

Seshasayee Paper and Boards Limited



Sixty sixth Annual Report

2025-26

SESHASAYEE PAPER AND BOARDS LIMITED

DIRECTORS

Sri N GOPALARATNAM, *Chairman (DIN : 00001945)*

Sri MOHAN VERGHESE CHUNKATH, *IAS (Retd.) (DIN : 01142014)*

Sri S DURGASHANKAR *(DIN : 00044713)*

Smt SHEELA BALAKRISHNAN, *IAS (Retd.) (DIN : 05180044)*

Sri T.C.A RANGANATHAN *(DIN : 03091352)*

Dr C CHANDRAMOULI, *IAS (Retd.) (DIN : 00345124)*

Sri KUMAR JAYANT, *IAS, Nominee of TIIC (DIN : 01820616)*

Sri ANURAG MISHRA IFS, *Nominee of Govt. of Tamilnadu (DIN : 11389352)*

Sri GANESH BALAKRISHNA BHADTI,
Executive Director (Operations & Projects) (DIN : 09634741)

Sri S SRINIVAS, *Director (Finance) & Secretary (DIN : 09713128)*

STATUTORY AUDITOR

M/s SURI AND CO.

INTERNAL AUDITOR

M/s MAHARAJ N R SURESH & CO. LLP

COST AUDITOR

M/s S MAHADEVAN AND CO.

SECRETARIAL AUDITOR

M/s LAKSHMMI SUBRAMANIAN & ASSOCIATES

BANKERS

STATE BANK OF INDIA

HDFC BANK LIMITED

KOTAK MAHINDRA BANK



REGISTERED OFFICE

PALLIPALAYAM, CAUVERY RS PO,
ERODE-638 007, NAMAKKAL DISTRICT, TAMIL NADU

CIN: L21012TZ1960PLC000364

SESHASAYEE PAPER AND BOARDS LIMITED
PRESENT COMPOSITION OF COMMITTEES

AUDIT COMMITTEE

Sri S Durgashankar	Chairman of the Committee
Sri Mohan Verghese Chunkath, IAS (Retd.)	Member
Smt. Sheela Balakrishnan, IAS (Retd.)	Member
Sri T.C.A Ranganathan	Member
Dr C Chandramouli, IAS (Retd.)	Member
Sri Kumar Jayant, IAS	Member

NOMINATION AND REMUNERATION COMMITTEE

Smt. Sheela Balakrishnan, IAS (Retd.)	Chairman of the Committee
Sri Mohan Verghese Chunkath, IAS (Retd.)	Member
Sri T.C.A Ranganathan	Member

STAKEHOLDERS RELATIONSHIP COMMITTEE

Sri T.C.A Ranganathan	Chairman of the Committee
Dr C Chandramouli, IAS (Retd.)	Member
Sri N Gopalaratnam	Member

RISK MANAGEMENT COMMITTEE

Sri Mohan Verghese Chunkath, IAS (Retd.)	Chairman of the Committee
Sri S Durgashankar	Member
Sri Ganesh Balakrishna Bhaddi	Member

CSR COMMITTEE

Dr C Chandramouli, IAS (Retd.)	Chairman of the Committee
Smt. Sheela Balakrishnan, IAS (Retd.)	Member
Sri N Gopalaratnam	Member

PROJECT COMMITTEE

Smt. Sheela Balakrishnan, IAS (Retd.)	Chairman of the Committee
Sri Mohan Verghese Chunkath, IAS (Retd.)	Member
Sri Ganesh Balakrishna Bhaddi	Member

SESHASAYEE PAPER AND BOARDS LIMITED

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) COMMITTEE

Smt. Sheela Balakrishnan, IAS (Retd.)	Chairman of the Committee
Sri Mohan Verghese Chunkath, IAS (Retd.)	Member
Sri Ganesh Balakrishna Bhaddi	Member

AUDITORS

STATUTORY AUDITOR

M/s Suri & Co.

Chartered Accountants
Guna Complex, No.443 & 445 4th Floor
Main Building, Anna salai, Teynampet,
Chennai - 600 018,
Phone: 044-28251140, 28251150
E-mail: sanjeev@suriandco.com

COST AUDITOR

M/s S Mahadevan & Co.

Cost Accountants
Old No.158, New No.112, 'Sri Abhirami'
First Floor, Dr. Radhakrishna Road
Tatabad, Coimbatore - 641012
Telephone: 0422-2491276, 6517868
E-mail: s.mahadevan.co@gmail.com

INTERNAL AUDITOR

M/s Maharaj N R Suresh & Co. LLP

Chartered Accountants
New No.9, Old No.5, II Lane,
II Main Road, Trustpuram,
Kodambakkam, Chennai - 600024
Telephone: 044-24724932, 24837583
E-mail: mnrssuresh56@gmail.com

SECRETARIAL AUDITOR

M/s Lakshmmi Subramanian & Associates

Practicing Company Secretaries
Murugesu Naicker Office Complex
81, Greaves Road, Chennai 600 006
Telephone: 044 - 28292272
E-mail: swetha.s@lsa-india.com

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SESHASAYEE PAPER AND BOARDS LIMITED

Financial Highlights - Ten years at a glance

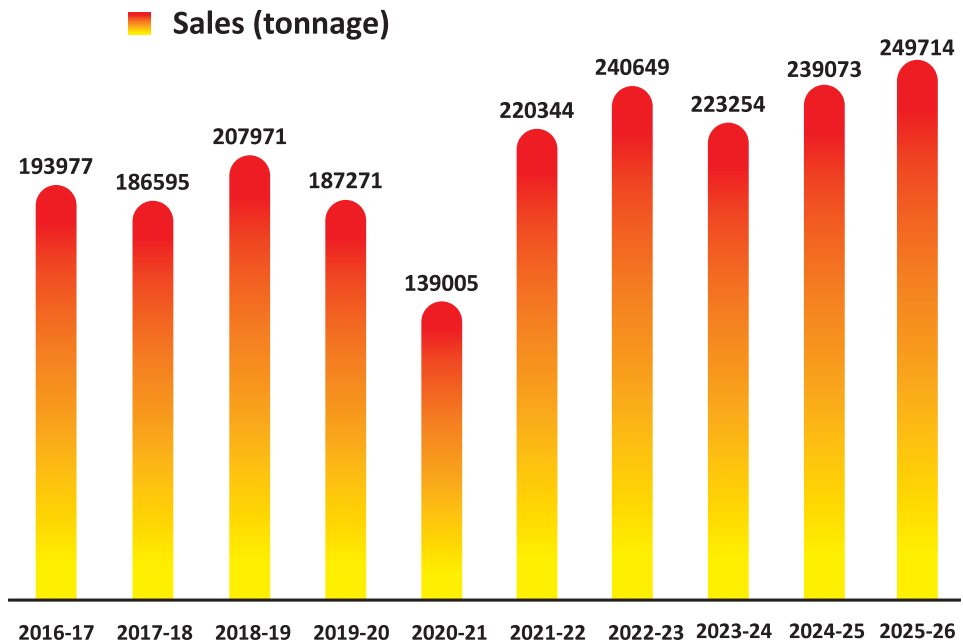
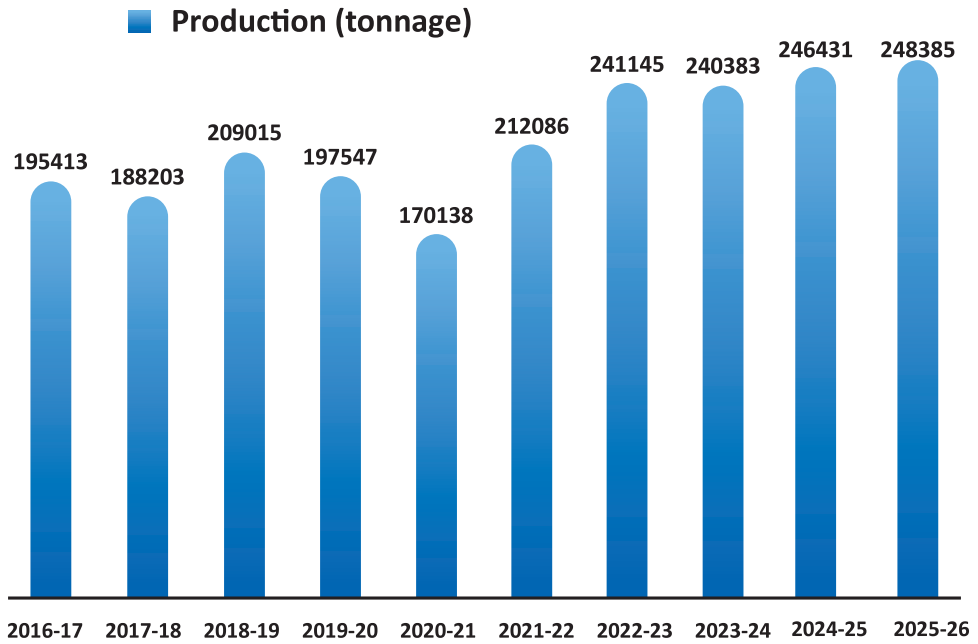
(₹ crores)

For the year ended March 31,	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue from Operations (RFO)	1108	1105	1325	1184	782	1355	2083	1802	1754	1710
Other Income	8	9	23	23	19	17	31	51	70	49
Total Income	1116	1114	1348	1207	801	1372	2113	1853	1824	1760
Total Expenditure	894	897	1029	917	674	1189	1548	1462	1643	1614
EBITDA	222	217	319	290	127	182	565	391	181	145
% on RFO	20.0	19.6	24.1	24.5	16.2	13.5	27.1	21.7	10.3	8.5
Finance Costs	23	14	14	7	3	3	3	2	8	9
% on RFO	2.1	1.3	1.0	0.6	0.4	0.2	0.2	0.1	0.5	0.5
Depreciation	31	32	34	35	38	41	45	44	45	45
Exceptional Item	-	5	-	-	-	-	-	-	-	-
PBT	168	175	271	248	86	139	516	345	128	92
% on RFO	15.2	15.9	20.5	20.9	11.0	10.2	24.8	19.2	7.3	5.4
Tax expense	40	52	81	74	-14	35	130	86	23	24
PAT	128	123	190	173	100	103	387	259	105	68
% on RFO	11.6	11.1	14.3	14.7	12.8	7.6	18.6	14.4	6.0	4.0
EPS - ₹ **	21.26	20.40	31.55	28.80	16.65	17.12	64.18	43.06	17.36	11.25
Dividend - %	100	150	200	200	125	125	300	250	125	100
As at the year end										
Net Block	637	673	672	675	734	815	796	776	756	745
Loan Funds	177	154	100	12	8	4	-	21	82	-
Net Worth	582	702	868	986	1102	1206	1576	1838	1912	1950
Book Value per Share - (₹) **	97	116	144	164	183	200	262	305	317	324

** For Comparison purposes, the per share value of EPS and Book Value of the 10 years, restated for face value equivalent to ₹ 2/- (Two) per share.

