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognises 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 recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements includes 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 recognised 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.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying 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.

The lease liability is initially measured at amortised 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 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.

Q. Income Taxes

Income tax expense represents the sum of the tax currently payable and deferred tax. Current and deferred tax are recognised in the Statement of Profit and Loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

Current Tax

Current tax is measured at the amount expected to be paid to or recovered from the taxation authorities based on the taxable profit for the year. Taxable profit differs from "Profit before tax" as reported in the Statement of Profit and Loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible under the Income-tax Act, 1961. The tax rates and tax laws used to compute the current tax amount are those that are enacted by the reporting date and applicable for the period. The Company offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis or to realise the asset and liability simultaneously.

Deferred Tax

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of such deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting date. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset the corresponding current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

R. Provisions, contingent liabilities and contingent assets

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle such obligation and a reliable estimate can be made of the amount of such obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be recovered and the amount of the receivable can be measured reliably.

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not require an outflow of resources embodying economic benefits or the amount of such obligation cannot be measured reliably. When there is a possible obligation or a present obligation in respect of which likelihood of outflow of resources embodying economic benefits is remote, no provision or disclosure is made.

S. Research and development expenses

Revenue expenditure pertaining to research is charged to the Statement of Profit and Loss. Development costs of products are also charged to the Statement of Profit and Loss unless a product's technical feasibility has been established, in which case such expenditure is capitalised. The amount capitalised comprises expenditure that can be directly attributed or allocated on a reasonable and consistent basis to creating, producing and making the asset ready for its intended use. Property, plant and equipment utilised for research and development are capitalised and depreciated in accordance with the policies stated for property, plant and equipment.

T. Earnings per share

Basic earnings per share is computed by dividing profit or loss attributable to equity shareholders by the weighted average number of equity shares outstanding during the year.

Diluted earnings per share is determined by adjusting the profit or loss attributable to equity shareholders and the weighted average number of equity shares outstanding for the effects of all dilutive potential equity shares.

U. Cash and cash equivalents

Cash and cash equivalents for purposes of cash flow statement include cash on hand, in banks and demand deposits with banks, net of outstanding bank overdrafts that are repayable on demand, book overdraft and are considered part of the Company's cash management system.

V. Exceptional items

An ordinary item of income or expense which by its size, nature, occurrence or incidence requires a disclosure in order to improve understanding of the performance of the Company is treated as an exceptional item in the Statement of Profit and Loss account.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 3.1: Property, plant and equipment and capital work-in-progress

	As at March 31, 2025	As at March 31, 2024
Carrying amounts of:		
Freehold Land	79.08	79.08
Leasehold improvements	3.31	3.50
Buildings	718.02	717.07
Plant and Equipment (including electrical installations)	1,752.69	1,834.16
Furniture and fixtures	13.42	15.17
Vehicles	23.51	19.56
Office equipment	22.35	25.09
Computers	27.80	14.63
	2,640.18	**2,708.26**
Capital work-in-progress [Refer note (iii)]	843.93	319.59
	843.93	**319.59**

	Freehold land	Leasehold improvements	Buildings	Plant and Equipment (including electrical installations)	Furniture and fixtures	Vehicles	Office equipment	Computers	Total
(A) Cost or deemed cost									
Balance at March 31, 2023 [Restated]	**79.08**	**49.76**	**924.81**	**3,509.70**	**29.38**	**30.37**	**90.91**	**41.48**	**4,755.49**
Additions	-	1.10	16.73	259.09	2.11	7.77	4.35	6.79	297.94
Disposals	-	-	(4.47)	(131.72)	(0.03)	(4.24)	(0.36)	(1.09)	(141.91)
Balance at March 31, 2024	**79.08**	**50.86**	**937.07**	**3,637.07**	**31.46**	**33.90**	**94.90**	**47.18**	**4,911.52**
Additions	-	-	43.32	289.63	0.96	13.17	5.70	19.69	372.47
Disposals	-	-	(0.28)	(34.93)	(0.05)	(9.84)	(0.48)	(3.62)	(49.20)
Balance at March 31, 2025	**79.08**	**50.86**	**980.11**	**3,891.77**	**32.37**	**37.23**	**100.12**	**63.25**	**5,234.79**
(B) Accumulated depreciation and impairment									
Balance at March 31, 2023 [Restated]	**-**	**47.26**	**183.82**	**1,575.36**	**13.27**	**9.57**	**60.50**	**28.78**	**1,918.56**
Depreciation expense	-	0.10	40.36	356.65	3.02	6.81	9.61	4.76	421.31
Eliminated on disposal	-	-	(4.18)	(129.10)	-	(2.04)	(0.30)	(0.99)	(136.61)
Balance at March 31, 2024	**-**	**47.36**	**220.00**	**1,802.91**	**16.29**	**14.34**	**69.81**	**32.55**	**2,203.26**
Depreciation expense	-	0.19	42.32	364.03	2.66	6.76	8.37	6.33	430.66
Eliminated on disposal	-	-	(0.23)	(27.86)	0.00	(7.38)	(0.41)	(3.43)	(39.31)
Balance at March 31, 2025	**-**	**47.55**	**262.09**	**2,139.08**	**18.95**	**13.72**	**77.77**	**35.45**	**2,594.61**
(C) Carrying amount									
Balance at March 31, 2024	**79.08**	**3.50**	**717.07**	**1,834.16**	**15.17**	**19.56**	**25.09**	**14.63**	**2,708.26**
Balance at March 31, 2025	**79.08**	**3.31**	**718.02**	**1,752.69**	**13.42**	**23.51**	**22.35**	**27.80**	**2,640.18**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Notes:

(i) The amount of expenditure recognised in the carrying amount of property, plant and equipment (including capital work-in progress) in the course of construction is ₹ 8.78 crores (March 31, 2024: ₹ 4.67 crores) [Refer Note 39].

(ii) Land admeasuring 18.94 acres amounting to ₹ 77.84 crores is registered in the name of Mangal Industries Limited, erstwhile Company from which plastic component business was demerged and merged with the Company pursuant to the Scheme of Arrangement approved by Hon'ble National Company Law Tribunal [Refer Note 47]. The aforementioned land parcel is pending registration in the name of the Company.

(iii) Capital work-in-progress ageing schedule *

Ageing schedule as at March 31, 2025

Particulars	Amount in capital work-in-progress for a period of				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	756.59	81.28	6.06	-	843.93
	756.59	**81.28**	**6.06**	**-**	**843.93**

Capital-work-in progress, where completion is overdue compared to its original plan:

Particulars	To be completed in				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Captive Solar Plant Expansion	7.20	-	-	-	7.20
Reinstatement of Tubular battery plant	513.83	-	-	-	513.83
	521.03	**-**	**-**	**-**	**521.03**

Ageing schedule as at March 31, 2024

Particulars	Amount in capital work-in-progress for a period of				As at March 31, 2024
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	261.72	22.96	33.94	0.97	319.59
	261.72	**22.96**	**33.94**	**0.97**	**319.59**

Capital-work-in progress, where completion is overdue compared to its original plan:

Particulars	To be completed in				As at March 31, 2024
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Captive Solar Plant Expansion	37.81	-	-	-	37.81
	37.81	**-**	**-**	**-**	**37.81**

* There are no capital work-in-progress where estimated cost exceeded its original planned cost as on March 31, 2025 and March 31, 2024. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 3.2 : Right-of-use assets

	As at March 31, 2025	As at March 31, 2024
Carrying amounts of:		
Leasehold land	202.05	203.94
Buildings	154.08	142.48
Plant and Equipment (including electrical installations)	17.46	17.65
Office equipment	-	-
Computers	0.30	0.35
	373.89	**364.42**

	Leasehold land	Buildings	Plant and Equipment (including electrical installations)	Office equipment	Computers	Total
(A) Cost or deemed cost						
Balance at March 31, 2023 [Restated]	**207.47**	**191.94**	**18.49**	**0.01**	**0.35**	**418.26**
Additions	3.73	40.40	-	-	-	44.13
Disposals	-	(20.37)	-	-	-	(20.37)
Balance at March 31, 2024	**211.20**	**211.97**	**18.49**	**0.01**	**0.35**	**442.02**
Additions	-	51.63	-	-	-	51.63
Disposals	-	(24.22)	-	-	-	(24.22)
Balance at March 31, 2025	**211.20**	**239.38**	**18.49**	**0.01**	**0.35**	**469.43**
(B) Accumulated amortisation and impairment						
Balance at March 31, 2023 [Restated]	**4.77**	**56.34**	**0.65**	**0.00**	**0.00**	**61.76**
Amortisation expense	2.49	31.64	0.19	0.01	0.00*	34.33
Eliminated on disposal	-	(18.49)	-	-	-	(18.49)
Balance at March 31, 2024	**7.26**	**69.49**	**0.84**	**0.01**	**0.00**	**77.60**
Amortisation expense	1.89	34.70	0.19	0.00	0.05	36.83
Eliminated on disposal	-	(18.89)	-	-	-	(18.89)
Balance at March 31, 2025	**9.15**	**85.30**	**1.03**	**0.01**	**0.05**	**95.54**
(C) Carrying amount						
Balance at March 31, 2024	**203.94**	**142.48**	**17.65**	**-**	**0.35**	**364.42**
Balance at March 31, 2025	**202.05**	**154.08**	**17.46**	**-**	**0.30**	**373.89**

Note:

Leasehold land admeasuring 15.66 acres amounting to ₹ 25.85 crores is registered in the name of Mangal Industries Limited, erstwhile Company from which plastic component business was demerged and merged with the Holding Company pursuant to the Scheme of Arrangement approved by Hon'ble National Company Law Tribunal [Refer Note 47]. The aforementioned lease is pending to be registered in the name of the Holding Company.

* Amount below ₹ 1 lakh

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 4: Goodwill and Other Intangible Assets

	As at March 31, 2025	As at March 31, 2024
Carrying amounts of:		
(a) Goodwill		
Goodwill [Refer Note 47 and Note (i) below]	427.99	427.99
	427.99	**427.99**
(b) Other Intangible Assets		
Technical Know-how	17.53	31.35
Software	15.10	18.27
	32.63	**49.62**
Total (a) + (b)	**460.62**	**477.61**
Intangible assets under development [Refer Note (ii) below]	0.15	2.06
	0.15	**2.06**

	Goodwill	Technical Know-how	Software	Total
(A) Cost or deemed cost				
Balance at March 31, 2023 [Restated]	**427.99**	**73.70**	**48.16**	**549.85**
Additions	-	-	6.63	6.63
Disposals	-	-	(6.56)	(6.56)
Balance at March 31, 2024	**427.99**	**73.70**	**48.23**	**549.92**
Additions	-	-	7.60	7.60
Disposals	-	-	(0.09)	(0.09)
Balance at March 31, 2025	**427.99**	**73.70**	**55.74**	**557.43**
(B) Accumulated amortisation and impairment				
Balance at March 31, 2023 [Restated]	**-**	**28.53**	**26.52**	**55.05**
Amortisation expense	-	13.82	9.48	23.30
Eliminated on disposal	-	-	(6.04)	(6.04)
Balance at March 31, 2024	**-**	**42.35**	**29.96**	**72.31**
Amortisation expense	-	13.82	10.75	24.57
Eliminated on disposal	-	-	(0.07)	(0.07)
Balance at March 31, 2025	**-**	**56.17**	**40.64**	**96.81**
(C) Carrying amount				
Balance at March 31, 2024	**427.99**	**31.35**	**18.27**	**477.61**
Balance at March 31, 2025	**427.99**	**17.53**	**15.10**	**460.62**

Notes:

(i) Allocation of Goodwill to cash generating units

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the Cash Generating Units (CGU) or groups of CGUs, which benefit from the synergies of the acquisition which is assessed primarily to be the lead acid batteries business.

Particulars	As at March 31, 2025	As at March 31, 2024
Lead acid batteries business	427.99	427.99

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

The Company tests goodwill annually for impairment, or more frequently if there are indications that goodwill might be impaired.

The recoverable amount of the Lead acid batteries (LAB) business has been estimated using the value-in-use methodology, which reflects the present value of future cash flows expected to be generated by the CGU. Cash flow projections have been prepared for a five-year forecast period, with growth assumptions derived from historical performance trends. These projections are based on the five-year strategic plan duly approved by management. A pre-tax discount rate, derived from the Company's weighted average cost of capital (WACC), has been applied in the valuation. The impairment assessment has been carried out considering the following key assumptions:

Particulars	%
Terminal growth rate	3%
Weighted average cost of capital ('WACC')	12.99%

The Company has conducted an analysis of the sensitivity of the impairment test to changes in the key assumptions used to determine the recoverable amount for the CGU to which goodwill is allocated. The Management believe that any reasonably possible change in the key assumptions on which the recoverable amount of LAB is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the LAB business.

(ii) Intangible assets under development ageing schedule *

Particulars	Amount in intangible assets under development for a period of				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	0.15	-	-	-	0.15
	0.15	**-**	**-**	**-**	**0.15**

Particulars	Amount in intangible assets under development for a period of				As at March 31, 2024
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	2.02	0.04	-	-	2.06
	2.02	**0.04**	**-**	**-**	**2.06**

* There are no intangible assets under development where completion is overdue against original planned timelines or where estimated cost exceeded its original planned cost as on March 31, 2025 and March 31, 2024. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

Note 5 : Investments

	As at March 31, 2025	As at March 31, 2024
Non-current		
(I) Investments in equity instruments		
Quoted investments (fully paid) [at FVTOCI]		
(i) Standard Batteries Limited 125 (March 31, 2024: 125) equity shares of ₹ 1 each *	0.00	0.00
(ii) Nicco Corporation Limited Nil (March 31, 2024: 25) equity shares of ₹ 2 each *	-	0.00
(iii) Exide Industries Limited 10,000 (March 31, 2024: 10,000) equity shares of ₹ 1 each	0.36	0.30
(iv) HBL Power Systems Limited 5,500 (March 31, 2024: 5,500) equity shares of ₹ 1 each	0.26	0.25
Total aggregate quoted investments [A]	**0.62**	**0.55**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
Unquoted investments (fully paid)		
(a) Investments in subsidiary (at cost unless stated otherwise)		
(i) Amara Raja Batteries Middle East (FZE), U.A.E 2 (March 31, 2024: 2) equity shares of 1,50,000 AED each	0.57	0.57
(ii) Amara Raja Circular Solutions Private Limited 46,66,67,000 (March 31, 2024: 28,00,00,000) equity shares of ₹ 10 each	600.00	320.00
(iii) Amara Raja Advanced Cell Technologies Private Limited 48,60,44,500 (March 31, 2024: 40,00,00,000) equity shares of ₹ 10 each	850.01	400.00
(iv) Amara Raja Power Systems Limited 93,98,015 (March 31, 2024: 93,98,015) equity shares of ₹ 10 each [Refer Note 48]	133.00	133.00
(b) Investments in others (at FVTOCI)		
(i) Indian Lead Limited 1,128 (March 31, 2024: 1,128) equity shares of ₹ 10 each *	0.00	0.00
(ii) Andhra Pradesh Gas Power Corporation Limited 1,206,000 (March 31, 2024: 1,206,000) equity shares of ₹ 10 each [Refer footnote to Note 31(i) and footnote (i) to Note 43D]	-	-
(iii) Log 9 Materials Scientific Private Limited 22,524 (March 31, 2024: 22,524) equity shares of ₹ 1 each [Refer note below and footnote (ii) to Note 43D]"	-	51.15
(iv) Inobat AS [Formerly known as Inobat Auto AS] 109,01,043 (March 31, 2024: 53,50,114) equity shares of 0.25 NOK each [Refer note below and footnote (iii) to Note 43D]	351.28	99.41
Total aggregate unquoted investments [B]	**1,934.86**	**1,004.13**
Total investments in equity instruments [C = A+B]	**1,935.48**	**1,004.68**
(II) Investment in Preference Shares		
Unquoted investments (fully paid) [at FVTOCI]		
(i) Log 9 Materials Scientific Private Limited 92,263 (March 31, 2024: 92,263) Compulsorily Convertible Preference Shares of ₹ 100 each [D] [Refer note below and footnote (ii) to Note 43D]	-	209.46
(III) Investments carried at amortised cost		
6 years National Savings Certificates [E]	-	0.01
Total Non-current investments [F=C+D+E]	**1,935.48**	**1,214.15**
Aggregate book value of quoted investments - at cost	0.01	0.01
Aggregate market value of quoted investments	0.62	0.55
Aggregate amount of unquoted investments	1,934.86	1,213.59
* Amounts below ₹ 1 lakh		
Current		
Investments mandatorily measured at fair value through profit or loss (FVTPL)		
Quoted investments in mutual funds		
SBI Savings Fund - Direct Plan - Growth 1,20,04,236.53 units of ₹ 43.60 (March 31, 2024: 2,52,66,647.35 units of ₹ 40.44)	52.34	102.18
Aditya Birla Sunlife Savings Fund - Growth Direct Plan Nil (March 31, 2024 : 17,95,510.63 units of ₹ 506.20)	-	90.89
Aditya Birla Sunlife Liquid Fund - Growth Direct plan 2,41,802.47 units of ₹ 418.73 (March 31, 2024: Nil)	10.12	-
ICICI Ultra Short Term Fund - Direct Plan - Growth Nil (March 31, 2024: 74,17,186.06 units of ₹ 27.23)	-	20.20
UTI - Ultra Short Term Fund - Direct Growth Plan Nil (March 31, 2024: 76,353.96 of ₹ 4,137.54)	-	31.59
UTI Money Market Fund - Direct Growth Plan Nil (March 31, 2024: 70,895.85 units of ₹ 2,837.22)	-	20.11
Total Quoted investments measured at FVTPL	**62.46**	**264.97**
Total Current investments	**62.46**	**264.97**
* Amount below ₹ 1 Lakh		

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
Aggregate book value of quoted investments - at cost	62.02	262.22
Aggregate market value of quoted investments	62.46	264.97

Note:

The Company holds shares of Inobat AS and Log 9 Materials Scientific Private Limited. The management of the Company do not consider that the Company is able to exercise significant influence over these entities as majority of the equity share capital is held by other shareholders, who also manage the day-to-day operations of these entities.

The valuation methodology for these investments is disclosed in Note 43D.

These investments are not held for trading. Instead, they are held for medium to long-term strategic purposes. Accordingly, the management of the Company have elected to designate these investments in equity instruments as at FVTOCI as they believe that recognising short-term fluctuations in these investments' fair value in profit or loss would not be consistent with the Company's strategy of holding these investments for long-term purposes and realising their performance potential in the long run.

Note 6: Loans

Measured at amortised cost

	As at March 31, 2025	As at March 31, 2024
Current		
Loans to related parties [Refer Note below and 36(c)]		
- Considered good - Unsecured	-	100.00
Total	**-**	**100.00**

Note:

The Company had advanced working capital loan to Amara Raja Advanced Cell Technologies Private Limited which was repayable on demand and carried an interest of 8% p.a. The loan was repaid during the year along with interest thereon.

Note 7: Other financial assets

	As at March 31, 2025	As at March 31, 2024
Non-current		
(a) Security deposits*	11.99	10.37
Total	**11.99**	**10.37**
* Includes to related parties ₹ 4.48 crores (As at March 31, 2024: ₹ 4.48 crores)		
Current		
(a) Advances to related parties:		
(i) Reimbursable expenses	12.24	12.39
(b) Security deposits	2.15	2.23
(c) Interest accruals:		
(i) Interest accrued on loans and deposits	3.49	4.17
(ii) Interest accrued on overdue trade receivables	0.02	0.03
(d) Insurance claim and other receivable (Refer Note 30)	4.80	73.55
Total	**22.70**	**92.37**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 8: Inventories

(at lower of cost and net realisable value)

	As at March 31, 2025	As at March 31, 2024
(a) Raw materials and bought-out components	614.95	531.46
(b) Work-in-progress	431.69	394.57
(c) Finished goods	604.86	573.74
(d) Stock-in-trade (goods purchased for resale)	275.60	195.99
(e) Stores and spares (including secondary packing material)	108.49	112.51
(f) Loose tools and others	0.85	1.27
Total	**2,036.44**	**1,809.54**
Raw materials includes material-in-transit	106.26	76.27

Notes:

(i) The cost of inventories recognised as an expense during the year has been disclosed on the face of the Statement of Profit and Loss, Notes 24 and 28.

(ii) The cost of inventories recognised as an expense includes ₹ 3.50 crores (during 2023-24: ₹ 1.92 crores) in respect of write-down of inventory to net realisable value, and has been reduced by ₹ Nil crores (during 2023-24: ₹ Nil) in respect of reversal of such write-downs.

(iii) There are no inventories expected to be liquidated after more than twelve months.

(iv) The mode of valuation of inventories has been stated in Note 2.E.

Note 9: Trade receivables

	As at March 31, 2025	As at March 31, 2024
(a) Unsecured, considered good	1,142.80	1,017.07
(b) Considered doubtful	0.23	1.94
	1,143.03	**1,019.01**
Less: Allowance for doubtful receivables	(0.23)	(1.94)
Total	**1,142.80**	**1,017.07**

Trade receivables ageing schedule

Particulars	Not due	Outstanding for following periods from due date of payment					As at March 31, 2025
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Trade receivables - Unsecured							
(i) Undisputed, considered good	1,010.82	130.39	1.59	-	-	-	1,142.80
(ii) Undisputed, considered doubtful	-	-	-	0.04	0.05	-	0.09
(iii) Disputed, considered good	-	-	-	-	-	-	-
(iv) Disputed, considered doubtful	-	-	-	0.01	-	0.13	0.14
	1,010.82	**130.39**	**1.59**	**0.05**	**0.05**	**0.13**	**1,143.03**
Less: Allowance for doubtful receivables							(0.23)
Total							**1,142.80**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	Not due	Outstanding for following periods from due date of payment					As at March 31, 2024
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Trade receivables - Unsecured							
(i) Undisputed, considered good	895.07	121.47	0.53	-	-	-	1,017.07
(ii) Undisputed, considered doubtful	-	-	0.02	0.22	0.21	0.07	0.52
(iii) Disputed, considered good	-	-	-	-	-	-	-
(iv) Disputed, considered doubtful	-	-	-	-	-	1.42	1.42
	895.07	**121.47**	**0.55**	**0.22**	**0.21**	**1.49**	**1,019.01**
Less: Allowance for doubtful receivables							(1.94)
Total							**1,017.07**

Notes:

(i) The average credit period for after market sales is one week and for sales to other customers is in the range of 30 - 60 days. No interest is charged on overdue receivables, except for overdue balances of related parties.

(ii) Of the trade receivables balance, ₹ 188.70 crores (as at March 31, 2024: ₹ 224.58 crores) is due from one of the Company's large customer (March 31, 2024: two of the Company's large customers). There are no other customers who represent more than 10% of the total balance of trade receivables.

(iii) The Company has used a practical expedient by computing the expected credit loss allowance for doubtful trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and adjusted for forward-looking estimates. The expected credit loss allowance is based on the ageing of the receivables which are due and the rates used in the provision matrix.

(iv) Movement in the expected credit loss allowance

	For the year ended March 31, 2025	For the year ended March 31, 2024
Balance at the beginning of the year	1.94	2.36
Add: Provision created during the year	0.05	0.15
Less: Provision reversed / released during the year	(1.76)	(1.60)
Add: Transfer from held for sale [Refer Note 33]	-	1.03
Balance at the end of the year	**0.23**	**1.94**

Note 10 (a): Cash and cash equivalents

	As at March 31, 2025	As at March 31, 2024
(a) Balances with banks		
(i) in current accounts	9.35	21.57
(ii) in EEFC accounts	139.91	67.49
(b) Cheques on hand	3.54	0.16
(c) Cash in hand*	0.00	-
Cash and cash equivalents as per the cash flow statement	**152.80**	**89.22**

*Amount below ₹ 1 Lakh

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 10(b): Other bank balances

	As at March 31, 2025	As at March 31, 2024
(a) In deposit accounts		
(i) original maturity more than 3 months but less than 12 months	0.01	1.46
(b) In earmarked accounts		
(i) Dividend accounts	2.48	2.89
(ii) Balances held as margin money against guarantees given	10.01	10.90
Total	**12.50**	**15.25**

Note 11: Other assets

	As at March 31, 2025	As at March 31, 2024
Non-current		
(a) Capital advances	58.55	90.04
(b) Capital advances to related parties	19.06	23.24
(c) Prepaid expenses	1.51	1.36
(d) Balances with government authorities	14.75	15.15
(e) Other deposits (Electricity deposits, for other utilities, etc.)	47.93	47.78
Total	**141.80**	**177.57**
Current		
(a) Contractually reimbursable expenses	4.95	3.79
(b) Commercial advances	66.65	79.07
(c) Advances to employees	2.39	1.98
(d) Balances with government authorities (Advances, GST credit and VAT credit)	24.27	26.04
(e) Prepaid expenses	17.09	21.25
(f) Other receivables (export incentives, etc.)	24.44	24.30
(g) Balance in gratuity fund (net of obligations) [Refer Note 34]	1.87	4.17
Total	**141.66**	**160.60**

Note 12: Equity share capital

	As at March 31, 2025		As at March 31, 2024	
	Number of shares	Amount	Number of shares	Amount
(a) Authorised				
Equity shares of ₹ 1/- each	20,00,00,000	20.00	20,00,00,000	20.00
(b) Issued				
Equity shares of ₹ 1/- each	18,72,41,364	18.72	18,72,41,364	18.72
(c) Subscribed and fully paid-up				
Equity shares of ₹ 1/- each	18,30,25,364	18.30	18,30,25,364	18.30
	18,30,25,364	**18.30**	**18,30,25,364**	**18.30**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Notes:

(i) Reconciliation of the number of shares and amount outstanding at the beginning and at the end of the year:

Equity shares	Number of shares	Amount
Balance at March 31, 2023	**17,08,12,500**	**17.08**
Issue of shares during the year [Refer Note 47]	1,22,12,864	1.22
Balance at March 31, 2024	**18,30,25,364**	**18.30**
Changes during year	-	-
Balance at March 31, 2025	**18,30,25,364**	**18.30**

(ii) Rights, preferences and restrictions attached to the equity shares:

The Company has only one class of shares referred to as equity shares having a face value of ₹ 1 each. Each holder of equity share is eligible for one vote per share held. The Company declares and pays dividends in Indian rupees and foreign currency. The dividend proposed by the Board of Directors is subject to the approval of the Shareholders in the ensuing Annual General Meeting, except in the case of interim dividend. In the event of liquidation, the holders of equity shares will be entitled to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to the number of equity shares held by the shareholders.

(iii) Details of equity shares held by each shareholder holding more than 5% of the equity shares:

	As at March 31, 2025		As at March 31, 2024	
	Number of shares	%	Number of shares	%
RNGalla Family Private Limited	6,01,45,316	32.86	6,01,45,316	32.86
Nalanda India Equity Fund Limited	1,60,36,938	8.76	1,68,80,938	9.22
Life Insurance Corporation of India	1,15,48,339	6.31	1,23,54,916	6.75

(iv) Details of equity shares held by promoters at the end of the year

Promoter Name	As at March 31, 2025		As at March 31, 2024		% Change during the year
	Number of shares	%	Number of shares	%	
RNGalla Family Private Limited	6,01,45,316	32.86	6,01,45,316	32.86	0%

Note 13: Other equity

	As at March 31, 2025	As at March 31, 2024
(a) General reserve	890.14	793.75
This reserve is created by an appropriation from one component of equity (generally retained earnings) to another, not being an item of Other Comprehensive Income. The same can be utilised by the Company in accordance with the provisions of the Companies Act, 2013.		
(b) Capital reserve*	0.00	0.00
Any profit or loss on purchase, sale, issue or cancellation of the company's own equity instruments is transferred to capital reserve.		
(c) Securities premium	702.53	702.53
This reserve represents the premium on issue of shares and can be utilised in accordance with the provisions of the Companies Act, 2013.		

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
(d) Equity instruments through other comprehensive income	(60.09)	102.95
Change in fair value of equity instruments through other comprehensive income.		
(e) Retained earnings	5,827.39	5,151.12
Retained earnings represents the cumulative undistributed profits of the Company and can be utilised in accordance with the provisions of the Companies Act, 2013.		
Total	**7,359.97**	**6,750.35**

*Amount below ₹ 1 Lakh

Note 14: Borrowings

	As at March 31, 2025	As at March 31, 2024
Non-current		
Secured - at amortised cost		
Term Loans from bank		
- State Bank of India [Refer note (i)]	-	25.99
Total	**-**	**25.99**
Current		
Secured - at amortised cost		
Term Loans from bank		
- State Bank of India [Refer note (i)]	-	17.70
Unsecured - at amortised cost		
Sales tax deferment loans [Refer note (ii)]	0.00*	9.64
Short term credit from banks [Refer note (iii)]	144.52	-
Total	**144.52**	**27.34**

*Amount below ₹ 1 Lakh

Notes:

(i) During the current year the term loans were prepaid and closed by the Company and accordingly, registration of satisfaction of charge has been filed with the Registrar of Companies.

Details of terms of repayment and security provided in respect of term loans from banks:

The loan was secured by hypothecation of plant and machinery of plastic component division.

Borrowings Repayable	Rate of Interest	Remaining Number of installments	Balance amount As at March 31, 2024
(a) ₹ 19.86 crores term loan repayable in 13 quarterly installments commencing from April 1, 2022	3 Months MCLR + 0.1%	5	7.52
(b) ₹ 48.87 crores term loan repayable in 18 quarterly installments commencing from January 1, 2022	6 Months MCLR + 0.1%	13	36.17

Pursuant to the business combination approved by Hon'ble National Company Law Tribunal which was effective from February 1, 2024, term loans were transferred in the name of the Company.

(ii) The interest free sales tax deferment loans were availed by the Company under the Government of Andhra Pradesh TARGET 2000 New Industrial Policy as per which the loans are repayable at the end of the 14th year from the year in which these loans were availed. The Company has also entered into agreements with the Deputy Commissioner of Commercial Taxes, Chittoor in respect of the aforementioned loans as per which the repayment schedule of the loans have been determined as being repayable at the end of the 14th year from the month in which these loans were availed. The Management is however of the

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

view that these loans are repayable at the end of the 14th year from the year in which these loans were availed in terms of the sanction of these loans by the Government of Andhra Pradesh, Commissionerate of Industries and are accordingly making an yearly repayment of these loans.

(iii) Represents commercial credit card facility for payment of direct and indirect taxes with a credit period of 50 days.

Note 15: Lease Liabilities^

	As at March 31, 2025	As at March 31, 2024
Non-current		
Lease liabilities	81.05	73.23
Total	**81.05**	**73.23**
Current		
Lease Liabilities	32.77	26.11
Total	**32.77**	**26.11**

^ Also refer Note 38

Note 16 : Provisions

	As at March 31, 2025	As at March 31, 2024
Non-current		
Employee benefits		
- Compensated absences	30.80	26.50
Other provisions		
- Product warranty [Refer Note 42]	148.94	134.46
Total	**179.74**	**160.96**
Current		
Employee Benefits		
- Compensated absences	7.32	6.86
Other provisions		
- Product warranty [Refer Note 42]	163.26	124.50
Total	**170.58**	**131.36**

Note 17: Deferred tax liabilities (net)

	As at March 31, 2025	As at March 31, 2024
The following is the analysis of deferred tax assets/(liabilities) presented in the Balance Sheet :		
(a) Deferred tax assets	16.78	18.12
(b) Deferred tax liabilities	(90.01)	(106.61)
Total	**(73.23)**	**(88.49)**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

2024-2025 Deferred tax (liabilities) / assets in relation to :	Opening balance	Recognised in profit and loss	Reclassified as held for sale	Recognised in other comprehensive income	Closing balance
Property, plant and equipment	(70.97)	(8.51)	-	-	(79.48)
Financial assets measured at fair value	(35.64)	0.54	-	24.57	(10.53)
Provision for doubtful receivables	0.49	(0.38)	-	-	0.11
Provision for employee benefits	11.97	(0.76)	-	-	11.21
Others	5.66	(0.20)	-	-	5.46
	(88.49)	**(9.31)**	**-**	**24.57**	**(73.23)**

2023-2024 Deferred tax (liabilities) / assets in relation to :	Opening balance	Recognised in profit and loss	Reclassified as held for sale [Refer Note 33]	Recognised in other comprehensive income	Closing balance
Property, plant and equipment	(76.41)	5.77	(0.33)	-	(70.97)
Financial assets measured at fair value	(36.49)	(0.65)	-	1.50	(35.64)
Provision for doubtful receivables	1.06	(0.57)	-	-	0.49
Provision for employee benefits	8.22	3.75	-	-	11.97
Others	-	5.66	-	-	5.66
	(103.62)	**13.96**	**(0.33)**	**1.50**	**(88.49)**

Note 18: Trade payables

	As at March 31, 2025	As at March 31, 2024
(a) Total outstanding dues of Micro enterprises and small enterprises [Refer Note 32]	58.22	30.44
(b) Total outstanding dues of creditors other than Micro enterprises and small enterprises	988.32	809.39
	1,046.54	**839.83**

Trade Payables ageing schedule

Particulars	Not due	Outstanding for following periods from due date of payment				As at March 31, 2025
		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(i) MSME	58.08	0.14	-	-	-	58.22
(ii) Other than MSME	689.27	141.63	0.34	0.05	1.38	832.67
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Other than MSME	155.65	-	-	-	-	155.65
	903.00	**141.77**	**0.34**	**0.05**	**1.38**	**1,046.54**

Particulars	Not due	Outstanding for following periods from due date of payment				As at March 31, 2024
		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(i) MSME	30.44	-	-	-	-	30.44
(ii) Other than MSME	533.46	108.74	3.56	1.33	3.63	650.72
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Other than MSME	158.67	-	-	-	-	158.67
	722.57	**108.74**	**3.56**	**1.33**	**3.63**	**839.83**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 19: Other financial liabilities

	As at March 31, 2025	As at March 31, 2024
Current		
(a) Unpaid dividends	2.48	2.89
(b) Other payables: [Refer Note (i) below]		
(i) Payables on purchase of property, plant and equipment	158.97	76.79
(ii) Others (employee related, others) [Refer Note (ii) below]	292.98	240.82
Total	**454.43**	**320.50**

Notes:

i. Other payables includes payable to Micro & Small enterprises of ₹ 10.04 crores (Refer Note 32).

ii. Other liabilities includes employees related payables (including payable to Chairman & Managing Director and Executive Directors) (Refer Note 36), commission payable to Other Directors, outstanding liabilities for incentives and trade schemes, etc.

Note 20: Income tax assets /liabilities (net)

	As at March 31, 2025	As at March 31, 2024
Non-Current		
Advance tax / TDS receivable (net of provisions)	13.61	11.26
Total	**13.61**	**11.26**

Note 21: Other liabilities

	As at March 31, 2025	As at March 31, 2024
Non-current		
(a) Revenue received in advance		
(i) Deferred revenue arising from government grant [Refer Note below]	80.38	59.07
Total	**80.38**	**59.07**
Current		
(a) Revenue received in advance		
(i) Deferred revenue arising from government grant [Refer Note below]	10.99	11.51
(b) Statutory remittances (GST, PF, VAT, TDS, etc.)	88.22	112.07
(c) Advances from customers	55.63	53.60
(d) Accruals relating to trade promotion schemes	196.66	135.60
Total	**351.50**	**312.78**

Note:

The deferred revenue of ₹ 91.37 crores (March 31, 2024: ₹ 70.58 crores) arises primarily as a result of duty benefit received on import of plant and equipment under Export Promotion Capital Goods (EPCG) schemes of the Government of India. It also includes subsidy received on lease of immovable property from State Industries Promotion Corporation of Tamil Nadu. The deferred revenue will be recognised in the Statement of Profit and Loss in the proportion of depreciation charged on such assets.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 22: Revenue from operations

	For the year ended March 31, 2025	For the year ended March 31, 2024
a. Sale of products (Refer Note (i) below)	12,281.31	11,160.34
b. Sale of services (Refer Note (ii) below)	63.07	45.29
c. Other operating revenues (Refer Note (iii) below)	60.51	54.67
Total	**12,404.89**	**11,260.30**
Notes:		
(i) Sale of products comprises:		
Manufactured goods		
- Storage batteries	10,473.81	9,845.12
Sub-total - Sale of manufactured goods	**10,473.81**	**9,845.12**
Traded goods		
- Storage batteries and Components	1,475.89	1,153.97
- Home UPS and others	331.61	161.25
Sub-total - Sale of traded goods	**1,807.50**	**1,315.22**
Total - Sale of products	**12,281.31**	**11,160.34**
(ii) Sale of services comprise:		
- Installation and Commissioning	6.72	6.51
- Operational maintenance services including annual maintenance	38.60	23.57
- Others (subject and other matters experts, service charges, etc.)	17.75	15.21
Total - Sale of services	**63.07**	**45.29**
(iii) Other operating revenues comprise:		
- Sale of process scrap	8.14	4.70
- Export benefits (including RoDTEP, Duty Drawback & EPCG benefits) [Refer Note (iv) below]	52.37	49.97
Total - Other operating revenues	**60.51**	**54.67**
(iv) Includes ₹ 12.33 crores (for the year ended March 31, 2024: ₹ 12.30 crores) recognised as income in proportion to the depreciation charged to the Statement of Profit and Loss. [Refer Note 21]		
(v) Reconciliation of gross revenue with the revenue from contracts with customers:		
Gross Revenue	12,805.93	11,593.43
Less: Incentives and Discounts	(461.55)	(387.80)
Net revenue recognised from Contracts with Customers	**12,344.38**	**11,205.63**
(vi) Geographical information		
The Company operates in India and makes certain sales to customers situated outside India. The revenue from external customers by location of customers is detailed below. All the non-current assets of the Company are situated within India.		
India	10,730.64	9,791.50
Outside India	1,674.25	1,468.80
Total	**12,404.89**	**11,260.30**

Refer to Note 43 on Financial Instruments and related disclosures for information on revenue from major customers.