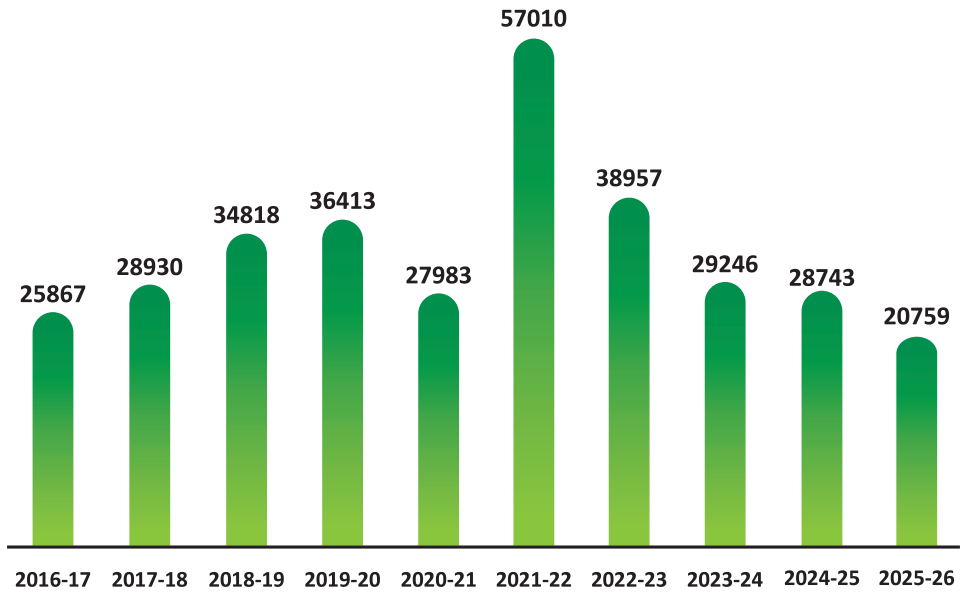
All the values in the above table (excepting EPS, Book value per share, ratios in %) are in ₹ crores.

SESHASAYEE PAPER AND BOARDS LIMITED

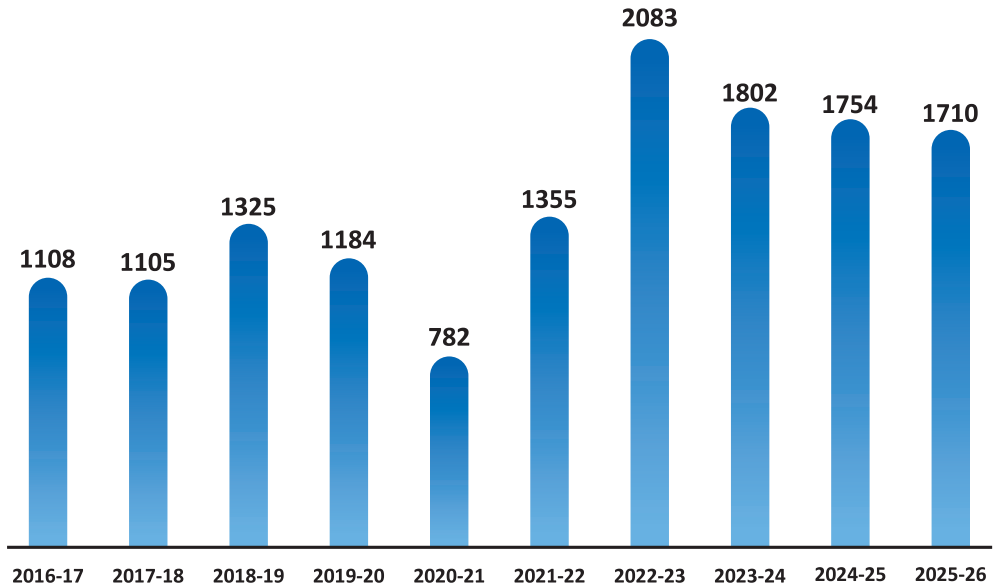


SESHASAYEE PAPER AND BOARDS LIMITED

■ Exports (tonnage)

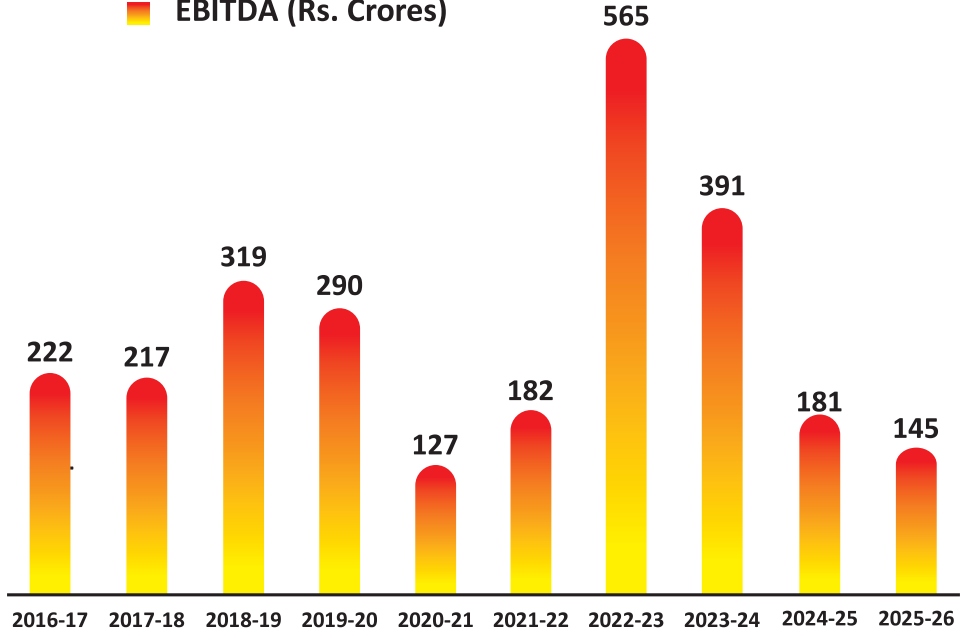


■ Revenue from Operations (RFO) (Rs.Crores)

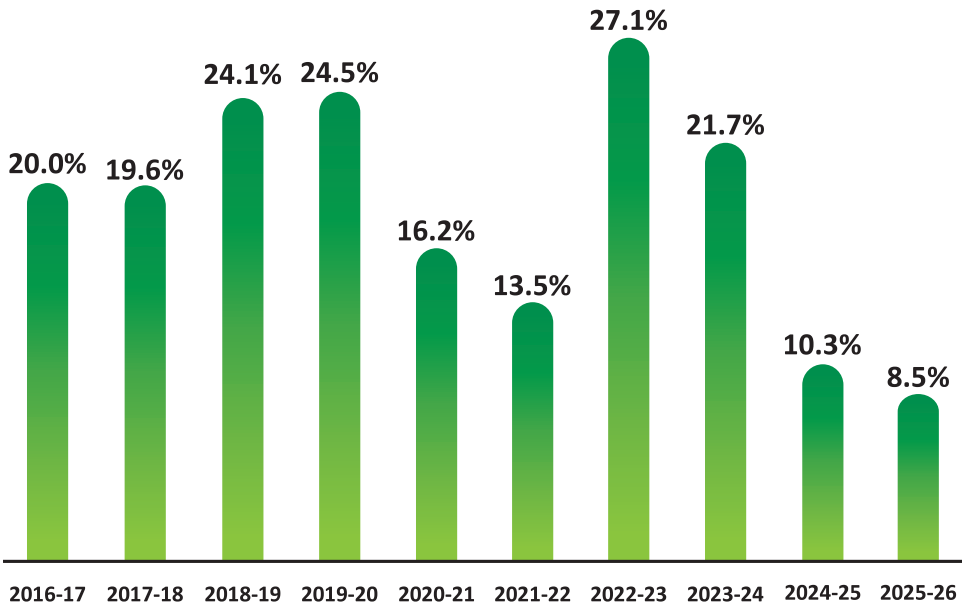


SESHASAYEE PAPER AND BOARDS LIMITED

■ EBITDA (Rs. Crores)