Note 23: Other income

	For the year ended March 31, 2025	For the year ended March 31, 2024
a) Interest income		
(i) Interest income earned on financial assets that are not designated as at FVTPL		
- Bank deposits (at amortised cost)	1.67	2.21
- Other financial assets carried at amortised cost	0.10	0.22
- Unwinding of discounts on rental deposits	0.30	0.28
	2.07	**2.71**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2025	For the year ended March 31, 2024
b) Dividend income		
(i) Dividend from equity investments designated as at FVTOCI *	0.00	0.00
*Amount below ₹ 1 Lakh	**0.00**	**0.00**
c) Other non-operating income		
(i) Interest income on loans and other deposits	4.15	11.49
(ii) Sale of non process scrap	11.23	8.20
(iii) Liabilities no longer required written back	4.54	11.35
(iv) Provision for doubtful trade receivables written back	0.19	1.60
(v) Others	16.47	16.05
	36.58	**48.69**
d) Other gains and losses		
(i) Gain on disposal of mutual fund units	15.31	17.82
(ii) Net foreign exchange gains	38.20	29.43
(iii) Net gain arising on financial assets mandatorily measured at FVTPL [Refer Note below]	0.44	2.75
(iv) Gain on de-recognition of Right-of-use assets	0.69	0.14
	54.64	**50.14**
Total (a+b+c+d)	**93.29**	**101.54**

Note:

The amount represents the increase in fair value on non-derivative current investments which are mandatorily measured at fair value. [Refer Note 5]

Note 24: Changes in inventories of finished goods, work-in-progress and stock-in-trade

	For the year ended March 31, 2025	For the year ended March 31, 2024
Inventories at the beginning of the year		
Finished goods - storage batteries	573.74	493.45
Work-in-progress	394.57	359.86
Stock-in-trade	195.99	139.80
[A]	**1,164.30**	**993.11**
Inventories at the end of the year		
Finished goods - storage batteries	604.86	573.74
Work-in-progress	431.69	394.57
Stock-in-trade	275.60	195.99
[B]	**1,312.15**	**1,164.30**
Increase in finished goods, work-in-progress and stock-in-trade [A-B]	**(147.85)**	**(171.19)**

Note 25: Employee benefits expense

	For the year ended March 31, 2025	For the year ended March 31, 2024
(a) Salaries and wages [Refer Note Below]	610.08	572.99
(b) Contribution to provident and other funds [Refer Note 34]	53.47	50.27
(c) Staff welfare expenses	83.23	76.18
Total	**746.78**	**699.44**

Note: Includes remuneration to Chairman & Managing Director and Executive Directors. Refer Note 36

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 26: Finance costs

	For the year ended March 31, 2025	For the year ended March 31, 2024
(a) Interest costs:		
(i) Interest on term loan	1.85	6.84
(b) Other borrowing costs:		
(i) Unwinding of discounts on warranty provision [Refer Note 42]	15.96	15.10
(ii) Interest on leases liabilities [Refer Note 38]	9.59	7.39
(iii) Others	14.84	3.84
Total	**42.24**	**33.17**

Note 27: Depreciation and amortisation expense

	For the year ended March 31, 2025	For the year ended March 31, 2024
Depreciation of property, plant and equipment (including on right-of-use assets) [Refer Note 3.1 and 3.2]	467.49	455.64
Amortisation of intangible assets [Refer Note 4]	24.57	23.30
Less: Depreciation capitalised to property, plant and equipment/ capital work-in-progress	-	(0.22)
Total	**492.06**	**478.72**

Note 28: Other expenses

	For the year ended March 31, 2025		For the year ended March 31, 2024	
Consumption of stores and spares (including packing material)		163.13		148.86
Tools consumed		1.54		1.05
Power and fuel		343.34		280.55
Rent		3.05		3.58
Repairs and maintenance				
- Plant and machinery		13.47		16.96
- Buildings		7.84		6.29
- Others		11.85		11.60
Insurance		65.73		58.41
Rates and taxes		6.10		25.11
Communication		2.68		2.85
Travelling and conveyance		33.88		33.23
Outward freight and handling charges		346.60		303.44
Advertisement and sales promotion		73.75		69.90
Expenditure on Corporate Social Responsibility (Refer Note 45)		19.24		16.80
Legal and professional		73.43		52.92
Payment to auditors [Refer Note below]		1.43		1.42
Bad trade receivables written off	2.35		0.40	
Less : Provision released	(1.57)		-	
		0.78		0.40
Provision for doubtful trade receivables		0.05		0.15
Provision for doubtful advances and other receivables		0.26		-
Loss on sale of property, plant and equipment (net) / written off		4.93		3.59

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2025	For the year ended March 31, 2024
Warranty expenses (net)	289.97	202.20
Service expenses	46.95	32.28
Printing and stationery	2.70	2.68
Miscellaneous expenses	109.26	131.07
Total	**1,621.96**	**1,405.34**

Note: Payment to auditors comprise (net of GST)

	For the year ended March 31, 2025	For the year ended March 31, 2024
(a) To statutory auditors		
- Statutory audit fee	1.03	1.03
- Limited review fee	0.20	0.20
- Tax audit fee	0.05	0.05
- Certification fee	0.04	0.04
- Reimbursement of expenses	0.06	0.05
(b) To cost auditor for cost audit	0.05	0.05
	1.43	**1.42**

Note 29: Income tax recognised in profit or loss

	For the year ended March 31, 2025	For the year ended March 31, 2024
Current Tax		
In respect of the current year	324.53	317.80
In respect of the prior years	1.41	1.33
Total	**325.94**	**319.13**
Deferred Tax		
In respect of the current year	9.31	(13.96)
Total	**9.31**	**(13.96)**
Total income tax expense recognised	**335.25**	**305.17**

The income tax expense for the year can be reconciled to the accounting profit as follows:

	For the year ended March 31, 2025	For the year ended March 31, 2024
Profit before tax	1,299.15	1,211.03
Income tax expense calculated at 25.168% (2023-24 : 25.168%)	326.97	304.79
Tax effects of amounts which are not deductible in determining taxable profit	7.30	5.39
Impact of deferred tax in relation to taxes of earlier years	1.14	(5.49)
Effect of concessions and allowances	(2.34)	(0.85)
Effect of taxation of prior year	1.41	1.33
Others	0.77	-
Income tax expense recognised in profit or loss	**335.25**	**305.17**

Note:

The tax rate used for the year 2024-2025 and 2023-2024 reconciliations above is the corporate tax rate of 25.168% payable by corporate entities in India on taxable profits under the Indian tax law.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 30: Exceptional items

On January 30, 2023, a fire broke out at one of the manufacturing facilities of the Company at Chittoor, Andhra Pradesh which caused damage to the Company's property, plant and equipment and inventories. There were no loss of lives. The Company recognised a loss of ₹ 438.56 crores arising from such incident and the said losses and the corresponding credit arising from the insurance claim receivable were presented on a net basis during the year ended March 31, 2023.

During the year ended March 31, 2025, the Company has received an on-account payment of ₹ 175 crores from the Insurance Company (March 31, 2024: ₹ 224.13 crores) towards the insurance claim (including on reinstatement basis for property, plant and equipment) lodged on account of damage to its assets. The Company has also realised ₹ 11.07 crores (March 31, 2024: ₹ 100.13 crores) from processing and/or sale of scrap generated from the fire accident.

An amount of ₹ 111.07 crores representing difference between the cumulative amount received and the insurance claim receivable recognised in books, has been recognised as exceptional item in the Statement of Profit and Loss.

Note 31: Contingent liabilities and commitments

	As at March 31, 2025	As at March 31, 2024
(i) Contingent Liabilities (to the extent not provided for) :		
Claims against the Company not acknowledged as debt		
Matters under dispute:		
- Excise duty / Service tax / Customs	97.34	86.80
- Sales tax/VAT and GST	71.21	22.28
- Income tax	26.48	24.92
- Electricity related (Refer Note below)	45.61	36.28
- Other (Building and other construction workers welfare cess, wealth tax, etc.)	8.85	9.08

It is not practicable for the Company to estimate the closure of these issues and the consequential timings of cash flows, if any, in respect of the above.

Note:

Includes an amount of ₹ 10.54 crores (March 31, 2024: ₹ 10.54 crores) which has been claimed by Andhra Pradesh Gas Power Corporation Limited ('APGPCL') with respect to the power supplied by it to the Company through Andhra Pradesh Southern Power Distribution Corporation Limited ('APSPDCL'). The Management has contended that the said dues charged by APSPDCL as part of the regular electricity bills has been duly discharged by the Company to APSPDCL.

APGPCL has also consequently placed a lien on the investment held by the Company in it for non-payment of dues. The Management has initiated arbitration proceedings against the claim and the said action of APGPCL and is confident of a favourable outcome in this matter.

(ii) Commitments:

	As at March 31, 2025	As at March 31, 2024
(a) Estimated amount of contracts remaining to be executed on capital account and not provided for (net of capital advances)	382.89	590.07
(b) The Company has certain outstanding export obligations/ commitments which the Management is confident of meeting within the stipulated period of time / obtaining suitable extensions, wherever required.		
(c) The Company has committed a capital investment of ₹ 495.51 crores to the State Industries Promotion Corporation of Tamil Nadu Limited upon entering into a lease agreement for land in Cheyyar for 99 years.		

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
(d) As per the Battery Waste Management Rules, 2022, as amended, the Company has an obligation to complete the Extended Producer Responsibility (EPR) targets based on batteries placed in the market. The Company is confident of fulfilling the obligation of EPR targets through the generation of required EPR credits from waste batteries collection and other approved mechanisms.		
(e) As per the E-Waste (Management) Rules, 2022, as amended, the Company has an obligation to complete the Extended Producer Responsibility (EPR) targets. The obligation for a financial year is measured based on sale of inverters made in the preceding 7th year. The Company shall fulfil its obligation for the current financial year through purchase of EPR credits. The Company believes that it will have an e-waste obligation for future years, only if it participate in the market in such years.		
(f) The Company along with its subsidiaries has entered into a Memorandum of Understanding with the Government of Telangana for setting up of new energy related projects in the State of Telangana.		

Note 32: Based on and to the extent of information available with the Company under Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act), the relevant particulars as at reporting date are furnished below:

	As at March 31, 2025	As at March 31, 2024
(i) Principal amount due to suppliers under MSMED Act, as at the end of the year*	68.25	30.44
(ii) Interest accrued and due to suppliers under MSMED Act on the above amount as at the end of the year	0.00	-
(iii) Payment made to suppliers (other than interest) beyond the appointed day, during the year	0.65	-
(iv) Interest paid to suppliers under MSMED Act (other than Section 16)	-	-
(v) Interest paid to suppliers under MSMED Act (Section 16)	-	-
(vi) Interest due and payable to suppliers under MSMED Act for payments already made	0.01	-
(vii) Interest accrued and remaining unpaid at the end of the year to suppliers under MSMED Act (ii) + (vi)	0.01	-

* includes ₹ 10.04 crores payable towards other current financial liabilities (Refer Note 19).

Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the Management. This has been relied upon by the auditors.

Note 33: Assets classified as held for sale

Pursuant to approval granted by the Board of Directors at their meeting held on January 25, 2023, the Management entered into a Business Transfer Agreement (BTA), as amended with Amara Raja Advanced Cell Technologies Private Limited ("ARACT"), a wholly-owned subsidiary of the Company for sale/transfer of the New Energy Business of the Company as a going concern on a slump sale basis, for a consideration of ₹ 223.96 crores representing the net assets sold/transferred on June 1, 2023.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 34: Employee benefits

a. Defined contribution plans

The Company makes Provident Fund, Superannuation Fund and Employees' State Insurance Scheme contributions which are defined contribution plans, for qualifying employees and recognises such contributions in the Statement of Profit and Loss. Contributions made to the defined benefit plans were:

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Provident Fund	21.71	19.93
Superannuation Fund	19.62	19.05
Employees' State Insurance Scheme	5.00	4.84

b. Defined benefit plans

The Company provides to the eligible employees defined benefit plans in the form of gratuity. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 days' salary payable for each completed year of service. Vesting occurs upon completion of five continuous years of service. The measurement date used for determining retirement benefits for gratuity is March 31.

These plans typically expose the Company to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk.

Risk Management:

Investment risk - The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

Interest rate risk - The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to market yields at the end of the reporting period on government bonds. A decrease in yields will increase the fund liabilities and vice-versa.

Longevity risk - The present value of defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Salary risk - The present value of the defined benefit plan is calculated with reference to the future salaries of participants under the plan. Increase in salary due to adverse inflationary pressures might lead to higher liabilities.

(i) Balance Sheet

The assets, liabilities and surplus / (deficit) position of the defined benefit plans at the Balance Sheet date were:

	As at March 31, 2025	As at March 31, 2024
Present value of obligation	84.43	80.99
Fair value of plan assets	(86.30)	(85.16)
Net liability/(asset) recognised in the Balance Sheet	**(1.87)**	**(4.17)**

(ii) Movements in Present Value of Obligation and Fair Value of Plan Assets

	Plan Assets	Plan Obligation	Total Net
As at March 31, 2023 [Restated]	**68.83**	**65.06**	**(3.77)**
Current service cost	-	4.52	4.52
Past service cost	-	-	-
Interest cost	-	4.74	4.74
Interest income	5.03	-	(5.03)

Notes to the Standalone Financial Statements
for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	Plan Assets	Plan Obligation	Total Net
Actuarial (gain)/loss arising from changes in financial assumptions	-	0.92	0.92
Actuarial (gain)/loss arising due to experience	-	7.22	7.22
Contributions	13.33	-	(13.33)
Benefit payments	(3.16)	(3.16)	-
Return on plan assets, excluding interest income	0.12	-	(0.12)
Transfer between Group Companies	1.01	1.69	0.68
As at March 31, 2024	**85.16**	**80.99**	**(4.17)**
Current service cost	-	4.94	4.94
Past service cost	-	-	-
Interest cost	-	5.54	5.54
Interest income	5.83	-	(5.83)
Actuarial (gain)/loss arising from changes in financial assumptions	-	2.34	2.34
Actuarial (gain)/loss arising due to experience	-	(1.04)	(1.04)
Contributions	3.24	-	(3.24)
Benefit payments	(3.49)	(3.49)	-
Return on plan assets, excluding interest income	0.41	-	(0.41)
Transfer between Group Companies	(4.85)	(4.85)	-
As at March 31, 2025	**86.30**	**84.43**	**(1.87)**

(iii) Statement of Profit and Loss

The charge to the Statement of Profit and Loss comprises:

	Year ended March 31, 2025	Year ended March 31, 2024
Employee Benefit Expenses		
Current service cost	4.94	4.52
Interest cost	5.54	4.74
Interest income	(5.83)	(5.03)
Net impact on profit before tax	**4.65**	**4.23**
Remeasurement of the net defined benefit plan		
Actuarial (gain)/loss arising from changes in financial assumptions	2.34	0.92
Actuarial (gain)/loss arising due to experience	(1.04)	7.22
Return on plan assets, excluding interest income	(0.41)	(0.12)
Net impact on other comprehensive income before tax	**0.89**	**8.02**

(iv) Assets

The major categories of plan assets as a % of the total plan assets

	As at March 31, 2025	As at March 31, 2024
Funded with Life Insurance Corporation of India	100%	100%

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

(v) Assumptions

With the objective of presenting the plan assets and plan obligations of the defined benefits plans at their fair value on the Balance Sheet, assumptions under Ind AS 19 are set by reference to market conditions at the valuation date.

	As at March 31, 2025	As at March 31, 2024
Discount rate	6.71%	7.21%
Salary escalation rate	7.00%	7.00%

The estimates of future salary increases, considered in actuarial valuation, takes into account inflation, seniority, promotion and other relevant factors such as supply and demand factors in the employment market.

Demographic assumptions

Mortality in Service: Indian Assured Lives Mortality 2012-14 (Urban)

(vi) Sensitivity analysis

The sensitivity of the overall plan obligations to changes in the weighted key assumptions are:

	As at March 31, 2025		As at March 31, 2024	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(4.55)	5.11	(4.09)	4.59
Salary escalation rate (1% movement)	4.40	(4.12)	3.97	(3.72)

The sensitivity analysis above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the year and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the Balance Sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous year.

(vii) Maturity analysis

Maturity profile of defined benefit obligation:

	As at March 31, 2025	As at March 31, 2024
Within 1 year	9.82	9.80
1-2 year	9.24	8.10
2-3 year	9.80	8.74
3-4 year	9.71	8.58
4-5 year	9.28	8.65
6-10 year	35.94	34.21
> 10 Year	51.71	50.12

The Company expects to contribute ₹ 3.50 Crores to its defined benefit plans during the next fiscal year.

Note 35: Segment reporting

The Company publishes Standalone Financial Statements along with Consolidated Financial Statements. In accordance with Indian Accounting Standard (Ind AS) 108 on Operating segments, the Company has disclosed the segment information in the Consolidated Financial Statements. Accordingly, the segment information is given in the Consolidated Financial Statements of Amara Raja Energy & Mobility Limited and its subsidiaries for the year ended March 31, 2025.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 36: Related party transactions

(a) Details of related parties

Entity exercising significant influence

RNGalla Family Private Limited

Entity where control exists - Subsidiary

Amara Raja Batteries Middle East (FZE), U.A.E.

Amara Raja Circular Solutions Private Limited

Amara Raja Advanced Cell Technologies Private Limited

Amara Raja Power Systems Limited [w.e.f. September 29, 2023]

Key Management Personnel (KMP)

Jayadev Galla	Chairman & Managing Director
Harshavardhana Gourineni	Executive Director
Vikramadithya Gourineni	Executive Director

Relative of Key Management Personnel^

Dr. Ramachandra N. Galla	Relative of Jayadev Galla
Dr. Ramadevi Gourineni	Relative of Jayadev Galla
G. Amara Kumari	Relative of Jayadev Galla
Ashok Galla	Relative of Jayadev Galla
Siddharth Galla	Relative of Jayadev Galla

Entities in which KMP / Relatives of KMP exercise significant influence^

Rajanna Foundation (Formerly known as Rajanna Trust)

Amara Raja Educational Society

Amara Raja Electronics Limited

Amara Raja Design Alpha Private Limited

G2 Healthcare Private Limited

Golkonda Resorts Private Limited

Jayabheri Automotives Private Limited

Subsidiaries of the entity exercising significant influence^

Mangal Industries Limited

Amara Raja Infra Private Limited

Amara Raja Power Systems Limited [until September 28, 2023]

^ Related parties are disclosed to the extent of transactions with such related parties.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

(b) Transactions with the above related parties during the year were:

Particulars	For the year ended	
	March 31, 2025 *	March 31, 2024 *
Sale of goods (Net of sale returns)		
Amara Raja Power Systems Limited	38.34	36.34
Mangal Industries Limited	0.49	0.06
Amara Raja Infra Private Limited	-	0.01
Amara Raja Batteries Middle East (FZE)	7.30	3.93
Amara Raja Advanced Cell Technologies Private Limited	0.37	66.91
RNGalla Family Private Limited	0.04	-
Rental Income		
Mangal Industries Limited	0.42	0.40
Amara Raja Advanced Cell Technologies Private Limited	0.64	0.63
Sale of capital goods		
Amara Raja Circular Solutions Private Limited **	42.14	60.62
Amara Raja Advanced Cell Technologies Private Limited	0.87	0.48
RNGalla Family Private Limited	0.00#	0.10
Mangal Industries Limited	2.81	-
Amara Raja Infra Private Limited	0.38	-
Purchase of goods		
Amara Raja Power Systems Limited	0.20	13.98
Amara Raja Electronics Limited	158.59	163.61
Mangal Industries Limited	347.41	362.31
RNGalla Family Private Limited	0.80	0.50
Amara Raja Advanced Cell Technologies Private Limited	174.08	63.52
Amara Raja Circular Solutions Private Limited	247.58	-
Availing of services		
Amara Raja Infra Private Limited	116.54	111.15
Rajanna Foundation	0.47	0.23
Amara Raja Batteries Middle East (FZE)	1.15	0.80
G2 Healthcare Private Limited	0.58	-
Amara Raja Design Alpha Private Limited	0.04	-
Golkonda Resorts Private Limited	0.06	-
Jayabheri Automotives Private Limited	0.15	-
Purchase of Fixed Assets		
Amara Raja Power Systems Limited	0.09	0.39
Mangal Industries Limited	79.35	60.34
Amara Raja Infra Private Limited	223.97	95.58
RNGalla Family Private Limited	-	0.26
Amara Raja Advanced Cell Technologies Private Limited	0.13	-
Rent Expense		
Jayadev Galla	4.27	4.07
Dr. Ramachandra N. Galla	0.66	0.63
Dr. Ramadevi Gourineni	3.89	3.71
Harshavardhana Gourineni	0.04	0.04
Vikramadithya Gourineni	0.03	0.03
G. Amara Kumari	0.05	0.05
Ashok Galla	0.03	0.03
Siddharth Galla	0.03	0.03
Amara Raja Infra Private Limited	2.43	2.43
Mangal Industries Limited	0.29	0.14
Amara Raja Power Systems Limited	0.13	-

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	For the year ended	
	March 31, 2025 *	March 31, 2024 *
Donation Expense (including CSR Expense)		
Rajanna Foundation	15.72	18.06
Amara Raja Educational Society	10.00	6.18
Expenses reimbursed to		
Amara Raja Power Systems Limited	-	0.00#
Amara Raja Electronics Limited	0.01	0.01
Mangal Industries Limited	2.66	5.20
RNGalla Family Private Limited	0.05	0.03
Amara Raja Batteries Middle East (FZE)	1.46	0.74
Amara Raja Advanced Cell Technologies Private Limited	0.11	0.22
Amara Raja Circular Solutions Private Limited	0.46	-
Dividends Paid (including interim dividend)		
RNGalla Family Private Limited	62.55	38.35
Expenses recovered from		
Amara Raja Power Systems Limited	2.81	4.97
Amara Raja Electronics Limited	1.45	0.82
Mangal Industries Limited	11.91	7.81
Amara Raja Infra Private Limited	13.77	9.69
RNGalla Family Private Limited	1.74	1.87
Amara Raja Circular Solutions Private Limited	3.89	2.34
Amara Raja Advanced Cell Technologies Private Limited	13.62	10.57
Interest Income		
Amara Raja Power Systems Limited	-	0.00#
Amara Raja Electronics Limited	0.00#	0.00#
Mangal Industries Limited	0.04	0.01
Amara Raja Infra Private Limited	0.05	0.19
RNGalla Family Private Limited	0.01	0.01
Amara Raja Advanced Cell Technologies Private Limited	0.50	4.15
Sale of Assets		
Amara Raja Advanced Cell Technologies Private Limited (Refer Note 33)	-	223.96
Investment in wholly-owned subsidiaries		
Amara Raja Circular Solutions Private Limited	280.00	220.00
Amara Raja Advanced Cell Technologies Private Limited	450.01	300.00
Purchase of investment in Amara Raja Power Systems Limited		
RNGalla Family Private Limited (Refer Note 48)	-	133.00
Purchase of plastic component business of Mangal Industries Limited		
RNGalla Family Private Limited (Refer Note 47)	-	672.56
Corporate Guarantee Commission		
Amara Raja Advanced Cell Technologies Private Limited	0.36	0.29
Remuneration		
Jayadev Galla	67.29	63.31
Harshavardhana Gourineni	33.64	31.65
Vikramadithya Gourineni	33.64	31.65

* Transactions have been disclosed net of applicable taxes.

** Includes certain capital equipment which are sold at cost on high seas basis.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

(c) Balances receivable from / payable to related parties are as follows:

Particulars	As at March 31, 2025	As at March 31, 2024
Trade Receivables		
Amara Raja Power Systems Limited	17.79	17.59
Mangal Industries Limited	0.00#	0.00#
Amara Raja Batteries Middle East (FZE)	0.89	1.31
Amara Raja Infra Private Limited	-	0.01
Amara Raja Circular Solutions Private Limited	-	0.03
Other Receivables		
Amara Raja Advanced Cell Technologies Private Limited	0.02	-
Receivables on sale of assets		
Amara Raja Infra Private Limited	0.01	-
Security Deposits		
Jayadev Galla	2.12	2.12
Dr. Ramachandra N. Galla	0.32	0.32
Dr. Ramadevi Gourineni	2.04	2.04
Interest Receivable		
Mangal Industries Limited	0.00#	0.00#
Amara Raja Infra Private Limited	0.02	0.02
RNGalla Family Private Limited	0.00#	0.00#
Amara Raja Advanced Cell Technologies Private Limited	-	0.73
Amara Raja Electronics Limited	0.00#	-
Rent Receivable		
Mangal Industries Limited	0.05	0.05
Amara Raja Advanced Cell Technologies Private Limited	0.06	0.16
Advances (including contractually reimbursable expenses)		
Amara Raja Power Systems Limited	0.62	0.79
Amara Raja Electronics Limited	1.24	12.40
Mangal Industries Limited	2.50	4.57
Amara Raja Infra Private Limited	21.97	26.22
RNGalla Family Private Limited	0.39	0.39
Amara Raja Circular Solutions Private Limited	1.17	2.06
Amara Raja Advanced Cell Technologies Private Limited	4.14	1.41
Trade payables		
Amara Raja Power Systems Limited	0.00#	0.03
Amara Raja Electronics Limited	6.16	10.24
Mangal Industries Limited	10.88	6.59
Amara Raja Infra Private Limited	12.44	11.06
Amara Raja Batteries Middle East (FZE)	1.12	0.80
Amara Raja Advanced Cell Technologies Private Limited	61.80	38.55
RNGalla Family Private Limited	-	0.06
Amara Raja Circular Solutions Private Limited	17.91	-
Payables on purchase of fixed assets		
Mangal Industries Limited	16.31	13.14
Amara Raja Infra Private Limited	37.97	18.46
RNGalla Family Private Limited	-	0.15
Other Payables		
Rajanna Foundation	6.48	6.50
Amara Raja Advanced Cell Technologies Private Limited	0.05	3.79
Amara Raja Batteries Middle East (FZE)	1.46	0.74

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	As at March 31, 2025	As at March 31, 2024
Investment in subsidiary		
Amara Raja Batteries Middle East (FZE)	0.57	0.57
Amara Raja Circular Solutions Private Limited	600.00	320.00
Amara Raja Advanced Cell Technologies Private Limited	850.01	400.00
Amara Raja Power Systems Limited	133.00	133.00
Loans given to subsidiaries		
Amara Raja Advanced Cell Technologies Private Limited	-	100.00
Other Payables (Employee Related)		
Jayadev Galla	64.38	60.90
Harshavardhana Gourineni	32.44	30.23
Vikramadithya Gourineni	32.44	30.23
Rent Payable		
Jayadev Galla	0.39	0.37
Dr. Ramachandra N. Galla	0.06	0.06
Dr. Ramadevi Gourineni	0.39	0.34
Harshavardhana Gourineni	0.04	-
Vikramadithya Gourineni	0.03	-
G. Amara Kumari	0.05	-
Ashok Galla	0.03	-
Siddharth Galla	0.03	-
Amara Raja Infra Private Limited	-	0.20
Mangal Industries Limited	-	0.15
Amara Raja Power Systems Limited	0.02	-
Capital commitments (refer note 31)		
Amara Raja Power Systems Limited	-	0.17
Mangal Industries Limited	16.68	51.38
Amara Raja Infra Private Limited	170.96	137.41
Corporate Guarantee given		
Amara Raja Advanced Cell Technologies Private Limited	949.00	750.00

Amount below ₹ 1 lakh

Note 37: Earnings per share (EPS)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Profit for the year (in ₹ crores) [A]	963.90	905.86
Weighted average number of equity shares outstanding during the year (No's) [B]	18,30,25,364	18,30,25,364
Earnings per share (Face Value of ₹ 1 per share)		
- Basic (in ₹) [A/B]	52.66	49.49
- Diluted (in ₹) [A/B]	52.66	49.49

Note 38: Leases

Particulars	As at March 31, 2025	As at March 31, 2024
(i) The following is the breakup of current and non-current lease liabilities		
Current liabilities	32.77	26.11
Non-current liabilities	81.05	73.23
	113.82	**99.34**

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	As at March 31, 2025	As at March 31, 2024
(ii) The following is the movement of lease liabilities during the year ended March 31:		
Balance at the beginning	99.34	90.29
Additions during the year	51.63	40.40
Deletions during the year	(6.03)	(2.02)
Finance cost accrued during the year	9.59	7.39
Payment of lease liabilities	(40.71)	(36.72)
Balance at the end	**113.82**	**99.34**
(iii) Contractual maturities of lease liabilities		
Less than one year	32.77	26.11
One to five years	77.14	69.32
More than five years	3.91	3.91
	113.82	**99.34**

Note 39: Revenue expenditure capitalised to fixed assets/ capital work-in-progress

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
(a) Cost of material consumed (net) (Refer Note below)	3.51	4.06
(b) Depreciation and amortization expense [net of deferred revenue arising from government grant of ₹ Nil crores (Year ended March 31, 2024: ₹ 0.11 crores)]	-	0.11
(c) Employee benefits expense	3.56	-
(d) Power and Fuel	0.79	-
(e) Others	0.92	0.50
Total	**8.78**	**4.67**

Note: Net of income from sale of batteries, scrap, etc., ₹ 2.67 crores (Year ended March 31, 2024: ₹ 1.55 crores)

Note 40: Disclosure as per Regulation 53(F) of Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015:

(i) Loans and advances in the nature of loans:

Particulars	Amount at the year end		Maximum amount outstanding	
	March 31, 2025	March 31, 2024	FY 2024-25	FY 2023-24
Amara Raja Advanced Cell Technologies Private Limited (Wholly-owned subsidiary)	-	100.00	100.00	100.00

(ii) Details of investments made under Section 186 of the Companies Act, 2013 are disclosed in Note 5.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 41: Details of expenditure incurred on research and development

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Revenue expenditure:		
(a) Cost of materials consumed	0.19	0.31
(b) Consumption of stores and spares (including secondary packing material)	1.20	0.48
(c) Employee benefits expenses	7.83	6.66
(d) Power and fuel	1.06	1.07
(e) Others	2.16	1.05
Total Revenue expenditure [A]	**12.44**	**9.57**
Capital expenditure [B]	1.28	7.17
Total [A+B]	**13.72**	**16.74**

Note 42: Details of Provisions

(a) Provision for warranty is made for estimated warranty claims in respect of sale of certain storage batteries which are still under warranty at the end of the reporting period, the estimated cost of which is accrued at the time of sale. These claims are expected to be settled as and when warranty claims arise. The provision for warranty claims represents the present value of the Management's best estimate of the future outflow of economic benefits that will be required under the Company's obligation for warranties. Management estimates the provision based on historical warranty claim information and may vary as a result of new materials, altered manufacturing processes or other events affecting product quality. The products are generally covered under a free warranty period ranging from 6 months to 42 months.

(b) The disclosure of provisions movement as required under the provisions of Ind AS 37 is as follows:-

	For the year ended March 31, 2025	For the year ended March 31, 2024
Balance as at April 1	258.96	245.42
Additional provisions recognised, net	270.90	178.59
Amount utilised during the year	(233.62)	(180.15)
Unwinding of discount and effect of changes in the discount rate	15.96	15.10
Balance as at March 31	**312.20**	**258.96**
Out of the above,		
Classified under Non-current provisions (Refer Note 16)	148.94	134.46
Classified under Current provisions (Refer Note 16)	163.26	124.50

Note 43: Financial instruments and related disclosures

A. Capital Management

The Company's financial strategy aims to support its strategic priorities and provide adequate capital to its businesses for growth and creation of sustainable stakeholder value. The Company funds its operations through internal accruals. The Company aims at maintaining a strong capital base largely towards supporting the future growth of its businesses as a going concern. The capital structure of the Company is based on Management’s judgment of its strategic day-to-day needs with a focus on total equity so as to maintain investor, creditors and market confidence.

The Management and the Board of Directors monitor the return on capital as well as the level of dividends to shareholders. The Company may take appropriate steps in order to maintain, or if necessary, adjust its capital structure.

Equity share capital and other equity are considered for the purpose of Company's Capital Management.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

B. Category wise classification of Financial Instruments

Particulars	Carrying value		Fair value	
	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
Financial assets				
Measured at amortised cost				
(i) Cash and cash equivalents	152.80	89.22	152.80	89.22
(ii) Other bank balances	12.50	15.25	12.50	15.25
(iii) Trade receivables	1,142.80	1,017.07	1,142.80	1,017.07
(iv) Other financial assets	34.69	102.74	34.69	102.74
(v) Investments	-	0.01	-	0.01
(vi) Loans	-	100.00	-	100.00
Measured at cost				
(i) Investment in subsidiary	1,583.58	853.57	1,583.58	853.57
Measured at FVTOCI				
(i) Investment in equity instruments	351.90	151.11	351.90	151.11
(ii) Investment in preference shares	-	209.46	-	209.46
Measured at FVTPL				
Mandatorily measured:				
Current investment- Mutual funds	62.46	264.97	62.46	264.97
Total Financial assets	**3,340.73**	**2,803.40**	**3,340.73**	**2,803.40**
Financial liabilities				
Measured at amortised cost				
(i) Borrowings	144.52	53.33	144.52	53.33
(ii) Trade payables	1,046.54	839.83	1,046.54	839.83
(iii) Other financial liabilities	454.43	320.50	454.43	320.50
(iv) Lease Liabilities	113.82	99.34	113.82	99.34
Total Financial liabilities	**1,759.31**	**1,313.00**	**1,759.31**	**1,313.00**

C. Financial risk management objectives

The Company has a system-based approach to risk management, anchored to policies and procedures and internal financial controls aimed at ensuring early identification, evaluation and management of key financial risks (such as market risk, foreign currency risk, credit risk and liquidity risk) that may arise as a consequence of its business operations as well as its investing and financing activities. Accordingly, the Company's risk management framework has the objective of ensuring that such risks are managed within acceptable and approved risk parameters in a disciplined and consistent manner and in compliance with applicable regulation. It also seeks to drive accountability in this regard. The key risks and mitigating actions are overseen by the Board of Directors of the Company.

Liquidity Risk

The Company manages its liquidity risk by ensuring, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due. Also, the Company has unutilised credit limits with banks. The Company maintained a cautious liquidity strategy, with a positive cash balance throughout the year ended March 31, 2025 and March 31, 2024. Cash flow from operating activities provides the funds to service the financial liabilities on a day to day basis.

The Company regularly maintains the rolling forecasts to ensure it has sufficient cash on an on-going basis to meet operational needs. Any short-term surplus cash generated, over and above the amount required for working capital management and other operational requirements, is retained as cash and cash equivalents (to the extent required) and any excess is invested in interest bearing term deposits and mutual funds with appropriate maturities to optimise the cash returns on investments while ensuring sufficient liquidity to meet its liabilities.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

The Company's current assets aggregate ₹ 3,571.36 crores (March 31, 2024 ₹ 3,549.02 crores) including Current investments, Cash and cash equivalents and Other bank balances of ₹ 227.76 crores (March 31, 2024 ₹ 369.44 crores) against an aggregate current liability of ₹ 2,200.34 crores (March 31, 2024 ₹ 1,657.92 crores). The table below provides details regarding the contractual maturities of significant non-current financial liabilities as of March 31, 2025 and March 31, 2024. Contractual maturities in respect of lease liabilities has been disclosed in Note 38.

	As at March 31, 2025			
	1-3 years	3-5 years	Above 5 years	Total
Borrowings	-	-	-	-

	As at March 31, 2024			
	1-3 years	3-5 years	Above 5 years	Total
Borrowings	24.41	1.58	-	25.99

Further, while the Company's total equity stands at ₹ 7,378.27 crores (March 31, 2024: ₹ 6,768.65 crores crores), it has borrowings of ₹ 144.52 crores (March 31, 2024: ₹ 53.33 crores). In such circumstances, liquidity risk or the risk that the Company may not be able to settle or meet its obligations as they become due does not exist.

Market Risk

The Company continues to hold certain investments in equity for long term value accretion which are accordingly measured at fair value through Other Comprehensive Income. The value of investments in such equity and preference share instruments as at March 31, 2025 is ₹ 351.90 crores (March 31, 2024 ₹ 360.57 crores). Accordingly, fair value fluctuations arising from market volatility is recognised in Other Comprehensive Income.

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company is primarily not exposed to interest rate risk considering the amount of borrowings availed from banks. Further, treasury activities, focused on managing current investments are administered under a set of approved policies and procedures guided by the tenets of liquidity, safety and returns. This ensures that investments are only made within acceptable risk parameters after due evaluation. The Company invests in Mutual Fund schemes of leading fund houses. Such investments are susceptible to market price risk that arise mainly from changes in interest rate which may impact the return and value of such investments. However, given the relatively short tenure of underlying portfolio of the Mutual Fund schemes in which the Company has invested, such price risk is not significant. Fixed deposits are held with highly rated banks and have a short tenure and are not subject to interest rate volatility.

Commodity Price Risk

Material cost is the largest cost component for the Company, thus exposing it to the risk of price fluctuations based on the supply and demand conditions of those materials. Commodity price risk exposure is evaluated and managed through operating procedures and sourcing policies. The Company has put in place a mix of long-term and short-term mitigation plans. The long-term price view consisted of identifying single vendor dependency and finding alternate vendors and sources for the same. The Company also has a robust process of estimating the prices periodically, analyzing deviations, if any, and taking short-term corrective measures in addition to altering the outlook for the long-term, if required. The Company also leverages its financial resources to modify the inventory levels as required keeping in mind the price outlook in the near term. Similarly, the Company modifies the contract period in negotiations with the vendors to either lock in prices or link them to expected market prices. During the year ended March 31, 2025 and March 31, 2024, the Company had not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

Foreign Currency Risk

The Company is subject to the risk that changes in foreign currency values impact the Company's export revenues and import of raw materials and property, plant and equipment. The Company is exposed to foreign exchange risk arising from currency exposures, primarily with respect to US Dollars, EURO and GBP. Financial assets and liabilities denominated in foreign currency, are also subject to reinstatement risk.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

The Company manages currency exposures within prescribed limits. The aim of the Company's approach to management of currency risk is to leave the Company with no material residual risk.

The carrying amounts of non-derivative foreign currency denominated financial assets and liabilities are as follows:

As at March 31, 2025

	USD	EURO	GBP	Other currencies*	Total
Financial Assets					
- Trade receivables	166.72	0.53	-	-	167.25
- Cash and cash equivalents	139.91	-	-	-	139.91
Financial Liabilities					
- Trade Payables	(97.42)	(5.66)	(1.35)	(1.39)	(105.82)
- Other financial liabilities	(45.16)	(32.24)	-	-	(77.40)
Net financial asset / (liability)	**164.05**	**(37.37)**	**(1.35)**	**(1.39)**	**123.94**

As at March 31, 2024

	USD	EURO	GBP	Other currencies*	Total
Financial Assets					
- Trade receivables	183.91	0.53	-	-	184.44
- Cash and cash equivalents	67.49	-	-	-	67.49
Financial Liabilities					
- Trade Payables	(87.63)	(6.93)	(1.32)	(2.17)	(98.05)
- Other financial liabilities	(13.39)	(21.35)	(0.70)	-	(35.44)
Net financial asset / (liability)	**150.38**	**(27.75)**	**(2.02)**	**(2.17)**	**118.44**

* Other includes currencies such as Japanese Yen and Dirhams.

Foreign currency sensitivity analysis

For every percentage point increase in the underlying exchange rate of the outstanding foreign currency denominated assets and liabilities, holding all other variables constant, the profit before tax for the year ended March 31, 2025 would change by ₹ 1.24 crores [March 31, 2024: ₹ 1.39 crores]. For every percentage point decrease in the underlying exchange rate would have led to an equal but opposite effect.

The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a 1% change in foreign currency rates.

Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counter-party fails to meet its contractual obligation.

Concentration of credit risk with respect to trade receivables are limited, due to Company's customer base being large and diverse. All trade receivables are reviewed and assessed for default on a monthly basis. The Company's historical experience of collecting receivables and the level of default indicate that credit risk is low and generally uniform across markets; consequently, trade receivables are considered to be a single class of financial assets. All overdue customer balances are evaluated taking into account the age of the dues, specific credit circumstances, the track record of the counterparty etc. loss allowances and impairment is recognised, where considered appropriate by responsible management.

The credit risk on cash and bank balances and fixed deposits is limited because the counterparties are banks with high credit ratings.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

The following table gives details in respect of revenues generated from top customer and top 5 customers:

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Revenue from top customer from whom the Company receives 10% or more of its revenues	-	-
Revenue from top 5 customers	1,430.33	1,583.92

D. Fair value measurement

Fair value hierarchy

The fair value of financial instruments as referred to in Note 43.B above have been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active markets for identified assets or liabilities [Level 1 measurements] and lowest priority to unobservable inputs [Level 3 measurements]

The following levels have been used for classification:

- Level 1: Quoted prices (unadjusted) for identical instruments in active market.
- Level 2: Directly or indirectly observable market inputs, other than Level 1 inputs
- Level 3: Inputs which are not based on observable market data.