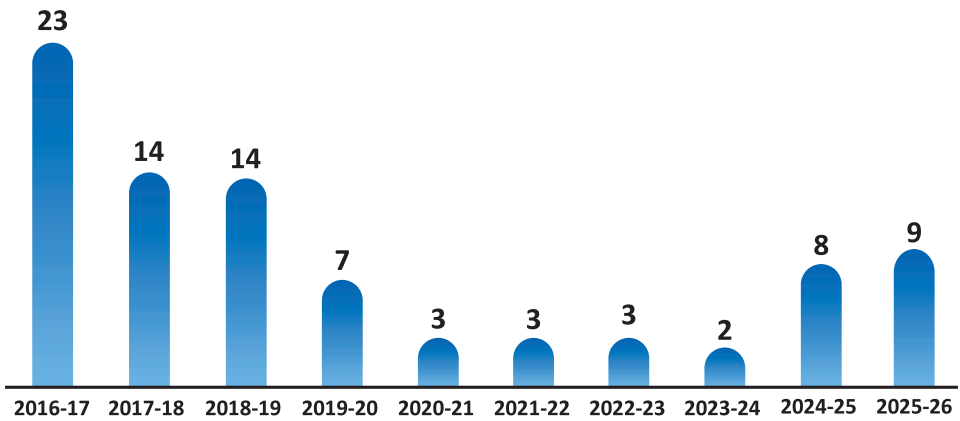


■ EBITDA as % on RFO

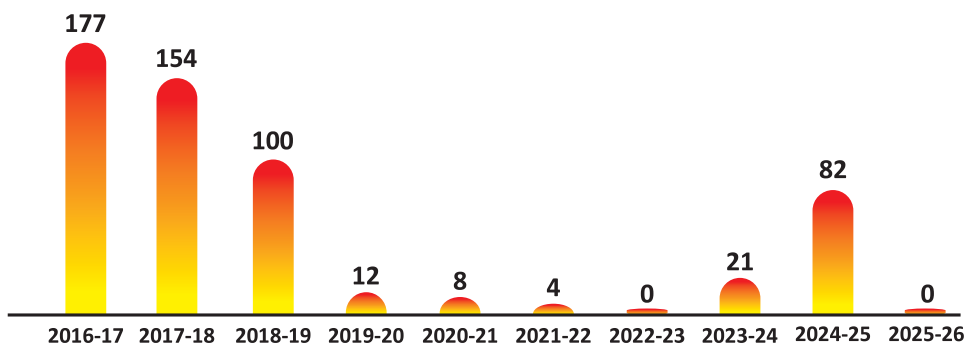


SESHASAYEE PAPER AND BOARDS LIMITED

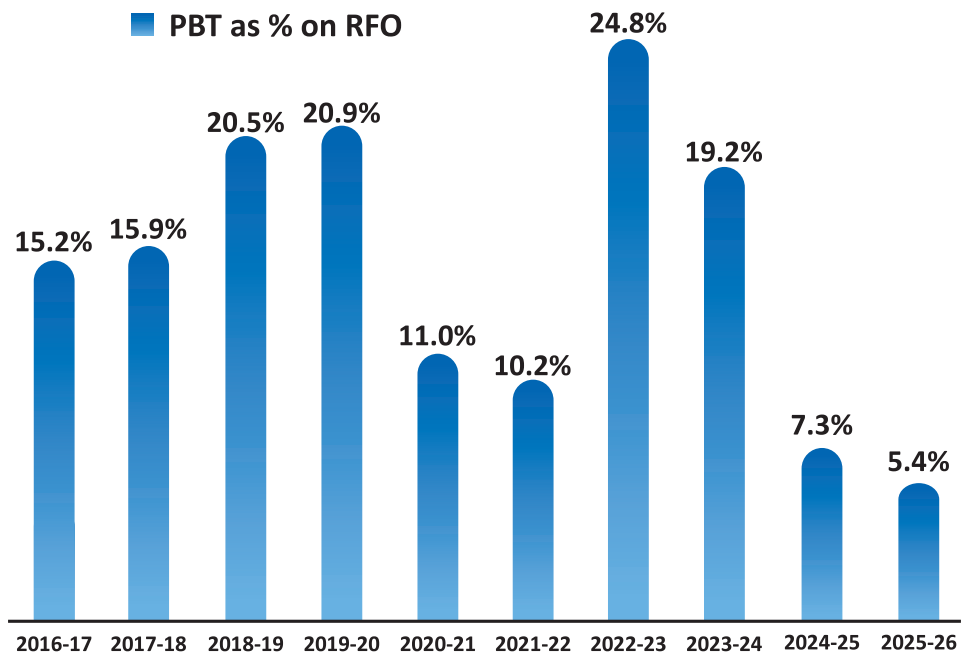
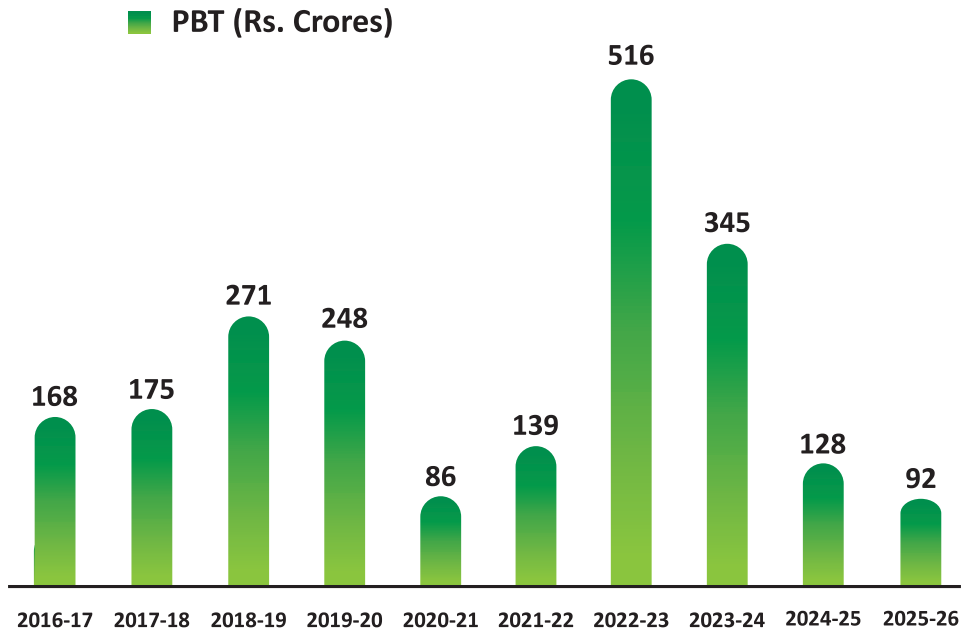
■ Finance Costs (Rs. Crores)



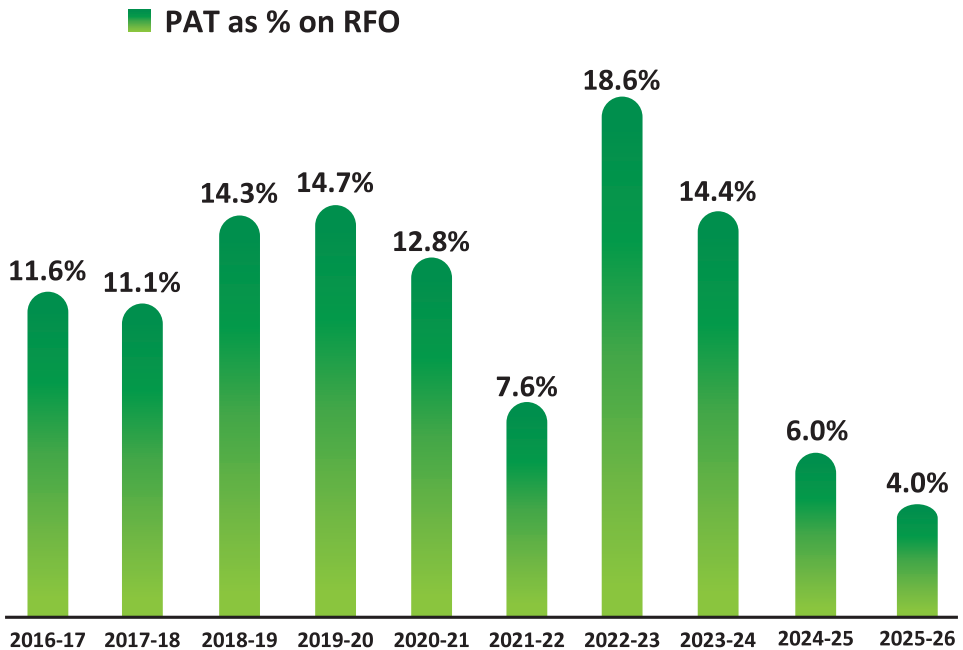
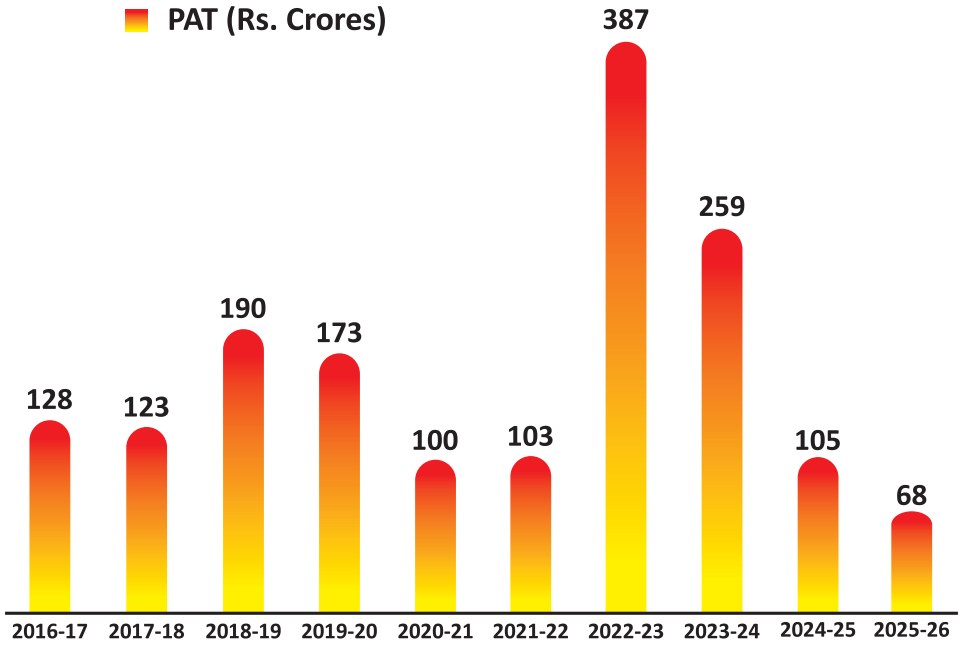
■ Loan Funds (Rs. Crores)