If one or more of the significant inputs is not based on observable market data, the fair value is determined using generally accepted pricing models based on a discounted cash flow analysis, with the most significant inputs being the discount rate that reflects the credit risk of counterparty.

The fair value of trade receivables, trade payables and other current financial assets and liabilities is considered to be equal to the carrying amounts of these items due to their short-term nature. Where such items are non-current in nature, the same has been classified as Level 3 and fair value determined using discounted cash flow basis. Similarly for certain unquoted equity instruments where most recent information to measure fair value is insufficient, or if there is a wide range of possible fair value measurements, cost has been considered as the best estimate of fair value.

The carrying amount of financial assets and financial liabilities measured at amortised cost in the Financial Statements are a reasonable approximation of their fair values since the Company does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

There has been no change in the valuation methodology for Level 3 inputs during the year. The Company has classified certain unquoted equity instruments under Level 3 of the fair value hierarchy. There were no transfers between Level 1 and Level 2 during the year.

Notes:

(i) The performance of investments in unquoted shares of Andhra Pradesh Gas Power Corporation Limited along with the relevant economic and market indicators, supply chain challenges and closure of power plants resulted in diminution in the fair value of the investment. Accordingly, the Company had determined the fair value of the Investment as ₹ Nil in the previous years and recorded the resultant change in fair value in other comprehensive income. There has been no change in these factors during the current year.

(ii) During the year, the Company, based on a valuation carried out and available market information, has determined the fair value of its investment in the equity and preference shares of Log 9 Materials Scientific Private Limited ('Log 9') at ₹ Nil, owing to the business of Log 9 facing challenges of unfavourable economic conditions, operational disruptions and financial distress. Other comprehensive loss includes the resultant fair value change of ₹ 225.61 crores (net of tax ₹ 35.00 crores).

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

(iii) During the year, the Company as part of its strategic initiatives has made an additional investment of ₹ 178.94 crores in Inobat AS ('Inobat'). The investment was recorded at transaction cost and irrevocably designated at fair value through other comprehensive income ('FVTOCI'). No fair value change was recorded as at March 31, 2025 considering that another investment by an unrelated party in Inobat closer to March 31, 2025 was made at the same rate as that of the aforesaid additional investment.

Additionally, as at March 31, 2025, the initial investment made in earlier years, also designated at FVTOCI was fair valued using the transaction rate at which the additional investment was made during the year. The resultant fair value gain of ₹ 62.50 crores (net of tax ₹ 10.43 crores) was recorded in the other comprehensive income.

The following table presents the fair value hierarchy of assets and liabilities measured at fair value on a recurring basis :

Particulars	Fair value hierarchy (Level)	As at March 31, 2025	As at March 31, 2024
Financial assets			
a) Measured at fair value through OCI			
i) Equity Shares - Quoted	1	0.62	0.55
ii) Equity and Preference Shares - Unquoted	2	351.28	360.02
Sub-total		**351.90**	**360.57**
b) Measured at fair value through profit or loss			
i) Investment in Mutual Funds	1	62.46	264.97
Sub-total		**62.46**	**264.97**
Total		**414.36**	**625.54**

Note 44: Dividend

Dividend on equity shares paid during the year	FY 2024-25	FY 2023-24
Final dividend for FY 2023-24 (₹ 5.1 per equity share of ₹ 1 each) [for FY 2022-23 ₹ 3.20 per equity share of ₹ 1 each]	93.35	54.66
Interim dividend for the FY 2024-25 (₹ 5.30 per equity share of ₹ 1 each) [for FY 2023-24 ₹ 4.80 per equity share of ₹ 1 each]	97.00	81.99
	190.35	**136.65**

Interim dividend of ₹ 5.30 per equity share of face value of ₹ 1 each approved by the Board of Directors at its meeting held on November 04, 2024 was paid during the current year. The Board of Directors at its meeting held on May 29, 2025 has recommended a dividend of ₹ 5.20 per equity share of face value of ₹ 1 each which is subject to approval of the shareholders at the ensuing Annual General Meeting of the Company and hence is not recognised as a liability. The total dividend (including interim dividend) for FY 2024-25 amounts to ₹ 10.50 per equity share (Previous year ₹ 9.90 per equity share).

Note 45: Corporate Social Responsibility

Particulars	FY 2024-25		FY 2023-24	
(i) Gross amount required to be spent by the Company during the year		19.24		16.80
(ii) Amount spent during the year on :				
(a) Construction/acquisition of any assets	10.07		8.67	
(b) On purposes other than (i) above	9.17		8.13	
Total spent		**19.24**		**16.80**
(iii) Related party transactions in relation to Corporate Social Responsibility		19.24		16.80

Notes to the Standalone Financial Statements

for the year ended March 31, 2025
All amounts are in ₹ crores, except share data and where otherwise stated

(iv) Details of excess amount spent

	Opening Balance	Amount required to be spent during the year	Amount spent during the year	Closing Balance
Details of excess amount spent	-	19.24	19.24	-

(v) Nature of CSR activities undertaken by the Company :

- Affordable quality education in rural areas
  - Construction of Skill Development Centre and School building
  - Purchase of School buses and equipments
  - Maintenance expenses of educational instituitions

Note 46: Key Financial Ratios

Srl. No.	Ratio	Numerator	Denominator	FY 2024-25	FY 2023-24	% variance
1	Current ratio	Current assets	Current liabilities	1.62	2.14	(24%)
2	Debt-equity ratio	Total Debt (Borrowings)	Total Equity	0.02	0.01	149% **
3	Debt service coverage ratio	Earnings available for debt service #	Finance costs (excluding costs pertaining to lease liabilities and unwinding of discount on warranty provision) + Repayment of Borrowings	19.34	20.27	(5%)
4	Return on equity (%)	Profit for the year	Average Total Equity	13.63%	14.18%	(4%)
5	Inventory turnover ratio	Cost of goods sold	Average Inventory	4.37	4.32	1%
6	Trade receivables turnover ratio	Revenue from Sale of Products and Services	Average Trade receivables	11.43	12.47	(8%)
7	Trade payables turnover ratio	Net Purchases of raw material, packing material and stock-in-trade	Average Trade Payables	9.16	9.64	(5%)
8	Net capital turnover ratio	Revenue from operations	Working Capital (Current Assets - Current Liabilities)	9.05	5.95	52%*
9	Net profit ratio (%)	Profit for the year	Revenue from operations	7.77%	8.04%	(3%)
10	Return on Capital employed (%)	Profit before interest (excluding interest on lease liabilities and unwinding of discount on warranty provision), exceptional items and tax	Average Capital employed^	16.61%	18.61%	(11%)

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Srl. No.	Ratio	Numerator	Denominator	FY 2024-25	FY 2023-24	% variance
11	Return on investment (%)	Income during the year	Time weighted average of investments			
a	Return on Mutual Funds			7.46%	7.52%	(1%)
b	Return on Fixed deposits			6.30%	5.55%	14%

* Impact is due to increase in the current liabilities (i.e increase in short term borrowings, trade payables and other current financial liabilities)

** Impact is due to availing of short term borrowings during the current financial year.

Earning available for Debt Service: Profit after tax + depreciation and amortisation expense + finance costs (excluding interest on lease liabilities and unwinding of discount on warranty provision) + net loss on sale of property, plant and equipment - deferred revenue income recognised - exceptional item.

^[Total Equity + Total Debt (Borrowings)+ Deferred tax liabilities].

Note 47: Business combination

The Board of Directors of the Company at its meeting held on September 26, 2022 approved a Scheme of Arrangement amongst Mangal Industries Limited ('Demerged Company') and Amara Raja Energy & Mobility Limited (formerly known as Amara Raja Batteries Limited) ['the Company'] and their respective shareholders and creditors, under the provisions of Section 230 to 232 and other applicable provisions of the Companies Act, 2013 ("the Scheme"). The Scheme, inter-alia, provides for demerger of the plastic component for battery business ('Demerged Undertaking') from the demerged company to the Company. The Scheme has been approved by the Hon'ble jurisdictional National Company Law Tribunal ('NCLT') vide its order dated January 10, 2024, and the same has become effective from February 1, 2024.

The Demerged Company is engaged in various businesses such as Plastic Component for Battery Business, manufacturing of auto components (including fasteners, plastics, copper inserts /connectors and others), metal fabrication, storage solution, lead bushes and trading of various products, etc. The entire output generated from the Plastic Component for Battery Business is currently sold to the Company. This backward integration is expected to enhance the Company’s control over the supply and inventory management of its raw materials. This would help with a unified approach on supply chain management and consequent synergies leading to optimization of resource utilisation, reduced operational, logistics, supervisory and overhead / utilities costs, reduce duplication of administrative efforts and better procurement policies and prices, for the Resulting Company.

"The Company had given effect to the Scheme in accordance with the MCA's General Circular 9/2019 dated August 21, 2019 from April 1, 2022 being the appointed date as per the Scheme and the previously issued standalone financial statements for the year ended March 31, 2023 were restated.

The excess of the purchase consideration paid aggregating ₹ 672.56 crores over the fair value of assets acquired of ₹ 244.57 crores has been attributed to goodwill of ₹ 427.99 crores. The primary items that generated this goodwill are the value of the acquired assembled workforce and estimated synergies, neither of which qualify as an intangible asset. And acquisition results in enhanced control over the supply and inventory management of its raw materials. This would help with a unified approach on supply chain management and consequent synergies leading to optimization of resource utilisation, reduced operational, logistics, supervisory and overhead / utilities costs, reduce duplication of administrative efforts and better procurement policies and prices. Goodwill is not tax-deductible.

Note 48:

The Company had entered into a Share Purchase Agreement with RNGalla Family Private Limited (promoter of the Company) to purchase entire shareholding in Amara Raja Power Systems Limited (""ARPSL""), an entity primarily engaged in the manufacture of industrial chargers, integrated power systems, EV chargers for 2W and 3W applications and other energy management devices for a consideration of ₹ 133 crores. The transaction was concluded on September 29, 2023.

Notes to the Standalone Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 49:

The Company on April 30, 2021 received closure orders from the Andhra Pradesh Pollution Control Board ('APPCB') for the Company's plants situated at Karakambadi, Tirupati and Nunegundlapalli Village, Chittoor District. Consequently, the Company went in appeal against the said orders to the Hon'ble High Court of Andhra Pradesh at Amravati, which granted interim suspension of the closure orders. The plants of the Company were closed for a period of 5 days during the quarter ended June 30, 2021, from the date of closure orders till the date of the said interim suspension. The Company did not incur any material loss during the period of closure.

APPCB also issued two show cause notices in February, 2022 against which the Company filed a special leave petition with the Hon'ble Supreme Court which vide its order dated February 20, 2023 disposed off the matter for it to be heard at the lower courts and the same is pending disposal.

The Management has also been working with the APPCB to satisfactorily resolve the matter.

Note 50:

The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post employment benefits has been enacted. However, the date on which the Code will come into effect has not yet been notified. The Management will complete its evaluation and will give appropriate impact in its financial statements in the period in which the Code becomes effective.

Note 51: The standalone financial statements are approved for issue by the Audit Committee and Board of Directors at their meetings held on May 29, 2025.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Independent Auditors' Report

To The Members of Amara Raja Energy & Mobility Limited

(formerly known as Amara Raja Batteries Limited)

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Amara Raja Energy & Mobility Limited (formerly known as Amara Raja Batteries Limited) (the "Holding Company") and its subsidiaries, (the Holding Company and its subsidiaries together referred to as the "Group") which comprise the Consolidated Balance Sheet as at March 31, 2025, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Cash Flow Statement and the Consolidated Statement of Changes in Equity for the year ended on that date, 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, and based on the consideration of reports of the other auditors on separate financial statements of the subsidiaries referred to in the Other Matters section below, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under Section 133 of the Act ("Ind AS") and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at March 31, 2025, and their consolidated profit, their consolidated total comprehensive income, their consolidated cash flows and their consolidated changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing ("SA"s) specified under Section 143 (10) of the Act. Our responsibilities under those Standards are further described in the Auditors' Responsibility for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the consolidated financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us and the audit evidence obtained by the other auditors in terms of their reports referred to in the Other Matters section below, is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matter	Auditors' Response
1	**Revenue Recognition** Refer Note 2L "Revenue Recognition" of the Consolidated Financial Statements under Material accounting policies and key accounting estimates and judgements. Revenue is recognised net of returns and discounts, when control over the goods is transferred to the customer which is mainly upon delivery of goods as per terms of the contracts with customers.	We have performed the following principal audit procedures in relation to revenue recognised which include a combination of testing internal controls and substantive testing as under: • Assessing the appropriateness of the Group's revenue recognition accounting policies in line with Ind AS 115 ("Revenue from Contracts with Customers") and testing thereof. • Evaluating the integrity of the general information and technology ('IT') control environment and testing the operating effectiveness of key IT application controls. • Understanding the revenue recognition process, evaluating the design and implementation of Group's controls in respect of revenue recognition.

Sr. No.	Key Audit Matter	Auditors' Response
	The timing of revenue recognition is relevant as there is a risk of revenue being recorded before control is transferred.	• Testing the effectiveness of such controls over revenue cut off at year-end. • Testing the supporting documentation for sales transactions recorded during the period closer to the year end and subsequent to the year end, including examination of credit notes issued after the year end to determine whether revenue was recognised in the correct period. • Performing analytical procedures on current year revenue based on monthly trends and where appropriate, conducting further enquiries and testing.
2.	**Provision for warranty obligations** Refer Note 2 D(i) under Material accounting policies and key accounting estimates and judgements for use of estimates and judgements in relation to provision for warranty obligations and Note 39 of the Consolidated Financial Statements. The Group estimates and provides for liability for product warranties in the year in which the products are sold. These estimates are established using historical information on the nature, frequency, quantum of warranty claims and corrective actions against product failures and the estimates are reviewed annually for any material changes in assumptions. The cost of warranty is net of realisable scrap value and the best estimate of relevant freight expenses. The timing of outflows will vary based on the actual warranty claims. Because of the quantitative significance, complexity and level of judgement involved, there is a risk of inaccurate and inadequate provision for warranty obligation.	We carried out a combination of principal audit procedures involving test of internal controls and substantive testing including: • Understanding the warranty claims process, evaluating the design and implementation of Group's controls in respect of warranty provisioning. • Testing the operating effectiveness of these controls during the year. • Carrying out reconciliations with the sales data to determine completeness of transactions on which warranty obligation is determined. • Reviewing contracts with customers for terms of warranty contained therein and the estimation of warranty provision on the basis of these terms. • Testing of the data and assumptions used in the calculation of the provision for warranty obligations including those relating to estimates of failure percentages, etc. • Testing documentation relating to actual warranty replacement and an analysis of the actual failure trend with the estimates used in determining future warranty obligation.
3.	**Fair Valuation of Investments in unquoted equity and preference shares** The Holding Company has investments in unquoted equity and preference shares of entities with a carrying value as at March 31, 2025 amounting to ₹351.28 crores. The Holding Company has valued these investments at 'Fair Value through Other Comprehensive Income' in accordance with Indian Accounting Standard 109, Financial Instruments. The valuation of these investments is a focus area of our audit as it is highly dependent on estimates (including various assumptions and techniques used) which contain information that are not observable in the market. Given the inherent subjectivity in the valuation of the above investments, relative significance of these investments to the financial statements and the nature and extent of audit procedures involved, we determined this to be a key audit matter. (Refer note 40D to the consolidated financial statements)	Our procedures to test the valuation of investment in the unquoted equity instruments include the following: • Understanding and evaluation of design and testing of operating effectiveness of the controls over determination of fair value of unquoted equity instruments. • Assess the appropriateness of the Company's accounting policy for accounting for such unquoted equity instruments and the method adopted to determine fair value of such instruments, with reference to the relevant accounting standards. • Assessing the basis and reasonableness of the input data considered by the Management for the purposes of the valuation as at the balance sheet date. • Evaluation of competence, capabilities and objectivity of the Management personnel involved in carrying out such valuation. • Challenging the underlying assumptions and appropriateness of the valuation method used by the Management's fair valuation specialist. • Testing the mathematical accuracy of the fair value determined by the Company. • Assessing appropriateness and adequacy of relevant disclosures in the consolidated financial statements.

Information Other than the Financial Statements and Auditors' Report Thereon

- The Holding Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report and Annexures to the Board's Report, but does not include the consolidated financial statements, standalone financial statements and our auditors' report thereon.
- Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the consolidated financial statements, our responsibility is to read the other information, compare with the financial statements of the subsidiaries audited by the other auditors, to the extent it relates to these entities and, in doing so, place reliance on the work of the other auditors and consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated. Other information so far as it relates to the subsidiaries, is traced from their financial statements audited by the other auditors.
- 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 Board of Directors for the consolidated Financial Statements

The Holding 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 consolidated financial statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated changes in equity of the Group in accordance with the accounting principles generally accepted in India, including Ind AS specified under Section 133 of the Act. The respective Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group are responsible for assessing the ability of the respective entities to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intend to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group are also responsible for overseeing the financial reporting process of the Group.

Auditors' Responsibility for the Audit of the consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to consolidated 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 management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern.If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by the other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the consolidated financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the consolidated financial statements.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal 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 consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

We did not audit the financial statements of two subsidiaries, whose financial statements reflect total assets of ₹ 144.82 crores as at March 31, 2025, total revenues of ₹ 161.49 crores and net cash outflow amounting to ₹ 3.27 crores for the year ended on that date, as considered in the consolidated financial statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, is based solely on the reports of the other auditors.

Our opinion on the consolidated financial statements above and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on the separate financial statements of the subsidiaries referred to in the Other Matters section above 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 of the aforesaid consolidated financial statements.

   b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept by the Group, including relevant records so far as it appears from our examination of those books and the reports of the other auditors.

   c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Cash

Flow Statement and the Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

e) On the basis of the written representations received from the directors of the Holding Company as on March 31, 2025 taken on record by the Board of Directors of the Company and the reports of the statutory auditors of its subsidiary companies incorporated in India, none of the directors of the Group companies incorporated in India is disqualified as on March 31, 2025 from being appointed as a director in terms of Section 164 (2) of the Act.

f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure A" which is based on the auditors' reports of the Holding Company and subsidiary companies incorporated in India to whom internal financial controls over financial reporting is applicable. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls with reference to consolidated financial statements of those companies.

g) With respect to the other matters to be included in the Auditors' 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 and based on the auditor's report of subsidiary companies incorporated in India, the remuneration paid / payable by the Holding Company and such subsidiary companies to their respective directors during the year is in accordance with the provisions of Section 197 of the Act.

h) With respect to the other matters to be included in the Auditors' Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

i) The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group.

ii) The Group did not have any material foreseeable losses on long-term contracts including derivative contracts.

iii) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Holding Company and its subsidiary companies, incorporated in India.

iv) (a) The respective Managements of the Holding Company and its subsidiaries which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiary, respectively that, to the best of their knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiaries, 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 Holding Company or any of such subsidiary, ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(b) The respective Managements of the Holding Company and its subsidiaries which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiary respectively that, to the best of their knowledge and belief, no funds have been received by the Holding Company or any of such subsidiaries from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary, 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 performed by us and that performed by the auditors of the subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule (e), as provided under (a) and (b) above, contain any material misstatement.

v) The final dividend proposed in the previous year, declared and paid by the Holding Company during the year is in accordance with Section 123 of the Act, as applicable.

The interim dividend declared and paid by the Holding Company during the year is in accordance with Section 123 of the Act.

As stated in Note 41 to the consolidated financial statements, the Board of Directors of the Holding Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend proposed is in accordance with Section 123 of the Act, as applicable.

vi) Based on our examination which included test checks and that performed by the respective auditors of the subsidiaries and based on the other auditor's reports of its subsidiary companies incorporated in India whose financial statements have been audited under the Act, the Holding Company, its subsidiary companies incorporated in India have used accounting software systems for maintaining their respective books of account for the financial year ended March 31, 2025 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of audit, we and respective other auditors, whose reports have been furnished to us by the Management of the Holding Company, have not come across any instance of the audit trail feature being tampered with. Additionally, the audit trail has been preserved by the Holding Company and above referred subsidiary companies incorporated in India as per the statutory requirements for record retention.

2. With respect to the matters specified in clause (xxi) of paragraph 3 and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("CARO"/ "the Order") issued by the Central Government in terms of Section 143(11) of the Act, according to the information and explanations given to us, and based on the CARO reports issued by us and the auditors of respective companies included in the consolidated financial statements to which reporting under CARO is applicable, as provided to us by the Management of the Holding Company, we report that there are no qualifications or adverse remarks by the respective auditors in the CARO reports of the said companies included in the consolidated financial statements.

For **BRAHMAYYA & Co.**
Chartered Accountants
(F.R.N: 000513S)

Karumanchi Rajaj
Partner
Membership No. 202309
UDIN: 25202309BMIMCX8212

Hyderabad, May 29, 2025

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(F.R.N: 117366W/W- 100018)

R. Prasanna Venkatesh
Partner
Membership No. 214045
UDIN: 25214045BMNWHW7080

Chennai, May 29, 2025

Annexure "A" to the Independent Auditors' Report

(Referred to in paragraph 1 (f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

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

In conjunction with our audit of the consolidated financial statements of the Company as at and for the year ended March 31, 2025, we have audited the internal financial controls with reference to consolidated financial statements of **Amara Raja Energy & Mobility Limited** (formerly known as Amara Raja Batteries Limited) (hereinafter referred to as "Holding Company") and its subsidiary company, which is incorporated in India, as of that date. Reporting on the adequacy of internal financial controls with reference to the financial statements of the two wholly owned subsidiary companies, which are incorporated in India and the operating effectiveness of such controls, under Section 143(3)(i) of the Act is not applicable in view of the exemption available to the subsidiary company in terms of the notification no. G.S.R. 583(E) dated 13 June 2017 issued by the Ministry of Corporate Affairs, Government of India, read with general circular No. 08/2017 dated 25 July 2017. Reporting on internal financial controls with reference to financial statements does not apply to one wholly-owned subsidiary Company as it is incorporated outside India.

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective Company's Management and Board of Directors of the Holding Company and its subsidiary company, which is incorporated in India, are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on "the internal control with reference to consolidated financial statements criteria established by the respective Companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (ICAI)". These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditors' Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiary company, which is incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing, prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to consolidated 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 consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated 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 and the audit evidence obtained by the other auditor of the subsidiary company, which is incorporated in India, in terms of their report referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiary which are companies incorporated in India.

Meaning of Internal Financial Controls with reference to consolidated financial statements

A company's internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to consolidated 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 consolidated financial statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors referred to in the Other Matters paragraph below, the Holding Company and its subsidiary, which are companies incorporated in India, have, in all material respects, an adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31, 2025, based on the criteria for internal financial control with reference to consolidated financial statements established by the respective companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements insofar as it relates to one subsidiary company, which is incorporated in India, is based solely on the corresponding report of the auditor of such company incorporated in India.

Our opinion is not modified in respect of the above matters.

For **BRAHMAYYA & Co.**
Chartered Accountants
(F.R.N: 000513S)

Karumanchi Rajaj
Partner
Membership No. 202309
UDIN: 25202309BMIMCX8212

Hyderabad, May 29, 2025

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(F.R.N: 117366W/W- 100018)

R. Prasanna Venkatesh
Partner
Membership No. 214045
UDIN: 25214045BMNWHW7080

Chennai, May 29, 2025

Consolidated Balance Sheet

as at March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

		Note	As at March 31, 2025	As at March 31, 2024
A	ASSETS			
	Non-current assets			
	(a) Property, plant and equipment	3.1	3,116.35	2,909.45
	(b) Right-of-use assets	3.2	415.43	408.11
	(c) Capital work-in-progress	3.1	1,297.53	625.52
	(d) Goodwill	4(a)	435.80	435.80
	(e) Other intangible assets	4(b)	46.51	53.83
	(f) Intangible assets under development	4	0.71	15.40
	(g) Financial assets			
	(i) Investments	5	352.09	360.81
	(ii) Other financial assets	6	15.08	13.20
	(h) Deferred tax assets (net)	16	7.19	1.70
	(i) Income-tax assets (net)	19	18.16	13.11
	(j) Other non-current assets	10	216.79	271.41
	Total non - current assets		**5,921.64**	**5,108.34**
	Current assets			
	(a) Inventories	7	2,195.41	1,948.44
	(b) Financial assets			
	(i) Investments	5	329.41	353.09
	(ii) Trade receivables	8	1,263.09	1,135.84
	(iii) Cash and cash equivalents	9(a)	157.83	98.34
	(iv) Bank balances other than (iii) above	9(b)	16.78	19.46
	(v) Other financial assets	6	20.92	91.89
	(c) Other current assets	10	263.21	222.36
	Total current assets		**4,246.65**	**3,869.42**
	Total assets		**10,168.29**	**8,977.76**
B.	EQUITY AND LIABILITIES			
	Equity			
	(a) Equity share capital	11	18.30	18.30
	(b) Other equity	12	7,370.83	6,780.43
	Total equity attributable to owners of the Company		**7,389.13**	**6,798.73**
	Liabilities			
	Non-current liabilities			
	(a) Financial liabilities			
	(i) Borrowings	13	-	25.99
	(ii) Lease liabilities	14	81.36	75.07
	(b) Provisions	15	210.62	183.84
	(c) Deferred tax liabilities (net)	16	74.26	90.62
	(d) Other non-current liabilities	20	99.59	78.45
	Total non - current liabilities		**465.83**	**453.97**
	Current liabilities			
	(a) Financial liabilities			
	(i) Borrowings	13	144.57	27.34
	(ii) Lease liabilities	14	34.87	28.29
	(iii) Trade payables	17		
	- Total outstanding dues of Micro enterprises and small enterprises		73.90	31.96
	- Total outstanding dues of creditors other than Micro enterprises and small enterprises		1,012.73	824.49
	(iv) Other financial liabilities	18	510.61	361.40
	(b) Provisions	15	176.66	132.77
	(c) Current tax liabilities (net)	19	0.08	-
	(d) Other current liabilities	20	359.91	318.81
	Total current liabilities		**2,313.33**	**1,725.06**
	Total equity and liabilities		**10,168.29**	**8,977.76**
Corporate information		1		
Material accounting policies and key accounting estimates and judgements		2		

See accompanying notes to the consolidated financial statements

In terms of our report attached

For Brahmayya & Co.
Chartered Accountants
(F.R.N : 000513S)

Karumanchi Rajaj
Partner
M. No. 202309

Place: Hyderabad
Date: May 29, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(F.R.N : 117366W/W-100018)

R. Prasanna Venkatesh
Partner
M.No. 214045

Place: Chennai
Date: May 29, 2025

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

CO SR Financial Statements

Consolidated Statement of Profit and Loss

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

		Note	For the year ended March 31, 2025	For the year ended March 31, 2024
Income				
I	Revenue from operations	21	12,846.32	11,708.44
II	Other income	22	115.59	110.41
III	**Total Income (I+II)**		**12,961.91**	**11,818.85**
IV	**Expenses**			
	Cost of materials consumed		7,287.37	6,882.83
	Purchases of stock-in-trade		1,556.10	1,168.34
	Changes in inventories of finished goods, work-in-progress and stock-in-trade	23	(163.93)	(191.56)
	Employee benefits expense	24	823.04	734.73
	Finance costs	25	44.30	34.37
	Depreciation and amortisation expense	26	525.66	484.33
	Other expenses	27	1,727.27	1,455.59
	Total Expenses		**11,799.81**	**10,568.63**
V	**Profit before exceptional items and tax (III-IV)**		**1,162.10**	**1,250.22**
VI	Exceptional items (net)	29	(111.07)	-
VII	**Profit before tax (V - VI)**		**1,273.17**	**1,250.22**
VIII	**Tax expense**	28		
	(i) Current tax		325.78	329.12
	(ii) Deferred tax (net)		2.72	(13.28)
	Tax expense		**328.50**	**315.84**
IX	**Profit for the year (VII - VIII)**		**944.67**	**934.38**
X	**Other comprehensive (loss) / income**			
	(i) Items that will not be reclassified to profit or loss :			
	(a) Remeasurements of the defined benefit plans		(1.03)	(7.92)
	(b) Net fair value gain / (loss) on investments in financial instruments through other comprehensive income (net of tax)		(163.04)	1.82
	(ii) Items that will be reclassified to profit or loss:			
	(a) Exchange difference arising on translation of foreign operation		0.15	0.06
	Total other comprehensive (loss) / income		**(163.92)**	**(6.04)**
XI	**Total comprehensive income for the year (IX + X) ***		**780.75**	**928.34**
	* Attributable to owners of the Company			
	Earnings per share (of ₹ 1 /- each)	35		
	Basic and Diluted (₹)		51.62	51.05
Corporate information		1		
Material accounting policies and key accounting estimates and judgements		2		

See accompanying notes to the consolidated financial statements

In terms of our report attached

For Brahmayya & Co.
Chartered Accountants
(F.R.N : 000513S)

Karumanchi Rajaj
Partner
M. No. 202309

Place: Hyderabad
Date: May 29, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(F.R.N : 117366W/W-100018)

R. Prasanna Venkatesh
Partner
M.No. 214045

Place: Chennai
Date: May 29, 2025

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Consolidated Cash Flow Statement

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

		For the year ended March 31, 2025		For the year ended March 31, 2024	
A.	**Cash flows from operating activities**				
	Profit before tax		1,273.17		1,250.22
	Adjustments for:				
	Depreciation and amortisation expense	525.66		484.33	
	Loss on sale of property, plant and equipment / written off	5.05		3.99	
	Exceptional item (net) [Refer Note 29]	(111.07)		-	
	Gain on sale of property, plant and equipment (net)	-		(0.01)	
	Gain on de-recognition of Right-of-use assets	(0.69)		(0.14)	
	Finance costs	44.30		34.37	
	Interest income on bank deposits and loans	(2.23)		(6.76)	
	Dividend income	(0.01)		(0.00)	
	Gain on disposal of mutual fund units	(29.01)		(25.14)	
	Deferred revenue recognised	(12.33)		(12.30)	
	Net gain arising on financial assets mandatorily measured at FVTPL	(7.37)		(3.66)	
	Net loss arising on non-current financial assets measured at FVTPL	0.04		-	
	Liabilities no longer required written back	(6.04)		(14.47)	
	Provision for doubtful trade receivables written back	(0.23)		(1.60)	
	Provision for doubtful trade receivables	0.40		3.24	
	Provision for doubtful advances and other receivables	0.59		0.58	
	Bad trade receivables written off (net)	0.78		0.40	
	Net unrealised foreign exchange (gain) / loss	3.73		0.47	
			411.57		463.30
	Operating profit before working capital changes		**1,684.74**		**1,713.52**
	Movements in working capital				
	Adjustments for (increase)/decrease in operating assets:				
	- Trade receivables	(128.23)		(216.87)	
	- Inventories	(246.97)		(1.79)	
	- Other assets	(16.62)		(73.42)	
	Adjustments for increase/(decrease) in operating liabilities:				
	- Trade payables	233.30		85.65	
	- Other liabilities	102.73		94.00	
	- Provisions	53.11		3.20	
			(2.68)		(109.23)
	Cash generated from operations		**1,682.06**		**1,604.29**
	Income taxes paid (net)		(330.75)		(338.27)
	Net cash generated from operating activities [A]		**1,351.31**		**1,266.02**
B.	**Cash flows from investing activities**				
	Purchase of property, plant and equipment	(1,200.13)		(871.45)	
	Proceeds from sale of property, plant and equipment	8.04		2.62	
	Insurance proceeds [Refer Note 29]	175.00		117.93	
	Purchase consideration on business acquisition (net of cash acquired ₹ 1.05 cr) [Refer Note 46]	-		(131.95)	
	Purchase of non-current investments	(178.94)		-	
	Purchase of current investments	(4,089.53)		(3,795.83)	
	Proceeds from sale / redemption of current investments	4,149.60		3,665.42	
	Bank balances not considered as cash and cash equivalents (net)	2.25		(8.10)	
	Interest received	2.07		1.24	
	Dividend income	0.01		0.00	
	Net cash used in investing activities [B]		**(1,131.63)**		**(1,020.12)**

Consolidated Cash Flow Statement

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

		For the year ended March 31, 2025		For the year ended March 31, 2024	
C.	**Cash flows from financing activities**				
	Repayment of borrowings	(53.33)		(57.73)	
	Proceeds from short term borrowings (net)	143.54		-	
	Payment of lease liabilities	(33.57)		(29.94)	
	Finance costs (including on lease liabilities)	(25.85)		(18.17)	
	Dividend paid	(190.35)		(136.65)	
	Net cash used in financing activities [C]		**(159.56)**		**(242.49)**
	Net increase in cash and cash equivalents [A+B+C]		**60.12**		**3.41**
	Cash and cash equivalents at the beginning of the year		98.34		94.87
	Effects of foreign exchange rate changes		(0.78)		
	Exchange differences in translating the financial statements of foreign subsidiary		0.15		0.06
	Cash and cash equivalents at the end of the year (Refer Note 9 (a))		**157.83**		**98.34**

Notes:

(a) The above Cash Flow Statement has been prepared under the "Indirect Method" as set out in the Indian Accounting Standard (Ind AS - 7) - Statement of Cash Flows.

(b) Reconciliation of liabilities from financing activities for the year ended March 31, 2025

	As at March 31, 2024	Cash flows	Non cash changes Current /Non-current Classification	As at March 31, 2025
Borrowings	53.33	90.21	1.03	144.57
Lease liabilities	103.36	(43.46)	56.33	116.23
Total	**156.69**	**46.75**	**57.36**	**260.80**

Reconciliation of liabilities from financing activities for the year ended March 31, 2024

	As at March 31, 2023 (Restated)	Cash flows	Non cash changes Current / Non-current Classification	As at March 31, 2024
Borrowings	111.06	(57.73)	-	53.33
Lease liabilities	90.29	(37.45)	50.52	103.36
Total	**201.35**	**(95.18)**	**50.52**	**156.69**

See accompanying notes to the consolidated financial statements

In terms of our report attached

For Brahmayya & Co.
Chartered Accountants
(F.R.N : 000513S)

Karumanchi Rajaj
Partner
M. No. 202309

Place: Hyderabad
Date: May 29, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(F.R.N : 117366W/W-100018)

R. Prasanna Venkatesh
Partner
M.No. 214045

Place: Chennai
Date: May 29, 2025

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

A) Equitysharecapital

	As at March 31, 2025	As at March 31, 2024
Balance at the beginning of the year	18.30	17.08
Changes in equity share capital during the year	-	1.22
Balance at the end of the year	**18.30**	**18.30**

B) Other equity

	Share application money pending allotment	Reserves and surplus				Foreign Currency Translation Reserve Account	Equity investments through other comprehensive income	Total
		Securities premium	Capital reserve*	General reserve	Retained earnings			
Balance at March 31, 2023 [Restated]	**672.56**	**31.19**	**0.00**	**703.16**	**4,481.70**	**0.22**	**101.13**	**5,989.96**
Profit for the year	-	-	-	-	934.38	-	-	**934.38**
Other comprehensive income / (loss) for the year, net of income tax	-	-	-	-	(7.92)	0.06	1.82	**(6.04)**
Total comprehensive income for the year 2023-24	**-**	**-**	**-**	**-**	**926.46**	**0.06**	**1.82**	**928.34**
Issue of equity shares pursuant to business combinations (Refer Note 45)	(672.56)	671.34	-	-	-	-	-	**(1.22)**
Payment of dividends [Refer Note 41]	-	-	-	-	(136.65)	-	-	**(136.65)**
Transfer for General reserve	-	-	-	90.59	(90.59)	-	-	-
Balance at March 31, 2024	**-**	**702.53**	**0.00**	**793.75**	**5,180.92**	**0.28**	**102.95**	**6,780.43**
Profit for the year	-	-	-	-	944.67	-	-	944.67
Other comprehensive income / (loss) for the year, net of income tax	-	-	-	-	(1.03)	0.15	(163.04)	**(163.92)**
Total comprehensive income for the year 2024-25	**-**	**-**	**-**	**-**	**943.64**	**0.15**	**(163.04)**	**780.75**
Payment of dividends [Refer Note 41]	-	-	-	-	(190.35)	-	-	**(190.35)**
Transfer for General reserve	-	-	-	96.39	(96.39)	-	-	**-**
Balance at March 31, 2025	**-**	**702.53**	**0.00**	**890.14**	**5,837.82**	**0.43**	**(60.09)**	**7,370.83**

* Amounts below ₹ 1 Lakh

See accompanying notes to the consolidated financial statements

In terms of our report attached

For Brahmayya & Co.
Chartered Accountants
(F.R.N : 000513S)

Karumanchi Rajaj
Partner
M. No. 202309

Place: Hyderabad
Date: May 29, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(F.R.N : 117366W/W-100018)

R. Prasanna Venkatesh
Partner
M.No. 214045

Place: Chennai
Date: May 29, 2025

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

1. Group Information

The Consolidated Financial Statements comprise financial statements of Amara Raja Energy & Mobility Limited [Formerly known as Amara Raja Batteries Limited] ("the Holding Company" or "the Company") and its subsidiaries (collectively, "the Group").

The Group is one of the largest manufacturers of lead-acid storage batteries for industrial and automotive applications in India. The Group's products are exported to various countries in the Indian Ocean Rim. The Group also provides installation, commissioning and maintenance services. The leading automotive and industrial battery brands of the Group are Amaron®, PowerZone®, Power Stack®, AmaronVolt® and Quanta®. The group is also engaged in the business of developing and manufacturing energy storage and management products, solutions and technologies related to lithium cells or such other Advanced Cell Chemistries (ACC), battery packs and components like chargers etc.

The Board of Directors of the Holding company approved a change in name of the Holding company from Amara Raja Batteries Limited to Amara Raja Energy & Mobility Limited. The new name conveys the Company's commitment to becoming a leader in the energy and mobility sector. It accurately represents current business activities and future aspirations to strengthen market position, enhance brand value, and capitalise on new opportunities.

2. Material Accounting Policies and Key Accounting Estimates and Judgements

A. Statement of compliance

These financial statements are the Consolidated Financial Statements of the Group (also called Consolidated Financial Statements) prepared in accordance with Indian Accounting Standards ('Ind AS') notified under Section 133 of the Companies Act 2013, read together with the Companies (Indian Accounting Standards) Rules, 2015 (as amended). The consolidated financial statements have also been prepared in accordance with the relevant presentation requirements of the Act.

B. Basis of preparation of Consolidated Financial Statements

These Consolidated Financial Statements have been prepared on historical cost convention and on an accrual basis except for certain financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below. These consolidated financial statements are presented in Indian Rupees (₹) which is also the Company's functional currency.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Basis of consolidation

The Consolidated Financial Statements comprise the financial statements of the Holding company and its subsidiaries.

The Holding company consolidates all the entities where control exists as per Ind AS 110, Consolidated Financial Statements from the date control commences until the date control ceases.

Subsidiaries are entities controlled by the Holding company. Control is assessed annually with reference to the voting power (usually arising from equity shareholdings and potential voting rights) and other rights (usually contractual) enjoyed by the Group in its capacity as an investor that provides it the power and consequential ability to direct the investee's activities and significantly affect the Group's returns from its investment. Such an assessment requires the exercise of judgment and is disclosed by way of note in the Consolidated Financial Statements. The Group is considered not to be in control of entities where it is unclear as to whether it enjoys such power over the investee.