SESHASAYEE PAPER AND BOARDS LIMITED

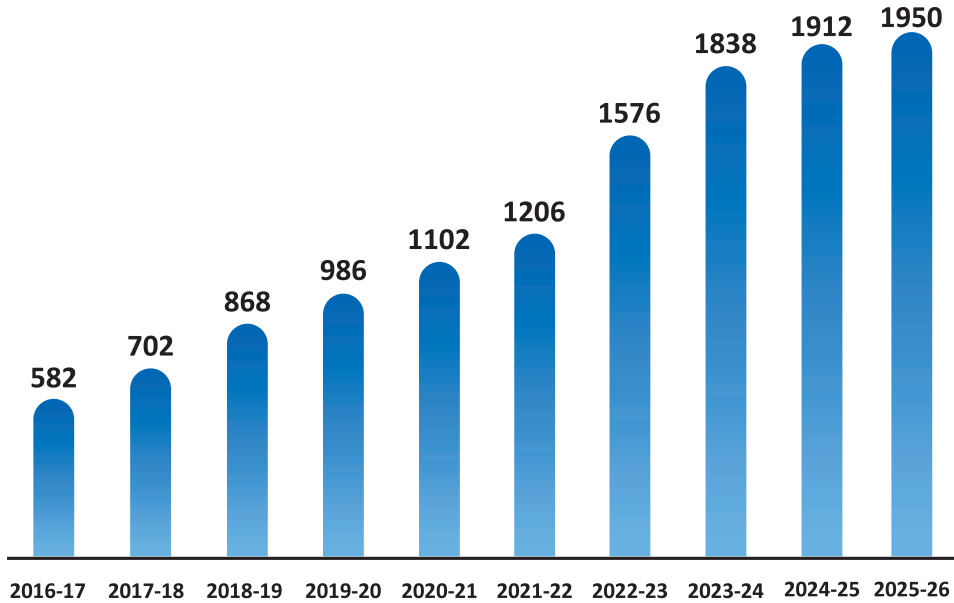


SESHASAYEE PAPER AND BOARDS LIMITED

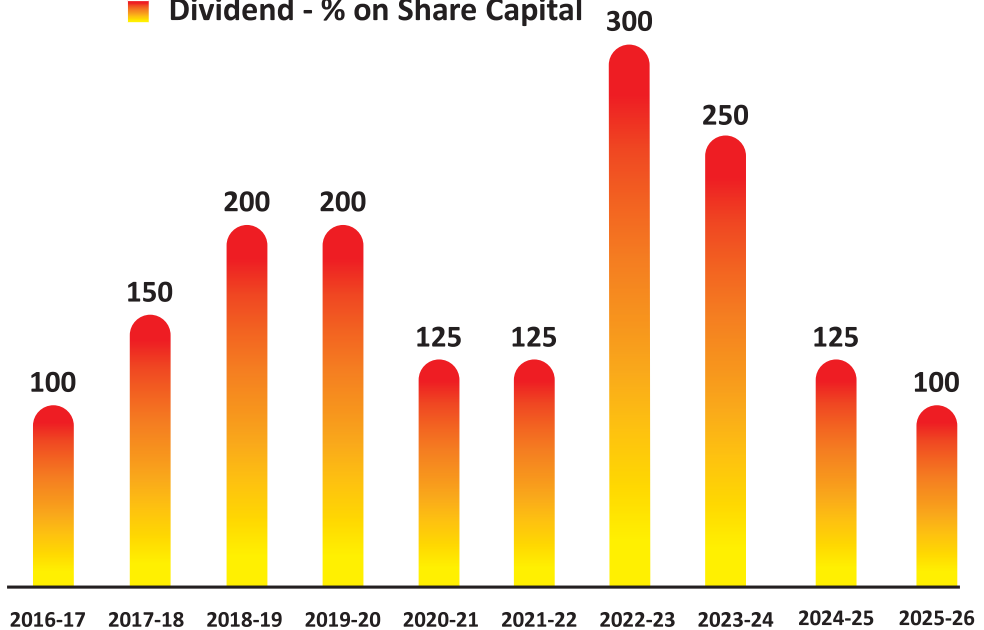


SESHASAYEE PAPER AND BOARDS LIMITED


■ Net Worth (Rs. Crores)



■ Dividend - % on Share Capital



NOTICE

 Notice is hereby given that the 66th Annual General Meeting (AGM) of the Company will be held on Saturday, the June 20, 2026 at 11.00 AM (IST) through Video Conference (VC) or Other Audio-Visual Means (OAVM), to transact the following business.

ORDINARY BUSINESS

1 To receive, consider and adopt the Financial Statements for the financial year ended March 31, 2026.

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

“RESOLVED THAT the Audited Financial Statements, including the Consolidated Financial Statements, of the Company for the financial year ended March 31, 2026 and the Reports of the Board of Directors and Auditors thereon be and are hereby considered and adopted”.

2 Declaration of Dividend

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

“RESOLVED THAT

- (i) a dividend of ₹ 2.00 (Rupees Two only) per fully paid up Equity Share, be and is hereby declared for the Financial Year 2025-26 on 6,30,68,140 Equity Shares of face value of ₹ 2/- each fully paid-up;
- (ii) the dividend amount to each eligible shareholder be rounded off to the nearest rupee;
- (iii) the dividend be paid to those Members of the Company whose names appear in the Register of Members of the Company in the case of physical holding and to the beneficial owner of the

shares recorded with the Depositories in the case of demat holding as per details furnished by National Securities Depository Limited / Central Depository Services (India) Limited, as on June 10, 2026” (“Record date for Dividend”).

3 Re-appointment of retiring Director.

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

“RESOLVED THAT Sri Ganesh Balakrishna Bhadi, Executive Director (Operations & Projects) (DIN: 09634741), who retires by rotation, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation”.

4 Re-appointment of retiring Director.

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

“RESOLVED THAT Sri S Srinivas, Director (Finance) & Secretary, (DIN: 09713128), who retires by rotation, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation”.

SPECIAL BUSINESS

5 Remuneration to Cost Auditor.

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

RESOLVED THAT, pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013, read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and as recommended by

— SESHASAYEE PAPER AND BOARDS LIMITED —

the Audit Committee and approved by the Board of Directors, M/s. S.Mahadevan & Co., Cost Accountants (Firm Registration No.000007), the Cost Auditor appointed by the Board of Directors of the Company to conduct the audit of cost records of the company for the financial year 2026-27, be paid the remuneration as set out in the statement annexed to the notice convening this meeting.

RESOLVED FURTHER THAT the Board of directors be and is hereby severally

authorized to do all such acts, deeds and things as may be necessary, expedient and desirable for the purpose of effectuating the above resolution“.

**(By Order of the Board)
For Seshasayee Paper and Boards Limited**

**S Srinivas
Director (Finance) & Secretary**

Chennai
May 12, 2026

NOTES:

1 AGM thro' Video Conference (VC) / Other Audio Visual Means (OAVM)

Ministry of Corporate Affairs (MCA) vide its circular dated 22.09.2025, in continuation of its earlier circulars on the subject, has allowed companies to hold their Annual General Meeting (AGM) through Video Conferencing (VC) or Other Audio Visual Means(OAVM) till further orders.

Accordingly, the 66th Annual General Meeting of the Company will be held through VC / OAVM and Members can attend and participate in the AGM through VC / OAVM only. The registered office of the Company shall be deemed to be venue of the AGM.

2 Proxy

A Member, entitled to attend and vote at the meeting, is entitled to appoint one or more Proxies to attend and vote on a poll instead of himself and such Proxy need not be a Member of the Company. Since the AGM is being held in accordance with the MCA Circulars through VC, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of Proxies by the Members will not be available for the AGM and hence, the Proxy Form and Attendance Slip are not annexed to this Notice.

However, Body Corporates, who are Members of the Company and are entitled to appoint authorised representatives are requested to send a duly certified copy of Board Resolution authorising their representative(s) to attend the AGM through VC and participate thereat and cast their votes through e-Voting, pursuant to Section 113 of the Companies Act, 2013.

3 Quorum

Participation of Members through VC will be reckoned for the purpose of quorum for the AGM, as per section 103 of the Companies Act, 2013 ("the Act").

4 Statutory Registers

The Statutory Registers as maintained under Section 170 of the Act and the Register of Contracts or Arrangements in which the Directors are interested, as maintained under Section 189 of the Act, will be available electronically for inspection by the Members during the AGM. All documents referred to in the Notice will also be available for inspection electronically, without payment of any fee by the Members from the date of circulation of this Notice up to the date of AGM, i.e. June 20, 2026. Members, seeking to inspect such documents, can send an email to secretarial@spbld.com.

5 Particulars of Directors

Particulars of Directors seeking re-appointment, pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standards-2 on General Meetings are given in **Appendix -A**.

6 Book Closure

The Register of Members and the Share Transfer Books will be closed from Thursday, the June 11, 2026 to Saturday, the June 20, 2026 (both days inclusive).

7 Record Date for Dividend

The Record Date, for the purpose of determining Members who are eligible to receive Dividend for the Financial Year 2025-26, is fixed as June 10, 2026.

8 Dividend

The Board of Directors, at their meeting held on May 12, 2026, has recommended payment of Dividend of ₹ 2.00 per Equity Share of face value of ₹ 2.00 each, for the financial year 2025-26.

On declaration of the Dividend as above, at the AGM, the same will be paid on Monday, the June 22, 2026 electronically to those Members who have updated their bank

details with their Depository Participants (DP) or with the Company / Registrar and Transfer Agent (RTA). The payment of such dividend is subject to deduction of tax at source.

For Members who have not updated their bank account details, dividend warrants / demand drafts will be sent to their registered addresses. To avoid delay in receiving the Dividend, Members are requested to update their KYC with their Depository Participants (DP) or with the Company / RTA to receive the Dividend directly into their bank account on the payout date.

9 Tax deduction at source

Members may note that as per the Income Tax Act, 2025, ("the IT Act"), as amended from time to time, read with the provisions of the erstwhile Income Tax Act 1961, Dividend paid or distributed by a Company shall be taxable in the hands of Members. The details in this regard are given in **Appendix - B** to this Notice.

10 Form 121 (earlier Form Nos.15G & 15H)

Declaration in Form No. 121 (Declarations under section 393(6) of Income Tax Act, 2025 for receipt of certain incomes without deduction of tax), fulfilling certain conditions to claim exemption from deduction of tax at source, should be sent to the RTA on or before June 10, 2026. Please download Form 121 from the Income Tax website <https://www.incometaxindia.gov.in/documents/d/guest/fn-121>.

11 Unclaimed Dividend

Unclaimed Dividend for over 7 years and the underlying shares thereof will be transferred to the Investor Education and Protection Fund. Members may refer to Page 92 of the Annual Report and lodge their claim, if any, immediately with RTA / Investor Education and Protection Fund. For any assistance

required, the Member may write to the Company or its RTA.

- 12 In compliance with the MCA and SEBI Circulars, Notice of the AGM along with the Annual Report for 2025-26 is being sent only through electronic mode, to those Members whose e-mail addresses are registered with their Depository Participants (DP) or with the Registrar & Transfer Agent (RTA).

Further, in accordance with amended Regulation 36(1)(b) of SEBI (LODR), letter providing the web-link, including the exact path, where complete details of the Annual Report for FY 2025-26 of our company is available, is being sent by registered post to those Members who have not registered their email address with the Company.

Members may note that the Notice and Annual Report for FY 2025-26 will also be available on the Company's website www.spbltd.com, websites of the Stock Exchanges viz., BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively, and on the website of NSDL, <https://www.evoting.nsdl.com>.

Instructions to Members for attending the AGM through Video Conference is given in **Appendix - C**.

13 Voting facilities

(a) Remote e-Voting

Pursuant to Section 108 of the Companies Act, 2013, read with Rule 20 of the Companies (Management & Administration) Rules, 2014 and Regulation 44 of SEBI (Listing Obligation & Disclosure Requirements) Regulations 2015, as amended from time to time, the Company provides facility for its Members to exercise their voting right by electronic means.

Process and manner of e-Voting, containing detailed instructions, is given in **Appendix - C**.

(b) Voting at Annual General Meeting (E-Voting during the AGM)

Members present in the AGM through VC and who 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 the e-Voting system during the AGM. The Procedure for e-Voting on the day of AGM is same as the instructions given for Remote E-Voting in **Appendix - C**.

Members who need assistance before or during the AGM in the use of technology, can send a request to 'evoting@nsdl.com' or use Toll-free Nos. 022 - 4886 7000 or Contact Mr Prajakta Pawle, Executive, NSDL at the designated e-mail ID: 'evoting@nsdl.com'.

14 Permanent Account Number

SEBI has mandated the submission of the Permanent Account Number (PAN) by every participant in the securities market. Members holding shares in electronic form are, therefore, requested to submit their PAN to their Depository Participant(s). Members holding shares in physical form are required to submit their PAN details to the RTA.

15 Route Map

Since the AGM will be held through VC, the Route Map is not annexed in this Notice.

16 Nomination Facility

As per the provisions of Section 72 of the Act, the facility for making nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13. The form can be downloaded from the Company's website www.spbltd.com. Members are requested to submit these details to their DP in case the shares are held by them in electronic form and to the RTA in case the shares are held in physical form.

- 17 The Scrutiniser will submit his report to the Chairman of the Company ("the Chairman") or to any other person authorised by the Chairman after the completion of the scrutiny of the e-Voting (vote cast during the AGM and vote cast through Remote e-Voting), not later than 48 hours from the conclusion of the AGM. The result declared along with the Scrutiniser's Report shall be communicated to the Stock Exchanges, NSDL and RTA and will also be displayed on the Company's website, www.spbltd.com.

**(By Order of the Board)
For Seshasayee Paper and Boards Limited**

**S Srinivas
Director (Finance) & Secretary**

Chennai
May 12, 2026

EXPLANATORY STATEMENT

(Pursuant to Section 102(1) of the Companies Act, 2013 and forming part of the notice)

Item No. 5

Remuneration to Cost Auditor

The Company is engaged in the manufacture of paper and paper boards at its unit at Erode and Tirunelveli. It has been maintaining cost accounting records and the cost records are audited under the provisions of the Companies Act, 2013.

While the remuneration for the audit of cost records is determined by the Board of Directors on the recommendations of Audit Committee, it will have to be approved by the Members at the following General Meeting.

Pursuant to the above, the Board of Directors have appointed M/s S.Mahadevan & Co., Cost Accountants (Firm Registration No. 000007), for the audit of cost records of the Company for the financial year 2026-27 and determined their remuneration at ₹ 4,00,000 (Rupees Four lakhs only), in addition to Goods and Service Tax and reimbursement of actual expenses, if any, incurred in connection with the Audit. It is now placed for the approval of the Members

in accordance with Section 148(3) of the Companies Act, 2013, read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014.

Copies of relevant Resolutions of the Audit Committee / Board and other relevant documents are available for inspection of the Members during business hours on any working day prior to the date of the meeting.

No Director, Key Managerial Personnel or relative of them is concerned or interested, financially or otherwise, in this business.

Accordingly, the Board recommends the Ordinary Resolution set out in Agenda 5 of the Notice for approval of the Shareholders.

**(By Order of the Board)
For Seshasayee Paper and Boards Limited**

**S Srinivas
Director (Finance) & Secretary**

Chennai
May 12, 2026

Re-appointment of a Director:

Disclosure required under Clause 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standards-2 on General Meetings in respect of a Director seeking re-appointment at the 66th Annual General Meeting:

SRI GANESH BALAKRISHNA BHADTI

Director Identification Number	:	09634741
Date of Birth & Age	:	21.04.1962 (64 years)
Date of last appointment as a whole-time director	:	14.06.2025
Qualification	:	B.A.Sc, MBA
Expertise in specific functional areas	:	Sri Ganesh Balakrishna Bhadti is an accomplished Pulp and Paper Industry professional, with over 38 years of industry experience. He has wide experience in Pulp and Paper Industry serving top companies in leadership positions.
Terms and conditions of re-appointment	:	He is proposed to be re-appointed as a Director of the Company, liable to retire by rotation.
Remuneration last drawn	:	₹ 1.74 crores for FY 2025-26
Number of shares held in the Equity Capital of the Company	:	Nil
Relationship with other Directors	:	He is not related to any other Director
Number of Board Meetings attended during the year	:	7 (100%)
Resignation of directorships from listed entities during the past 3 years	:	Nil
Directorship in other Companies	:	Nil
Committee / executive positions held in other Companies	:	Nil

SESHASAYEE PAPER AND BOARDS LIMITED

SRI S SRINIVAS

Director Identification Number	:	09713128
Date of Birth & Age	:	10.07.1982 (44 years)
Date of last appointment as a whole-time director	:	14.06.2025
Qualification	:	B.Com, ACMA, CGMA, ACS
Expertise in specific functional areas	:	<p>He is a Cost Accountant, Company Secretary and Chartered Global Management Accountant (CGMA) from the Chartered Institute of Management Accountants (CIMA), UK. He has to his credit nearly 23 years of experience in the areas of Accounting, Finance, Indirect Taxes and Statutory Compliances.</p> <p>He is presently in charge of the Finance, Accounts, Taxation, Legal, IT and Secretarial functions of the Company.</p>
Terms and conditions of re-appointment	:	He is proposed to be re-appointed as a Director of the Company, liable to retire by rotation.
Remuneration last drawn	:	₹ 0.98 crores for FY 2025-26
Number of shares held in the Equity Capital of the Company	:	Nil
Relationship with other Directors	:	He is not related to any other Director
Number of Board Meetings attended during the year	:	7 (100%)
Resignation of directorships from listed entities during the past 3 years	:	Nil
Directorship in other Companies	:	Ultra Investments and Leasing Company Private Limited
Committee / executive positions held in other Companies	:	Nil

Tax Deduction at Source (TDS) provisions under the Income Tax Act, 2025, for Resident and Non-Resident shareholder categories, on the Dividend payment:

In accordance with the provisions of the Income-tax Act, 2025 ('IT Act') and the Income Tax Rules, 2026, dividend paid or distributed by the Company shall be taxable in the hands of the shareholders. Accordingly, the Company is required to deduct tax at source ('TDS') on dividend at the applicable rates. The tax deduction / withholding tax rate would vary depending on the residential status of the Shareholder and the exemptions as enumerated in the Act subject to fulfilling the documentary requirements.

This appendix provides the applicable Tax Deduction at Source (TDS) provisions under the Income Tax Act, 2025 for Resident and Non-Resident shareholder categories.

I For Resident Shareholders:

Tax shall be deducted from Dividend paid to resident shareholders as per the details provided below:

Particulars	Applicable Rate *	Document 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 - Integrated Registry Management Services Pvt. Ltd (in case of shares held in physical mode).
Without PAN / With Invalid PAN	20%	
Submitting Form 121 under the Income Tax Rules , 2026	Nil	Declaration in Form No. 121. Please download Form 121 from the Income Tax website www.incometaxindia.gov.in .
Submitting Order under Section 395 of the Income Tax Act, 2025 (Act)	Rate provided in the Order	Lower / NIL in accordance with tax certificate obtained from tax authority.
Shareholders (e.g. LIC, GIC) for whom Section 393 of the Act is not applicable	Nil	Documentary evidence of being an entity covered under Section 393 (where TDS is not applicable).
Persons Covered under Section 393 of the Act (e.g. Mutual Funds, Govt.)	Nil	Self-declaration and Documentary evidence of registration that the person is covered under said Section 393 of the Act.

* Notwithstanding the above, tax would not be deducted on payment of dividend to resident Individual shareholder, if total dividend to be paid in Tax Year 2026-27 does not exceed ₹ 10,000/-.

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II Non-Resident Shareholder:

Particulars	Applicable Rate	Document Required (if any)
Foreign Institutional Investors (FIIs) / Foreign Portfolio Investors (FPIs)	20% (plus applicable surcharge and cess)	None
Other Non-resident Shareholders	20% (plus applicable surcharge and cess) (or) Tax Treaty Rate** (whichever is lower)	In order to apply the Tax Treaty rate, following documents would be required: 1) Copy of Indian Tax Identification Number (PAN), if available. 2) Tax Residency Certificate (TRC) for tax year 2026-27 obtained from the tax authorities of the Country of which the Shareholder is a resident. 3) Electronically generated Form 41 from the link https://www.incometaxindia.gov.in/documents/d/guest/form-no-41-1 . 4) Self-declaration from Non Resident, primarily covering the following: - Non Resident is eligible to claim the benefit of respective Tax Treaty. - Non Resident receiving the dividend income is the beneficial owner of such income. - Dividend income is not attributable / effectively connected to any Permanent Establishment (PE) or Fixed Base in India.
Submitting Order u/s 395 (i.e. lower or NIL withholding tax certificate)	Rate provided in the Order	Lower / NIL withholding tax certificates 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.