The Holding company re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Assets, liabilities, income and expenses of a subsidiary acquired or disposed off during the year are included in the Consolidated Financial Statements from the date the Holding company gains control until the date the Holding company ceases to control the subsidiary. Consolidated Financial Statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

The financial statements of all entities used for the purpose of consolidation are drawn up to same reporting date as that of the Holding company, i.e., year ended on 31st March.

The assets, liabilities, income and expenses of subsidiaries are aggregated and consolidated, line by line, from the date control is acquired by any Group entity to the date it ceases. Profit or loss and each component of other comprehensive income are attributed to the Group as owners and to the non-controlling interests. The Group presents the non-controlling interests in the Balance Sheet within equity, separately from the equity of the Group as owners. The excess of the Group's investment in a subsidiary over its share in the net worth of such subsidiary on the date control is acquired is treated as goodwill while a deficit is considered as a capital reserve in the Consolidated Financial Statements. Impairment loss, if any, to the extent the carrying amount exceeds the recoverable amount is charged off to the Consolidated Statement of Profit and Loss as it arises and is not reversed.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

C. Operating Cycle

All assets have been classified as current or non-current as per the Group's normal operating cycle and other criteria set out in the Schedule III to the Act and Ind AS 1 – Presentation of Financial Statements, based on the nature of the products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents.

D. Key accounting estimates and judgements

The preparation of the consolidated financial statements in conformity with Ind AS requires Management to make judgements, estimates and assumptions that affect the application of the accounting policies and the reported amounts of assets and liabilities, revenues and expenses and disclosure of contingent liabilities. Actual results may differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

The following are the critical judgements and estimates that have been made in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the Consolidated Financial Statements.

i) Provision for warranty

The Group estimates and provides for liability for product warranties in the year in which the products are sold. These estimates are established using historical information on the nature, frequency, quantum of warranty claims and corrective actions against product failures and the estimates are reviewed annually for any material changes in assumptions. The cost of warranty is net of realisable scrap value and the best estimate of relevant freight expenses. The timing of outflows will vary based on the actual warranty claims.

ii) Useful lives of Property, plant and equipment

Property, plant and equipment represent a significant proportion of the asset base of the Group. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Group's assets are determined by Management at the time the asset is acquired and is reviewed at the end of each reporting period. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life, such as changes in technology. This reassessment may result in change in depreciation expense in future periods.

iii) Fair value measurement of financial instruments

Some of the Group's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset or liability, the Group uses market-observable data to the extent available. Where Level 1 inputs are not available, the fair value is measured using valuation techniques, including the discounted cash flow model, which involves various judgments and assumptions. The Group also engages third party qualified valuers to perform the valuation in certain cases. For certain investments in equity instruments, where more recent information to measure fair value is insufficient, or there is a wide range of possible fair value measurements, cost is considered as the best estimate of fair value. The appropriateness of valuation techniques and inputs to the valuation model are reviewed by the Management.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

iv) Impairment of Goodwill

Goodwill is tested for impairment on an annual basis and whenever there is an indication that the recoverable amount of a cash generating unit is less than its carrying amount based on a number of factors including operating results, business plans, future cash flows and economic conditions. The recoverable amount of cash generating units is determined based on higher of value-in-use and fair value less cost to sell. The goodwill impairment test is performed at the level of the cash-generating unit or groups of cash-generating units which are benefitting from the synergies of the acquisition and which represents the lowest level at which goodwill is monitored for internal management purposes.

Market related information and estimates are used to determine the recoverable amount. Key assumptions on which management has based its determination of recoverable amount include estimated long term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management's best estimate about future developments.

v) Income Taxes

The Holding company's tax jurisdiction is India. Significant judgments are involved in estimating budgeted profits for the purpose of paying advance tax, determining the provision for income taxes, including amount expected to be paid / recovered for uncertain tax positions.

vi) Actuarial Valuation

The determination of Group's liability towards defined benefit obligation to employees is made through independent actuarial valuation including determination of amounts to be recognised in the Consolidated Statement of Profit and Loss and in other comprehensive income. Such valuation depends upon assumptions determined after taking into account inflation, seniority, promotion and other relevant factors. Information about such valuation is provided in the notes to the consolidated financial statements.

vii) Insurance Receivable

The amount expected to be reimbursed against a provision is recognised as a separate asset, but only when it is determined to be virtually certain in accordance with the accounting policy.

viii) Other estimates

The preparation of consolidated financial statements involves estimates and assumptions that affect the reported amount of assets, liabilities, disclosure of contingent liabilities at the date of consolidated financial statements and the reported amount of revenues and expenses for the reporting period. Specifically, the Group estimates the probability of collection of accounts receivable by analysing historical payment patterns, customer concentrations, customer credit-worthiness and current economic trends. If the financial condition of a customer deteriorates, additional allowances may be required.

E. Inventories

Inventories are stated at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Net realisable value represents the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Scrap is carried at net realizable value. The method of determination of cost of various categories of inventories is as follows:

(i) **Raw materials and bought-out components, stores and spares and loose tools:** Weighted average cost. Cost includes purchase cost and other attributable expenses.

(ii) **Finished Goods and Work-in-progress:** Weighted average cost of production which comprises direct material cost, direct wages and appropriate overheads based on normal level of activity.

(iii) **Stock-in-trade:** Weighted average cost.

F. Property, plant and equipment

(i) Recognition and measurement:

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses, if any. Cost includes deemed cost which represents the carrying value of property, plant and equipment recognised as at April 1, 2015 measured as per the Accounting Standards notified under Section 133 of the Act, read together with Rule 7 of the Companies (Accounts) Rules, 2014, which the Group elected in accordance with Ind AS 101.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Cost comprises the purchase price net of any trade discounts and rebates, any import duties and other taxes (other than those subsequently recoverable from the tax authorities), any directly attributable expenditure in making the asset ready for its intended use. Machinery spares which can be used only in connection with an item of property, plant and equipment and whose use is expected to be irregular are capitalised and depreciated over the useful life of the spares or the principal item of the relevant assets, whichever is lower.

Capital work-in-progress are items of property, plant and equipment which are not yet ready for their intended use and are carried at cost, comprising direct cost and related incidental expenses.

(ii) Depreciation:

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Act except in respect of the following category of assets, in which case the life of the assets has been assessed based on technical advice taking into account the nature of the asset, the estimated usage of the asset, the operating condition of the asset, past history of replacement, maintenance support, etc., Freehold land is not depreciated.

Asset	Useful lives (in years)
Buildings	3-60
Plant and machinery	1-30
(including electrical installations and moulds)	
Solar equipment	25
Furniture and fixtures	5-10
Vehicles	3-10
Office equipment	3-5
Computers	3-6

Property, plant and equipment's residual values and useful lives are reviewed at each Consolidated Balance Sheet date and changes, if any, are treated as changes in accounting estimate and accounted for on a prospective basis.

Assets individually costing ₹ 5,000 and below are fully depreciated in the year of acquisition.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in the Consolidated Statement of Profit and Loss when the asset is de-recognised.

G. Goodwill and Other Intangible assets

Goodwill acquired in a business combination is initially measured at cost, being the excess of the consideration transferred over the net identifiable assets acquired and liabilities assumed, in accordance with Ind AS 103.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Intangible assets that the Group controls and from which it expects future economic benefits are capitalised upon acquisition and measured initially for separately acquired assets, at cost comprising of the purchase price (including import duties and non-refundable taxes) and directly attributable costs to prepare the assets for its intended use. The useful life of an intangible asset is considered finite where there is a likelihood of technical and technological obsolescence.

Intangible assets that have a finite lives are amortised over their estimated useful lives as per the straight line method unless it is practical to reliably determine the pattern of benefits arising from the asset.

The estimated useful life and amortisation method are reviewed at the end of each reporting period, but the effect of any change in estimates being accounted for on a prospective basis.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Intangible assets comprising software are amortised over a period of 5 years. The amortisation period for technical know-how has been assessed as 5 - 8 years, representing the period over which economic benefits from the use of technical know-how is expected to be utilised.

All intangible assets are tested for impairment. Amortisation expenses, impairment losses and reversal of impairment losses are considered in the Consolidated Statement of Profit and Loss. Thus, after initial recognition an intangible asset is carried at its costs less accumulated amortization and /or impairment losses.

H. Impairment of assets excluding goodwill

Impairment loss, if any, is provided to the extent, the carrying amount of assets or cash generating units exceed their recoverable amount.

Recoverable amount is higher of an asset's net selling price and its value in use. Value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset or cash generating unit and from its disposal at the end of its useful life.

Impairment loss recognised in prior years are reversed when there is an indication that the impairment losses recognised no longer exist or have decreased. Such reversals are recognised as an increase in carrying amounts of assets to the extent that it does not exceed the carrying amounts that would have been determined (net of amortization or depreciation) had no impairment loss been recognised in previous years.

I. Foreign currency transactions and translations

In preparing the financial statements of the Group, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rate of exchange prevailing at the dates of the transactions. The date of transaction for the purpose of determining the exchange rate on initial recognition of the related asset, expense or income (part of it) is the date on which the entity initially recognises the non-monetary asset or non-monetary liability arising from payment or receipt of advance consideration. Monetary assets and liabilities relating to foreign currency transactions remaining unsettled at the end of each reporting period are translated at the exchange rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured at historical cost in a foreign currency, are translated using the exchange rate at the date of the transaction.

Translation of financial statements of foreign entities

On consolidation, the assets and liabilities of foreign operations are translated into ₹ (Indian Rupees) at the exchange rate prevailing at the reporting date and their statements of profit and loss are translated at exchange rates prevailing at the dates of the transactions. For practical reasons, the group uses an average rate to translate income and expense items, if the average rate approximates the exchange rates at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in consolidated statement of other comprehensive income ('OCI'). On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to the Consolidated Statement of Profit and Loss.

J. Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received, and the Group will comply with the conditions attached to the grant.

Government grants related to revenue are recognised on a systematic basis in the Consolidated Statement of Profit and Loss over the periods necessary to match them with the related costs which they are intended to compensate. Such grants are deducted in reporting the related expense. When the grant relates to an asset, it is recognised as deferred revenue in the Consolidated Balance Sheet and transferred to the Consolidated Statement of Profit and Loss on a systematic and rational basis over the useful lives of the related assets.

K. Employee benefits

(i) Defined contribution plans

The Group's contributions to Provident Fund (Government administered), Employees' State Insurance Scheme and Superannuation Fund (under a scheme of Life Insurance Corporation of India), considered as defined contribution plans are charged as an expense in the Consolidated Statement of Profit and Loss when the employees have rendered services entitling them to the contributions.

(ii) Defined benefit plans

For defined benefit plans in the form of gratuity fund, administered under a scheme of the Life Insurance Corporation of India, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

end of each annual reporting period. The defined benefit obligations recognised in the Consolidated Balance Sheet represents the present value of the defined obligations as reduced by the fair value of plan assets, if applicable. Re-measurement, comprising actuarial gains and losses and the return on plan assets (excluding net interest), is reflected immediately in the Consolidated Balance Sheet with a charge or credit recognised in other comprehensive income in the period in which they occur and are not re-classified to the Consolidated Statement of Profit and Loss in the subsequent periods. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

All expenses represented by current service cost, past service cost, if any, and net interest on the defined benefit liability (asset) are recognised in the Consolidated Statement of Profit and Loss.

(iii) Short term and other long term employee benefits

The employees of the Group are entitled to compensated absences. The employees can carry forward a portion of the unutilised accumulating compensated absences and utilise it in future periods or receive cash at retirement or termination of employment. The Group records an obligation for compensated absences in the period in which the employee renders the services that increases this entitlement. The Group measures the expected cost of compensated absences as the additional amount that the Group expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. The Group recognises accumulated compensated absences based on actuarial valuation. Non-accumulating compensated absences are recognised in the period in which the absences occur. The Group recognises actuarial gains and losses immediately in the Consolidated Statement of Profit and Loss.

L. Revenue recognition

Revenue from contracts with customers is recognised on transfer of control of promised goods or services to a customer at an amount that reflects the consideration to which the Group is expected to be entitled to in exchange for those goods or services.

Revenue towards satisfaction of a performance obligation is measured at an amount of transaction price (net of returns and discounts) allocated to that performance obligation. The discount is estimated based on the expected value of outflow.

Sale of goods:

Revenue from sale of products is recognised when control of the goods have been transferred to the customer. The performance obligation in case of sale of product is satisfied at a point in time i.e. when the material is shipped to the customer or on delivery to the customer, as may be specified in the contract.

Sales related warranties associated with batteries cannot be purchased separately and they serve as an assurance that the products sold comply with agreed upon specifications. Accordingly, the Group accounts for warranties in accordance with Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

Sale of services:

Revenue from installation, commissioning and maintenance services is recognised based on the contracts with customers and when the services are rendered by measuring progress towards satisfaction of performance obligation for such services.

Other Income:

Interest income is recognised using effective interest method. Dividend income is accounted for in the year when the right to receive such dividend is established and the amount of dividend can be measured reliably.

M. Financial instruments, Financial assets, Financial liabilities

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 Group becomes a party to the contractual provisions of the relevant instrument and are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities measured at fair value through profit or loss) are added to or deducted from the fair value on initial recognition of financial assets or financial liabilities. Transaction costs directly attributable to the acquisition of financial asset or financial liabilities at fair value through profit or loss are recognised immediately in the Consolidated Statement of Profit and Loss.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Purchase or sale of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trade) are recognised on the trade date i.e. the date when the Group commits to purchase or sell the asset.

The classification of financial instruments depends on the objective of the Group's business model for which it is held and on the substance of the contractual terms / arrangements. Management determines the classification of its financial instruments at initial recognition.

(i) Financial assets

Recognition: Financial assets include Investments, Trade receivables, Security Deposits, Cash and cash equivalents. Such assets are initially recognised at transaction price when the Group becomes party to contractual obligations. The transaction price includes transaction costs unless the asset is being fair valued through the Consolidated Statement of Profit and Loss.

Classification: Financial assets are classified as those measured at:

(a) amortised cost, where the financial assets are held within a business model solely for collection of cash flows arising from payments of principal and/ or interest as per contractual terms. Such assets are subsequently measured at amortised cost using the effective interest method, less any impairment loss.

(b) fair value through other comprehensive income (FVTOCI), where the financial assets are held not only for collection of cash flows arising from payments of principal and interest but also from the sale of such assets. Such assets are subsequently measured at fair value, with unrealised gains and losses arising from changes in the fair value being recognised in other comprehensive income.

(c) fair value through profit or loss (FVTPL), where the assets are managed in accordance with an approved investment strategy that triggers purchase and sale decisions based on the fair value of such assets. Such assets are subsequently measured at fair value, with unrealised gains and losses arising from changes in the fair value being recognised in the Consolidated Statement of Profit and Loss in the period in which they arise.

FVTPL is a residual category for financial assets. Any financial asset which does not meet the criteria for categorization as at amortised cost or as FVTOCI, is classified as FVTPL.

Trade receivables, Security Deposits, Cash and cash equivalents etc. are classified for measurement at amortised cost while investments may fall under any of the aforesaid classes. However, in respect of particular investments in equity instruments that would otherwise be measured at fair value through profit or loss, an irrevocable election on an instrument by instrument basis at initial recognition may be made to present subsequent changes in fair value through other comprehensive income. This election is not permitted if the equity instrument is held for trading.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in a separate component of equity. The cumulative gain or loss is not reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

The Company has designated all investments in equity instruments that are not held for trading as at FVTOCI on initial recognition (Refer Note 5).

Impairment: The Group assesses at each reporting date whether a financial asset (or a group of financial assets) such as investments, trade receivables, and security deposits held at amortised cost and financial assets that are measured at fair value through other comprehensive income are tested for impairment based on evidence or information that is available without undue cost or effort. Expected credit losses are assessed and loss allowances recognised if the credit quality of the financial asset has deteriorated significantly since initial recognition. The impairment requirements do not apply to equity investments designated at Fair value through other comprehensive income because fair value gains and losses, except dividend income, are permanently recognised in other comprehensive income without reclassification to profit or loss.

As a practical expedient, the Group uses a provision matrix to determine impairment loss on portfolio of its trade receivables. The provision matrix is

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

based on its historically observed default rates over the expected life of the trade receivables and is adjusted for forward looking estimates. At every reporting date, the historically observed default rates are updated and changes in forward-looking estimates are analysed.

Reclassification: When and only when the business model is changed, the Group shall reclassify all affected financial assets prospectively from the reclassification date as subsequently measured at amortised cost, fair value through other comprehensive income, fair value through profit or loss without restating the previously recognised gains, losses or interest and in terms of the reclassification principles laid down in the Ind AS relating to Financial Instruments.

De-recognition: Financial assets are derecognised when the right to receive cash flows from the assets has expired, or has been transferred, and the Group has transferred substantially all of the risks and rewards of ownership. Concomitantly, if the asset is one that is measured at:

(a) amortised cost, the gain or loss is recognised in the Consolidated Statement of Profit and Loss;

(b) fair value through other comprehensive income, the cumulative fair value adjustments previously taken to reserves are reclassified to the Consolidated Statement of Profit and Loss unless the asset represents an equity investment in which case the cumulative fair value adjustments previously recognised in other comprehensive income and accumulated in the “equity instruments through other comprehensive income” will not be reclassified to profit or loss on disposal of the investments, but is transferred to retained earnings.

(ii) Financial liabilities

Borrowings, trade payables and other financial liabilities are initially recognised at the value of the respective contractual obligations. They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

Financial liabilities are derecognised when the liability is extinguished, that is, when the contractual obligation is discharged, cancelled and on expiry. The difference between the carrying amount of the financial liabilities de-recognised and the consideration paid and payable is recognised in the Consolidated Statement of Profit and Loss.

Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount is included in the Consolidated Balance Sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

N. Insurance Claim Receivable

Income from insurance proceeds is recognised when (i) it is virtually certain that a valid and adequate insurance policy exists to cover the insured event entitling the Group to a compensation as per the terms and conditions of the policy and (ii) when the amount of compensation expected to be received for a valid insurance claim made and admitted can be measured reliably. Where the final amount of such compensation is subject to final acceptance / determination by the insurance company pending completion of survey or other required activities, the amount of insurance income recognised is restricted to the amount of the loss or expenses recognised in the statement of profit and loss for the insured event or the amount received in respect sof capital expenditure incurred for reinstatement as per the terms of the insurance policy, as applicable. Any additional amount of compensation is recognised only on final acceptance and determination by the insurance company.

O. Leases

The Group assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether, (i) the contract involves the use of an identified asset (ii) the Group has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Group has the right to direct the use of the asset.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

At the date of commencement of the lease, the Group recognises a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements includes 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 recognised 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.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying 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.

The lease liability is initially measured at amortised 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 remeasured with a corresponding adjustment to the related right of use asset if the Group 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.

P. Income Taxes

Income tax expense represents the sum of the tax currently payable and deferred tax. Current and deferred tax are recognised in the Consolidated Statement of Profit and Loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

Current Tax

Current tax is measured at the amount expected to be paid to or recovered from the taxation authorities based on the taxable profit for the year. Taxable profit differs from "Profit before tax" as reported in the Consolidated Statement of Profit and Loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible under the Income-tax Act, 1961. The tax rates and tax laws used to compute the current tax amount are those that are enacted by the reporting date and applicable for the period. The Group offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis or to realise the asset and liability simultaneously.

Deferred Tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of such deferred tax assets to be utilised.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting date. The deferred tax assets (net) and deferred tax liabilities (net) are determined separately for the holding company and subsidiary Company as per their applicable laws and then aggregated. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset the corresponding current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

Q. Provisions, contingent liabilities and contingent assets

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle such obligation and a reliable estimate can be made of the amount of such obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be recovered and the amount of the receivable can be measured reliably.

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not require an outflow of resources embodying economic benefits or the amount of such obligation cannot be measured reliably. When there is a possible obligation or a present obligation in respect of which likelihood of outflow of resources embodying economic benefits is remote, no provision or disclosure is made.

R. Research and development expenses

Revenue expenditure pertaining to research is charged to the Consolidated Statement of Profit and Loss. Development costs of products are also charged to the Consolidated Statement of Profit and Loss unless a product's technical feasibility has been established, in which case such expenditure is capitalised. The amount capitalised comprises expenditure that can be directly attributed or allocated on a reasonable and consistent basis to creating, producing and making the asset ready for its intended use. Property, plant and equipment utilised for research and development are capitalised and depreciated in accordance with the policies stated for property, plant and equipment.

S. Earnings per share

Basic earnings per share is computed by dividing profit or loss attributable to equity shareholders by the weighted average number of equity shares outstanding during the year.

Diluted earnings per share is determined by adjusting the profit or loss attributable to equity shareholders and the weighted average number of equity shares outstanding for the effects of all dilutive potential equity shares.

T. Cash and cash equivalents

Cash and cash equivalents for purposes of cash flow statement include cash on hand, in banks and demand deposits with banks, net of outstanding bank overdrafts that are repayable on demand, book overdraft and are considered part of the Group's cash management system.

U. Exceptional items

An ordinary item of income or expense which by its size, nature, occurrence or incidence requires a disclosure in order to improve understanding of the performance of the Group is treated as an exceptional item in the Consolidated Statement of Profit and Loss account.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 3.1: Property, plant and equipment and capital work-in-progress

	As at March 31, 2025	As at March 31, 2024
Carrying amounts of:		
Freehold Land	212.91	207.12
Leasehold improvements	7.01	7.14
Buildings	844.89	736.69
Plant and Equipment (including electrical installations)	1,943.67	1,877.31
Furniture and fixtures	19.30	17.39
Vehicles	27.22	21.46
Office equipment	25.56	26.23
Computers	35.79	16.11
	3,116.35	**2,909.45**
Capital work-in-progress [Refer note (iv)]	1,297.53	625.52
	1,297.53	**625.52**

	Freehold land	Leasehold improvements	Buildings	Plant and Equipment (including electrical installations)	Furniture and fixtures	Vehicles	Office equipment	Computers	Total
(A) Cost or deemed cost									
Balance at March 31, 2023 [Restated]	79.08	49.76	924.81	3,531.37	29.54	32.27	91.17	41.70	4,779.70
Acquisition of Subsidiary [Refer Note 46]	40.00	-	19.82	2.58	-	0.65	0.06	0.09	63.20
Additions	88.04	4.92	16.88	286.29	4.22	8.64	5.43	8.16	422.58
Disposals	-	-	(4.47)	(131.73)	(0.03)	(5.22)	(0.36)	(1.09)	(142.90)
Balance at March 31, 2024	**207.12**	**54.68**	**957.04**	**3,688.51**	**33.73**	**36.34**	**96.30**	**48.86**	**5,122.58**
Additions	10.11	2.28	153.49	454.83	5.01	16.26	8.16	27.23	677.37
Disposals	-	-	(0.28)	(35.10)	(0.05)	(10.22)	(0.48)	(3.63)	(49.76)
Adjustments*	(4.32)	-	-	-	-	-	-	-	(4.32)
Balance at March 31, 2025	**212.91**	**56.96**	**1,110.25**	**4,108.24**	**38.69**	**42.38**	**103.98**	**72.46**	**5,745.87**
(B) Accumulated depreciation and impairment									
Balance at March 31, 2023 [Restated]	**-**	**47.26**	**183.82**	**1,580.29**	**13.29**	**10.04**	**60.69**	**28.86**	**1,924.25**
Depreciation expense	-	0.28	40.71	360.01	3.05	7.18	9.68	4.88	425.79
Eliminated on disposal	-	-	(4.18)	(129.10)	-	(2.34)	(0.30)	(0.99)	(136.91)
Balance at March 31, 2024	**-**	**47.54**	**220.35**	**1,811.20**	**16.34**	**14.88**	**70.07**	**32.75**	**2,213.13**
Depreciation expense	-	2.41	45.24	381.36	3.05	7.76	8.76	7.35	455.93
Eliminated on disposal	-	-	(0.23)	(27.99)	(0.00)	(7.48)	(0.41)	(3.43)	(39.54)
Balance at March 31, 2025	**-**	**49.95**	**265.36**	**2,164.57**	**19.39**	**15.16**	**78.42**	**36.67**	**2,629.52**
(C) Carrying amount									
Balance at March 31, 2024	**207.12**	**7.14**	**736.69**	**1,877.31**	**17.39**	**21.46**	**26.23**	**16.11**	**2,909.45**
Balance at March 31, 2025	**212.91**	**7.01**	**844.89**	**1,943.67**	**19.30**	**27.22**	**25.56**	**35.79**	**3,116.35**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Notes:

(i) The amount of expenditure recognised in the carrying amount of property, plant and equipment (including capital work-in progress) in the course of construction is ₹ 18.66 crores (March 31, 2024: ₹ 7.87 crores) [Refer Note 37].

(ii) Land admeasuring 18.94 acres amounting to ₹ 77.84 crores is registered in the name of Mangal Industries Limited, erstwhile Company from which plastic component business was demerged and merged with the Holding Company pursuant to the Scheme of Arrangement approved by Hon'ble National Company Law Tribunal [Refer Note 45]. The aforementioned land parcel is pending registration in the name of the Holding Company.

(iii) Land admeasuring of 261.6 acre is yet to be registered as on Balance sheet date in the name of Amara Raja Advanced Cell Technology Private Limited (subsidiary) has executed an "Agreement for Sale of Plot" with Telangana State Industrial Infrastructure Corporation ("TSIIC") towards purchase land for setting up of Giga factory to manufacture Advanced Chemistry Cells and Battery pack unit. As per the said agreement, the subsidiary committed Fixed Capital Investment of ₹ 1,000 crores in the project and sales deed will be executed and registered in the name of the subsidiary upon completion of ₹ 1,000 crores fixed capital investment or utilisation of 30% alloted land.

*During the year, the subsidiary received refund of Stamp duty amounting to ₹ 4.32 crores from TSIIC towards freehold land at Divitipally, Telangana. The Stamp duty on the said freehold land was paid by the subsidary earlier in FY 2024 at the time of executing the agreement for sale.

(iv) Capital work-in-progress ageing schedule *

Ageing schedule as at March 31, 2025

Particulars	Amount in capital work-in-progress for a period of				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	1,094.18	195.25	8.10	-	1,297.53
	1,094.18	**195.25**	**8.10**	**-**	**1,297.53**

Capital-work-in progress, where completion is overdue compared to its original plan:

Particulars	To be completed in				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Captive Solar Plant Expansion	7.20	-	-	-	7.20
Reinstatement of Tubular battery plant	513.83	-	-	-	513.83
	521.03	**-**	**-**	**-**	**521.03**

Ageing schedule as at March 31, 2024

Particulars	Amount in capital work-in-progress for a period of				As at March 31, 2024
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	553.46	37.15	33.94	0.97	625.52
	553.46	**37.15**	**33.94**	**0.97**	**625.52**

Capital-work-in progress, where completion is overdue compared to its original plan:

Particulars	To be completed in				As at March 31, 2024
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Captive Solar Plant Expansion	37.81	-	-	-	37.81
	37.81	**-**	**-**	**-**	**37.81**

* There are no capital work-in-progress where estimated cost exceeded its original planned cost as on March 31, 2025 and March 31, 2024. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 3.2 : Right-of-use assets

	As at March 31, 2025	As at March 31, 2024
Carrying amounts of:		
Leasehold land	241.31	243.62
Buildings	156.36	146.49
Plant and Equipment (including electrical installations)	17.46	17.65
Office equipment	-	-
Computers	0.30	0.35
	415.43	**408.11**

	Leasehold land	Buildings	Plant and Equipment (including electrical installations)	Office equipment	Computers	Total
(A) Cost or deemed cost						
Balance at March 31, 2023 [Restated]	**247.82**	**191.94**	**18.49**	**0.01**	**0.35**	**458.61**
Additions	3.73	45.10	-	-	-	48.83
Disposals	-	(20.37)	-	-	-	(20.37)
Balance at March 31, 2024	**251.55**	**216.67**	**18.49**	**0.01**	**0.35**	**487.07**
Additions	-	52.47	-	-	-	52.47
Disposals	-	(24.22)	-	-	-	(24.22)
Balance at March 31, 2025	**251.55**	**244.92**	**18.49**	**0.01**	**0.35**	**515.32**
(B) Accumulated amortisation and impairment						
Balance at March 31, 2023 [Restated]	**5.03**	**56.34**	**0.65**	**0.00***	**0.00***	**62.02**
Amortisation expense	2.90	32.33	0.19	0.01	0.00*	35.43
Eliminated on disposal	-	(18.49)	-	-	-	(18.49)
Balance at March 31, 2024	**7.93**	**70.18**	**0.84**	**0.01**	**0.00***	**78.96**
Amortisation expense	2.31	37.27	0.19	0.00*	0.05	39.82
Eliminated on disposal	-	(18.89)	-	-	-	(18.89)
Balance at March 31, 2025	**10.24**	**88.56**	**1.03**	**0.01**	**0.05**	**99.89**
(C) Carrying amount						
Balance at March 31, 2024	**243.62**	**146.49**	**17.65**	**-**	**0.35**	**408.11**
Balance at March 31, 2025	**241.31**	**156.36**	**17.46**	**-**	**0.30**	**415.43**

Note:

Leasehold land admeasuring 15.66 acres amounting to ₹ 25.85 crores is registered in the name of Mangal Industries Limited, erstwhile Company from which plastic component business was demerged and merged with the Holding Company pursuant to the Scheme of Arrangement approved by Hon'ble National Company Law Tribunal [Refer Note 46]. The aforementioned lease is pending to be registered in the name of the Holding Company.

* Amount below ₹ 1 lakh

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 4: Goodwill and Other Intangible Assets

	As at March 31, 2025	As at March 31, 2024
Carrying amounts of:		
(a) Goodwill		
Goodwill [Refer Note 45, 46 and note (i) below]	435.80	435.80
	435.80	**435.80**
(b) Other Intangible Assets		
Technical Know-how	30.98	34.40
Software	15.53	19.43
	46.51	**53.83**
Total (a) + (b)	**482.31**	**489.63**
Intangible assets under development [Refer note (ii) below]	0.71	15.40
	0.71	**15.40**

	Goodwill	Technical Know-how	Software	Total
(A) Cost or deemed cost				
Balance at March 31, 2023 [Restated]	**427.99**	**73.70**	**48.31**	**550.00**
Acquisition of subsidiary [Refer Note 46]	7.81	3.33	1.23	12.37
Additions	-	-	6.64	6.64
Disposals	-	-	(6.58)	(6.58)
Balance at March 31, 2024	**435.80**	**77.03**	**49.60**	**562.43**
Additions	-	15.14	7.83	22.97
Disposals	-	-	(0.09)	(0.09)
Balance at March 31, 2025	**435.80**	**92.17**	**57.34**	**585.31**
(B) Accumulated amortisation and impairment				
Balance at March 31, 2023 [Restated]	**-**	**28.53**	**26.57**	**55.10**
Amortisation expense	-	14.10	9.64	23.74
Eliminated on disposal	-	-	(6.04)	(6.04)
Balance at March 31, 2024	**-**	**42.63**	**30.17**	**72.80**
Amortisation expense	-	18.56	11.71	30.27
Eliminated on disposal	-	-	(0.07)	(0.07)
Balance at March 31, 2025	**-**	**61.19**	**41.81**	**103.00**
(C) Carrying amount				
Balance at March 31, 2024	**435.80**	**34.40**	**19.43**	**489.63**
Balance at March 31, 2025	**435.80**	**30.98**	**15.53**	**482.31**

Notes:

(i) Allocation of Goodwill to cash generating units

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the Cash Generating Units (CGU) or groups of CGUs, which benefit from the synergies of the acquisition.

Particulars	As at March 31, 2025	As at March 31, 2024
Amara Raja Energy & Mobility Limited (Lead acid batteries business)	427.99	427.99
Amara Raja Power Systems Limited	7.81	7.81

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

The Group made an assessment of recoverable amounts of the CGUs based on value in use calculations which require the use of certain assumptions. The value in use calculations use cashflow projections based on the financial budgets approved by the management covering a five years period (Previous year - five years), as the Group believes this to be the most appropriate timescale for reviewing and considering annual performance before applying a fixed terminal value multiple to the final cash flows.

Key assumptions used for value in use calculations :

Particulars	%
Terminal growth rate	2 - 3%
Weighted average cost of capital ('WACC')	10.77% - 15.62%

(ii) Intangible assets under development ageing schedule *

Particulars	Amount in intangible assets under development for a period of				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	0.37	0.34	-	-	0.71
	0.37	**0.34**	**-**	**-**	**0.71**

Particulars	Amount in intangible assets under development for a period of				As at March 31, 2024
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	15.36	0.04	-	-	15.40
	15.36	**0.04**	**-**	**-**	**15.40**

* There are no intangible assets under development where completion is overdue against original planned timelines or where estimated cost exceeded its original planned cost as on March 31, 2025 and March 31, 2024. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

Note 5: Investments

	As at March 31, 2025	As at March 31, 2024
Non-current		
(I) Investments in equity instruments		
(a) Quoted investments (fully paid) [at FVTOCI]		
(i) Standard Batteries Limited 125 (March 31, 2024: 125) equity shares of ₹ 1 each *	0.00	0.00
(ii) Nicco Corporation Limited Nil (March 31, 2024: 25) equity shares of ₹ 2 each *	-	0.00
(iii) Exide Industries Limited 10,000 (March 31, 2024: 10,000) equity shares of ₹ 1 each	0.36	0.30
(iv) HBL Power Systems Limited 5,500 (March 31, 2024: 5,500) equity shares of ₹ 1 each	0.26	0.25
Total aggregate quoted equity investments at FVTOCI	**0.62**	**0.55**
(b) Quoted investments (fully paid) [at FVTPL]		
(i) Union Bank of India 14,820 (March 31, 2024: 14,820) equity shares of ₹ 10 each	0.19	0.23
Total aggregate quoted equity investments at FVTPL	**0.19**	**0.23**
Total aggregate quoted investments [A]	**0.81**	**0.78**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
(a) Investments at FVTOCI		
(i) Indian Lead Limited 1,128 (March 31, 2024: 1,128) equity shares of ₹ 10 each *	0.00	0.00
(ii) Andhra Pradesh Gas Power Corporation Limited 1,206,000 (March 31, 2024: 1,206,000) equity shares of ₹ 10 each [also refer footnote to Note 30(i) and footnote (i) to Note 40D in respect of the investment]	-	-
(iii) Log 9 Materials Scientific Private Limited 22,524 (March 31, 2024: 22,524) equity shares of ₹ 1 each [Refer note below and footnote (ii) to Note 40D]	-	51.15
(iv) Inobat AS [Formerly known as Inobat Auto AS] 109,01,043 (March 31, 2024: 53,50,114) equity shares of 0.25 NOK each [Refer note below and footnote (iii) to Note 40D]	351.28	99.41
Total aggregate unquoted investments [B]	**351.28**	**150.56**
Total investments in equity instruments [C = A+B]	**352.09**	**151.34**
(II) Investment in Preference Shares		
Unquoted investments (fully paid) [at FVTOCI]		
(i) Log 9 Materials Scientific Private Limited 92,263 (March 31, 2024: 92,263) Compulsorily Convertible Preference Shares of ₹ 100 each [D] [Refer note below and footnote (ii) to Note 40D]	-	209.46
(III) Investments carried at amortised cost		
6 years National Savings Certificates [E]	-	0.01
Total Non-current investments [F=C+D+E]	**352.09**	**360.81**
Aggregate book value of quoted investments - at cost	0.05	0.05
Aggregate market value of quoted investments	0.81	0.78
Aggregate amount of unquoted investments	351.28	360.02
* Amounts below ₹ 1 lakh		
Current		
Investments mandatorily measured at fair value through profit or loss (FVTPL)		
Quoted investments in mutual funds		
SBI Liquid Fund - Direct Plan Growth Nil (March 31, 2024: 64,905.44 units of ₹ 3,779.28)	-	24.53
SBI Savings Fund - Direct Plan - Growth 4,57,90,797.88 units of ₹ 43.60 (March 31, 2024: 4,09,92,844.31 units of ₹ 40.44)	199.66	165.77
ICICI Ultra Short Term Fund - Direct Plan - Growth Nil (March 31, 2024: 74,17,186.06 units of ₹ 27.23)	-	20.20
UTI - Ultra Short Term Fund - Direct Growth Plan Nil (March 31, 2024: 76,353.96 units of ₹ 4,137.54)	-	31.59
UTI Money Market Fund - Direct Growth Plan Nil (March 31, 2024: 70,895.85 units of ₹ 2,837.22)	-	20.11
Aditya Birla Sunlife Saving Fund - Growth Direct Plan 20,20,795.47 units of ₹ 546.65 (March 31, 2024: 17,95,510.63 units of ₹ 506.20)	110.47	90.89
Aditya Birla Sunlife Liquid Fund- Growth - Direct plan 2,41,802.47 units of ₹ 418.73 (March 31, 2024: Nil)	10.12	-
Aditya Birla Sunlife Overnight Fund- Growth - Direct plan 15,412.88 units of ₹ 1,381.13 (March 31, 2024: Nil)	2.13	-
SBI Overnight Fund - Growth Direct Plan 16,924.40 units of ₹ 4,153.30 (March 31, 2024: Nil)	7.03	-
Total Quoted investments measured at FVTPL	**329.41**	**353.09**
Total Current investments	**329.41**	**353.09**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
* Amounts below ₹ 1 lakh		
Aggregate book value of quoted investments - at cost	322.04	349.51
Aggregate market value of quoted investments	329.41	353.09

Note:

The Holding company holds shares of Inobat AS and Log 9 Materials Scientific Private Limited. The Management of the holding company do not consider that the holding company is able to exercise significant influence over these entities as majority of the equity share capital is held by other shareholders, who also manage the day-to-day operations of these entities.

The valuation methodology for these investments is disclosed in Note 40D.

These investments are not held for trading. Instead, they are held for medium to long-term strategic purposes. Accordingly, the Management of the holding company have elected to designate these investments in equity instruments as at FVTOCI as they believe that recognising short-term fluctuations in these investments' fair value in profit or loss would not be consistent with the holding company's strategy of holding these investments for long-term purposes and realising their performance potential in the long run.

Note 6: Other financial assets

	As at March 31, 2025	As at March 31, 2024
Non-current		
(a) Security deposits*	14.66	12.79
(b) Balances held as margin money against guarantees given	0.42	0.41
Total	**15.08**	**13.20**
* Includes to related parties ₹ 4.84 crores (As at March 31, 2024: ₹ 4.84 crores)		
Current		
(a) Advances to related parties:		
(i) Reimbursable expenses	6.27	8.29
(b) Security deposits	6.17	6.36
(c) Interest accruals:		
(i) Interest accrued on loans and deposits	3.66	3.66
(ii) Interest accrued on overdue trade receivables and others	0.02	0.03
(d) Insurance claim and other receivable (Refer Note 29)	4.80	73.55
Total	**20.92**	**91.89**

Note 7: Inventories

	As at March 31, 2025	As at March 31, 2024
(at lower of cost and net realisable value)		
(a) Raw materials and bought-out components	716.30	631.95
(b) Work-in-progress	436.74	404.39
(c) Finished goods	651.01	600.36
(d) Stock-in-trade (goods purchased for resale)	277.95	197.02

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
(e) Stores and spares (including secondary packing material)	111.88	113.20
(f) Loose tools and others	1.53	1.52
Total	**2,195.41**	**1,948.44**
Raw materials includes material-in-transit	119.18	115.52

Notes:

(i) The cost of inventories recognised as an expense during the year has been disclosed on the face of the Statement of Profit and Loss, Notes 23 and 27.

(ii) The cost of inventories recognised as an expense includes ₹ 3.50 crores (during 2023-24: ₹ 1.92 crores) in respect of write-down of inventory to net realisable value, and has been reduced by ₹ Nil crores (during 2023-24: ₹ Nil) in respect of reversal of such write-downs.

(iii) There are no inventories expected to be liquidated after more than twelve months.

(iv) The mode of valuation of inventories has been stated in Note 2.E.

Note 8: Trade receivables

	As at March 31, 2025	As at March 31, 2024
(a) Unsecured, considered good	1,263.09	1,135.84
(b) Considered doubtful	4.71	6.39
	1,267.80	**1,142.23**
Less: Allowance for doubtful receivables	(4.71)	(6.39)
Total	**1,263.09**	**1,135.84**

Trade Receivables ageing schedule

Particulars	Not due	Outstanding for following periods from due date of payment					As at March 31, 2025
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Trade receivables - Unsecured							
(i) Undisputed, considered good	1,080.37	166.14	10.91	3.09	2.54	0.04	1,263.09
(ii) Undisputed, considered doubtful	0.04	0.01	0.07	0.88	0.40	3.17	4.57
(iii) Disputed, considered good	-	-	-	-	-	-	-
(iv) Disputed, considered doubtful	-	-	-	0.01	-	0.13	0.14
	1,080.41	**166.15**	**10.98**	**3.98**	**2.94**	**3.34**	**1,267.80**
Less: Allowance for doubtful receivables							(4.71)
Total							**1,263.09**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	Not due	Outstanding for following periods from due date of payment					As at March 31, 2024
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Trade receivables - Unsecured							
(i) Undisputed, considered good	975.35	151.33	4.39	4.03	0.74	-	1,135.84
(ii) Undisputed, considered doubtful	0.18	0.07	0.47	0.80	0.48	2.97	4.97
(iii) Disputed, considered good	-	-	-	-	-	-	-
(iv) Disputed, considered doubtful	-	-	-	-	-	1.42	1.42
	975.53	**151.40**	**4.86**	**4.83**	**1.22**	**4.39**	1,142.23
Less: Allowance for doubtful receivables							(6.39)
Total							**1,135.84**

Notes:

(i) The average credit period for after market sales is one week and for sales to other customers is in the range of 30 - 180 days. No interest is charged on overdue receivables, except for overdue balances of related parties.

(ii) Of the trade receivables balance, ₹ 188.70 crores (as at March 31, 2024: ₹ 224.58 crores) is due from one of the Group's large customer (March 31, 2024: two of the Group's large customers). There are no other customers who represent more than 10% of the total balance of trade receivables.

(iii) The Group has used a practical expedient by computing the expected credit loss allowance for doubtful trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and adjusted for forward-looking estimates. The expected credit loss allowance is based on the ageing of the receivables which are due and the rates used in the provision matrix.

(iv) Movement in the expected credit loss allowance

	For the year ended March 31, 2025	For the year ended March 31, 2024
Balance at the beginning of the year	6.39	3.69
Add: Provision created during the year	0.40	3.24
Add: Provision on account of business acquisition [Refer note 46]	-	1.94
Less: Provision reversed /released during the year	(2.08)	(2.48)
Balance at the end of the year	**4.71**	**6.39**

Note 9(a): Cash and cash equivalents

	As at March 31, 2025	As at March 31, 2024
(a) Balances with banks		
(i) in current accounts	14.38	30.69
(ii) in EEFC accounts	139.91	67.49
(b) Cheques on hand	3.54	-
(c) Cash on hand*	0.00	0.16
Cash and cash equivalents as per the cash flow statement	**157.83**	**98.34**

*Amount below ₹ 1 Lakh

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 9(b): Other bank balances

	As at March 31, 2025	As at March 31, 2024
(a) In deposit accounts		
(i) original maturity more than 3 months but less than 12 months	3.48	4.46
(b) In earmarked accounts		
(i) Dividend accounts	2.48	2.90
(ii) Balances held as margin money against guarantees given	10.82	12.10
Total	**16.78**	**19.46**

Note 10: Other assets

	As at March 31, 2025	As at March 31, 2024
Non-current		
(a) Capital advances	76.35	129.47
(b) Capital advances to related parties	71.81	48.70
(c) Prepaid expenses	1.55	1.36
(d) Balances with government authorities	15.33	40.88
(e) Advance to employees	0.09	0.03
(f) Other deposits (Electricity deposits, for other utilities, etc.)	51.66	50.97
Total	**216.79**	**271.41**
Current		
(a) Contractually reimbursable expenses	4.95	3.79
(b) Commercial advances	83.82	116.66
(c) Advances to employees	2.83	2.19
(d) Balances with government authorities (Advances, GST credit and VAT credit)	126.00	47.52
(e) Prepaid expenses	19.30	23.44
(f) Other receivables (export incentives, etc.)	24.44	24.30
(g) Balance in Gratuity Fund (net of obligations) [Refer Note 32]	1.87	4.46
Total	**263.21**	**222.36**

Note 11: Equity share capital

	As at March 31, 2025		As at March 31, 2024	
	Number of shares	Amount	Number of shares	Amount
(a) Authorised				
Equity shares of ₹ 1/- each	20,00,00,000	20.00	20,00,00,000	20.00
(b) Issued				
Equity shares of ₹ 1/- each	18,72,41,364	18.72	18,72,41,364	18.72
(c) Subscribed and fully paid-up				
Equity shares of ₹ 1/- each	18,30,25,364	18.30	18,30,25,364	18.30
	18,30,25,364	**18.30**	**18,30,25,364**	**18.30**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Notes:

(i) Reconciliation of the number of shares and amount outstanding at the beginning and at the end of the year:

Equity shares	Number of shares	Amount
Balance at March 31, 2023	**17,08,12,500**	**17.08**
Issue of shares during the year [Refer Note 45]	1,22,12,864	1.22
Balance at March 31, 2024	**18,30,25,364**	**18.30**
Changes during the year	-	-
Balance at March 31, 2025	**18,30,25,364**	**18.30**

(ii) Rights, preferences and restrictions attached to the equity shares:

The Holding Company has only one class of shares referred to as equity shares having a face value of ₹ 1 each. Each holder of equity share is eligible for one vote per share held. The Company declares and pays dividends in Indian rupees and foreign currency. The dividend proposed by the Board of Directors is subject to the approval of the Shareholders in the ensuing Annual General Meeting, except in the case of interim dividend. In the event of liquidation, the holders of equity shares will be entitled to receive the remaining assets of the Holding Company after distribution of all preferential amounts, in proportion to the number of equity shares held by the shareholders.

(iii) Details of equity shares held by each shareholder holding more than 5% of the equity shares:

	As at March 31, 2025		As at March 31, 2024	
	Number of shares	%	Number of shares	%
RNGalla Family Private Limited	6,01,45,316	32.86	6,01,45,316	32.86
Nalanda India Equity Fund Limited	1,60,36,938	8.76	1,68,80,938	9.22
Life Insurance Corporation of India	1,15,48,339	6.31	1,23,54,916	6.75

(iv) Details of equity shares held by promoters at the end of the year

Promoter Name	As at March 31, 2025		As at March 31, 2024		% Change during the year
	Number of shares	%	Number of shares	%	
RNGalla Family Private Limited	6,01,45,316	32.86	6,01,45,316	32.86	-

Note 12: Other equity

	As at March 31, 2025	As at March 31, 2024
(a) General reserve	890.14	793.75
This reserve is created by an appropriation from one component of equity (generally retained earnings) to another, not being an item of Other Comprehensive Income. The same can be utilised by the Group in accordance with the provisions of the Companies Act, 2013.		
(b) Capital reserve*	0.00	0.00
Any profit or loss on purchase, sale, issue or cancellation of the Group's own equity instruments is transferred to capital reserve.		
(c) Securities premium	702.53	702.53
This reserve represents the premium on issue of shares and can be utilised in accordance with the provisions of the Companies Act, 2013.		

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
(d) Equity instruments through other comprehensive income	(60.09)	102.95
Change in fair value of equity instruments through other comprehensive income.		
(e) Retained earnings	5,837.82	5,180.92
Retained earnings represents the cumulative undistributed profits of the Group and can be utilised in accordance with the provisions of the Companies Act, 2013.		
(f) Foreign Currency Translation Reserve	0.43	0.28
This reserve contains balance of foreign exchange differences from translation of financial statements of the Group's foreign subsidiary arising at the time of consolidation of such subsidiary. Exchange differences accounted in this reserve are reclassified to profit or loss on the disposal of the foreign subsidiary.		
Total	**7,370.83**	**6,780.43**

*Amount below ₹ 1 Lakh

Note 13: Borrowings

	As at March 31, 2025	As at March 31, 2024
Non-current		
Secured - at amortised cost		
Term Loans from bank		
- State Bank of India [Refer Note (i) below]	-	25.99
Total	**-**	**25.99**
Current		
Secured - at amortised cost		
Term Loans from bank		
- State Bank of India [Refer Note (i) below]	-	17.70
Cash credit from bank		
- State Bank of India [Refer Note (iv) below]	0.05	-
Unsecured - at amortised cost		
Sales tax deferment loans [Refer Note (ii) below]	0.00*	9.64
Short term credit from banks [Refer note (iii)]	144.52	-
Total	**144.57**	**27.34**

* Amount below ₹ 1 lakh

Notes:

(i) During the current year, the term loans were prepaid and closed and accordingly, registration of satisfaction of charge has been filed with Registrar of Companies.

Details of terms of repayment and security provided in respect of term loans from banks:

The loan was secured by hypothecation of plant and machinery of plastic component division.

Borrowings Repayable	Rate of Interest	Remaining Number of instalments	Balance amount As at March 31, 2024
(a) ₹ 19.86 crores term loan repayable in 13 quarterly instalments commencing from April 1, 2022	3 Months MCLR + 0.1%	5.00	7.52
(b) ₹ 48.87 crores term loan repayable in 18 quarterly instalments commencing from January 1, 2022	6 Months MCLR + 0.1%	13.00	36.17

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Pursuant to the business combination approved by Hon'ble National Company Law Tribunal which was effective from February 1, 2024, term loans are transferred in the name of the Holding company.

(ii) The interest free sales tax deferment loans were availed by the Holding Company under the Government of Andhra Pradesh TARGET 2000 New Industrial Policy as per which the loans are repayable at the end of the 14th year from the year in which these loans were availed. The Holding Company has also entered into agreements with the Deputy Commissioner of Commercial Taxes, Chittoor in respect of the aforementioned loans as per which the repayment schedule of the loans have been determined as being repayable at the end of the 14th year from the month in which these loans were availed. The Management is however of the view that these loans are repayable at the end of the 14th year from the year in which these loans were availed in terms of the sanction of these loans by the Government of Andhra Pradesh, Commissionerate of Industries and are accordingly making an yearly repayment of these loans.

(iii) Represents commercial credit card facility for payment of direct and indirect taxes with a credit period of 50 days.

(iv) Security Details

Primary security : All fund & non fund based facilities are secured by hypothecation of stocks and receivables and all chargeable current assets of the subsidiary.

Collateral Security : Entire fixed assets of Amara Raja Power Systems Limited (Land & Building, Plant & machinery)

Note 14: Lease Liabilities*

	As at March 31, 2025	As at March 31, 2024
Non-current		
Lease liabilities	81.36	75.07
Total	**81.36**	**75.07**
Current		
Lease Liabilities	34.87	28.29
Total	**34.87**	**28.29**

* Also, refer Note 36

Note 15 : Provisions

	As at March 31, 2025	As at March 31, 2024
Non-current		
Employee benefits		
- Compensated absences	34.83	29.23
- Gratuity [Refer Note 32]	0.17	0.09
Other provisions		
- Product warranty [Refer Note 39]	175.62	154.52
Total	**210.62**	**183.84**
Current		
Employee Benefits		
- Compensated absences	8.01	7.51
- Gratuity [Refer Note 32]	0.31	-
Other provisions		
- Product warranty [Refer Note 39]	168.34	125.26
Total	**176.66**	**132.77**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 16: Deferred tax assets / liabilities (net)

The following is the analysis of deferred tax assets/(liabilities) presented in the Balance Sheet :

	As at March 31, 2025	As at March 31, 2024
(a) Deferred tax assets	7.19	1.70
(b) Deferred tax liabilities	(74.26)	(90.62)
Total	**(67.07)**	**(88.92)**

2024-2025 Deferred tax (liabilities) / assets in relation to :	Opening balance	Adjustment on account of business acquisition [Refer Note 46]	Recognised in profit and loss	Recognised in other comprehensive income	Closing balance
Property, plant and equipment	(75.57)	-	(13.30)	-	(88.87)
Financial assets measured at fair value	(35.98)	-	(0.91)	24.57	(12.32)
Provision for doubtful receivables	1.68	-	(0.28)	-	1.40
Provision for employee benefits	13.16	-	(0.31)	-	12.85
Unused tax losses*	-	-	12.45		12.45
Others	7.79	-	(0.37)	-	7.42
	(88.92)	**-**	**(2.72)**	**24.57**	**(67.07)**

*At the reporting date, the Group has unused tax losses of ₹ 49.47 crores available for offset against future profits. A deferred tax asset has been recognised in respect of ₹ 12.45 crores of such losses on the basis of the probable future taxable profits.

2023-2024 Deferred tax (liabilities) / assets in relation to :	Opening balance	Adjustment on account of business acquisition [Refer Note 46]	Recognised in profit and loss	Recognised in other comprehensive income	Closing balance
Property, plant and equipment	(77.05)	(2.69)	4.17	-	(75.57)
Financial assets measured at fair value	(36.73)	(0.11)	(0.64)	1.50	(35.98)
Provision for doubtful receivables	1.06	0.61	0.01	-	1.68
Provision for employee benefits	8.50	0.53	4.13	-	13.16
Others	1.13	1.05	5.61	-	7.79
	(103.09)	**(0.61)**	**13.28**	**1.50**	**(88.92)**

Note 17: Trade payables

	As at March 31, 2025	As at March 31, 2024
(a) Total outstanding dues of Micro enterprises and small enterprises [Refer Note 31]	73.90	31.96
(b) Total outstanding dues of creditors other than Micro enterprises and small enterprises	1,012.73	824.49
	1,086.63	**856.45**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Trade Payables ageing schedule

Particulars	Not due	Outstanding for following periods from due date of payment				As at March 31, 2025
		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(i) MSME	73.71	0.19	-	-	-	73.90
(ii) Other than MSME	712.05	142.47	0.95	0.19	1.42	857.08
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Other than MSME	155.65	-	-	-	-	155.65
	941.41	**142.66**	**0.95**	**0.19**	**1.42**	**1,086.63**

Particulars	Not due	Outstanding for following periods from due date of payment				As at March 31, 2024
		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(i) MSME	31.96	-	-	-	-	31.96
(ii) Other than MSME	517.85	139.42	3.59	1.33	3.63	665.82
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Other than MSME	158.67	-	-	-	-	158.67
	708.48	**139.42**	**3.59**	**1.33**	**3.63**	**856.45**

Note 18: Other financial liabilities

	As at March 31, 2025	As at March 31, 2024
Current		
(a) Unpaid dividends	2.48	2.90
(b) Other payables [Refer Note (i) below]:		
(i) Payables on purchase of property, plant and equipment	208.00	117.47
(ii) Others (employee related, others) [Refer Note (ii) below]	300.13	241.03
Total	**510.61**	**361.40**

Note:

i. Other payables includes payable to Micro & Small enterprises of ₹ 16.26 crores (Refer Note 31).

ii. Other liabilities includes employees related payables (including payable to Chairman & Managing Director and Executive Directors) (Refer Note 34), commission payable to Other Directors, outstanding liabilities for incentives and trade schemes, etc.

Note 19: Income tax assets /liabilities (net)

	As at March 31, 2025	As at March 31, 2024
Non-Current		
Advance tax / TDS receivable (net of provisions)	18.16	13.11
Total	**18.16**	**13.11**
Current		
Income tax payable (net of advance tax)	0.08	-
Total	**0.08**	**-**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 20: Other liabilities

	As at March 31, 2025	As at March 31, 2024
Non-current		
(a) Revenue received in advance		
(i) Deferred revenue arising from government grant [Refer Note below]	99.45	78.34
(ii) Others	0.14	0.11
Total	**99.59**	**78.45**
Current		
(a) Revenue received in advance		
(i) Deferred revenue arising from government grant [Refer Note below]	11.19	11.71
(b) Statutory remittances (GST, PF, VAT, TDS, etc.)	94.81	113.91
(c) Advances from customers	57.25	57.59
(d) Accruals relating to trade promotion schemes	196.66	135.60
Total	**359.91**	**318.81**

Note:

The deferred revenue of ₹ 110.64 crores (March 31, 2024: ₹ 90.05 crores) arises primarily as a result of duty benefit received on import of plant and equipment under Export Promotion Capital Goods (EPCG) schemes of the Government of India. It also includes subsidy received on lease of immovable property from State Industries Promotion Corporation of Tamil Nadu. The deferred revenue will be recognised in the Statement of Profit and Loss in the proportion of depreciation charged on such assets.

Note 21: Revenue from operations

	For the year ended March 31, 2025	For the year ended March 31, 2024
a. Sale of products (Refer Note (i) below)	12,698.56	11,588.00
b. Sale of services (Refer Note (ii) below)	87.08	65.72
c. Other operating revenues (Refer Note (iii) below)	60.68	54.72
Total	**12,846.32**	**11,708.44**
Notes:		
(i) Sale of products comprises:		
Manufactured goods		
- Storage batteries	10,915.26	10,159.06
- Others	100.76	75.41
Sub-total - Sale of manufactured goods	**11,016.02**	**10,234.47**
Traded goods		
- Storage batteries and components	1,329.85	1,192.28
- Home UPS and others	352.69	161.25
Sub-total - Sale of traded goods	**1,682.54**	**1,353.53**
Total - Sale of products	**12,698.56**	**11,588.00**
(ii) Sale of services comprise:		
- Installation and Commissioning	7.56	7.31
- Operational and Maintenance Services including annual maintenance	58.28	40.35
- Others (subject and other matters experts, service charges, etc.)	21.24	18.06
Total - Sale of services	**87.08**	**65.72**
(iii) Other operating revenues comprise:		
- Sale of process scrap	8.30	4.77
- Export benefits (including RoDTEP, Duty Drawback & EPCG benefits) [Refer Note (iv) below] "	52.38	49.95
Total - Other operating revenues	**60.68**	**54.72**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2025	For the year ended March 31, 2024
(iv) Includes ₹ 12.33 crores (for the year ended March 31, 2024: ₹ 12.30 crores) recognised as income in proportion to the depreciation charged to the Statement of Profit and Loss. [Refer Note 20]		
(v) Reconciliation of gross revenue with the revenue from contracts with customers:		
Gross Revenue	13,249.58	12,043.84
Less: Incentives and Discounts	(463.94)	(390.12)
Net revenue recognised from Contracts with Customers	**12,785.64**	**11,653.72**
(vi) Geographical information		
The Group operates in India and makes certain sales to customers situated outside India. The revenue from external customers by location of customers is detailed below. All the non-current assets of the Group are situated within India.		
India	11,166.67	10,236.75
Outside India	1,679.65	1,471.69
Total	**12,846.32**	**11,708.44**

Refer to Note 40 on Financial Instruments and related disclosures for information on revenue from major customers.

Note 22: Other income

	For the year ended March 31, 2025	For the year ended March 31, 2024
a) Interest income		
(i) Interest income earned on financial assets that are not designated as at FVTPL		
- Bank deposits (at amortised cost)	1.93	3.00
- Other financial assets carried at amortised cost	0.13	0.23
- Unwinding of discounts on rental deposits	0.30	0.28
	2.36	**3.51**
b) Dividend income		
(i) Dividend from equity investments designated as at FVTOCI *	0.01	0.00
*Amount below ₹ 1 Lakh	**0.01**	**0.00**
c) Other non-operating income		
(i) Interest income on loans and other deposits	3.29	7.34
(ii) Sale of non process scrap	12.16	8.83
(iii) Liabilities no longer required written back	6.04	14.47
(iv) Provision for doubtful trade receivables written back	0.23	1.60
(v) Others	16.16	16.14
	37.88	**48.38**
d) Other gains and losses		
(i) Gain on disposal of mutual fund units	29.01	25.14
(ii) Net foreign exchange gains	38.27	29.57
(iii) Net gain arising on current financial assets mandatorily measured at FVTPL [Refer Note below]	7.37	3.58
(iv) Net gain arising on non-current financial assets mandatorily measured at FVTPL [Refer Note below]	-	0.08
(v) Gain on sale of property, plant and equipment (net)	-	0.01
(vi) Gain on de-recognition of Right-of-use assets	0.69	0.14
	75.34	**58.52**
Total (a+b+c+d)	**115.59**	**110.41**

Note:

The amount represents the increase in fair value on non-derivative current investments which are mandatorily measured at fair value. [Refer Note 5]

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 23: Changes in inventories of finished goods, work-in-progress and stock-in-trade

	For the year ended March 31, 2025	For the year ended March 31, 2024
Inventories at the beginning of the year		
Finished goods	600.36	506.38
Work-in-progress	404.39	360.41
Stock-in-trade	197.02	140.69
[A]	**1,201.77**	**1,007.48**
Acquired through business acquisition [Refer Note 46]		
Finished goods	-	1.53
Work-in-progress	-	1.20
[B]	**-**	**2.73**
[C] = [A]+[B]	**1,201.77**	**1,010.21**
Inventories at the end of the year		
Finished goods	651.01	600.36
Work-in-progress	436.74	404.39
Stock-in-trade	277.95	197.02
[D]	**1,365.70**	**1,201.77**
Increase in finished goods, work-in-progress and stock-in-trade [C-D]	**(163.93)**	**(191.56)**

Note 24: Employee benefits expense

	For the year ended March 31, 2025	For the year ended March 31, 2024
(a) Salaries and wages [Refer Note Below]	672.81	602.92
(b) Contribution to provident and other funds [Refer Note 32]	59.16	53.26
(c) Staff welfare expenses	91.07	78.55
Total	**823.04**	**734.73**

Note: Includes remuneration to Chairman & Managing Director and Executive Directors. Refer Note 34

Note 25: Finance costs

	For the year ended March 31, 2025	For the year ended March 31, 2024
(a) Interest costs:		
(i) Interest on term loan	1.85	6.84
(ii) Others	0.11	0.07
(b) Other borrowing costs:		
(i) Unwinding of discounts on warranty provision [Refer Note 39]	17.42	16.01
(ii) Interest on leases liabilities [Refer Note 36]	9.89	7.51
(iii) Others	15.03	3.94
Total	**44.30**	**34.37**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 26: Depreciation and amortisation expense

	For the year ended March 31, 2025	For the year ended March 31, 2024
Depreciation of property, plant and equipment (including on right-of-use assets) [Refer Note 3.1 and 3.2]	495.75	461.22
Amortisation of intangible assets [Refer Note 4]	30.27	23.74
Less: Depreciation capitalised to property, plant and equipment/ capital work-in-progress	(0.36)	(0.63)
Total	**525.66**	**484.33**

Note 27: Other expenses

	For the year ended March 31, 2025	For the year ended March 31, 2024
Consumption of stores and spares (including packing material)	167.55	151.34
Tools consumed	1.61	1.12
Power and fuel	352.65	282.15
Rent	4.30	4.54
Repairs and maintenance		
- Plant and machinery	13.88	17.01
- Buildings	8.08	6.31
- Others	12.50	11.80
Insurance	67.08	58.80
Rates and taxes	9.52	27.20
Communication	3.61	3.67
Travelling and conveyance	41.50	36.75
Outward freight and handling charges	352.25	306.90
Advertisement and sales promotion	76.76	72.86
Expenditure on Corporate Social Responsibility (Refer Note 44)	19.85	16.99
Legal and professional	93.08	66.68
Payment to auditors	1.87	1.78
Bad trade receivables written off	2.35	1.61
Less : Provision released	(1.57)	(1.21)
	0.78	0.40
Provision for doubtful trade receivables	0.40	3.24
Provision for doubtful advances and other receivables	0.59	0.58
Loss on sale of property, plant and equipment (net) / written off	5.05	3.99
Net loss arising on Non Current financial assets measured at FVTPL	0.04	-
Warranty expenses (net)	314.70	210.19
Service expenses	46.95	32.28
Printing and stationery	2.90	2.79
Miscellaneous expenses	129.77	136.22
Total	**1,727.27**	**1,455.59**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 28: Income tax recognised in profit or loss

	For the year ended March 31, 2025	For the year ended March 31, 2024
Current Tax		
In respect of the current year	324.71	327.19
In respect of the prior years	1.07	1.93
Total	**325.78**	**329.12**
Deferred Tax		
In respect of the current year	2.72	(13.28)
Total	**2.72**	**(13.28)**
Total income tax expense recognised	**328.50**	**315.84**
The income tax expense for the year can be reconciled to the accounting profit as follows:		
Profit before tax	**1,273.17**	**1,250.22**
Income tax expense calculated at 25.168% (2023-24 : 25.168%)	320.43	314.66
Effect of taxation of prior year	1.07	1.93
Tax effects of amounts which are not deductible in determining taxable profit	9.55	9.05
Impact of deferred tax in relation to taxes of earlier years	1.14	(5.49)
Effect of concessions and allowances	(4.54)	(4.31)
Others	0.85	-
Income tax expense recognised in profit or loss	**328.50**	**315.84**

Note:

The tax rate used for the year 2024-2025 and 2023-2024 reconciliations above is the corporate tax rate of 25.168% payable by corporate entities in India on taxable profits under the Indian tax law.

Note 29: Exceptional items

On January 30, 2023, a fire broke out at one of the manufacturing facilities of the holding company at Chittoor, Andhra Pradesh which caused damage to the holding company's property, plant and equipment and inventories. There were no loss of lives. A loss of ₹ 438.56 crores arising from such incident was recognised and the corresponding credit arising from the insurance claim receivable were presented on a net basis during the year ended March 31, 2023.

During the year ended March 31, 2025, an on-account payment was received of ₹ 175 crores from the Insurance Company (March 31, 2024: ₹ 224.13 crores) towards the insurance claim (including on reinstatement basis for property, plant and equipment) lodged on account of damage to its assets. An amount of ₹ 11.07 crores (March 31, 2024: ₹ 100.13 crores) was also realised from processing and/or sale of scrap generated from the fire accident.

An amount of ₹ 111.07 crores representing difference between the cumulative amount received and the insurance claim receivable recognised in books, has been recognised as exceptional item in the Statement of Profit and Loss.

Note 30: Contingent liabilities and commitments

	As at March 31, 2025	As at March 31, 2024
(i) Contingent Liabilities (to the extent not provided for) :		
Claims against the Company not acknowledged as debt		
Matters under dispute:		
- Excise duty / Service tax	97.34	86.80
- Sales tax/VAT and GST	81.48	32.43

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
- Income tax	30.02	28.51
- Electricity related (Refer Note below)	45.61	36.28
- Other (Building and other construction workers welfare cess, wealth tax, etc.)	8.85	9.08

It is not practicable for the Group to estimate the closure of these issues and the consequential timings of cash flows, if any, in respect of the above.

Note:

Includes an amount of ₹ 10.54 crores (March 31, 2024: ₹ 10.54 crores) which has been claimed by Andhra Pradesh Gas Power Corporation Limited ('APGPCL') with respect to the power supplied by it to the Holding Company through Andhra Pradesh Southern Power Distribution Corporation Limited ('APSPDCL'). The Management of the Holding Company has contended that the said dues charged by APSPDCL as part of the regular electricity bills has been duly discharged by the Company to APSPDCL.

APGPCL has also consequently placed a lien on the investment held by the Holding Company in it for non-payment of dues. The Management of the Holding Company has initiated arbitration proceedings against the claim and the said action of APGPCL and is confident of a favorable outcome in this matter.

(ii) Commitments:

	As at March 31, 2025	As at March 31, 2024
(a) Estimated amount of contracts remaining to be executed on capital account and not provided for (net of capital advances).	822.55	928.62
(b) The Group has certain outstanding export obligations/ commitments which the Management is confident of meeting within the stipulated period of time / obtaining suitable extensions, wherever required.		
(c) The Group has entered into a Memorandum of Understanding with the Government of Telangana for setting up of new energy related projects in the State of Telangana. As part of the Memorandum of Understanding, Amara Raja Advanced Cell Technologies Private Limited ('ARACT') has during the year executed an 'Agreement for sale of plot' with Telangana State Industrial Infrastructure Corporation Limited (TSIIC) for purchase of land to set up advanced chemistry cells manufacturing facility and battery pack assembly unit. Under the said agreement, ARACT has committed ₹ 1,000 crores as fixed capital investment in the project of which an amount of ₹ 286.73 crores has been spent.		
(d) The Group has committed a capital investment of ₹ 1,001.44 crores to the State Industries Promotion Corporation of Tamil Nadu Limited upon entering into a lease agreement for land in Cheyyar for 99 years. Of which an amount of ₹ 487.81 crores has been spent by the group.		
(e) As per the Battery Waste Management Rules, 2022, as amended, the Group has an obligation to complete the Extended Producer Responsibility (EPR) targets based on batteries placed in the market. The Group is confident of fulfilling the obligation of EPR targets through the generation of required EPR credits from waste batteries collection and other approved mechanisms.		
(f) As per the E-Waste (Management) Rules, 2022, as amended, the Holding company has an obligation to complete the Extended Producer Responsibility (EPR) targets. The obligation for a financial year is measured based on sale of inverters made in the preceding 7th year. The Holding company shall fulfil its obligation for the current financial year through purchase of EPR credits. The Holding company believes that it will have an e-waste obligation for future years, only if it participate in the market in such years.		

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 31: Based on and to the extent of information available with the Group under Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act), the relevant particulars as at reporting date are furnished below:

	As at March 31, 2025	As at March 31, 2024
(i) Principal amount due to suppliers under MSMED Act, as at the end of the year	90.15	31.96
(ii) Interest accrued and due to suppliers under MSMED Act on the above amount as at the end of the year	0.00	-
(iii) Payment made to suppliers (other than interest) beyond the appointed day, during the year	1.07	-
(iv) Interest paid to suppliers under MSMED Act (other than Section 16)	-	-
(v) Interest paid to suppliers under MSMED Act (Section 16)	-	-
(vi) Interest due and payable to suppliers under MSMED Act for payments already made	0.01	-
(vii) Interest accrued and remaining unpaid at the end of the year to suppliers under MSMED Act (ii) + (vi)	0.01	-

* includes ₹ 16.26 crores payable towards other current financial liabilities (Refer Note 18).

Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the Management. This has been relied upon by the auditors.

Note 32: Employee benefits

The Group has adopted Indian Accounting Standard - 19 (Ind AS 19) on 'Employee Benefits'. These consolidated financial statements include the obligations as per the requirement of this standard except for the subsidiary which is incorporated outside India which has determined the valuation provision for employee benefits as per the requirements of Sharjah, U.A.E. In the opinion of the Management the impact of this deviation is not considered material.

a. Defined contribution plans

The Group makes Provident Fund, Superannuation Fund and Employees' State Insurance Scheme contributions which are defined contribution plans, for qualifying employees and recognises such contributions in the Statement of Profit and Loss. Contributions made to the defined benefit plans were:

	For the year ended March 31, 2025	For the year ended March 31, 2024
Provident Fund	23.80	20.87
Superannuation Fund	22.12	20.28
Employees' State Insurance Scheme	5.25	4.95

b. Defined benefit plans

The Group provides to the eligible employees defined benefit plans in the form of gratuity. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 days' salary payable for each completed year of service. Vesting occurs upon completion of five continuous years of service. The measurement date used for determining retirement benefits for gratuity is March 31.

These plans typically expose the Group to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk.

Risk Management:

Investment risk - The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

Interest rate risk - The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to market yields at the end of the reporting period on government bonds. A decrease in yields will increase the fund liabilities and vice-versa.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Longevity risk - The present value of defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Salary risk - The present value of the defined benefit plan is calculated with reference to the future salaries of participants under the plan. Increase in salary due to adverse inflationary pressures might lead to higher liabilities.

(i) Balance Sheet

The assets, liabilities and surplus / (deficit) position of the defined benefit plans at the Balance Sheet date were:

	As at March 31, 2025	As at March 31, 2024
Present value of obligation	94.72	89.30
Fair value of plan assets	(96.11)	(93.67)
Net liability/(asset) recognised in the Balance Sheet	**(1.39)**	**(4.37)**

(ii) Movements in Present Value of Obligation and Fair Value of Plan Assets

	Plan Assets	Plan Obligation	Total Net
As at March 31, 2023 [Restated]	**68.83**	**65.12**	**(3.71)**
Additions on account of acquisition [Refer Note 46]	5.35	5.49	0.14
Current service cost	-	5.17	5.17
Past service cost	-	-	-
Interest cost	-	4.91	4.91
Interest income	5.22	-	(5.22)
Actuarial (gain)/loss arising from changes in financial assumptions	-	1.15	1.15
Actuarial (gain)/loss arising due to experience	-	7.23	7.23
Contributions	14.25	-	(14.25)
Benefit payments	(3.45)	(3.45)	-
Return on plan assets, excluding interest income	0.46	-	(0.46)
Transfer to Group Companies	3.01	3.68	0.67
As at March 31, 2024	**93.67**	**89.30**	**(4.37)**
Current service cost	-	5.64	5.64
Past service cost	-	-	-
Interest cost	-	6.14	6.14
Interest income	6.46	-	(6.46)
Actuarial (gain)/loss arising from changes in financial assumptions	-	2.70	2.70
Actuarial (gain)/loss arising due to experience	-	(1.20)	(1.20)
Contributions	3.37	-	(3.37)
Benefit payments	(4.03)	(4.03)	-
Return on plan assets, excluding interest income	0.47	-	(0.47)
Transfer to Group Companies	(3.83)	(3.83)	-
As at March 31, 2025	**96.11**	**94.72**	**(1.39)**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

(iii) Statement of Profit and Loss

The charge to the Statement of Profit and Loss comprises:

	For the year ended March 31, 2025	For the year ended March 31, 2024
Employee Benefit Expenses		
Current service cost	5.64	5.17
Interest cost	6.14	4.91
Interest income	(6.46)	(5.22)
Net impact on profit before tax	**5.32**	**4.86**
Remeasurement of the net defined benefit plan		
Actuarial (gain)/loss arising from changes in financial assumptions	2.70	1.15
Actuarial (gain)/loss arising due to experience	(1.20)	7.23
Return on plan assets, excluding interest income	(0.47)	(0.46)
Net impact on other comprehensive income before tax	**1.03**	**7.92**

(iv) Assets

The major categories of plan assets as a % of the total plan assets

	As at March 31, 2025	As at March 31, 2024
Funded with Life Insurance Corporation of India	100%	100%

(v) Assumptions

With the objective of presenting the plan assets and plan obligations of the defined benefits plans at their fair value on the Balance Sheet, assumptions under Ind AS 19 are set by reference to market conditions at the valuation date.

	As at March 31, 2025	As at March 31, 2024
Discount rate	6.71%	7.21%
Salary escalation rate	7.00% - 10%	7.00% - 10%

The estimates of future salary increases, considered in actuarial valuation, takes into account inflation, seniority, promotion and other relevant factors such as supply and demand factors in the employment market.

Demographic assumptions

Mortality in Service: Indian Assured Lives Mortality 2012-14 (Urban)

(vi) Sensitivity analysis

The sensitivity of the overall plan obligations to changes in the weighted key assumptions are:

	As at March 31, 2025		As at March 31, 2024	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(5.10)	5.73	(4.51)	5.05
Salary escalation rate (1% movement)	4.85	(4.54)	4.29	(4.03)

The sensitivity analysis above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the year and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the Balance Sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous year.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

(vii) Maturity analysis

Maturity profile of defined benefit obligation:

	As at March 31, 2025	As at March 31, 2024
Within 1 year	10.88	10.80
1-2 year	10.23	9.07
2-3 year	11.01	9.65
3-4 year	11.12	9.65
4-5 year	10.75	9.75
6-10 year	40.23	38.14
> 10 Year	53.94	51.27

The Group expects to contribute ₹ 4.15 crores to its defined benefit plans during the next fiscal year.

Note 33: Segment reporting

A. Description of segments and principal activities:

The identification of operating segments is based on and consistent with performance assessment and resource allocation by the Chief Operating Decision Maker (CODM). The Group's Chairman & Managing Director who has been identified as the CODM examines the Group's performance on the basis of its business units and has identified two reportable segments:

i) **Lead acid and allied products:** The lead acid business include manufacture and sale of lead acid storage batteries for both automotive and industrial applications including manufacture and sale of its related components.

ii) **Others:** The others segment includes primarily manufacture and sale of new energy business related products.

Segment revenue, segment results and other information

	For the year ended March 31, 2025	For the year ended March 31, 2024
A. Segment revenue (Revenue from Operations):		
Lead acid batteries and allied products	12,345.13	11,186.17
Others	501.19	522.27
Revenue from operations	**12,846.32**	**11,708.44**
B. Segment results		
Lead acid batteries and allied products	1,233.63	1,138.66
Others	(45.89)	28.49
Total Segment Results	**1,187.74**	**1,167.15**
Add / (Less) :		
Other un-allocable income net of un-allocable expenditure	85.43	83.07
Total Profit before tax	**1,273.17**	**1,250.22**

	As at March 31, 2025	As at March 31, 2024
C. Segment assets		
Lead acid batteries and allied products	7,838.69	7,008.13
Others	961.51	636.35
Total Segment Assets	**8,800.20**	**7,644.48**
Un-allocated Corporate Assets	1,368.09	1,333.28
Total Assets	**10,168.29**	**8,977.76**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
D. Segment liabilities		
Lead acid batteries and allied products	2,430.53	2,013.59
Others	127.30	71.92
Total Segment Liabilities	**2,557.83**	**2,085.51**
Un-allocated liabilities	221.33	93.52
Total Liabilities	**2,779.16**	**2,179.03**
E. Capital Employed [C-D]	**7,389.13**	**6,798.73**

Unallocable corporate income includes majorly interest income, Net foreign exchange gain, dividends and investment related gains. Unallocable expenditure includes majorly donations and corporate social responsibility expenses not allocated to segments. Unallocable corporate assets comprise majorly bank balance, investments and goodwill. Unallocable liabilities comprise majorly tax liabilities.

Refer to Note 40 on Financial Instruments and related disclosures for information on revenue from major customers.