Shareholders who are exempted from TDS provisions through any Circular or Notification shall provide documentary evidence in relation to the same, to enable the Company in applying the appropriate TDS on Dividend payment to such Shareholder.

The afore-mentioned documents are required to be e-mailed to kalyan@integratedindia.in.

All required documents should reach us on or before June 10, 2026 in order to enable the Company to determine and deduct appropriate TDS / withholding tax. Communication on the tax determination / deduction shall not be entertained post June 10, 2026.

If the tax on said Dividend is deducted at a higher rate in absence of receipt of or satisfactory completeness of the afore-mentioned details / documents by June 10, 2026, the Shareholder may claim an appropriate refund in the return of income filed with their respective Tax Authorities.

No claim shall lie against the Company for such taxes deducted.

The Company will arrange to email a soft copy of the TDS certificate at the Shareholders registered email ID in due course, post payment of the said Dividend. Shareholders will also be able to see the credit of TDS in Form 168, which can be downloaded from their e-filing account at <https://eportal.incometax.gov.in/iec/fooservices/#/login>.

We request your cooperation in this regard.

III For Shareholders having multiple accounts under different status / category :

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

Disclaimer: This Appendix shall not be treated as an advice from the Company or its Registrar & Transfer Agent. Shareholders should obtain the tax advice related to their tax matters from a tax professional regarding their specific status under the Income Tax Act, 2025.

Voting Process and Instructions:

(A) Remote e-Voting (Voting through electronic means)

- (i) In compliance with provisions of Section 108 of the Companies Act, 2013 and Rule 20 and Rule 22 of the Companies (Management and Administration) Rules, 2014 and Regulation 44 of the SEBI Listing Regulations, as amended from time to time, the Company is pleased to provide its Members facility to exercise their right to vote at the 66th Annual General Meeting (AGM) by electronic means. The facility of casting votes by a Member using an electronic voting system from a place other than the venue of the AGM (remote e-Voting) will be provided by National Securities Depository Limited (NSDL) and the items of business as detailed in this Notice may be transacted through remote e-Voting.
- (ii) 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 of June 13, 2026 only shall be entitled to avail the facility of Remote e-Voting.
- (iii) The Members who have cast their votes through Remote e-Voting prior to the AGM may also attend / participate in the AGM through VC, but shall not be entitled to cast their vote again.
- (iv) The Remote e-voting period commences on June 17, 2026 (9:00 AM) and ends on June 19, 2026 (5:00 PM). During this period,

Members of the Company holding shares either in physical form or in dematerialised form, as on the cut-off date of June 13, 2026, may cast their vote electronically. The Remote e-Voting module shall be disabled by NSDL for voting thereafter.

- (v) The voting rights of Members shall be in proportion to their share of the Paid-up Equity Share Capital of the Company as on the cut-off date of June 13, 2026.
- (vi) The details of the process and manner for e-voting and voting during AGM are explained below:

Step 1: Access to the NSDL e-voting system

Step 2: Cast your vote electronically on NSDL e-voting system

Step 1: Access to the NSDL e-voting system

A) Login method for e-voting and joining virtual meeting / voting during the meeting for individual shareholders holding securities in demat mode

In terms of SEBI circular dated December 09, 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.

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Type of shareholders	Login Method
<p>Individual Shareholders holding securities in demat mode with NSDL.</p>	<ol style="list-style-type: none"> 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.

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Type of shareholders	Login Method
<p>Individual Shareholders holding securities in demat mode with CDSL</p>	<ol style="list-style-type: none"> 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 user your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
<p>Individual Shareholders (holding securities in demat mode) logging through their depository participants</p>	<ol style="list-style-type: none"> 1. You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. 2. 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. 3. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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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 toll free No. 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 / voting method during the meeting for shareholders other than individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: [https:// www.evoting.nsdl.com](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.
4. Alternatively, if you are registered for NSDL eservices i.e. IDeAS, you can log-in at [https:// eservices.nsdl.com/](https://eservices.nsdl.com/) with your existing IDeAS login. Once you log-in to NSDL e-services after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically on NSDL e-voting system.
5. Your User ID details are given below:

Manner of holding shares	Your User ID is:
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*****.
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*****
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 139342 then user ID is 139342001***

6. **Password details for shareholders other than Individual shareholders are given below:**
 - a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.

- b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
- c) How to retrieve your 'initial password'?
 - (i) If your email ID is registered in your demat account or with the Company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
 - (ii) If your email ID is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.

7. 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.
8. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.
9. Now, you will have to click on "Login" button.
10. 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.

- 1. After successful logging at Step 1, you will be able to see the "EVEN" of all Companies 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 your vote and click on "Submit" and also "Confirm" when prompted.
- 5. Upon confirmation, the message "Vote cast successfully" will be displayed.

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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.

Process for procuring user id and password for e-voting for those shareholders whose email ids are not registered with the depositories / company:

Members holding shares in dematerialised form and whose e-mail IDs are not registered with the Company / Depository Participants, as well as for Members holding shares in physical form may follow the process detailed below for registration of e-mail ID to obtain user ID / Password for e-Voting and updation of Bank account mandate for receipt of Dividend :

Type of holder	Process to be followed
Physical	<p>Send a request to the RTA of the Company, Integrated Registry Management Services Pvt. Ltd at kalyan@integratedindia.in providing Folio No., Name of Member, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar card) for updating bank account details.</p> <ul style="list-style-type: none"> ◇ The following additional details need to be provided in case of updating bank account details: ◇ Name and address of the branch of the Bank in which you wish to receive the dividend. ◇ Bank account type. ◇ Bank account number allotted by their Banks after implementation of core banking solutions. ◇ 9 digit MICR Code Number. ◇ 11 digit IFSC. ◇ Scanned copy of the cancelled cheque leaf bearing the name of the first Member
Demat	Please contact your DP and register your e-mail address as per the process advised by your DP.

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 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 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.
5. The Chairman will fix the time for voting at the meeting.

The instructions for members for attending the AGM through VC are as under :

1. Member will be provided with a facility to attend the AGM through VC 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 link" placed under "Join General meeting" menu against the Company name. You are requested to click on VC/OAVM link placed under Join General Meeting menu. The link for VC/OAVM will be available in Shareholder / Member login where the EVEN of Company will be displayed. Please note that the Members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the Remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through Laptops for better experience.
3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that participants connecting from mobile devices or tablets or through Laptop connecting via Mobile Hotspot may experience audio / video loss due to fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
5. Members can join the AGM in the VC mode 30 minutes before the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC will be made available for 1,000 Members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc., who are allowed to attend the AGM without restriction on account of first come first served basis.
6. The Company reserves the right to limit the number of Members asking questions depending on the availability of time at the AGM.
7. Shareholders who would like to express their views / ask questions during the meeting, may register themselves as a speaker by sending their request mentioning their name, demat account / folio number, email id, mobile number at secretarial@spbltd.com on or before 05.00 PM IST on Saturday, June 13, 2026. Members, who register themselves as speaker Shareholders would receive a separate link from the Company, thro' which they may join and raise questions during the AGM, as and when allowed by the moderator for the meeting. Those shareholders who have registered themselves as a speaker will only be allowed to express their views / ask questions during the meeting.
8. Shareholders may also send their questions in advance mentioning their name demat account number / folio number, email id, mobile number at secretarial@spbltd.com, on or before 05.00 PM IST on Saturday, the June 13, 2026. The same will be replied by the Company suitably.

General instructions :

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution / Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to shankartheacs5@gmail.com with a copy marked to evoting@nsdl.com.
2. 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 "eVoting" tab in their login.
3. 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.
4. 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 toll free no.: 022 - 4886 7000 or send a request to evoting@nsdl.com, or contact Mr. Prajakta Pawle, Executive, National Securities Depository Ltd., at designated email IDs: evoting@nsdl.com to get your grievances on e-voting addressed.
5. The cut-off date for the purpose of e-Voting has been fixed as June 13, 2026. Members holding shares as on this cut-off date should endeavor to cast their vote in any one of the two modes.
6. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes Member of the Company after the notice is sent through e-mail and holding shares as of the cut-off date i.e. June 13, 2026 may obtain the login ID and password by sending a request at evoting@nsdl.com or Issuer/ RTA. However, if you are already registered with NSDL for remote e-voting, then you can use your existing user ID and password for casting your vote. If you forgot your password, you can reset your password by using "Forgot User Details / Password" or "Physical User Reset Password" option available on www.evoting.nsdl.com or call on toll free no. 022 - 4886 7000.
7. In case of Individual Shareholder holding securities in demat mode who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date i.e. June 13, 2026, may follow steps mentioned in the Notice of AGM.
6. Sri K Sankarasubramanian, Practicing Company Secretary (Membership No. F11241/ COP: 15994) has been appointed as the Scrutiniser.
7. The Scrutiniser will, after the conclusion of Voting at the AGM:
 - (i) First count the votes cast at the meeting thro e-Voting.
 - (ii) Then unblock the votes cast through Remote E-Voting.
 - (iii) All the above will be done in the presence of two witnesses not in the employment of the Company.
 - (iv) Make a consolidated Scrutiniser's Report (integrating the votes cast at the meeting and through Remote e-Voting) of the total votes cast in favour or against, if any, to the Chairman.

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(v) The Scrutiniser's Report as above would be made soon after the conclusion of AGM and in any event not later than 48 hours from the conclusion of the Meeting.

8. Voting Results:

(i) The Chairman or a person authorised by him in writing shall declare the result of the voting based on the Scrutiniser's Report.

(ii) The results declared along with the Scrutiniser's Report will be placed on the Company's website www.spbltd.com and on the website of NSDL www.evoting.nsdl.com immediately after the result is declared and also communicated to NSE and BSE.

(iii) Subject to receipt of requisite number of votes, the Resolution shall be deemed to be passed on the date of AGM.