Note 34: Related party transactions

(a) Details of related parties

Entity exercising significant influence

RNGalla Family Private Limited

Key Management Personnel (KMP)

Jayadev Galla	Chairman & Managing Director
Harshavardhana Gourineni	Executive Director
Vikramadithya Gourinen	Executive Director

Relative of Key Management Personnel^

Dr. Ramachandra N. Galla	Relative of Jayadev Galla
Dr. Ramadevi Gourineni	Relative of Jayadev Galla
G. Amara Kumari	Relative of Jayadev Galla
Ashok Galla	Relative of Jayadev Galla
Siddharth Galla	Relative of Jayadev Galla

Entities in which KMP / Relatives of KMP exercise significant influence^

Rajanna Foundation (Formerly known as “Rajanna Trust”)
Amara Raja Education Society
Amara Raja Electronics Limited
Amara Raja Design Alpha Private Limited
G2 Healthcare Private Limited
Golkonda Resorts Private Limited
Jayabheri Automotives Private Limited

Subsidiaries of the entity exercising significant influence

Mangal Industries Limited
Amara Raja Infra Private Limited
Amara Raja Power Systems Limited [until September 28, 2023]

^ Related parties are disclosed to the extent of transactions with such related parties.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

(b) Transactions with the above related parties during the year were:

Particulars	For the year ended March 31, 2025 *	For the year ended March 31, 2024 *
Sale of goods (Net of sale returns)		
Amara Raja Power Systems Limited	-	10.75 **
Amara Raja Electronics Limited	0.24	0.46
Mangal Industries Limited	0.49	0.06
Amara Raja Infra Private Limited	0.05	0.83
RNGalla Family Private Limited	0.04	-
Jayadev Galla	0.03	-
Rental Income		
Mangal Industries Limited	0.42	0.40
Amara Raja Electronics Limited	1.19	-
Sale of capital goods		
RNGalla Family Private Limited	0.00#	0.10
Mangal Industries Limited	2.81	-
Amara Raja Infra Private Limited	0.38	-
Purchase of goods		
Amara Raja Power Systems Limited	-	37.46 **
Amara Raja Electronics Limited	209.62	190.68
Mangal Industries Limited	357.53	371.23
RNGalla Family Private Limited	0.80	0.50
Availing of services		
Amara Raja Infra Private Limited	128.35	113.72
Rajanna Foundation	0.48	0.23
G2 Healthcare Private Limited	0.59	-
Amara Raja Design Alpha Private Limited	0.18	0.26
Golkonda Resorts Private Limited	0.06	-
Jayabheri Automotives Private Limited	0.15	-
Purchase of Fixed Assets		
Amara Raja Power Systems Limited	-	0.26 **
Mangal Industries Limited	80.15	60.34
Amara Raja Infra Private Limited	443.96	251.35
RNGalla Family Private Limited	-	0.36
Rent Expense		
Jayadev Galla	5.37	4.43
Dr. Ramachandra N. Galla	0.66	0.63
Dr. Ramadevi Gourineni	4.99	4.07
Harshavardhana Gourineni	0.04	0.04
Vikramadithya Gourineni	0.03	0.03
G. Amara Kumari	0.05	0.05
Ashok Galla	0.03	0.03
Siddharth Galla	0.03	0.03
Amara Raja Infra Private Limited	2.43	2.43
Mangal Industries Limited	0.29	0.14
Donation Expense (including CSR Expense)		
Rajanna Foundation	17.13	18.32
Amara Raja Education Society	10.00	6.18
Expenses reimbursed to		
Amara Raja Electronics Limited	0.01	0.01
Mangal Industries Limited	2.66	5.20
RNGalla Family Private Limited	0.05	0.03

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	For the year ended	
	March 31, 2025 *	March 31, 2024 *
Dividends Paid (including interim dividend)		
RNGalla Family Private Limited	62.55	38.35
Expenses recovered from		
Amara Raja Power Systems Limited	-	2.42**
Amara Raja Electronics Limited	1.60	0.82
Mangal Industries Limited	11.91	9.13
Amara Raja Infra Private Limited	13.83	9.79
RNGalla Family Private Limited	1.74	1.78
Interest Income		
Amara Raja Power Systems Limited	-	0.01**
Amara Raja Electronics Limited	0.01	0.00#
Mangal Industries Limited	0.04	0.01
Amara Raja Infra Private Limited	0.05	0.20
RNGalla Family Private Limited	0.01	0.01
Interest Expense		
Amara Raja Power Systems Limited	-	0.01**
Purchase of investment in Amara Raja Power Systems Limited		
RNGalla Family Private Limited (Refer Note 46)	-	133.00
Purchase of plastic component business of Mangal Industries Limited		
RNGalla Family Private Limited (Refer Note 45)	-	672.56
Remuneration		
Jayadev Galla	67.29	63.31
Harshavardhana Gourineni	33.64	31.65
Vikramadithya Gourineni	33.64	31.65

* Transactions have been disclosed net of applicable taxes.

** The numbers are for the period 1st Apr'23 to 28th Sept'23. ARE&M has acquired 100% stake in ARPSL in FY 23-24 due to which ARPSL is WOS of ARE&M w.e.f 29th Sept'23.

Amount below ₹ 1 lakh

(c) Balances receivable from / payable to related parties are as follows:

	As at March 31, 2025	As at March 31, 2024
Trade Receivables		
Mangal Industries Limited	0.00#	0.00#
Amara Raja Infra Private Limited	-	0.88
Amara Raja Electronics Limited	0.20	0.01
Receivables on sale of assets		
Amara Raja Infra Private Limited	0.01	-
Security Deposits		
Jayadev Galla	2.30	2.30
Dr. Ramachandra N. Galla	0.32	0.32
Dr. Ramadevi Gourineni	2.22	2.22
Interest Receivable		
Amara Raja Electronics Limited	0.00#	0.00#
Mangal Industries Limited	0.00#	0.00#
Amara Raja Infra Private Limited	0.02	0.02
RNGalla Family Private Limited	0.00#	0.00#
Rent Receivable		
Mangal Industries Limited	0.05	0.05

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2025	As at March 31, 2024
Advances (including contractually reimbursable expenses)		
Amara Raja Electronics Limited	1.27	12.40
Mangal Industries Limited	2.50	4.88
Amara Raja Infra Private Limited	74.72	51.68
RNGalla Family Private Limited	0.39	0.39
Rajanna Foundation	0.00#	-
Trade payables		
Amara Raja Electronics Limited	6.81	12.48
Mangal Industries Limited	12.33	7.65
Amara Raja Infra Private Limited	15.24	11.98
RNGalla Family Private Limited	-	0.06
Payables on purchase of fixed assets		
Mangal Industries Limited	16.37	13.14
Amara Raja Infra Private Limited	71.44	35.93
RNGalla Family Private Limited	-	0.15
Other Payables		
Rajanna Foundation (Formerly known as Rajanna Trust)	6.48	6.50
Amara Raja Infra Private Limited	0.03	-
Other Payables (Employee Related)		
Jayadev Galla	64.38	60.90
Harshavardhana Gourineni	32.44	30.23
Vikramadithya Gourineni	32.44	30.23
Rent Payable		
Jayadev Galla	0.49	0.47
Dr. Ramachandra N. Galla	0.06	0.06
Dr. Ramadevi Gourineni	0.49	0.44
Harshavardhana Gourineni	0.04	-
Vikramadithya Gourineni	0.03	-
G. Amara Kumari	0.05	-
Ashok Galla	0.03	-
Siddharth Galla	0.03	-
Amara Raja Infra Private Limited	-	0.20
Mangal Industries Limited	-	0.15
Capital commitments (Refer note 30)		
Mangal Industries Limited	16.68	51.45
Amara Raja Infra Private Limited	430.19	278.24
Amara Raja Design Alpha Private Limited	0.17	-

Amount below ₹ 1 lakh

Note 35: Earnings per share (EPS)

	For the year ended March 31, 2025	For the year ended March 31, 2024
Profit for the year (in ₹ crores) [A]	944.67	934.38
Weighted average number of equity shares outstanding during the year (No's) [B]	18,30,25,364	18,30,25,364
Earnings per share (Face Value of ₹ 1 per share)		
- Basic (in ₹) [A/B]	51.62	51.05
- Diluted (in ₹) [A/B]	51.62	51.05

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 36: Leases

	As at March 31, 2025	As at March 31, 2024
(i) The following is the breakup of current and non-current lease liabilities		
Current liabilities	34.87	28.29
Non-current liabilities	81.36	75.07
	116.23	**103.36**
(ii) The following is the movement of lease liabilities during the year ended March 31:		
Balance at the beginning	103.36	90.29
Additions during the year	52.47	45.03
Deletions during the year	(6.03)	(2.02)
Finance cost accrued during the year	9.89	7.51
Payment of lease liabilities	(43.46)	(37.45)
Balance at the end	**116.23**	**103.36**
(iii) Contractual maturities of lease liabilities		
Less than one year	34.87	26.28
One to five years	77.45	73.17
More than five years	3.91	3.91
	116.23	**103.36**

Note 37: Revenue expenditure capitalised to fixed assets/ capital work-in-progress

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
(a) Cost of material consumed (net) [Refer Note below]	3.51	4.06
(b) Power and Fuel	2.41	0.34
(c) Depreciation and amortization expense [net of deferred revenue arising from government grant of ₹ 0.17 crores (year ended March 31, 2024: ₹ 0.31 crores)]	0.19	0.70
(d) Employee benefits expense	9.77	-
(e) Others	2.78	2.77
Total	**18.66**	**7.87**

Note: Net of income from sale of batteries, scrap, etc., ₹ 2.67 crores (year ended March 31, 2024: ₹ 1.55 crores)

Note 38: Details of expenditure incurred on research and development

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Revenue expenditure:		
(a) Cost of materials consumed	0.19	0.31
(b) Consumption of stores and spares (including secondary packing material)	1.20	0.48
(c) Employee benefits expense	7.83	6.66
(d) Power and fuel	1.06	1.07
(e) Others	2.16	1.05
Total Revenue expenditure [A]	**12.44**	**9.57**
Capital expenditure [B]	**1.28**	**7.17**
Total [A+B]	**13.72**	**16.74**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 39: Details of Provisions

(a) Provision for warranty is made for estimated warranty claims in respect of sale of certain storage batteries which are still under warranty at the end of the reporting period, the estimated cost of which is accrued at the time of sale. These claims are expected to be settled as and when warranty claims arise. The provision for warranty claims represents the present value of the Management's best estimate of the future outflow of economic benefits that will be required under the Group obligation for warranties. Management estimates the provision based on historical warranty claim information and may vary as a result of new materials, altered manufacturing processes or other events affecting product quality. The products are generally covered under a free warranty period ranging from 6 months to 42 months.

(b) The disclosure of provisions movement as required under the provisions of Ind AS 37 is as follows:-

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Balance as at April 1	279.78	**257.29**
Additional provisions recognised, net	284.87	185.81
Amount utilised during the year	(238.11)	(179.33)
Unwinding of discount and effect of changes in the discount rate	17.42	16.01
Balance as at March 31	**343.96**	**279.78**
Out of the above,		
Classified under Non-current provisions (Refer Note 15)	175.62	154.52
Classified under Current provisions (Refer Note 15)	168.34	125.26

Note 40: Financial instruments and related disclosures

A. Capital Management

The Group financial strategy aims to support its strategic priorities and provide adequate capital to its businesses for growth and creation of sustainable stakeholder value. The Group funds its operations through internal accruals.

The Group aims at maintaining a strong capital base largely towards supporting the future growth of its businesses as a going concern. The capital structure of the Holding Company is based on Management's judgment of its strategic day-to-day needs with a focus on total equity so as to maintain investor, creditors and market confidence.

The Management and the Board of Directors monitor the return on capital as well as the level of dividends to shareholders. The Group may take appropriate steps in order to maintain, or if necessary, adjust its capital structure.

Equity share capital and other equity are considered for the purpose of Group Capital Management.

B. Categories of Financial Instruments

Particulars	Carrying value		Fair value	
	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
Financial assets				
Measured at amortised cost				
(i) Cash and cash equivalents	157.83	98.34	157.83	98.34
(ii) Other bank balances	16.78	19.46	16.78	19.46
(iii) Trade receivables	1,263.09	1,135.84	1,263.09	1,135.84
(iv) Other financial assets	36.00	105.09	36.00	105.09
(v) Investments	-	0.01	-	0.01
Measured at FVTOCI				
(i) Investments in equity instruments	351.90	151.11	351.90	151.11
(ii) Investments in preference shares	-	209.46	-	209.46

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	Carrying value		Fair value	
	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
Measured at FVTPL				
(i) Investments in equity instruments	0.19	0.23	0.19	0.23
(ii) Current investment- Mutual funds	329.41	353.09	329.41	353.09
Total Financial assets	**2,155.20**	**2,072.63**	**2,155.20**	**2,072.63**
Financial liabilities				
Measured at amortised cost				
(i) Borrowings	144.57	53.33	144.57	53.33
(ii) Trade payables	1,086.63	856.45	1,086.63	856.45
(iii) Other financial liabilities	510.61	361.40	510.61	361.40
(iv) Lease Liabilities	116.23	103.36	116.23	103.36
Total Financial liabilities	**1,858.04**	**1,374.54**	**1,858.04**	**1,374.54**

C. Financial risk management objectives

The Group has a system-based approach to risk management, anchored to policies and procedures and internal financial controls aimed at ensuring early identification, evaluation and management of key financial risks (such as market risk, foreign currency risk, credit risk and liquidity risk) that may arise as a consequence of its business operations as well as its investing and financing activities. Accordingly, the Group's risk management framework has the objective of ensuring that such risks are managed within acceptable and approved risk parameters in a disciplined and consistent manner and in compliance with applicable regulation. It also seeks to drive accountability in this regard. The key risks and mitigating actions are overseen by the Board of Directors of the Group.

Liquidity Risk

The Group manages its liquidity risk by ensuring, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due. Also, the Company has unutilised credit limits with banks. The Group maintained a cautious liquidity strategy, with a positive cash balance throughout the year ended March 31, 2025 and March 31, 2024. Cash flow from operating activities provides the funds to service the financial liabilities on a day to day basis.

The Group regularly maintains the rolling forecasts to ensure it has sufficient cash on an on-going basis to meet operational needs. Any short-term surplus cash generated, over and above the amount required for working capital management and other operational requirements, is retained as cash and cash equivalents (to the extent required) and any excess is invested in interest bearing term deposits and mutual funds with appropriate maturities to optimise the cash returns on investments while ensuring sufficient liquidity to meet its liabilities.

The Group current assets aggregate ₹ 4,246.65 crores (March 31, 2024 ₹ 3,869.42 crores) including Current investments, Cash and cash equivalents and Other bank balances of ₹ 504.02 crores (March 31, 2024: ₹ 470.89 crores) against an aggregate current liability of ₹ 2,313.33 crores (March 31, 2024 ₹ 1,725.06 crores). The table below provides details regarding the contractual maturities of significant non-current financial liabilities as of March 31, 2025 and March 31, 2024. Contractual maturities in respect of lease liabilities has been disclosed in Note 36.

	As at March 31, 2025			
	1-3 years	3-5 years	Above 5 years	Total
Borrowings (Non-current)	-	-	-	-

	As at March 31, 2024			
	1-3 years	3-5 years	Above 5 years	Total
Borrowings (Non-current)	24.41	1.58	-	25.99

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Further, while the Group's borrowings stands at ₹ 144.57 crores (March 31, 2024: ₹ 53.33 crores), it has total equity of ₹ 7,389.13 crores (March 31, 2024: ₹ 6,798.73 crores). In such circumstances, liquidity risk or the risk that the Group may not be able to settle or meet its obligations as they become due does not exist.

Market Risk

The Group continues to hold certain investments in equity for long term value accretion which are accordingly measured at fair value through Other Comprehensive Income. The value of investments in such equity and preference share instruments as at March 31, 2025 is ₹ 352.09 crores (March 31, 2024 ₹ 360.80 crores). Accordingly, fair value fluctuations arising from market volatility is recognised in Other Comprehensive Income.

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group is primarily not exposed to interest rate risk considering the amount of borrowings availed from banks. Further, treasury activities, focused on managing current investments are administered under a set of approved policies and procedures guided by the tenets of liquidity, safety and returns. This ensures that investments are only made within acceptable risk parameters after due evaluation. The Group invests in Mutual Fund schemes of leading fund houses. Such investments are susceptible to market price risk that arise mainly from changes in interest rate which may impact the return and value of such investments. However, given the relatively short tenure of underlying portfolio of the Mutual Fund schemes in which the Group has invested, such price risk is not significant. Fixed deposits are held with highly rated banks and have a short tenure and are not subject to interest rate volatility.

Commodity Price Risk

Material cost is the largest cost component for the Holding Company, thus exposing it to the risk of price fluctuations based on the supply and demand conditions of those materials. Commodity price risk exposure is evaluated and managed through operating procedures and sourcing policies. The Holding Company has put in place a mix of long-term and short-term mitigation plans. The long-term price view consisted of identifying single vendor dependency and finding alternate vendors and sources for the same. The Holding Company also has a robust process of estimating the prices periodically, analyzing deviations, if any, and taking short-term corrective measures in addition to altering the outlook for the long-term, if required. The Holding Company also leverages its financial resources to modify the inventory levels as required keeping in mind the price outlook in the near term. Similarly, the Holding Company modifies the contract period in negotiations with the vendors to either lock in prices or link them to expected market prices. During the year ended March 31, 2025 and March 31, 2024, the Holding Company had not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

Foreign Currency Risk

The Group is subject to the risk that changes in foreign currency values impact the Group export revenues and import of raw materials and property, plant and equipment. The Group is exposed to foreign exchange risk arising from currency exposures, primarily with respect to US Dollars, EURO and GBP. Financial assets and liabilities denominated in foreign currency, are also subject to reinstatement risk.

The Group manages currency exposures within prescribed limits. The aim of the Group approach to management of currency risk is to leave the Group with no material residual risk.

The carrying amounts of non-derivative foreign currency denominated financial assets and liabilities are as follows:

As at March 31, 2025

	USD	EURO	GBP	Other currencies*	Total
Financial Assets					
- Trade receivables	166.72	0.53	-	-	167.25
- Cash and cash equivalents	139.91	-	-	-	139.91
Financial Liabilities					
- Trade Payables	(131.70)	(5.66)	(1.35)	0.15	(138.56)
- Other financial liabilities	(50.62)	(34.53)	-	-	(85.15)
Net financial asset / (liability)	**124.31**	**(39.66)**	**(1.35)**	**0.15**	**83.45**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

As at March 31, 2024

	USD	EURO	GBP	Other currencies*	Total
Financial Assets					
- Trade receivables	183.91	0.53	-	-	184.44
- Cash and cash equivalents	67.49	-	-	-	67.49
Financial Liabilities					
- Trade Payables	(107.87)	(6.93)	(1.32)	(0.63)	(116.75)
- Other financial liabilities	(22.82)	(26.91)	(0.70)	-	(50.43)
Net financial asset / (liability)	**120.71**	**(33.31)**	**(2.02)**	**(0.63)**	**84.75**

* Other includes currencies such as Japanese Yen

Foreign currency sensitivity analysis

For every percentage point increase in the underlying exchange rate of the outstanding foreign currency denominated assets and liabilities, holding all other variables constant, the profit before tax for the year ended March 31, 2025 would change by ₹ 0.82 crores [March 31, 2024: ₹ 2.15 crores]. For every percentage point decrease in the underlying exchange rate would have led to an equal but opposite effect.

The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a 1% change in foreign currency rates.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counter-party fails to meet its contractual obligation.

Concentration of credit risk with respect to trade receivables are limited, due to Group customer base being large and diverse. All trade receivables are reviewed and assessed for default on a monthly basis. The Group historical experience of collecting receivables and the level of default indicate that credit risk is low and generally uniform across markets; consequently, trade receivables are considered to be a single class of financial assets. All overdue customer balances are evaluated taking into account the age of the dues, specific credit circumstances, the track record of the counterparty etc. loss allowances and impairment is recognised, where considered appropriate by responsible management.

The credit risk on cash and bank balances and fixed deposits is limited because the counterparties are banks with high credit ratings.

The following table gives details in respect of revenues generated from top customer and top 5 customers:

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Revenue from top customer from whom the Group receives 10% or more of its revenues	-	-
Revenue from top 5 customers	1,587.89	1,748.86

D. Fair value measurement

Fair value hierarchy

The fair value of financial instruments as referred to in Note 40.B above have been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active markets for identified assets or liabilities [Level 1 measurements] and lowest priority to unobservable inputs [Level 3 measurements]

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

The following levels have been used for classification:

- Level 1: Quoted prices (unadjusted) for identical instruments in active market.
- Level 2: Directly or indirectly observable market inputs, other than Level 1 inputs
- Level 3: Inputs which are not based on observable market data.

If one or more of the significant inputs is not based on observable market data, the fair value is determined using generally accepted pricing models based on a discounted cash flow analysis, with the most significant inputs being the discount rate that reflects the credit risk of counterparty.

The fair value of trade receivables, trade payables and other current financial assets and liabilities is considered to be equal to the carrying amounts of these items due to their short-term nature. Where such items are non-current in nature, the same has been classified as Level 3 and fair value determined using discounted cash flow basis. Similarly for certain unquoted equity instruments where most recent information to measure fair value is insufficient, or if there is a wide range of possible fair value measurements, cost has been considered as the best estimate of fair value.

The carrying amount of financial assets and financial liabilities measured at amortised cost in the Financial Statements are a reasonable approximation of their fair values since the Holding Company does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

There has been no change in the valuation methodology for Level 3 inputs during the year. The Holding Company has classified certain unquoted equity instruments under Level 3 of the fair value hierarchy. There were no transfers between Level 1 and Level 2 during the year.

Notes:

(i) The performance of investments in unquoted shares of Andhra Pradesh Gas Power Corporation Limited along with the relevant economic and market indicators, supply chain challenges and closure of power plants resulted in diminution in the fair value of the investment. Accordingly, the fair value of the Investment was determined as ₹ Nil in the previous years and the resultant change in fair value was recorded in other comprehensive income. There has been no change in these factors during the current year.

(ii) During the year, based on valuation carried out and available market information, the fair value of investment in the equity and preference shares of Log 9 Materials Scientific Private Limited ('Log 9') was determined at ₹ Nil, owing to the business of Log 9 facing challenges of unfavourable economic conditions, operational disruptions and financial distress. Other comprehensive loss includes the resultant fair value change of ₹ 225.61 crores (net of tax ₹ 35.00 crores).

(iii) During the year, the Holding company as part of its strategic initiatives made an additional investment of ₹ 178.94 crores in Inobat AS ('Inobat'). This investment was recorded at transaction cost and irrevocably designated at fair value through other comprehensive income ('FVTOCI'). No fair value change was recorded as at March 31, 2025 considering that another investment by an unrelated party in Inobat closer to March 31, 2025 was made at the same rate as that of the aforesaid additional investment.

Additionally, as at March 31, 2025, the initial investment made in earlier years, also designated at FVTOCI was fair valued using the transaction rate at which the additional investment was made during the year. The resultant fair value gain of ₹ 62.50 crores (net of tax ₹ 10.43 crores) was recorded in the other comprehensive income."

The following table presents the fair value hierarchy of assets and liabilities measured at fair value on a recurring basis :

Particulars	Fair value hierarchy (Level)	As at March 31, 2025	As at March 31, 2024
Financial assets			
a) Measured at fair value through OCI			
i) Equity Shares - Quoted	1	0.62	0.55
ii) Equity and Preference Shares - Unquoted	2	351.28	360.02
Sub-total		**351.90**	**360.57**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	Fair value hierarchy (Level)	As at March 31, 2025	As at March 31, 2024
b) Measured at fair value through profit or loss			
i) Equity Shares - Quoted	1	0.19	0.23
ii) Investment in Mutual Funds	1	329.41	353.09
Sub-total		**329.60**	**353.32**
Total		**681.50**	**713.89**

Note 41: Dividend

Dividend on equity shares paid during the year	FY 2024-25	FY 2023-24
Final dividend for FY 2023-24 (₹ 5.1 per equity share of ₹ 1 each) [for FY 2022-23 ₹ 3.20 per equity share of ₹ 1 each]	93.35	54.66
Interim dividend for the FY 2024-25 (₹ 5.30 per equity share of ₹ 1 each) [for FY 2023-24 ₹ 4.80 per equity share of ₹ 1 each]	97.00	81.99
	190.35	**136.65**

Interim dividend of ₹ 5.30 per equity share of face value of ₹ 1 each approved by the Board of Directors of the Holding Company at its meeting held on November 4, 2024 was paid during the current year. The Board of Directors at its meeting held on May 29, 2025 has recommended a dividend of ₹ 5.20 per equity share of face value of ₹ 1 each which is subject to approval of the shareholders at the ensuing Annual General Meeting of the Holding Company and hence is not recognised as a liability. The total dividend (including interim dividend) for FY 2024-25 amounts to ₹ 10.50 per equity share (Previous year ₹ 9.90 per equity share).

Note 42: The wholly-owned subsidiaries (which along with Amara Raja Energy & Mobility Limited (fomerly known as Amara Raja Batteries Limited), the Holding Company, constitute the Group) considered in the preparation of these Consolidated Financial Statements is :

Name	Country of Incorporation	Percentage of ownership as at March 31, 2025	Percentage of ownership as at March 31, 2024
Amara Raja Batteries Middle East (FZE)	Sharjah, UAE	100%	100%
Amara Raja Circular Solutions Private Limited (Incorporated on June 2, 2022)	India	100%	100%
Amara Raja Advanced Cell Technologies Private Limited (Incorporated on November 29, 2022)	India	100%	100%
Amara Raja Power Systems Limited (Incorporated on December 6, 1984)	India	100%	100%

These Consolidated Financial Statements are based, in so far as they relate to amounts included in respect of the wholly-owned subsidiaries on the audited financial statements prepared for consolidation in accordance with the requirements of Indian Accounting Standard - 110 (Ind AS 110) on "Consolidated Financial Statements".

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 43: Additional information as required by Paragraph 2 of the General Instructions for preparation of consolidated financial statements to Schedule III to the Companies Act, 2013:

Name of the entity	As at March 31, 2025		For the year ended March 31, 2025		For the year ended March 31, 2025		For the year ended March 31, 2025	
	Net assets		Share in Profit or (Loss)		Share in other comprehensive income / (loss)		Share in total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or (loss)	Amount	As % of consolidated other comprehensive income/(loss)	Amount	As % of consolidated total comprehensive income	Amount
Holding Company:								
Amara Raja Energy & Mobility Limited	99.85%	7,378.27	102.04%	963.90	100.01%	(163.93)	102.46%	799.97
Subsidiaries:								
Amara Raja Batteries Middle East (FZE)	0.09%	6.59	0.18%	1.69	0.00%	-	0.22%	1.69
Amara Raja Circular Solutions Private Limited	8.04%	593.79	(0.64%)	(6.01)	0.08%	(0.14)	(0.79%)	(6.14)
Amara Raja Advanced Cell Technologies Private Limited	11.56%	854.27	(1.29%)	(12.14)	0.05%	(0.08)	(1.56%)	(12.22)
Amara Raja Power Systems Limited	1.23%	91.01	0.08%	0.77	(0.05%)	0.08	0.11%	0.85
Consolidation adjustment / elimination	(20.77%)	(1,534.80)	(0.37%)	(3.54)	(0.09%)	0.15	(0.44%)	(3.40)
Total	**100.00%**	**7,389.13**	**100.00%**	**944.67**	**100.00%**	**(163.92)**	**100.00%**	**780.75**

Name of the entity	As at March 31, 2024		For the year ended March 31, 2024		For the year ended March 31, 2024		For the year ended March 31, 2024	
	Net assets		Share in Profit or (Loss)		Share in other comprehensive income / (loss)		Share in total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or (loss)	Amount	As % of consolidated other comprehensive income/(loss)	Amount	As % of consolidated total comprehensive income	Amount
Holding Company:								
Amara Raja Energy & Mobility Limited	99.56%	6,768.65	96.95%	905.86	102.61%	(6.20)	96.91%	899.66
Subsidiaries:								
Amara Raja Batteries Middle East (FZE)	0.07%	4.74	0.12%	1.14	0.00%	-	0.13%	1.19
Amara Raja Circular Solutions Private Limited	4.71%	319.94	0.08%	0.72	0.00%	-	0.08%	0.72
Amara Raja Advanced Cell Technologies Private Limited	6.13%	416.48	1.83%	17.10	(2.15%)	0.13	1.85%	17.23
Amara Raja Power Systems Limited	1.33%	90.16	0.97%	9.10	0.49%	(0.03)	0.98%	9.08
Consolidation adjustment / elimination	(11.80%)	(801.24)	0.05%	0.46	(0.95%)	0.06	0.05%	0.46
Total	**100.00%**	**6,798.73**	**100.00%**	**934.38**	**100.00%**	**(6.04)**	**100.00%**	**928.34**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 44: Corporate Social Responsibility

Particulars	FY 2024-25		FY 2023-24	
(i) Gross amount required to be spent by the Group during the year		19.85		16.99
(ii) Amount spent during the year on :				
(a) Construction/acquisition of any assets	10.68		8.67	
(b) On purposes other than (i) above	9.17		8.32	
Total spent		19.85		16.99
(iii) Related party transactions in relation to Corporate Social Responsibility		19.85		16.99
(iv) Details of excess amount spent				

	Opening Balance	Amount required to be spent during the year	Amount spent during the year	Closing Balance
Details of excess amount spent	-	19.85	19.85	-

(v) Nature of CSR activities undertaken by the Group :

- Affordable quality education in rural areas
  - Construction of Skill Development Centre and School building
  - Purchase of School buses and equipments
  - Maintenance expenses of educational instituitions

Note 45: Business Combination

The Board of Directors of the Holding Company at its meeting held on September 26, 2022 approved a Scheme of Arrangement amongst Mangal Industries Limited ('Demerged Company') and Amara Raja Energy & Mobility Limited (formerly known as Amara Raja Batteries Limited) ['the Holding Company'] and their respective shareholders and creditors, under the provisions of Section 230 to 232 and other applicable provisions of the Companies Act, 2013 (""the Scheme""). The Scheme, inter-alia, provides for demerger of the plastic component for battery business ('Demerged Undertaking') from the demerged company to the Holding Company. The Scheme has been approved by the Hon'ble jurisdictional National Company Law Tribunal ('NCLT') vide its order dated January 10, 2024, and the same has become effective from February 1, 2024.

The Demerged Company is engaged in various businesses such as Plastic Component for Battery Business, manufacturing of auto components (including fasteners, plastics, copper inserts /connectors and others), metal fabrication, storage solution, lead bushes and trading of various products, etc. The entire output generated from the Plastic Component for Battery Business is currently sold to the Holding Company. This backward integration is expected to enhance the Holding Company's control over the supply and inventory management of its raw materials. This would help with a unified approach on supply chain management and consequent synergies leading to optimization of resource utilisation, reduced operational, logistics, supervisory and overhead / utilities costs, reduce duplication of administrative efforts and better procurement policies and prices, for the Resulting Company.

The excess of the purchase consideration paid aggregating ₹ 672.56 crores over the fair value of assets acquired of ₹ 244.57 crores has been attributed to goodwill of ₹ 427.99 crores. The primary items that generated this goodwill are the value of the acquired assembled workforce and estimated synergies, neither of which qualify as an intangible asset. And acquisition results in enhanced control over the supply and inventory management of its raw materials. This would help with a unified approach on supply chain management and consequent synergies leading to optimization of resource utilisation, reduced operational, logistics, supervisory and overhead / utilities costs, reduce duplication of administrative efforts and better procurement policies and prices. Goodwill is not tax-deductible.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2025

All amounts are in ₹ crores, except share data and where otherwise stated

Note 46: Acquisition of Amara Raja Power Systems Limited

Consequent to the Share Purchase Agreement dated July 1, 2023, entered into between the Holding Company and RN Galla Family Private Limited (Promoter of the Company), the Holding Company had acquired 100% stake in Amara Raja Power Systems Limited ("ARPSL") for a cash consideration of ₹ 133 crores.

Accordingly, ARPSL became a wholly-owned subsidiary of the Holding Company with effect from September 29, 2023 (Closing date), upon satisfaction of closing conditions and has been consolidated with effect from that date. The transaction was accounted as per acquisition method of accounting in accordance with Ind AS 103 – "Business Combinations". ARPSL is primarily engaged in the manufacture of industrial chargers, integrated power systems, EV chargers for 2W and 3W applications and other energy management devices. The fair value of net assets acquired on the acquisition date amounted to ₹ 125.19. The excess of purchase consideration over the fair value of the net assets acquired has been attributed towards goodwill. Goodwill is not tax deductible.

Note 47:

The Holding Company on April 30, 2021 received closure orders from the Andhra Pradesh Pollution Control Board ('APPCB') for the Holding Company's plants situated at Karakambadi, Tirupati and Nunegundlapalli Village, Chittoor District. Consequently, the Holding Company went in appeal against the said orders to the Hon'ble High Court of Andhra Pradesh at Amravati, which granted interim suspension of the closure orders. The plants of the Holding Company were closed for a period of 5 days during the quarter ended June 30, 2021, from the date of closure orders till the date of the said interim suspension. The Holding Company did not incur any material loss during the period of closure.

APPCB also issued two show cause notices in February, 2022 against which the Holding Company filed a special leave petition with the Hon'ble Supreme Court which vide its order dated February 20, 2023 disposed off the matter for it to be heard at the lower courts and the same is pending disposal.

The Management has also been working with the APPCB to satisfactorily resolve the matter.

Note 48:

The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post employment benefits has been enacted. However, the date on which the Code will come into effect has not yet been notified. The Management will complete its evaluation and will give appropriate impact in its financial statements in the period in which the Code becomes effective.

Note 49: The consolidated financial statements are approved for issue by the Audit Committee and Board of Directors at their meetings held on May 29, 2025.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610

Harshavardhana Gourineni
Executive Director
DIN: 07311410

Vikramadithya Gourineni
Executive Director
DIN: 03167659

Delli Babu Y
Chief Financial Officer

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 29, 2025

GRI Content Index

GRI Standard & Disclosure	Disclosure Description	Reference Pages
GRI 2: General Disclosures 2021		
2-1	Organisational Details	Page 04-11 (Corporate Portrait), Page 148 (Corporate Information) Page 198 (BRSR)
2-2	Entities Included in Sustainability Reporting	Page 02-03 (Our Reporting Suite), Page 52 (ARPS), Page 64-65 (ESG), Page 198-199 (BRSR - Section A)
2-3	Reporting Period, Frequency and Contact Point	Page 02-03 (Our Reporting Suite), Page 198 (BRSR - Section A)
2-5	External Assurance	Page 02-03 (Our Reporting Suite), Page 198 (BRSR - Section A)
2-6	Activities, Value Chain and Business Relationships	Page 04-11 (Corporate Portrait) Page 32-55 (Our Businesses), Page 198-200 (BRSR - Section A)
2-7	Employees	Page 104 (Human Capital), Page 199, 200, 215-218 (BRSR)
2-8	Workers who are not Employees	Page 199, 200, 215-218, 225 (BRSR)
2-9	Governance Structure and Composition	Page 70-75 (Governance, Risk Management, Board of Directors and Leadership Team), Page 167-183 (Corporate Governance Report)
2-10	Nomination and Selection of Highest Governance Body	Page 70, 71 & 73 (Governance, Board of Directors & Board Committees), Page 167-183 (Corporate Governance Report)
2-11	Chair of the Highest Governance Body	Page 70, 71 & 73 (Governance, Board of Directors & Board Committees), Page 167-183 (Corporate Governance Report)
2-12	Role of the Highest Governance Body in Overseeing ESG	Page 60-65 (ESG), Page 70-71 (Governance), Page 167-183 (Corporate Governance Report)
2-13	Delegation of Responsibility for Managing Impacts	Page 70-71 (Governance), Page 167-183 (Corporate Governance Report)
2-14	Role of Highest Governance in Sustainability Reporting	Page 04-05 (Key Regulatory and Reporting Frameworks), Page 71 (Sustainability Committee)
2-15	Conflicts of Interest	Page 156 (Board's Report), Page 167 (Corporate Governance Report)
2-17	Collective Knowledge of Highest Governance Body	Page 209 (BRSR - Principle 1)
2-19	Remuneration Policies	Page 167-183 (Corporate Governance Report)
2-20	Process to Determine Remuneration	Page 167-183 (Corporate Governance Report)
2-21	Annual Total Compensation Ratio	Page 226 (BRSR - Principle 5)
2-22	Statement on Sustainable Development Strategy	Page 04 (Corporate Portrait), Page 56-69 (Net Zero Journey, ESG, Stakeholder Engagement and Materiality Assessment)
2-23	Policy Commitments	Page 204 (BRSR - Section B)
2-24	Embedding Policy Commitments	Page 198 (BRSR - Section A), Page 225 (BRSR - Principle 5)
2-25	Processes to Remediate Negative Impacts	Page 64 (ESG) Page 122 (Natural Capital)
2-27	Compliance With Laws and Regulations	Page 64 (ESG) Page 122 (Natural Capital)
2-28	Membership of Associations	Page 237 (BRSR - Principle 7)
2-29	Approach to Stakeholder Engagement	Page 66-69 (Stakeholder Engagement and Materiality Assessment)
2-30	Collective Bargaining Agreements	Page 217 (BRSR - Principle 3)
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Page 68-69 (Materiality Assessment), Page 222 (BRSR - Principle 4)
3-2	List of material topics	Page 68-69 (Materiality Assessment), Page 202-203 (BRSR)
3-3	Management of material topics	Page 68-69 (Materiality Assessment), Page 202-203 (BRSR)

GRI Standard & Disclosure	Disclosure Description	Reference Pages
GRI 201: Economic Performance 2016		
201-1	Direct Economic Value Generated and Distributed	Page 05 (Corporate Portrait), Page 11 (Our Value Enhancement Journey), Page 76-79 (Financial Capital), Page 223 (BRSR - Principle 4)
201-2	Financial Implications/risks from Climate Change	Page 60-65 (ESG), Page 198-203 (BRSR - Section A)
201-3	Defined Benefit Plan Obligations	Page 216 (BRSR - Principle 3)
GRI 202: Market Presence 2016		
202-1	Ratios of Standard Entry-level Wage by Gender	Page 225 (BRSR - Principle 5)
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	Page 64, Page 132 (Social and Relationship Capital), Page 223, 238 (BRSR - Principle 4 & 8)
GRI 204: Procurement Practices 2016		
204-1	Proportion of Spending on Local Suppliers	Page 132 (Social and Relationship Capital), Page 239 (BRSR - Principle 8)
GRI 205: Anti-corruption 2016		
205-1	Operations Assessed for Risks Related to Corruption	Page 210 (BRSR - Principle 1)
205-2	Communication and Training on Anti-corruption	Page 210 (BRSR - Principle 1)
205-3	Confirmed Incidents of Corruption	Page 210 (BRSR - Principle 1)
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior	Page 237 (BRSR - Principle 7)
GRI 301: Materials 2016		
301-2	Recycled input materials used	Page 34 (Our Businesses), Page 59-65 (Net Zero & ESG), Page 122 (Natural Capital), Page 204 (BRSR - Section B), Page 231-233 (BRSR - Principle 6), Page 247 (Annexure VII)
301-3	Reclaimed products and packaging	Page 122-131 (Natural Cpital), Page 214 (BRSR - Principle 2)
GRI 302: Energy 2016		
302-1	Energy Consumption within the Organisation	Page 60-65 (ESG), Page 229-236 (BRSR - Principle 6)
302-2	Energy Consumption Outside the Organisation	Page 60-65 (ESG), Page 235 (BRSR - Principle 6)
302-3	Energy Intensity	Page 60-65 (ESG), Page 205 (BRSR - Section B), Page 229 (BRSR - Principle 6)
302-4	Reduction of Energy Consumption	Page 60-65 (ESG), Page 80 (Manufactured Capital), Page 122 (Natural Capital), Page 204 (BRSR - Section B), Page 229 (BRSR - Principle 6), Page 247 (Annexure VII)
302-5	Reductions in Energy Requirements	Page 60-65 (ESG), Page 122 (Natural Capital), Page 229-235 (BRSR - Principle 6), Page 246-248 (Annexure VII)
GRI 303: Water and Effluents 2018		
303-2	Management of Water Discharge-related Impacts	Page 60-65 (ESG), Page 230, 234 (BRSR - Principle 6)
303-3	Water Withdrawal	Page 60-65 (ESG), Page 229 (BRSR - Principle 6)
303-4	Water Discharge	Page 60-65 (ESG), Page 230, 234 (BRSR - Principle 6)
303-5	Water Consumption	Page 60-65 (ESG), Page 229-230, 234 (BRSR - Principle 6)

GRI Standard & Disclosure	Disclosure Description	Reference Pages
GRI 304: Biodiversity 2016		
304-1	Operational Sites in/adjacent to Protected Areas	Page 80 (Manufactured Capital), Page 122 (Natural Capital), Page 233 (BRSR - Principle 6)
304-2	Significant Impacts of Activities in Protected Areas	Page 122 (Natural Capital), Page 226 (BRSR - Principle 4)
304-3	Habitats Protected or Restored	Page 122 (Natural Capital), Page 236 (BRSR - Principle 6)
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Page 60-65 (ESG), Page 122 (Natural Capital), Page 229-236 (BRSR - Principle 6), Page 246-248 (Annexure VII)
305-2	Energy indirect (Scope 2) GHG emissions	Page 60-65 (ESG), Page 122 (Natural Capital), Page 229-236 (BRSR - Principle 6), Page 246-248 (Annexure VII)
305-3	Other indirect (Scope 3) GHG emissions	Page 60-65 (ESG), Page 122 (Natural Capital), Page 229-236 (BRSR - Principle 6), Page 246-248 (Annexure VII)
305-4	GHG emissions intensity	Page 60-65 (ESG), Page 122 (Natural Capital), Page 229-236 (BRSR - Principle 6), Page 246-248 (Annexure VII)
305-5	Reduction in GHG emissions	Page 60-65 (ESG), Page 122 (Natural Capital), Page 229-236 (BRSR - Principle 6), Page 246-248 (Annexure VII)
GRI 306: Waste 2020		
306-1	Waste Generation and Significant Waste-related Impacts	Page 60-65 (ESG), Page 122 (Natural Capital), Page 212, 232, 235 (BRSR - Principle 2 & 6)
306-2	Management of Significant Waste-related Impacts	Page 60-65 (ESG), Page 122 (Natural Capital), Page 232, 235 (BRSR - Principle 6)
306-3	Waste Generated	Page 60-65 (ESG), Page 122 (Natural Capital), Page 232 (BRSR - Principle 6)
306-4	Waste Diverted from Disposal	Page 60-65 (ESG), Page 122 (Natural Capital), Page 212-213, 232, 241(BRSR - Principle 2, 6 & 9)
306-5	Waste Directed to Disposal	Page 60-65 (ESG), Page 122 (Natural Capital), Page 212, 232, 235 (BRSR - Principle 2 & 6)
GRI 308: Supplier Environmental Assessment 2016		
308-1	New Suppliers Screened Using Environmental Criteria	Page 132 (Social and Relationship Capital), Page 223, 235 (BRSR - Principle 4 & 6)
308-2	Negative Environmental Impacts in Supply Chain	Page 236 (BRSR - Principle 6)
GRI 401: Employment 2016		
401-1	New Employee Hires and Turnover	Page 104 (Human Capital), Page 210 (BRSR - Principle 1)
401-2	Benefits Provided to Full-time Employees	Page 104 (Human Capital), Page 215-221 (BRSR - Principle 3)
401-3	Parental Leave	Page 216 (BRSR - Principle 3)
GRI 403: Occupational Health and Safety 2018		
403-1 to 403-10	Safety Governance, Risk Assessment, Injury Data	Page 60-65 (ESG), Page 72 (Risk Management), Page 80 (Manufactured Capital), Page 104 (Human Capital), Page 204-206 (BRSR - Section B), Page 212 (BRSR - Principle 2, 3 & 6)
GRI 404: Training and Education 2016		
404-1	Average Hours of Training per Year	Page 104 (Human Capital), Page 209, 217 (BRSR - Princinple 1 & 3)
404-2	Programmes for Upgrading Employee Skills	Page 104 (Human Capital), Page 218-219 (Principle 3)
404-3	Percentage of Employees Receiving Regular Performance and Career Development Reviews	Page 104 (Human Capital), Page 218 (Principle 3)

GRI Standard & Disclosure	Disclosure Description	Reference Pages
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of Governance Bodies and Employees	Page 60 (ESG), Page 70-71 (Governance), Page 104 (Human Capital), Page 176 (Boards' Report), Page 206 (BRSR - Section B)
405-2	Ratio of Basic Salary and Remuneration of Women to Men	Page 150 (Baord's Report), Page 175 (N&RC), Page 226 (BRSR - Principle 5)
GRI 406: Non-discrimination 2016		
406-1	Incidents of Discrimination	Page 104 (Human Capital), Page 216, 227-228 (BRSR - Principle 3 &5)
GRI 408: Child Labor 2016		
408-1	Operations with Risk for Child Labour	Page 227 (BRSR - Principle 5)
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations with Risk for Forced Labour	Page 60-65 (ESG), Page 220, 227 (BRSR - Principle 3 & 5)
GRI 410: Security Practices 2016		
410-1	Security Personnel Training on Human Rights	Page 225 (BRSR - Principle 5)
GRI 412: Human Rights Assessment 2016		
412-1	Operations Reviewed for Human Rights	Page 64 (ESG), Page 105 (Human Capital), Page 225-228 (BRSR - Principle 5)
GRI 413: Local Communities 2016		
413-1	Operations with Local Community Engagement	Page 64, Page 132 (Social and Relationship Capital), Page 223, 238 (BRSR - Principle 4 & 8)
GRI 414: Supplier Social Assessment 2016		
414-1	New Suppliers Screened Using Social Criteria	Page 132 (Social and Relationship Capital), Page 236 (BRSR - Principle 6)
GRI 415: Public Policy 2016		
415-1	Political Contributions	Page 237 (BRSR - Principle 7)
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the Health & Safety Impacts of Products	Page 129 (Natural Capital), Page 242 (BRSR - Principle 9)
416-2	Incidents of Non-compliance Concerning Health & Safety Impacts of Products	Page 242 (BRSR - Principle 9)
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for Product and Service Information and Labeling	Page 242 (BRSR - Principle 9)
GRI 418: Customer Privacy 2016		
418-1	Substantiated Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data	Page 241-242 (BRSR - Principle 9)

Glossary

Term	Meaning
40TH AGM	40th Annual General Meeting
AC	Audit Committee
ACMA	Auto Component Manufacturers Association
ACT	Companies Act, 2013
AED	Arab Emirates dirham
AGM TECHONOLGY	Absorbent Glass Mat (AGM) Technology
AH	Ampere hours
AOA	Article of Association
APAC REGION	Asia Pacific region
APPCB	Andhra Pradesh Pollution Control Board
AR	Amara Raja
ARACT	Amara Raja Advanced Technologies Private Limited
ARBL	Amara Raja Batteries Limited
ARBME	Amara Raja Batteries Middle East
ARCS	Amara Raja Circular Solutions Private Limited
ARE&M	Amara Raja Energy & Mobility Limited
ARES	Amara Raja Educational Society
ARGC	Amara Raja Giga Corridor
ARPS	Amara Raja Power Systems Limited
ARSDC	Amara Raja Skill Development Centre
ASI	Additional Shareholders Information
BBS	Behavior-Based Safety
BCI	Brain Computer Interface
BCP	Business Continuity Plan
BM	Board Meeting
BMS	Battery Management Systems
Bn	Billion
BoD	Board of Directors
BRSR	Business Responsibility and Sustainability Reporting
BSE	Bombay Stock Exchange (BSE)
BS-OHSAS	Occupational Health and Safety Assessment Series
BWMR	Battery Waste Management Rules, 2022
CDP	Carbon Disclosure Project
CDSL	Central Depository Services Limited
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CH4	methane
CII	Confederation of Indian Industry
CO2	Carbon dioxide
COMPANY	Amara Raja Energy & Mobility Limited
CPCB	Central Pollution Control Board
CQP	Customer Qualification Plant
Cr	Crores
CRISL	Credit Rating Information Services of India Limited.
CS	Company Secretary
CSR	Corporate Social Responsibility
DEIB	Diverse, Equitable, Inclusive and Belonging
DIN	Director Identification Number
DJSI	Dow Jones Sustainability Indices
DP	Depository Participant

Term	Meaning
DPID	Depository Participant Identification
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
EEPC	Engineering Export Promotion Council
EFB TECHNOLOGY	Enhanced Flooded Battery
EFSI	Employers' Federation of Southern India
ELVs	End of Life Vehicles
EPR	Extended Producer Responsivity
EPS	Earnings Per Share
ESG	Environmental, Social and Governance
ETP	Effluent Treatment Plant
EU	European Union
EVEN	E-voting Event Number
Evs	Electric Vehicles
E-Waste	Electronic Waste
FAME	Faster Adoption and Manufacturing of Hybrid & Electric Vehicles
FAME-India	Faster Adoption and Manufacturing of Hybrid & Electric Vehicles in India
FAPCCI	Federation of Andhra Pradesh Chambers of Commerce and Industry
FIEO	Federation of Indian Export Organisation
FRN	Firm Registration Number (FRN)
FY	Financial Year
GHG	Green House G ases
GHGP	Greenhouse Gas Protocol
GPA	Group Personal Accident Policy
GPTW	Great Place To Work
GRI	Global Reporting Initiative
GTLI	Group Life Cover Policy
GW	Gigawatts/Gigawatt
GWP	Global Warming Potential
HAP	Hazardous Air Pollutants
HFCs	Hydrofluorocarbons
HIRA	Hazard Identification and Risk Assessment
HSE	Health, Safety and Environment.
IBMA	Indian Battery Manufacturers Association
ICC	Internal Complaints Committee
ICE/IC	Internal Combustion Engine
ICQCC	International Convention on Quality Control Circles
IEPF	Investor Education and Protection Fund
IEPFA	Investor Education and Protection Fund Authority
IGBT	Insulated-Gate Bipolar Transistor
IICA	Indian Institute of Corporate Affairs
IOR	Indian Organ Rim
IR	Integrated Report
ISIN	International Securities Identification Number
ISO	International Organization for Standardization
JIS	Japanese Industrial Standards
KECA	Krishnadevaraya Educational & Cultural Association
KMP	Key Managerial Personnel
LAB	Lead Acid Battery
Lac	Lakhs
LCA	Life Cycle Assessment
LEV	Light Electric Vehicle
LIC	Life Insurance Corporation of India
LI-ON(LITHIUM-ION)	lithium-ion (Li-ion) battery
LISTING REGULATIONS	SEBI (Listing Obligations & Disclosure Requirements) Regulation, 2015

Term	Meaning
LLP	Limited Liability Partnership
LOTO	Lock Out and Tag Out
LTIFR	Lost Time Injury Frequency Rate
LTPA	Lakh Tones Per Annum
LVRLA	Large Valve Regulated Lead Acid battery
MD	Managing Director
MEA REGION	Middle East and Africa.
MIL	Mangal Industries Limited
MLP	Multilayered Plastic
Mn	Million
MOA	Memorandum of Association
MoU	Memorandum of Understanding
MSCI	Morgan Stanley Capital International
MSME	Micro Small and Medium sized enterprises
MTPA	Millions Tons Per Annum
MV	Megavolt
MVRLA	Multi-Valve Regulated Lead Acid battery
N20	Nitrous oxide
NCLT	National Company Law Tribunal
NCQC	National Convention on Quality Concepts
NECS	National Electronic Clearing Service
NED	Non-Executive Director
NF3	Nitrogen trifluoride
NGRBC	National Guidelines on Responsible Business Conduct
Nox	nitrogen dioxide
NRC	Nomination and Remuneration Committee
NRC POLICY	Nomination and Remuneration Committee Policy
NSDL	National Securities Depository Limited.
NSE	National Stock Exchange
OAVM	Other Audio Video Means
OEM	Original Equipment Manufacturer
OHSMS	Occupational Health and Safety Management Systems
PAT	Profit After Tax
PFCs	Perfluorocarbons
PHC	Primary Health Center
POP	Persistent Organic Pollutants
PPP	Public Private Partnership
R&D	Research and development (R&D)
RE/RS/INR/₹	Indian Rupee
RMC	Risk Management Committee
RNGFPL	RN Galla Family Private Limited
RTA	Registrar and Transfer Agents
SAS	Superannuation Scheme
SASB	Sustainability Accounting Standards Board
SBD-1	Small Battery Division -1
SBD-2	Small Battery Division -2
SBTi	Science Based Target Initiative
SCoC	Supplier Code of Conduct
SCRA	Securities Contracts (Regulation) Act, 1956
SEBI	Securities and Exchange Board of India
SE's	Stock Exchanges
SF6	Sulfur Hexafluoride
SGDs	Sustainable Development Goals
SIA	Social Impact Assessments

Term	Meaning
SMEs	Small and Medium sized enterprises
SOPs	Standard Operating Procedures
Sox	Sulphur oxides
SRC	Stakeholders Relationship Committee
SS-1	Secretarial Standards-1
SS-2	Secretarial Standards-2
TBD	Tubular Battery Division
TCFD	Task Force on Climate-related Financial Disclosures
TDS	Tax Deducted at Source
TFDF	Treatment Storage Disposal Facilities
UAE	United Arab Emirates
ULABs	Used Lead Acid Batteries
UN SDGs	United Nations Sustainable Development Goals
UNGC	United Nations Global Compact
UNGC	United Nations Global Compact
UPS	Uninterruptible Power Supply
US	United States
VC	Video Conference
VOC	Volatile Organic Compounds
VRLA	Valve-regulated Lead Acid
WEF	World Economic Forum
ZLD	Zero Liquid Discharge

Notice of the Annual General Meeting

To the members of
AMARA RAJA ENERGY & MOBILITY LIMITED
(Formerly known as Amara Raja Batteries Limited)

NOTICE is hereby given that the **40th Annual General Meeting (AGM)** of the members of **Amara Raja Energy & Mobility Limited** (Formerly known as Amara Raja Batteries Limited) will be held on Thursday, August 14, 2025, from 3:00 PM IST onwards through Video Conferencing ("VC")/Other Audio-Visual Means ("OAVM") to transact the following business:

Ordinary Business:

To consider and if thought fit, to pass, the following resolution nos. from 1 to 4, as **ordinary resolution(s)**.

1. To adopt the audited Financial Statements (standalone and consolidated) of the Company for the Financial Year ended March 31, 2025, the report of the Joint Statutory Auditors' thereon and the report of the Board of Directors.

2. To confirm the payment of the interim dividend and to declare the final dividend of ₹ 5.20/- on the Company's equity shares for the Financial Year ending March 31, 2025.

3. To consider and approve the reappointment of Mr. Vikramadithya Gourineni (DIN: 03167659), who retires by rotation as a director and, being eligible, offers himself for reappointment.

4. **To appoint the Joint Statutory Auditors of the Company for a term of five years and fix their remuneration.**

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

   "**RESOLVED THAT** pursuant to Section 139 and other applicable provisions, if any, of the Companies Act, 2013 ("Act"), read with the Companies (Audit and Auditors) Rules, 2014, as amended from time to time and recommendation by the Audit Committee and Board of Directors of the Company, M/s. Price Waterhouse Chartered Accountants LLP (FRN: 012754N/N500016) and M/s. K. S. Rao & Co. (FRN: 003109S), be and are hereby appointed as the Joint Statutory Auditors of the Company for a consecutive term of 5 (five) years to hold office from the conclusion of this 40th annual general meeting until the conclusion of the 45th annual general meeting of the Company at such remuneration as may be determined by the Board of Directors of the Company (including its committees thereof).

   RESOLVED FURTHER THAT the Board of Directors of the Company be and are hereby authorised to decide and pay such fees for the statutory audit as may be mutually agreed between the Joint Statutory Auditors and the Company, basis recommendation of the Audit Committee, as they may deem fit.

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

Special Business:

5. **To consider and appoint Ms. Radhika Shapoorjee (DIN: 03559547) as an Independent Director of the Company**

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

   "**RESOLVED THAT** pursuant to the provisions of Sections 149, 150, 152, 161, Schedule IV and other applicable provisions of the Companies Act, 2013 ("the Act") read with Companies (Appointment and Qualifications of Directors) Rules, 2014, and relevant provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("Listing Regulations") [including any statutory modification(s) or re-enactment(s) thereof, for the time being in force], and Articles of Association of the Company, based on recommendation of the Nomination and Remuneration Committee and the Board, Ms. Radhika Shapoorjee (DIN: 03559547), who was appointed by the Board as an Additional Director, categorised as an Independent Director with effect from May 22, 2025 who holds office upto the date of this Annual General Meeting under Section 161 of the Act, and meets the criteria for independence as provided in the Act and Listing Regulations, and in respect of whom the Company has received a notice in writing from a member under Section 160 of the Act, be and is hereby appointed as an Independent Director of the Company for a period of 5 (Five) consecutive years from May 22, 2025 to May 21, 2030, not retiring by rotation, and to receive remuneration by way of commission on profit, if any, within the permissible limit in terms of Section 197 of the Act, as determined by the Board, from time to time.

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

6. **To re-appoint Mr. Jayadev Galla (DIN: 00143610) as Chairman, Managing Director & CEO of the Company and fix his remuneration**

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

   "**RESOLVED THAT** pursuant to the provisions of Sections 196, 197, 198, 203 read with Schedule V and all other applicable provisions, if any, of the Companies Act, 2013 (the "Act"), and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") (including any statutory modification(s) or amendment(s) thereto or re-enactment(s) thereof for the time being in force), and the Articles of Association of the Company and based on the recommendation of the Nomination and Remuneration Committee, re-appointment of Mr. Jayadev Galla (DIN: 00143610) as Chairman, Managing Director & CEO of the Company for a period of 5 (five) years w.e.f. September 1, 2025 to August 31, 2030, be and is hereby approved on the terms and conditions including remuneration as set out in the Annexure I to the notice convening this 40th annual general meeting.

   RESOLVED FURTHER THAT the Board of Directors (hereinafter referred to as "the Board" which term shall be deemed to include Nomination and Remuneration Committee of the Board) be and is hereby authorised to alter and vary the terms and conditions of the said appointment, including *inter-alia* designation, remuneration, including authority to determine/ vary from time to time the structure of remuneration i.e amount of salary, perquisites, other benefits and allowances, variable performance pay and commission payable to Mr. Jayadev Galla in such manner as may be determined by the Board, subject to the total remuneration payable to Mr. Jayadev Galla, not exceeding five percent (5%) of the net profits of the Company per annum, being within the limits prescribed under Section 197 read with Schedule V of the Act and Listing Regulations.

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

7. **To approve payment of remuneration to Mr. Jayadev Galla (DIN: 00143610) Chairman, Managing Director & CEO of the Company pursuant to the Regulation 17(6)(e) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.**

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

   "**RESOLVED THAT** pursuant Regulation 17 (6) (e) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("Listing Regulations") (including any statutory modification(s) or amendment(s) thereto or re-enactment(s) thereof for the time being in force), and other applicable provisions, if any, consent of the Members of the Company be and is hereby accorded to pay remuneration to Mr. Jayadev Galla, Chairman, Managing Director & CEO of the Company, for a period of 5 (five) years w.e.f. September 1, 2025 to August 31, 2030, in such manner as may be determined by the Board of Directors (hereinafter referred to as "the Board" which term shall be deemed to include Nomination and Remuneration Committee of the Board), subject to the total remuneration not exceeding five percent (5%) of the net profits of the Company per annum on the terms and conditions including remuneration as approved by the members of the Company at the 40th Annual General Meeting of the Company.

   RESOLVED FURTHER THAT in terms of requirements of the Listing Regulations the aggregate annual remuneration as determined by the Board, payable to Mr. Jayadev Galla, Chairman, Managing Director & CEO, Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni, Executive Directors (being Promoters) may collectively exceed 5% of the net profits of the Company.

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

8. **To appoint Secretarial Auditors of the Company and fix their remuneration for a term of five years from Financial Year 2025-26 to Financial Year 2029-30.**

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

   "**RESOLVED THAT** pursuant to the provisions of Sections 204 and other applicable provisions, if any, of the

Companies Act, 2013 and the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014, read with Regulation 24A of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015 (Listing Regulations), as amended from time to time, (including any statutory modification(s) or reenactment thereof, for the time being in force), pursuant to recommendation of the Audit Committee and the Board of Directors, consent of the members of the Company be and is hereby accorded for appointment of M/s. Sridharan & Sridharan Associates (Firm Registration No. P2022TN093500) as the Secretarial Auditors of the Company for the term of 5 (five) consecutive years starting from Financial Year 2025-26 to 2029-30 at such remuneration, as may be mutually agreed between the Board of Directors of the Company and the Secretarial Auditors.

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

9. **To ratify the remuneration payable to the Cost Auditors for the Financial Year 2025-26**

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

"**RESOLVED THAT** pursuant to the provisions of Section 148 and all other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 as amended from time to time, based on recommendation of the Audit Committee and Board payment of remuneration of ₹ 4.75 lakhs (Rupees Four Lakhs Seventy Five Thousand only) excluding reimbursement of out-of-pocket expenses and applicable taxes to M/s. Sagar & Associates, Cost Accountants, (Firm Registration No. 000118), appointed by the Board of Directors as Cost Auditors to conduct the audit of the cost records maintained by the Company for the financial year 2025-26 be and is hereby ratified.

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

By Order of the Board of Directors
For **Amara Raja Energy & Mobility Limited**
(Formerly known as Amara Raja Batteries Limited)

Date: May 29, 2025
Place: Hyderabad

Vikas Sabharwal
Company Secretary

Corporate Identification Number (CIN): L31402AP1985PLC005305
Registered Office: Renigunta-Cuddapah Road, Karakambadi, Tirupati, Andhra Pradesh – 517 520 Tel: 91 (877) 226 5000 Fax: 91 (877) 228 5600
E-mail id: investorservices@amararaja.com;
Website: www.amararajaeandm.com

Notes:

1. The Ministry of Corporate Affairs ("MCA") has vide its General Circular Nos. 14/2020, dated April 8, 2020, and 17/2020, dated April 13, 2020, in relation to "Clarification on passing of ordinary and special resolutions by companies under the Companies Act, 2013 and the rules made thereunder on account of the threat posed by "COVID-19", General Circular Nos. 20/2020, dated May 5, 2020, 10/2022, dated December 28, 2022 and September 19, 2024 , and subsequent circulars issued in this regard, and SEBI circular no: SEBI/ HO/ CFD/ CFDPoD-2/ P/ CIR/ 2024/ 133 dated October 3 2024 in relation to "Clarification on holding of Annual General Meeting ("AGM") through Video Conferencing (VC) or Other Audio Visual Means (OAVM)", (collectively referred to as " Circulars") permitted the holding of the AGM through VC/OAVM, without the physical presence of the Members at a common venue. In compliance with the Circulars, the AGM of the Company is being held through VC /OAVM. The venue for the 40th AGM shall be deemed to be the Company's Registered office.

2. The VC/OAVM facility for members to join the meeting shall be kept open 30 minutes before the start of the AGM. Members can attend and participate in the AGM through VC/ OAVM only by following the instructions given in Serial No. 24 of this Notice.

3. Since this AGM is being held pursuant to the aforesaid Circulars through VC/OAVM, physical attendance of members has been dispensed with. Accordingly, the facility for appointing proxies by the Members will not be available for the AGM; hence, the Proxy Form, Attendance Slip and Route map are not annexed to this Notice.

4. Institutional/Corporate Shareholders (i.e., other than individuals/HUF, NRI, etc.) are required to send a scanned copy (PDF/JPG Format) of their Board or governing body Resolution/Authorization, etc., authorizing their representative to attend the AGM through VC/OAVM on their behalf and to vote through remote e-voting. The said Resolution/ Authorization should be sent to the Scrutinizer by email through their registered email address to rsaevoting@gmail.com with a copy marked to evoting@nsdl.com.

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

6. An explanatory statement pursuant to Section 102(1) of the Act, the Rules thereunder, Listing Regulations and Secretarial Standards that sets out details relating to the ordinary and special businesses to be transacted at the meeting is annexed hereto as Annexure-I and forms part of the notice.

7. Brief profiles of Mr. Jayadev Galla, Chairman, Managing Director & CEO; Mr. Vikramadithya Gourineni, Executive Director; and Ms. Radhika Shapoorjee, Additional Director categorised as Independent, proposed to be reappointed/ appointed, along with the names of the Companies in which they hold directorships and memberships/ chairmanships of Committees, shareholding in the Company and other details as required under Secretarial Standard on General Meetings and Listing Regulations are furnished as Annexure-II and forms part of the notice.

8. In compliance with the aforesaid Circulars, the Annual Report 2024-25, including the notice of the AGM, *inter-alia*, indicating the process and manner of remote e-voting, attending AGM through VC/OAVM and instructions for members for e-voting on the day of AGM are being sent by electronic mode to all the members whose e-mail address are registered with the Company/Depositories for communication purposes. Members holding shares in physical/demat form who have not registered their email address with the Company, or the Depository Participants can get the same registered with the Company as per the procedure provided in Serial No. 17.

9. Members may also note that the notice of the AGM and the Annual Report 2024-25 will be posted on the Company's website, www.amararajaeandm.com , and also on the websites of the stock exchanges, i.e. BSE and NSE at www.bseindia.com and www.nseindia.com respectively. The AGM notice will also be available on the NSDL website at www.evoting.nsdl.com. The Company shall send a physical copy of the Annual Report 2024-25 to the Members who specifically request the same by emailing to investorservices@amararaja.com.

10. The registers, i.e. Register of Directors and Key Managerial Personnel and their shareholding, Register of Contracts or Arrangements in which Directors are interested maintained under Section 170 and Section 189 of the Act, respectively, will be available electronically for inspection by members during the AGM. All documents referred to in this Notice and the explanatory statement pursuant to Section 102 of the Act, annexed hereto will also be available for electronic inspection without any fee by the members from the date of circulation of this notice up to the date of AGM, i.e. Thursday, August 14, 2025. Members seeking to inspect such documents can send an email to investorservices@amararaja.com.

11. The register of members and share transfer books of the Company will remain closed from Saturday, August 2, 2025, to Wednesday, August 6, 2025 (both days inclusive).

12. The record date for the purpose of the final dividend of the Financial Year 2024-25 is Friday, August 1, 2025. The final dividend, if declared, shall be paid on or before Saturday, September 13, 2025, to those members whose

names appear in the register of members or in case of shares held in dematerialised form to the beneficiaries as of the close of business hours of the record date, as per details furnished by NSDL and CDSL.

13. Pursuant to the amendments in the Income Tax Act, 1961 (IT Act) dividend income is taxable in the hands of the members effective April 1, 2020. The Company must deduct tax at source (TDS) from dividend paid to the Members at prescribed rates in the. In general, to enable compliance with TDS requirements, members are requested to complete and / or update their Residential Status, PAN, and Category as per the IT Act with their Depository Participants or, in case shares are held in physical form, with the Company by sending email to the Company's email address at investorservices@amararaja.com and/or investor@cameoindia.com.

    For more details, members are requested to refer "Communication on tax deducted at source" appended to this notice.

14. The transcript of the AGM shall also be made available on the website of the Company www.amararajaeandm.com in the Investors section as soon as possible, after the meeting is concluded.

15. Questions prior to AGM: Members seeking any information or asking questions with regard to the financial statements of the Company or on any matter in the annual report 2024-25 are requested to write from their registered email address mentioning their name, DP ID and Client ID/ folio number, PAN, mobile number to investorservices@amararaja.com on or before Friday, August 8, 2025 (5:00 P.M.) IST. Such information sought, or questions raised by the members shall be replied to by the Company suitably.

16. As per Regulation 40 of the Listing Regulations, as amended, securities of listed companies can be transferred only in dematerialised form except in case of request received for transmission or transposition of securities. In view of this and to eliminate all risks associated with physical shares and for ease of portfolio management, members holding shares in physical form are requested to consider converting their holdings to dematerialised form. Members can contact the Company's Registrar and Share Transfer Agent (RTA), Cameo Corporate Services Limited, Unit: Amara Raja Energy & Mobility Limited, Subramanian Building, No.1, Club House Road, Chennai – 600002, Tamil Nadu, India ("Cameo" or "RTA") for assistance in this regard.

17. To support the 'Green Initiative', members who have not registered their e-mail addresses so far are requested to register their e-mail address with their Depository participants (DPs), in case the shares are held by them in electronic form/ Demat form and with Cameo Corporate Services Limited in case the shares are held by them in physical form for receiving all communication(s) including Annual Report, Notices, Circulars, etc. from the Company electronically. Alternatively, members holding shares in physical form are requested to visit https://wisdom.cameoindia.com/ to register their e-mail address and mobile number with the Company.

18. Members are requested to register or intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/ mobile numbers, PAN, nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFSC code, etc., to their Depository Participants with whom they are maintaining their demat accounts in case the shares are held by them in electronic form/demat form and to Cameo in case the shares are held by them in physical form.

    Shareholders holding physical shares may, if they so desire, send their nominations in form SH-13 of the Companies (Share Capital and Debentures) Rules, 2015, as amended, to the RTA of the Company. Further, shareholders may cancel/ vary their nomination already made, in form SH-14 by sending it to the RTA. Those holding shares in dematerialised form may contact their respective depository participant (DP) to avail the nomination facility.

19. SEBI has mandated the submission of PAN by every participant in the securities market. Members holding shares in electronic form are, therefore, requested to submit the PAN and Bank account details to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form can submit their PAN and Bank details to the RTA. The following documents need to be provided for updation of Bank Account Details - Name and Branch of the Bank in which you wish to receive the dividend, Bank Account type, Bank Account number, 9 digits MICR Code number, 11 digits IFSC Code and a scanned copy of the cancelled cheque bearing the name of the first shareholder.

20. SEBI, in its notification dated January 24, 2022, has mandated that all requests for transfer of securities, including transmission and transposition requests, shall be processed only in dematerialised form. In view of this, to eliminate all risks associated with physical shares and avail themselves of various benefits of dematerialization, members holding shares in physical form are requested to convert their holdings to dematerialised form. Members can contact the RTA for assistance in this regard.

21. Pursuant to the provisions of Section 124(5) of the Act, the amount of dividend (s) declared and remaining unpaid for 7 years consecutively has been transferred, from time to time within respective due dates, to the Investors Education and Protection Fund (IEPF). During the year, the Company transferred the final dividend for the financial year 2016-17 and interim dividend for the financial year 2017-18, which had remained unclaimed and unpaid

for seven consecutive years, to the IEPF. The due date for transferring final dividend declared for financial year 2017-18 and interim dividend for the financial year 2018-19 which have remained unclaimed/unpaid thereafter to IEPF are given in Corporate Governance report. Details of unpaid/unclaimed dividend lying with the Company as of March 31, 2025, is available on the Company's website i.e. www.amararajaeandm.com.

22. As per the provisions of Section 124 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2017 and amendments made thereunder (Rules), all shares in respect of which dividend remains unpaid or unclaimed for seven years, or more, are required to be transferred to the Investor Education and Protection Fund (IEPF) Authority. The shareholders are requested to claim their unpaid/ unclaimed dividends in order to avoid the transfer of shares to the IEPF Authority. The Company has transferred to the IEPF Authority all shares in respect of which final dividend declared in 2016-17 and interim dividend in 2017-18, had remained unpaid or unclaimed for seven consecutive years or more as per Rules. The details of shares transferred to the IEPF have also been uploaded on the website of the IEPF Authority, and the same can be accessed at www.iepf.gov.in Members may note that shares, as well as unclaimed dividend transferred to IEPF Authority, can be re-claimed. In such case, the members are requested to write to the Company / RTA for understanding the process for re-claiming such unclaimed dividend and shares transferred to IEPF.

23. Voting through Electronic Means (Remote e-voting):

    a. In compliance with the provisions of Section 108, 110 of the Act and Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time and the provisions of Regulation 44 of the Listing Regulations, the Company is pleased to provide e-voting facility to the members to exercise their right to vote on resolutions set forth in the notice convening the 40th AGM by electronic means. The Company has engaged the National Securities Depository Limited (NSDL) services as the authorised agency to provide e-voting facility. The instructions for remote e-voting are given in Serial No. 24.

    b. The remote e-voting event number (EVEN) is 134517. The remote e-voting will commence on Saturday, August 09, 2025 (9:00 a.m. IST) and end on Wednesday, August 13, 2025 (5:00 p.m. IST). During this period, members of the Company, holding shares either in physical form or in dematerialised form as on Thursday, August 07, 2025 i.e. cut-off date, may cast their vote electronically. NSDL shall disable the e-voting module for voting on August 13, 2025 after 5 pm IST. Once the vote on a resolution is cast, the Member shall not be allowed to change it subsequently or cast the vote again.

    c. Any person holding shares in physical form and non-individual shareholders who acquire shares of the Company and become a member of the Company after the notice is sent through e-mail and holding shares as of the cut-off date i.e. Thursday, August 7, 2025, may obtain the login ID and password by sending a request at evoting@nsdl.co.in or Company RTA. However, if you are already registered with NSDL for remote e-voting, you can use your existing user ID and password to vote. If you forgot your password, you can use the "Forgot User Details/ Password" or "Physical User Reset Password" option available on www.evoting.nsdl.com or call on toll-free no. 1800 1020 990 and 1800 22 44 30. In case of Individual Shareholders holding securities in demat mode who acquire shares of the Company and become Members of the Company after sending the Notice and holding shares as of the cut-off date i.e. Thursday, August 07, 2025, may follow the steps mentioned in the Notice of the AGM under "Access to NSDL e-Voting system".

    d. Members who have cast their vote by e-voting prior to the meeting may also attend the AGM through VC/ OAVM but are not entitled to cast their vote again.

    e. The facility for remote e-voting shall be made available during the AGM, and those members who will be present in the AGM through VC/OAVM facility and have not cast their vote on the resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system during the AGM. The procedure for e-voting on the day of the AGM is the same as the instructions given in Serial No. 24 for Remote e-voting.

    f. The voting rights of the members shall be in proportion to the paid-up value of their shares in the Company's equity capital as on the cut-off date, i.e. Thursday, August 07, 2025. 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, i.e. Thursday, August 07, 2025, shall only be entitled to avail the facility of remote e-voting and during the AGM.

    g. The Board of Directors has appointed Mr. R. Sridharan, practising company secretary (Membership No. FCS 4775 and CP No. 3239) Managing Partner, M/s. R. Sridharan & Associates, Company Secretaries as Scrutinizer and failing him Ms. Srinidhi Sridharan, (Membership No. FCS 12510 and CP No. 17990) from M/s. Srinidhi Sridharan & Associates to scrutinize the remote e-voting process and voting during the AGM in a fair and transparent manner.

    h. The Scrutinizer shall, immediately after the conclusion of voting during the meeting, first count the votes cast at the meeting, thereafter unblock the votes cast through remote e-voting in the presence of at least two (2) witnesses not in employment of the Company and not later than two (2) working days from the conclusion of the meeting, prepare and submit a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, forthwith to the Chairman or a person authorised by the Chairman for counter signature.

i. The Results shall be declared by the Chairman or by an authorised person of the Chairman, and the resolutions will be deemed to have been passed on the date of the AGM, subject to receipt of the requisite number of votes in favour of the resolutions.

j. After the declaration of the results, the voting results shall be placed along with the Scrutinizer's Report(s) on the website of the Company www.amararajaeandm.com and on NSDL's website https://evoting.nsdl.com and communicated to the Stock Exchanges i.e. BSE and NSE, where the shares of the Company are listed, for placing the same on their website(s).

24. E- Voting instructions:

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

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

Step 1: Access to NSDL e-Voting system

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

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

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

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL	1. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. Existing **IDeAS** user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "Beneficial Owner" icon under "Login" which is available under '**IDeAS**' section , this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "**Access to e-Voting**" under e-Voting services and you will be able to see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 3. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "**Register Online for IDeAS Portal**" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 4. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.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.

Type of shareholders	Login Method
	5. Shareholders/Members can also download NSDL Mobile App **“NSDL Speede”** facility by scanning the QR code mentioned below for seamless voting experience. 
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing myeasi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers’ website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

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

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

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

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.

2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/ Member' section.

3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

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

4. Your User ID details are given below :

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12************** then your user ID is 12**************
c) For Members holding shares in Physical Form	EVEN Number followed by Folio Number registered with the company For example if folio number is 001*** and EVEN is 134517 then user ID is 134517001***

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

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

   b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.

   c) How to retrieve your 'initial password'?

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

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

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

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

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

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

d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

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

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

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

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

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

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.

2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".

3. Now you are ready for e-Voting as the Voting page opens.

4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

5. Upon confirmation, the message "Vote cast successfully" will be displayed.

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/Authority letter etc. with attested specimen signature of the duly authorised signatory(ies) who are authorised to vote, to the Scrutinizer by e-mail to rsaevoting@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.

2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.

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

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

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to investorservices@amararaja.com

2. In case shares are held in demat mode, please provide DPID-Client ID (16 digit DPID + Client ID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) to (investorservices@amararaja.com). If you are an Individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at step **1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode**.

3. Alternatively shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.

4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

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

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

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

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

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

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

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

2. Facility of joining the AGM through VC / OAVM shall open 30 minutes before the time scheduled for the AGM and will be available for Members on first come first serve basis

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

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

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

6. Shareholders who would like to express their views/ have questions may send their questions in advance mentioning their name demat account number/ folio number, email id, PAN and mobile number at (investorservices@amararaja.com) on or before Friday August 8, 2025 (5 PM IST) The same will be replied by the company suitably.

7. Registration of Speaker: Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered email address mentioning their name, DP ID and Client ID/folio number, PAN, mobile number at investorservices@amararaja.com from Tuesday, August 5, 2025 (9:00 a.m. IST) to Sunday, August 10, 2025, (5:00 p.m. IST). Those members who have registered themselves as a speaker in advance will only be allowed to express their views/ask questions during the AGM.

8. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

9. In case any assistance is needed, members may contact NSDL on evoting@nsdl.co.in or at toll free no. 1800 1020 990 and 1800 22 44 30.

By Order of the Board of Directors
For **Amara Raja Energy & Mobility Limited**
(Formerly known as Amara Raja Batteries Limited)

Date: May 29, 2025
Place: Hyderabad

Vikas Sabharwal
Company Secretary

Annexure-I

Statement pursuant to Section 102(1) of the Companies Act, 2013 ("Act") and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and relevant Secretarial Standards

The following statement sets out all material facts relating to the ordinary and special businesses mentioned in the accompanying notice dated May 29, 2025, and shall form part of the notice.

Item no. 4

The current Joint Statutory Auditors viz., M/s. Brahmayya & Co., (Firm Registration No. 000513S) and M/s. Deloitte Haskins & Sells LLP, (Firm Registration No. 117366W/W-100018) Chartered Accountants, (Retiring Statutory Auditors) were re-appointed as the Joint Statutory Auditors of the Company at its 35th Annual General Meeting ('AGM') held on August 7, 2020 for a second term of 5 consecutive years and they hold office up to the conclusion of the ensuing 40th AGM of the Company.