Request to Shareholders

The Companies Act, 2013 read with the Companies (Management & Administration) Rules, 2014 requires the Company to keep the Register of Members in Form No. MGT-1. As compared to the Register of Members under the old Act, the new Law calls for certain additional information to be recorded. In order that the Company is facilitated to comply with same, shareholders are requested to send the following information for updating their records in our Register of Members:

- i) Name of the member
- ii) Folio/ DP ID - Client ID
- iii) Email address
- iv) Permanent Account Number (PAN)
- v) CIN (in the case of company)
- vi) Unique Identification Number
- vii) Father/ Mother/ Spouse name
- viii) Occupation
- ix) Status
- x) Nationality
- xi) In case of minor, name of guardian and date of birth of minor
- xii) Instructions, if any for sending Notice etc.

For shareholders holding shares in physical form

As an ongoing measure to enhance the ease of doing business for investment, SEBI vide its circular dated 03.11.2021 has prescribed common and simplified forms for processing any service requests.

SEBI vide its Master circular dated 07.05.2024 (rescinded by SEBI vide Master Circular dated 23.06.2025 and 06.02.2026) to RTAs stated that the folios without PAN, KYC details and Nomination (made optional vide SEBI circular dated 10.06.2024) shall be eligible to lodge any grievance or avail service request and for payment including dividend only through electronic mode w.e.f 01.04.2024 and intimation on the same to be sent by the listed companies. Based on the above Master Circular, the company had sent communication through RTA on 02.07.2024 & 23.04.2025 to identified holders of physical securities where PAN & KYC details are not updated, intimating them to update PAN & KYC details as per SEBI circulars and only after updation of the same, they will receive dividend in electronic mode.

BOARD'S REPORT

7 The Board of Directors hereby present their 66th Annual Report and the Audited Accounts for the year ended March 31, 2026.

The Company has adopted the Indian Accounting Standards (IndAS) from Financial Year 2017-18, as mandated. Accordingly, the financial statements for current year, including comparative figures of previous year, are based on IndAS and in accordance with the recognition and measurement principles stated therein, as well as other accounting principles generally accepted in India. While this has no major impact for the Statement of Profit and Loss, there is and would be periodical impact for "Other Comprehensive Income" in measuring and restating investments at fair value.

WORKING RESULTS

	2025-26	2024-25
	(in tonnes)	(in tonnes)
Production	2,48,385	2,46,431
Sales	2,49,714	2,39,073
	(₹ crores)	(₹ crores)
Revenue from Operations	1710.17	1754.11
Other Income	49.48	70.15
Total Income	1759.65	1824.26
EBITDA	145.36	181.49
Finance Cost	8.76	8.43
Depreciation	44.98	45.24
Profit before tax	91.62	127.82
Provision for current tax	26.22	24.38
Transfer to / (from) Deferred Tax	(-) 2.38	(-) 1.12
Net Profit	67.78	104.56

DIVIDEND

The Board of Directors recommend payment of Dividend at ₹ 2.00 (Rupees Two only) per Equity Share of face value of ₹ 2 each, absorbing a sum of ₹ 12.61 crores. The dividend, if declared, shall be paid to those shareholders whose name appears in the Register of members as on 10.06.2026, being the record date for the purpose of dividend.

As per the provisions of the Income Tax Act, 2025, as amended from time to time, read with the provisions of the erstwhile Income Tax Act, 1961, Dividend Distributed by the Company shall be taxable in the hands of the shareholders.

As per Ind AS 10, Events after the reporting period, Proposed Dividend on Equity Shares, being a non-adjusting event at the Balance Sheet date, is not recognised as a liability in the accounts for the year ended March 31, 2026. The same will be recognised in the year of payment, viz., year ending March 31, 2027.

Pursuant to Regulation 43A of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board of directors have devised a policy on Dividend Distribution. The said policy is available on the website of the Company viz., <https://www.spbltd.com/investor-info/policy/index.html>

APPROPRIATIONS

The Board has proposed to transfer ₹ 25 crores to General Reserve.

	2025-26
	(₹ crores)
Net profit for the year	67.78
Add: Income from SPB Equity Shares Trust	0.71
Add: Surplus brought forward from the previous year	585.19
	653.68

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	2025-26 (₹ crores)
Less: Re-measurement of defined benefit Plans (net of tax)	2.08
Less : Dividend paid during the FY 2025-26	15.77
Less : Transfer to General Reserve	25.00
Balance carried forward	610.83

OPERATIONS

The Company had registered the following landmarks during the FY 2025-26, in spite of challenging market conditions.

- ✦ Highest ever annual production volumes at 2,48,385 tonnes.
- ✦ Highest ever annual sales volumes at 2,49,714 tonnes, with highest ever annual domestic sales volumes at 2,28,955 tonnes.
- ✦ Highest ever annual Production in Unit : Erode - 1,75,205 tonnes (Erode unit operating at 106% of the installed capacity).

After a difficult 9 months in FY 26, company had strong operational performance in Q-IV (Jan-Mar'26) with following landmarks.

- ✦ Highest ever quarterly production at 68,842 tonnes.
- ✦ Highest ever quarterly sales at 88,696 tonnes.
- ✦ A good rebound in exports in Q-IV, with improved exports to US markets.
- ✦ Reduction in Finished Goods Inventory by over 50% in Q-IV with FG Inventory coming down from 39,697 tonnes as on 31.12.2025 to 19,674 tonnes as on 31.03.2026.

PRODUCTION

	(Tonnage)		
Unit	2025-26	2024-25	Growth (%)
Erode	1,75,205	1,70,426	2.8 %
Tirunelveli	73,180	76,005	(-) 3.7 %
Total	2,48,385	2,46,431	0.8 %

- ❖ During FY26, the production at Unit : Erode was 1,75,205 tonnes of paper, as compared to 1,70,426 tonnes, produced in the previous year, thanks to overall improved operations. (Average Capacity Utilisation stands at 106% in FY 26 in Unit-Erode).
- ❖ The Company had completed project Mill Development Plan - III (MDP-III) in Unit : Erode in phases during FY 2020-21 and FY 2021-22. With the completion of Project MDP-III, the annual installed capacity of Paper for Unit : Erode stands augmented to 1,65,000 tonnes.
- ❖ The annual capacity of Unit : Tirunelveli remains at 90,000 tonnes. Accordingly, the total installed capacity of the company currently stands at 2,55,000 tonnes per annum.
- ❖ Unit : Erode also produced 25,294 tonnes of Wet Lap Pulp during FY26, (Previous Year 26,275 tonnes) to meet, in part, the Pulp requirements of Unit : Tirunelveli.
- ❖ Unit : Tirunelveli produced 73,180 tonnes of Paper during the FY26, as compared to 76,005 tonnes, produced in the previous year. (Capacity Utilisation at 81% in FY26 in Unit-Tirunelveli).
- ❖ Erode unit could achieve higher production and higher Capacity utilisation in FY 26 in spite of challenging market conditions, mainly due to overall better performance of all the paper machines.
- ❖ Successful commissioning of an additional sheeter helped the Erode unit augment its conversion capacity to supply high realisation copier products to US market.
- ❖ Lower production in TVL unit was mainly due to unfavourable product mix, following lower export orders in H1 of FY26 on account of the US tariff situations.

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SALES

	(Tonnage)		
Unit	2025-26	2024-25	Growth (%)
Erode	1,77,408	1,68,345	5.4%
Tirunelveli	72,306	70,728	2.2%
Total	2,49,714	2,39,073	4.5%

❖ During FY26, company registered an overall sales of 2,49,714 tonnes of Paper (Previous year : 2,39,073 tonnes), with sales volumes growing by 4.5% in spite of challenging market conditions.

❖ In addition, as part of its trading activity, the Company sold during FY26, petroleum products valued at ₹ 28.00 crores (Previous Year : ₹ 27.81 crores) and Note Books valued at ₹ 1.78 crores (Previous Year : ₹ 3.06 crores).

❖ Sales volumes as a % on Production volumes remained at a favourable 100.5% during the year (previous year : 97%)

❖ Domestic Sales Performance

	(Tonnage)		
Unit	2025-26	2024-25	Growth (%)
Erode	1,64,709	1,56,103	5.5%
Tirunelveli	64,246	54,227	18.5%
Total	2,28,955	2,10,330	8.9%

✦ Company could register a strong domestic sales performance during FY26, in spite of continued intense competition from Cheaper Imports, mainly due to the product depth offered by the company and the flexibility and agility shown by company to tune product-mix to suit dynamic market conditions.

✦ Thanks to its product diversification strategy and better performance of its paper machines, company could register

highest ever annual domestic sales of 2,28,955 tonnes during FY 26.

❖ Export Sales Performance

	(Tonnage)		
Unit	2025-26	2024-25	Growth (%)
Erode	12,699	12,242	3.7%
Tirunelveli	8,060	16,501	(-) 51.2%
Total	20,759	28,743	(-) 27.8%

✦ The export volumes represented 8.4% of the production during FY26 (This stood at 11.6 % during FY25).

✦ The Company's exports during FY26 was mainly affected due to disruptions to Exports to US in H1 of FY26 on account of the US Tariff related circumstances.

✦ The overall export sales in INR stood at ₹ 157.86 Crs for FY26 as compared to ₹ 243.51 Crs in the previous year.

✦ The total export proceeds in US \$ stood at US \$ 17.33 Mn for FY26, compared to US \$ 28.81 Mn in previous year.

✦ Export Sales in currencies other than US\$ during FY26 : ₹ 0.32 crores in INR (Previous year : NIL).

❖ Stock of Finished Goods

	(Tonnage)		
Unit	As on 31.03.2026	As on 31.03.2025	Growth (%)
Erode	13,523	16,545	(-) 18.3%
Tirunelveli	6,151	5,277	16.6%
Total	19,674	21,822	(-) 9.8%

Better Domestic Sales performance, particularly in Q-IV of FY 26, helped in liquidation of inventory in Q-IV, resulting in overall lower FG inventory as on 31.03.2026 vs. FG Inventory as on 31.03.2025.