The Board of Directors of the Company, based on the recommendation of the Audit Committee, at its meeting held on May 29, 2025, after evaluating several audit firms and holding preliminary discussions on scope, methodology, and division of work, recommended for approval of members, the appointment of M/s. Price Waterhouse Chartered Accountants LLP (FRN: 012754N/N500016) ("PWC") and M/s. K. S. Rao & Co. (FRN: 003109S), chartered accountants, as Joint Statutory Auditors of the Company for a period of 5 (five) consecutive years from the conclusion of the ensuing 40th AGM until the conclusion of the 45th AGM of the Company.

Profiles of the proposed Joint Statutory Auditors:

M/s. Price Waterhouse Chartered Accountants LLP:

PWC is a chartered accountants firm registered with the Institute of Chartered Accountants of India. It has offices in various cities in India including Hyderabad. PWC is primarily engaged in providing auditing and other assurance services to its clients and is a member firm of Price Waterhouse & Affiliates, a network of firms registered with the Institute of Chartered Accountants of India having Network Registration No. NRN/E/14. PWC has more than 110 Assurance Partners as on March 31, 2025.

M/s. K.S. Rao & Co.:

M/s. K.S. Rao & Co., established in 1976, is a reputed firm of Chartered Accountants registered with the Institute of Chartered Accountants of India with head office in Hyderabad and branches across Bengaluru, Chennai, and Vijayawada. The firm comprises 14 partners and offers comprehensive services in Audit & Assurance, Tax, Risk, and Advisory domains. With a strong legacy, it has served listed companies, NBFCs and industry leaders across diverse sectors.

Terms and conditions of appointment and the fees of the proposed Joint Statutory Auditors:

a. **Term of Appointment:** Five consecutive years from the conclusion of the ensuing 40th AGM till the conclusion of 45th AGM.

b. **Proposed Remuneration:** The proposed remuneration to be paid to the Joint Statutory Auditors for the financial year 2025-26 is ₹ 1.40 crores (Rupees One crore forty lakhs only) (PWC-₹ 75 lakhs & KS Rao & Co-₹ 65 lakhs). The said remuneration excludes applicable taxes and out of pocket expenses. The remuneration for the subsequent year(s) of their term shall be determined by the Board of Directors of the Company based on the recommendation of the Audit Committee.

The proposed fees are based on the knowledge, expertise, industry experience, time and efforts required to be put in by the Joint Statutory Auditors, which is in line with the industry standard. There is no material change in the remuneration proposed to be paid to the proposed Joint Statutory Auditors for the financial year 2025-26 compared to the remuneration paid to the Retiring Statutory Auditors for the financial year 2024-25.

The proposed Joint Statutory Auditors have consented to their appointment and have confirmed that, if appointed, their appointment will be in accordance with Section 139 read with Section 141 of the Companies Act, 2013. They have also provided a confirmation that they hold a valid certificate issued by the Peer Review Board of the ICAI.

The Board, based on the recommendation of the Audit Committee, unanimously, recommends the ordinary resolution as set out in item no. 4 of this notice.

None of the directors and key managerial personnel or their relatives are interested financially or otherwise in the resolution as set out in item no. 4 of this notice.

Item No. 5

Pursuant to the Section 161 of the Act, rules thereunder and relevant provisions of the Listing Regulations, recommendation of the Nomination and Remuneration Committee (NRC), the Board, on May 22, 2025, appointed Ms. Radhika Shapoorjee (DIN: 03559547) as an Additional Director categorised as Independent, of the Company for a term of 5 (Five) consecutive years with effect from May 22, 2025 to May 21, 2030 (both days inclusive) subject to the approval of the shareholders through a special resolution.

The Company has received the following declarations/ disclosures from Ms. Radhika:

a. Consent in writing to act as Director in Form DIR-2 pursuant to Rule 8 of the Companies (Appointment & Qualification of Directors) Rules, 2014 ("the Appointment Rules");

b. Intimation in Form DIR-8 in terms of the Appointment Rules to the effect that she is not disqualified under subsection (2) of Section 164 of the Act;

c. A declaration to the effect that she meets the criteria of independence as provided in sub-section (6) of Section 149 of the Act and under the Listing Regulations;

d. Declaration pursuant to BSE Circular No. LIST/ COMP/14/2018-19 dated June 20, 2018, and NSE Circular No. NSE/ CML/2018/24 dated June 20, 2018, that she has not been debarred from holding office of a director by virtue of any order passed by SEBI or any other such authority;

e. Confirmation that she is not aware of any circumstance or situation that exists or may be reasonably anticipated that could impair or impact her ability to discharge her duties as an Independent Director of the Company;

f. A declaration that she is in compliance with Rules 6(1) and 6(2) of the Companies (Appointment and Qualification of Directors) Rules, 2014, with respect to her registration with the data bank of independent directors maintained by the Indian Institute of Corporate Affairs.

g. Form MBP-1 giving details of notice of interest pursuant to Section 184(1) of the Act and relevant rules thereunder.

The Company has received a notice in writing from a member proposing her candidature under Section 160 of the Act. The Nomination and Remuneration Committee (NRC) had previously finalised the desired attributes for the selection of the independent director(s), based on which, the NRC recommended the candidature of Ms. Radhika to the Board. The Board further noted that, Ms. Radhika's skills, background and experience are aligned to the roles and capabilities identified by the NRC and that she is eligible for appointment as an Independent Director. The Board also noted that, Ms. Radhika fulfils the conditions for independence specified in the Act, the Rules made thereunder, the Listing Regulations and such other laws/regulations for the time being in force, to the extent applicable to the Company. The Board considers that the appointment of Ms. Radhika will be of immense value to the Company while enhancing the diversity of perspectives at the Board level.

As required under Regulation 36(3) of the Listing Regulations and Secretarial Standards-2, a brief profile of Ms. Radhika and other requisite details are given in the Annexure-II to this Notice.

The Board of Directors have inducted Ms. Radhika as a member of the Audit Committee & NRC, effective May 22, 2025. Ms. Radhika does not hold any shares of the Company.

The proposed resolution seeks the approval of members by way of special resolution for the appointment of Ms. Radhika as an Independent Director for a term of 5 consecutive years from May 22, 2025, to May 21, 2030 (not liable to retire by rotation) pursuant to Section 149(10) and other applicable provisions of the Act read with the Rules made thereunder. In terms of proviso to Regulation 25(2A) of the Listing Regulations, where a special resolution for the appointment of an independent director fails to get the requisite majority of votes, but the votes cast in favour of the resolution exceed the votes cast against the resolution and the votes cast by the public shareholders in favour of the resolution exceed the votes cast against the resolution, then the appointment of such an independent director shall be deemed to have been made under this regulation.

The draft appointment letter of Ms. Radhika as an Independent Director setting out the terms and conditions applicable for her appointment, is available for electronic inspection by the members during normal business hours on working Days till the date of the ensuing 40th AGM. Members can send an email to investorservices@amararaja.com seeking inspection of the said draft letter of appointment.

None of the Directors, Key Managerial Personnel or their relatives except Ms. Radhika, to whom the resolution relates, is interested in or concerned, financially or otherwise, in passing the proposed resolution set out in item no.5.

The Board recommends the special resolution as set out in Item no. 5 of this notice for the approval of members.

Item No. 6 & 7

Mr. Jayadev Galla, Co-founder of Amara Raja, has been associated with the Company since its inception in the year 1985. He joined the Board in the year 1994 and has worked in various capacities till he became the Managing Director of the Company in 2003. He was further designated as Chairman and CEO of the Company in 2021.

The members of the Company, at the Annual General Meeting held on August 7, 2020, re-appointed Mr. Jayadev Galla as the Managing Director of the Company for a period of five years, from September 1, 2020, to August 31, 2025, with total remuneration not exceeding 5% of the net profits of the Company for each financial year. The current tenure is set to expire on August 31, 2025.

Under the visionary leadership of Mr. Jayadev Galla, the Company has reached new heights, solidifying its position as a leader in **Energy & Mobility** space. His transformative approach and strategic foresight have been instrumental in driving sustainable growth, enhancing stakeholder value, and fostering a culture of innovation. With a sharp focus on operational excellence and business expansion, he has successfully steered the Company through evolving market landscapes. Mr. Jayadev provides strategic guidance to the Executive Directors and leadership team. This ensures synergy, resilience, and long-term value creation as the Company continues its journey towards industry leadership as a solution provider in Energy & Mobility sector.

Recognizing his invaluable contributions to the Company and the need for continued strategic direction, the Nomination and Remuneration Committee (NRC) has recommended Mr. Jayadev's re-appointment as the Chairman, Managing Director & CEO on the terms and conditions, including remuneration, as set out hereunder. The NRC also considered the positive outcome of Mr. Jayadev's performance evaluation conducted based on the set criteria.

Based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors, at its meeting held on May 29, 2025, unanimously approved the re-appointment of Mr. Jayadev Galla as the Chairman, Managing Director & CEO for a further period of five years, effective from September 1, 2025, to August 31, 2030, pursuant to the provisions of the Act, rules thereunder and Listing Regulations, subject to the approval of the members.

As per the provisions of Sections 196, 197, 198, and 203 read with Schedule V and other applicable provisions of the Act, rules thereunder and Listing Regulations, approval of the members by way of an ordinary resolution is required for the re-appointment and payment of remuneration to Mr. Jayadev Galla as the Chairman, Managing Director & CEO for the period from September 1, 2025, to August 31, 2030.

Further, as per Regulation 17(6)(e) of the Listing Regulations, approval of the members by way of a special resolution is required if there are more than one director, who are promoters or belong to the promoter group and the aggregate annual remuneration to such director(s) exceeds 5% of the net profits of the Company.

The aggregate annual remuneration proposed to be paid to Mr. Jayadev Galla, Chairman, Managing Director & CEO, along with Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni, Executive Directors (being promoters), may exceed the threshold of 5% of the net profits of the Company. Accordingly, in compliance with the aforementioned regulatory provisions, approval of the members is being sought through a special resolution.

The broad particulars of the terms and conditions of re-appointment including remuneration payable to Mr. Jayadev Galla are as follows:

1. The Managing Director & CEO shall, subject to the supervision and control of the Board of Directors, carry out such duties as may be entrusted to him by the directors and shall exercise such powers as are delegated to him by the Board of Directors.

2. Period of agreement: 5 years from September 1, 2025, to August 31, 2030

3. Remuneration comprising of fixed component as salary, perquisites/ benefits and variable component determined as commission, shall be as follows:

   a. Salary: ₹ 20,00,000/- per month

   b. Perquisites/benefits

      i. **Housing:** Rent Free accommodation or House Rent Allowance as may be applicable to the employees of the Company or provision of furnished accommodation.

      ii. **Medical reimbursement:** Reimbursement of medical expenses incurred for self and family and dependent parents, subject to a ceiling of one month's salary per year.

      iii. **Leave travel concession:** Leave Travel Concession for self and family to and from any place in India, once in a year in accordance with the rules of the Company.

      iv. **Provident fund:** Contribution to Provident Fund, Superannuation Fund or Annuity Fund to the extent these, either singly or put together, are not taxable under the Income Tax Act, 1961.

      v. **Leave encashment:** Encashment of leave at the end of tenure as per the rules of the Company.

      vi. **Gratuity:** Gratuity payable at a rate not exceeding half a month's salary for each completed year of service.

      vii. **Car:** Company's car with driver for business purposes.

      viii. **Telephone/Mobile:** Telephone / Communication facilities at residence for business purposes.

      ix. **Club fee:** Club fee, subject to a maximum of two clubs. No admission and life membership fee will be paid.

   c. **Commission:** as % of profit, to be determined annually by the Nomination and Remuneration Committee, after considering the performance of the Company, Mr. Jayadev's strategic contributions and performance metrics, which shall not exceed 5% of the net profits of the Company.

4. **Overall remuneration:** The aggregate of salary, commission and perquisites in any financial year shall not exceed 5% of the net profits of the Company and shall be in compliance with the section 197 of the Act and Listing Regulations.

5. **Minimum remuneration:** Where in any financial year, during the tenure of Mr. Jayadev Galla, Chairman, Managing Director & CEO, the Company has no profits

or its profits are inadequate, the Company shall pay to Mr. Jayadev Galla, Chairman, Managing Director & CEO, remuneration by way of salary, commission and perquisites not exceeding the limits as specified under Section II of Part II of Schedule V to the Act, as amended from time to time.

6. Mr. Jayadev Galla, Chairman, Managing Director & CEO shall be entitled to reimbursement of all actual expenses including travel, entertainment or other out of pocket expenses incurred by him for and on behalf of the Company, in furtherance of its business.

7. The terms and conditions of the said re-appointment and/or agreement may be altered, enhanced or varied from time to time by the Board as it may, in its discretion, deem fit.

8. The agreement may be terminated by either party after giving the other party three (3) months' notice.

9. Mr. Jayadev Galla, Chairman, Managing Director & CEO shall not be entitled to receive any fees for attending meetings of the Board/Committee.

The particulars of Mr. Jayadev Galla viz., qualification and directorships and memberships of other Board Committees, shareholding and other details as required under secretarial standards and Listing Regulations are furnished hereunder as Annexure-II to this notice.

The Board, after taking into consideration, the valuable contributions made by Mr. Jayadev Galla and based on the recommendation of the Nomination and Remuneration Committee, unanimously recommends the proposal for re-appointment of Mr. Jayadev Galla as the Chairman, Managing Director & CEO of the Company and payment of the remuneration, for approval of the members through ordinary and special resolution, respectively as set out at item no. 6 and 7 of this notice.

Mr. Jayadev Galla, Chairman, Managing Director & CEO; Mr. Vikramaditya Gourineni, Executive Director and Mr. Harshavardhan Gourineni, Executive Director are deemed to be related to each other and are promoters of the Company. They are concerned or interested in the resolution as set out in item no. 6 & 7 of this notice with regard to re-appointment and payment of remuneration to Mr. Jayadev Galla.

None of the other directors and key managerial personnel or their relatives are interested financially or otherwise in the resolution as set out in item no. 6 & 7 of this notice.

Item No 8:

The members are informed that, the recently amended Regulation 24A of the Listing Regulations requires listed companies to seek shareholders' approval for appointment of Secretarial Auditors. Such Secretarial Auditor must be a peer reviewed practising Company Secretary from Institute of Company Secretaries of India (ICSI) and should not have incurred any of the disqualifications as specified by SEBI. The maximum prescribed tenure of the Secretarial Auditor in case of a firm shall not be more than two terms of five consecutive years each.

Accordingly, approval of members is sought for appointment of M/s. Sridharan & Sridharan Associates (Firm Registration No. P2022TN093500) Company Secretaries, as the Secretarial Auditors of the Company, for a term of five consecutive years from Financial Year 2025-26 to 2029-30, at such remuneration, as may be mutually agreed between the Board of Directors of the Company and the Secretarial Auditors.

Profile of M/s. Sridharan & Sridharan Associates:

M/s. Sridharan & Sridharan Associates, Company Secretaries is a peer-reviewed partnership firm based in Chennai, led by Mr. R. Sridharan, Managing Partner and former President of the Institute of Company Secretaries of India (ICSI). He has over four decades of experience in corporate laws, securities laws, secretarial audits, FEMA, and related compliances, and has been in practice since 1999. His leadership has been instrumental in advising listed and unlisted companies on complex legal and compliance matters. The firm is supported by two other partners, strengthening its multidisciplinary capabilities.

The firm serves a diverse clientele comprising several listed and unlisted entities, offering a broad range of services including secretarial audits, corporate law advisory, SEBI and FEMA compliance, labour law audits, and due diligence. The firm is committed to delivering practical and reliable legal solutions tailored to meet clients' regulatory and compliance obligations.

The Audit Committee and Board of Directors of the Company at their respective meetings held on May 29, 2025 considered and evaluated various factors such as industry experience, competence of the audit team, efficiency in conduct of audit, independence, etc., and recommended the appointment of M/s. Sridharan & Sridharan Associates as the Secretarial Auditor for the proposed tenure.

The remuneration proposed to be paid to M/s. Sridharan & Sridharan Associates, for the secretarial audit for the financial year 2025-26 is ₹ 3.5 Lakhs (Rupees Three Lakhs fifty thousand only) excluding taxes and reimbursement of out of pocket expenses.

M/s. Sridharan & Sridharan Associates have consented to their appointment as Secretarial Auditors and have confirmed that their appointment will be in accordance with Section 204 of the Act and Listing Regulations.

M/s. Sridharan & Sridharan have confirmed that they have been peer reviewed as per the Institute of Company Secretaries of India (ICSI) and do not have any of the disqualifications as specified by SEBI.

Accordingly, consent of the Members is sought for passing an Ordinary Resolution as set out at Item No. 8 of the Notice.

The Board, based on the Audit Committee's recommendation, unanimously recommends the ordinary resolution as set out in item no. 8 of this notice.

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 Resolution set out at Item No. 8 of the Notice.

Item No 9

The Board of Directors, at their meeting held on May 29, 2025, on the recommendation of the Audit Committee, approved the appointment of M/s. Sagar & Associates, Cost Accountants, (Firm Registration No. 000118) as Cost Auditors of the Company to conduct the audit of the cost records of the Company in respect of products manufactured by the Company falling under CETA code 8507 i.e. Electric Accumulators, including separators for the financial year 2025-26 at a remuneration of ₹ 4.75 lakhs (Four lakhs seventy five thousand only) excluding reimbursement of out-of-pocket expenses and applicable taxes.

Pursuant to the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014, approval of the members is sought by way of an ordinary resolution as set out in Item no. 9 of this notice ratifying the remuneration payable to the Cost Auditors for the financial year 2025-26.

The Board, based on the Audit Committee's recommendation, unanimously recommends the ordinary resolution as set out in Item no. 9 of this notice.

None of the Directors, key Managerial Personnel, or their relatives are interested financially or otherwise in the resolution, as set out in Item no. 9 of this notice.

By Order of the Board of Directors
For **Amara Raja Energy & Mobility Limited**
(Formerly known as Amara Raja Batteries Limited)

Date: May 29, 2025
Place: Hyderabad

Vikas Sabharwal
Company Secretary

Annexure-II

Brief particulars of the Director(s) proposed for appointment/re-appointment at the Annual General Meeting and other details pursuant to the Companies Act, 2013 (the Act) SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations) and Secretarial Standard-2 on General Meetings:

Vikramadithya Gourineni, Executive Director

Mr. Vikramadithya Gourineni (DIN:03167659, Age: 37 years), currently serves as the Executive Director of the Company. An exceptional leader, he plays a pivotal role in driving transformation and growth at the Company. With a Bachelor's degree in Biochemistry from the prestigious University of Wisconsin - Madison, he brings a strong academic foundation to his current position.

As the head of the New Energy Business at the Company, Mr. Vikram is leading the charge in navigating the rapidly changing landscape of the industry. His visionary and transformational approach has positioned the company to spearhead the next phase of growth. By championing sustainable, efficient, and resilient solutions and technologies, he has revolutionised the energy and mobility segment of the Company, contributing to a greener and more sustainable future. He has played an instrumental role in planning of the proposed 16Gwh Gigafactory for manufacturing cells and battery packs, and a state-of-the-art collaborative R&D facility called the e^+ Energy Labs. He has also spearheaded the team to work on Li-ion cell chemistries specifically suited for Indian subcontinent conditions and already supplies lithium battery packs and chargers to some 2 and 3 Wheeler OEMs. His strategic vision and relentless drive have paved the way for the company's expansion and future success.

Before assuming his current role, Mr. Vikram served a crucial role in shaping operational policies, devising growth strategies, and setting a clear vision for the organization. Since joining the Company in 2013 as a Management Executive, he has consistently demonstrated his capabilities across various functional responsibilities, playing a vital role in transforming multiple businesses within the group into significant pillars of success.

He has held top positions in many group entities, including as Managing Director and CEO of Amara Raja Power Systems Limited and Managing Director of Amara Raja Electronics Limited. He was responsible for managing the day-to-day operations across these entities where he shaped operational policy, growth strategy, and future vision for these companies.

Mr. Vikram's exceptional leadership, strategic thinking, and ability to drive change have been pivotal in Amara Raja's continued growth and success.

Terms and conditions of appointment: There are no changes in the terms and conditions of the appointment as approved by the members at the 36th AGM held on August 14, 2021. His office as a director is subject to retirement by rotation. Being longest in the office, his office is liable to retire by rotation and is eligible for re-appointment.

Date of first appointment to the Board, last drawn remuneration and number of Board meetings attended: Mr. Vikram was first appointed to the Board on June 12, 2021 as Executive Director, New Energy. Other details pertaining to Mr. Vikram are provided in the corporate governance report of this Integrated Annual Report 2024-25. Mr. Vikram attended all the Board, Committee and Shareholders' meeting(s) held during the financial year 2024-25 Since this is re-appointment due to retirement by rotation, there is no change in the terms of his remuneration.

Remuneration proposed to be paid: As approved by the Members at the 36th AGM held on August 14, 2021.

Expertise in specific functional area and skills and capabilities required for the role and the manner in which he meets such requirements: Strategy, governance, board service, business understanding, industry and sector knowledge, finance, technology and Human Resources.

Shareholding in the Company as on the date of this Report: Mr. Vikram, Promoter of the Company does not hold any shares/ convertible instruments in the Company. Mr. Vikram, is also a Director in RNGalla Family Private Limited (RFPL), promoter of the Company. RFPL holds 32.86% of the equity share capital of the Company.

Disclosure of relationships between directors inter-se: He is nephew of Mr. Jayadev Galla, Chairman, Managing Director & CEO and brother of Mr. Harshavardhana Gourineni, Executive Director.

Listed entities (other than this Company) in which Mr. Vikram holds directorship and committee membership: Nil

Listed entities from which Mr. Vikram has resigned in the past three years: Nil

Directorships and Committee positions:

S.no	Name of the Company	Designation	Committee[1]	Chairman/Member[1]
I.	Amara Raja Power Systems Limited, wholly owned subsidiary	Director	NA	NA
II.	Amara Raja Electronics Limited	Director	Audit Committee	Member
III.	RNGalla Family Private Limited	Director	NA	NA
IV.	Amara Raja Blaze Technologies Private Limited	Director	NA	NA
V.	Amara Raja Advanced Cell Technologies Private Limited, wholly owned subsidiary	Director	NA	NA
VI.	Amara Raja Circular Solutions Private Limited, wholly owned subsidiary	Director	NA	NA
VII.	Amara Raja Media Private Limited	Director	NA	NA
VIII.	Amara Raja Infra Private Limited	Director	Audit Committee	Member
IX.	Amara Raja Design Alpha Private Limited	Director	NA	NA

[1] Only Audit Committee and Stakeholders' Relationship Committee.

[2] The Committee positions held in ARE&M are already provided in the Corporate Governance Section of this Annual Report.

Ms. Radhika Shapoorjee, Independent Director

Ms. Radhika Shapoorjee (DIN: 03559547, Age 59 years), is a BA (Hons) graduate from St. Stephen's College, Delhi, is a seasoned communications leader with over 35 years of experience spanning advertising, public relations, and workplace mediation.

She is a prolific public speaker, moderator and writer. Ms. Radhika was a Jury Member at multiple international and national award panels, including the prestigious Cannes Festival of Advertising and Public Relations. Ms. Radhika has been a trusted advisor to Governments, CEOs, top lawyers, litigation experts and political leaders. She helped anticipate and manage multiple issues and crisis situations including sexual harassment cases, media boycotts, employee unrest, and errant dealers, to name a few.

She was the founder President for Hill+Knowlton Strategies, South Asia for almost 10 years, leading a team of over 150 employees across 5 cities. During her time as President, Hill+Knowlton Strategies created high-impact award-winning campaigns for clients across diverse sectors.

Prior to that, she was a Partner and Chief of Strategic Planning at Genesis Burson-Mastellar, where she helped develop best practices in brand building, media training, and campaign planning for the top 20 clients of Genesis Burson-Mastellar.

In advertising, she was a Client Servicing Director at FCB Ulka where over 9 years she was the agency lead for their top clients that included automobile clients, FMCG Companies, etc.

Currently, as Founder and CEO of Mediation Mantras, she practices, advocates, and teaches Mediation as a life skill, and helps organisations and communities amicably resolve conflicts, and transform and preserve fractured relationships. Over the past 5 years, she has mediated several senior leadership conflicts, in the financial, education, and the NGO sectors. She specialises in conflict resolution and is an Accredited Mediator with the Singapore International Mediation Institute (SIMI) as well as an India Specialist Mediator with the Singapore International Mediation Centre (SIMC).

In recent years, Ms. Radhika was guest faculty at the Maharashtra National Law University (MNLU) teaching "Negotiations in Labour and Trade Unions" to the first batch of students enrolled for a Masters in Mediation.

Radhika Shapoorjee is an Aspen Fellow, actively involved in the annual Ananta Godrej Ideas India dialogue series promoting gender equality and workplace conflict resolution and wellbeing. She is also the Honorary Secretary and Board member at CanSupport, an NGO which is a leader in palliative care for the underprivileged across several states in India.

Terms and conditions of appointment: Please refer to the explanatory statement to the resolution set out at item no. 5 of this AGM notice.

Date of first appointment to the Board, last drawn remuneration and number of Board meetings attended: Ms. Radhika Shapoorjee was appointed by the Board on May 22, 2025 as an Additional Director categorised as Independent, to hold office till the ensuing 40th AGM. Accordingly the proposal for her appointment as an Independent Director is being placed before the shareholders for their approval at the AGM. Ms. Radhika attended all the Board meetings that she was eligible to attend.

Remuneration proposed to be paid: Please refer to the explanatory statement to the resolution set out at item no. 5 of this AGM notice.

Expertise in specific functional area and Skills and Capabilities required for the role and the manner in which she meets such requirements: Strategy, Governance, Board service, Business understanding, Industry and Sector knowledge, Finance, Technology, Human Resources

Shareholding in the Company as on the date of this Report: Nil

Disclosure of relationships between directors inter-se: None

Listed entities (other than this Company) in which Ms. Radhika Shapoorjee holds directorship and committee membership: Nil

Listed entities from which Ms. Radhika Shapoorjee has resigned in the past three years: Nil

Any Other Directorships:

S.no	Name of the Company	Designation
I.	Digital5 Strategic Communications Private Limited	Director
II.	Mediation Mantras Private Limited	Director

1. Ms. Radhika does not hold any memberships or chair positions on any Committee of any of these companies.

2. Ms. Radhika has been inducted as a member of the Audit Committee and Nomination and Remuneration Committee of the Company w.e.f May 22, 2025.

Mr. Jayadev Galla, Chairman, Managing Director & CEO

Mr. Jayadev Galla (DIN: 00143610 Age: 59 years) currently serves as the Chairman, Managing Director & CEO of the Company. He has been associated with the Company as a Co-Founder since its inception in the year 1985. He joined the Board in the year 1994 and has worked in various capacities till he became the Managing Director of the Company. Under his guidance and leadership, the Company has achieved many milestones viz., including the crossing of ₹ 10,000 crore turnover, expanding its footprint in overseas markets, especially in the Indian Ocean Rim, etc. He has been very active in steering the Company's strategy and growth plan. Prior to joining the Company, he served as International Sales Executive, GNB Battery Technologies, Inc., USA. Apart from being an entrepreneur, Mr. Jayadev Galla is a member of the World Economic Forum (WEF) representing the Amara Raja Group and a National Council Member of Confederation of Indian Industry (CII). He is appointed as a Governor of the Electricity Industry, WEF.

Mr. Jayadev holds a Bachelor's degree in Political Science and Economics from University of Illinois at Urbana Champaign, USA. .

Terms and conditions of appointment including remuneration proposed to be paid: As laid out in Item no. 6 & 7 of the Annexure I of this Notice.

Date of first appointment to the Board, last drawn remuneration and number of Board/Committee meetings attended: Mr. Jayadev Galla first joined the Board on March 12, 1994 and was appointed as the Managing Director of the Company in August 2003. Details pertaining to his appointment, remuneration, and number of meetings attended are provided in the corporate governance report of this Integrated Annual Report 2024-25. Mr. Jayadev has attended all the Board and Committee meetings held during the year except for the meeting held in March 26, 2025 due to personal pre-occupation.

Expertise in specific functional area and Skills and Capabilities required for the role and the manner in which he meets such requirements: Strategy, Governance, Board service, Business understanding, Industry and Sector knowledge, Finance, Technology, Human Resources.

Shareholding in the Company as on date of Notice: Mr. Jayadev Galla, Promoter of the Company does not hold any shares/ convertible instruments in the Company. Mr. Jayadev Galla, is also a Director in RNGalla Family Private Limited (RFPL), promoter of the Company. RFPL holds 32.86% of the equity share capital of the Company.

Disclosure of relationships between directors inter-se: Mr. Jayadev Galla is the maternal uncle of both the Executive Directors (Mr. Vikramadithya Gourineni and Mr. Harshavardhana Gourineni) of the Company.

Listed entities (other than this Company) in which Mr. Jayadev holds directorship and committee membership: Nil

Listed entities from which Mr. Jayadev has resigned in the past three years: Nil

Any other Directorships:

S.no	Name of the Company	Directorship
I.	Mangal Industries Limited	Director
II.	Amara Raja Electronics Limited	Director
III.	RNGalla Family Private Limited	Director
IV.	Amara Raja Infra Private Limited	Director
V.	Amara Raja Media Private Limited	Director
VI.	Amara Raja Blaze Technologies Private Limited	Director
VII.	Tropical Islands Spas and Resorts Private Limited	Director
VIII.	Amara Raja Advanced Cell Technologies Private Limited, wholly owned subsidiary	Managing Director
IX.	Rajanna Foundation (Section 8 Company)	Director

*Mr. Jayadev Galla does not hold any memberships or chair positions in Audit Committee or Stakeholders' Relationship Committee in any of the above mentioned companies.

Communication on tax deducted at source

Dear Shareholders,

As you may be aware that as per the revised provisions of the Income Tax Act 1961 ("IT Act"), dividends paid or distributed by a company after April 1, 2020 are taxable in the hands of the shareholders. The Company shall therefore be required to deduct tax at source at the applicable rates ("TDS") at the time of making the payment of dividends as and when declared by the Company. However, no withholding of tax is applicable if the dividend payable to resident individual shareholders having valid PAN is less than ₹ 10,000 per annum

The TDS would vary depending on the residential status of the shareholder and documents submitted by them and accepted by the Company in this regard. Accordingly, the dividend, when declared, will be paid after deducting TDS.

The following table below provides a brief of the applicable TDS provisions under the Act for Resident and Non-Resident shareholder(s) categories along with the required documents.

For Resident Shareholders:

Particulars	Applicable TDS Rate	Documents required (if any)
With PAN	10%	Update the PAN, if not already done. with the depositories (in case of shares held in Demat mode) and with the Company's Registrar and Transfer Agents - Cameo Corporate Services Limited at https://investors.cameoindia.com (in case of shares held in physical mode).
Without PAN/ Invalid PAN	20%	N. A.
Failed to link PAN with Aadhaar	20%	N.A.
Submit Form 15G/ Form 15H	NIL	Declaration in Form No. 15G (applicable to resident individual)/ Form 15H (applicable to resident individual who is 60 years and older), fulfilling certain conditions under the Act. Form 15 G/ 15 H can be downloaded from https://investors.cameoindia.com. There is also provision to upload the 15G/15H in the website https://investors.cameoindia.com provided by the Company's Registrar and Share transfer agent M/s Cameo Corporate Services Limited.
Submit Order under Section 197 of the Act	Rate provided in the Order	Lower/NIL withholding tax certificate obtained from Income Tax authority.
Shareholders to whom Section 194 of the Act is not applicable	NIL	Documentary evidence that the said provisions are not applicable.
Persons Covered under Section 196 of the Act (e.g. Mutual Funds, Govt., RBI)	NIL	Documentary evidence that the shareholder is covered under Section 196 of the Act and Declaration that their income is exempt under Section 10 (23D) of the Income Tax Act, 1961 and therefore no TDS is required under Section 196 (iv) of the Income Tax Act, 1961.
Alternative Investment Funds (AIF) registered with SEBI	NIL	AIF established/incorporated in India - Self- declaration that its income is exempt under Section 10 (23FBA) of the Income Tax Act, 1961 and they are governed by SEBI regulations as Category I or Category II AIF along with self- attested copy of the PAN card and registration certificate

For Resident Shareholders:

Particulars	Applicable TDS Rate	Documents required (if any)

Non-resident shareholders including Foreign Institution Investors (FIIs) / Foreign Portfolio Investors (FPI's)	20% (plus applicable surcharge and cess)	Non-resident shareholders may opt for tax rate under Double Taxation Avoidance Agreement ("Tax Treaty"). The Tax Treaty rate shall be applied for tax deduction at source on submission of following documents to the Company:
		• Self-attested copy of the PAN Card, if any, allotted by the Indian authorities
		• Self-attested Tax Residency Certificate (TRC) obtained from the tax authorities of the country of which the shareholder is a resident.
		• Self-declaration in electronically filed Form-10F (online link at https://eportal.incometax.gov.in/) with effect from April 1, 2023 to avail the benefit of DTAA.
		• Self-declaration from Non-resident, primarily covering the following is available on the company's website www.amararajaeandm.com under the 'Downloads' section:
		  • Shareholder is and will continue to remain a tax resident of the Country of its residence during the financial year for which it is declared
		  • Shareholder is eligible to claim the beneficial DTAA rate for the purposes of tax withholding on dividend declared by the Company
		  • Shareholder has no reason to believe that its claim for the benefits of the DTAA is impaired in any manner
		  • Shareholder is the ultimate beneficial owner of its shareholding in the Company and dividend receivable from the Company; and
		  • Shareholder does not have a taxable presence or a permanent establishment in India during the financial year for which it is declared

Submitting Order u/s 197 of the Act (i.e. lower or NIL withholding tax certificate)	Rate provided in the Order	Lower/NIL withholding tax certificate obtained from tax authority.

** The Company is not obligated to apply the beneficial Tax Treaty rates at the time of tax deduction/withholding on dividend amounts. Application of beneficial Tax Treaty Rate shall depend upon the completeness of the documents submitted by the Non-Resident shareholder and review to the satisfaction of the company.

1. As per Section 139AA of the Income Tax Act, every person who has been allotted a PAN and who is eligible to obtain Aadhaar, shall be required to link the PAN with Aadhaar. In case of failure to comply to this, the PAN allotted shall be deemed to be invalid/inoperative and tax shall be deducted at the rate of 20% as per the provisions of section 206AA of the Act. The Company will be using functionality of the Income-tax department for the above purpose. Provisions will be effective from July 1, 2023. Shareholders may visit https://www.incometax.gov.in/iec/foportal/ for FAQ issued by Government on PAN Aadhar linking.
2. Shareholders who are exempted from TDS provisions through any circular or notification may need to provide documentary evidence in relation to the same to enable the Company in applying the appropriate TDS on Dividend payment to such shareholder. The aforesaid documents, as applicable, are required to be duly completed, signed and shall be sent to investor@cameoindia.com or investorservices@amararaja.com. The Company shall determine the appropriate TDS / withholding tax rate applicable based on the declarations received by it as on the Record Date(s) fixed by it for the dividend(s) proposed, if any.
3. The updation of PAN, submission of Form 15G/15H, submission of documents including declaration from non-resident shareholders and any documents submission with regard to TDS shall reach the RTA at investor@cameoindia.com.
4. The above communication on TDS sets out the provisions of the law in a summary only and does not purport to be a complete analysis or listing of all potential tax consequences. Shareholders should consult with their own tax advisors for the tax provisions that may be applicable to them.

5. Kindly note that no claim shall lie against the Company for the tax deducted at source on Dividend. It may further be noted that in case the tax on said dividend is deducted at a higher rate in absence of receipt of the aforementioned details/documents from the shareholders, the shareholders may file return of income and claim refund of tax, as appropriate.
6. The Company shall arrange to email the soft copy of TDS certificate at your registered email ID in due course, post payment of the dividend. Shareholders will also be able to see the credit of TDS in Form 26AS, which can be downloaded from their e-filing account at https://www.incometaxindiaefiling.gov.in/
7. If the tax is deducted at a higher rate in absence of receipt of or satisfactory completeness of the afore-mentioned details / documents by Company before Dividend Processing Period, the shareholder(s) may claim an appropriate refund in the return of income filed with their respective Tax authorities.
8. In the event of any income tax demand (including interest, penalty, etc.) arising from any misrepresentation, inaccuracy or omission of information provided / to be provided by the Shareholder(s), such Shareholder(s) will be responsible to indemnify the Company and also, provide the Company with all information / documents and co-operation in any appellate proceedings.
9. In the event the registered shareholder intends to transfer the TDS credit on the dividend income to other persons as per Rule 37BA of the Income Tax Act 1962, such shareholder is required to submit the duly signed Declaration containing the name, address and PAN of the person to whom the TDS credit is to be given and the reasons for giving the credit to such person. Incomplete declaration forms will not be entertained by the company for transfer of TDS credit. The registered shareholder shall indemnify the Company for any incorrect or misleading information furnished in the Declaration.
10. Needless to mention, valid Permanent Account Number ("PAN") will be mandatorily required. Shareholders who are required to link Aadhaar number with PAN as required under section 139AA(2) read with Rule 114AAA, should compulsorily link the same immediately. If, as required under the law, any PAN is found to have not been linked with Aadhaar then such a PAN will be inoperative and Tax would be deducted at a higher rate under section 206AA of the Act.
11. Updation of PAN, Email address and other details: All the shareholders are requested to update their residential status, email address, mobile number, residential address, category and other details with their relevant depositories through their depository participants, in case the shares are held in electronic form or with the Company, in case the shares are held in physical form, as may be applicable. The Company is obligated to deduct TDS based on the records made available by National Securities Depository Limited and Central Depository Services (India) Limited (collectively referred to as 'the Depositories') in case of shares held in demat mode and from the records of the Company in case of shares held in physical mode and no request will be entertained for revision of TDS return.
12. Updating of Bank Account: Shareholders holding shares in demat mode are requested to ensure that their bank account details are updated with their respective demat accounts, to enable the Company to make timely credit of dividends in their respective bank accounts.
13. In order to enable us to determine the appropriate tax rate at which tax has to be deducted at source under the respective provisions of the Act, we request you to provide the above mentioned details and documents as applicable to you on or before Thursday, August 7, 2025. The dividend will be paid after deduction of TDS as determined on the basis of the aforementioned documents provided by the respective shareholders as applicable to them and satisfactory review of the documents by the Company.
14. No communication on the tax determination/ deduction shall be considered after Thursday, August 7, 2025.

In case of any query, you reach out to us by sending an email at investor@cameoindia.com or investorservices@amararaja.com or contact Mr. P Muralidharan, Manager, Cameo Corporate Services Limited at +91 44 28460718.

Notes

Notes

Notes

Amara Raja Energy & Mobility Limited

(Formerly known as Amara Raja Batteries Limited)

Corporate Operations Office

TERMINAL A, 1-18/1/AMR/NR, Nanakramguda, Gachibowli, Hyderabad - 500 032, India.
Tel No. +91 40 23139000,
Fax No. +91 40 23139001, E-mail: investorservices@amararaja.com

Registered Office & Works

Karakambadi-517 520, Tirupati, Andhra Pradesh, India. Tel No:+91 877 2265000, Fax No. +91 877 2285600,
E-mail: investorservices@amararaja.com, Website: www.amararajaeandm.com,
Corporate Identification Number: L31402AP1985PLC005305.