PROFITABILITY

- ❖ Revenue from Operations of the Company for the year was ₹ 1710.17 crores, as against ₹ 1754.11 crores, in the previous year.
- ❖ Earnings before interest, tax, depreciation and exceptional item (EBITDA) was ₹ 145.36 crores, for the Company as a whole in FY26, compared to ₹ 181.49 crores, in the previous year.
- ❖ After absorbing finance costs and depreciation of ₹ 8.76 crores and ₹ 44.98 crores respectively, the Profit before tax (PBT) was ₹ 91.62 crores in FY26, as compared to ₹ 127.82 crores, in the previous year.
- ❖ The fall in net profit during FY26 compared to the previous year is mainly due to lower average realisations per tonne of paper in both the Domestic & Export Market.
- ❖ With exports to US, company's major export market, suspended from May'25-Sep'25 on account of US tariff related disruptions, additional volumes had to be supplied in to domestic market, which already had stressed realisations on account of competition from cheaper imports from China and Indonesia.
- ❖ Accordingly, the impact of drop in realisations was much steeper than expected and the successful and significant cost reduction / optimisation efforts undertaken by the company could not offset the impact of drop in realisations in full. This has resulted in drop in operating margins during the FY26 as compared to FY 25.
- ❖ For the year ended 31st March 2026, current tax liability works out to ₹ 26.22 crores, as against a liability of ₹ 24.38 crores in the previous year (which was net of reversal ₹ 10.16 crores provisions made for earlier years but no longer required and reversed in FY25).

- ❖ The Deferred Tax liability amounted to ₹ (-) 2.38 crores for the year ended 31st March 2026, as against ₹ (-) 1.12 crores in the previous year.
- ❖ As a result, profit after tax for the financial year ended March 31, 2026 was ₹ 67.78 crores, as compared to ₹ 104.56 crores in the previous year.

FINANCE

- ❖ The Company did not have any Term Loan or Working Capital outstanding as on 31.03.2026. The Company did not have any instalments of Term Loans and interest thereon, due for payment during the year.
- ❖ Fund Based Working Capital limits availed and outstanding as on 31.03.2026 - NIL. [₹ 81.86 crores as on 31.03.2025].

MARKET CONDITIONS

- ❖ FY 2025-26 was a transitional year for India's paper industry, marked by recovering demand, persistent import pressure, and global supply-chain volatility.
- ❖ Domestic demand continued to grow driven by e-commerce, FMCG, food delivery, the ban on single-use plastics and higher education spending, while the Union Budget's continued focus on manufacturing and MSMEs supported allied packaging demand.
- ❖ Cheaper Duty-free Imports from China and Indonesia continued to be the industry's biggest pain point. The pressure from cheaper imports got further accentuated with confusions arising out of GST 2.0 reforms announced in Sep'25, wherein the NIL GST on Paper for Notebooks / Notebooks resulted in imported paper having 12-15% cost advantage vis-à-vis paper manufactured in India.
- ❖ After 3 months of market disruption from GST 2.0 reforms, confusions started wading off and market operating prices settled only

in Q-IV, though at comparative lower levels than the prices prior to pre-GST 2.0 reforms.

- ❖ Disrupted supply chains globally due to the tariffs announced by US and the geopolitical situation prevailing in Middle East market continued until Q-III to have adverse impact on Export volumes and realisations. Post US Supreme Court's decision on US tariffs, stability is restored on Company's export volumes to US and outlook for this segment is favourable.
- ❖ The escalation of the US–Iran conflict in early 2026, along with disruptions in Strait of Hormuz, hurt pulp shipment reliability and raised freight costs. The global supply chain volatility has resulted in significant increase in the cost of imported pulp, waste paper, chemicals and coal, which is expected to significantly affect the margins in 1st half of FY27.
- ❖ The international prices for paper have not shown any signs of recovery and the drop in prices from Indonesia and China continue.
- ❖ After difficult first 3 quarters, domestic market sentiments turned favourable in Q-IV with the notebook season, strengthening global pulp and paper prices and depreciation of INR against USD, with last 2 factors making Paper imports in to India costlier. Even though volume pick-up was seen over last 4 months, margins continue to be under pressure.

OUTLOOK

- ❖ FY 2026-27 is shaping up to be a year of recovery and reset for the Indian paper industry. After two demanding years marked by margin compression, import surges, and global supply-chain volatility, multiple drivers are converging to support stronger volumes, healthier realisations, and improved profitability-provided policy support holds and global pulp markets stabilise as expected.
- ❖ Industry forecasters broadly converge on a 6–7% CAGR for paper consumption in FY27.

Packaging and paperboard will continue to be the dominant engine, supported by sustained e-commerce growth, rising FMCG penetration, the structural shift away from single-use plastics, and quick-commerce-led demand for corrugated and folding cartons.

- ❖ Printing and writing paper is expected to gain meaningful traction as NEP 2020 implementation deepens, government education spending scales up, and competitive exam and textbook volumes rise.
- ❖ Tissue and hygiene paper - although still a small share of the overall pie - is expected to grow at double-digit rates, led by urbanisation, hospitality recovery, and rising disposable incomes.
- ❖ The margin trajectory is the most-watched dimension of the FY27 story. After two cycles of cost inflation - production costs rose an estimated 20–30% from pre-FY24 levels and hardwood pulp surged 20–25% - the consensus view is that operating margins will continue the recovery that began in FY26.
- ❖ FY27 will be a watershed year for sustainable packaging adoption. The phased rollout of Extended Producer Responsibility (EPR) norms, plastic-substitution mandates from major brands, and growing demand for FSC-certified, food-grade, and recyclable paperboard will reshape the product mix. Specialty papers - release liners, thermal paper, decor paper, filter paper, and food-service grades - are expected to see double-digit growth and command higher realisations. Mills with R&D investments, certifications, and downstream customer relationships will capture disproportionate value.

TREE FARMING ACTIVITY

- ❖ The Company continues to provide quality Clonal Seedlings of Eucalyptus, as well as bare-rooted Casuarina Seedlings, at

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subsidised rates, to interested farmers and assist them with technical help to achieve higher yields.

- ❖ In addition, the Company had provided clones of Melia-Dubia, a high yielding fast growing species, suitable for Pulp production.
- ❖ Technical Support to the farmers for this initiative is being provided in association with the Department of Tree Breeding of Forest College and Research Institute, attached to Tamil Nadu Agricultural University, Coimbatore, under a Collaborative Research Project.
- ❖ In accordance with the Company's vision to augment tree farming activities, over fourteen crore Seedlings (Clonal Eucalyptus Seedlings, bare-rooted Casuarina Seedlings and Melia Dubia Clones) were made available during the year, to farmers at subsidised rates for planting in about 22,169 acres of land. (Previous Year : 20,772 acres).

ISO 9001 / ISO 14001 ACCREDITATION

- ❖ The Company's Quality Management Systems and Environment Management Systems continue to be covered under ISO 9001 and ISO 14001 Accreditations.
- ❖ Both ISO 9001 and ISO 14001 Standard have undergone revision to 2015 Standards which lays emphasis on role of top management, adoption of risk management and change management. All these changes are to facilitate sustainability in business performance.

ISO 45001 CERTIFICATION

- ❖ The Company continues to enjoy certification under ISO 45001 which is an international standard that facilitates management of Occupational Health and Safety risks associated with the business of the organisation.

ISO 50001 CERTIFICATION

- ❖ During FY24, the company secured certificate for the Energy Management System under Standard ISO 50001 : 2018. The company continues to enjoy this certification.

FOREST STEWARDSHIP COUNCIL® (FSC®) (FSC-C084458) CERTIFICATION

- ❖ The Company continues to be certified under four Standards of FSC, viz. FSC-STD-40-004 (Chain of Custody (COC) Certification), FSC-STD-40-005 (Requirements for Sourcing FSC Controlled Wood), FSC-STD-40-003 (COC certification of multiple sites) and FSC-STD-50-001 (Certificate Holder Trademark Requirements).
- ❖ By this, the Company assures its stakeholders that the wood and wood fibre (pulp) purchased by it are traceable to responsibly managed plantations and that adequate document controls are in place to ensure identification and traceability throughout the Chain of Custody.
- ❖ This also means that the Company is capable of manufacturing and selling 'FSC Mix' Claim Products in the domestic and international markets. Being FSC certified implies adherence to sustainable and responsible forestry practices, providing market access, brand reputation, compliance, supply chain integrity, and partnership opportunities.

ESCerts

- ❖ Both the units of the Company have achieved the targets under the PAT Cycle, as prescribed by the Government of India and accordingly are eligible for ESCerts (Energy Saving Certificates). The Company has to its credit 13,946 ESCerts as on March 31, 2026.
- ❖ ESCerts sold during the FY26 - NIL (Previous Year - 1,664 Nos.)

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AWARDS

- ❖ The Company received the following Awards and recognitions during the year :
 - National Excellence in Energy Management by CII for the 7th Consecutive Year.
 - National Energy Leader Award by CII - 5th consecutive year.
 - Safety Awards from Tamil Nadu State Government for the year 2022 & 2023 (3 First prizes and 2 Third prizes).

EXPORT HOUSE STATUS

- ❖ The Company continues to be accredited with "Star Export House" Status by the Government of India, Ministry of Commerce, Directorate General of Foreign Trade, in recognition of its export performance.

DEPOSITORY SYSTEM

- ❖ As on March 31, 2026, 21,360 Shareholders are holding Shares in Demat form and 5,35,01,858 shares have been dematerialised, representing 84.83% of the total Equity Share Capital.

SUBSIDIARY

- ❖ M/s Esvi International (Engineers & Exporters) Limited (Esvin) is a wholly owned subsidiary of the Company. Currently, Esvin holds properties and derives property income.
- ❖ The Company does not have any material subsidiary as per SEBI (LODR) Regulations.
- ❖ A policy on material subsidiary has been formulated by the Company and is available on our website www.spbltd.com. Neither Managing Director nor Chairman of the Company receives any remuneration or commission from the Subsidiary Company.

ACQUISITION OF ASSETS OF M/s. SERVALAKSHMI PAPER LIMITED (IN LIQUIDATION) (CORPORATE DEBTOR), ON A GOING CONCERN BASIS

- ❖ Consequent to the Company participating and emerging as the sole successful bidder in the e-auction held on 19.09.2022 for the sale of assets of M/s.Servalakshmi Paper Limited (In Liquidation) (Corporate Debtor) on a Going Concern basis, the Hon'ble NCLT, Chennai Bench vide its Order dated 12.05.2023 had approved the application filed by the Liquidator for confirmation of sale of assets of M/s.Servalakshmi Paper Limited (Corporate Debtor) (In Liquidation) as a Going Concern, in favour of M/s. Seshasayee Paper and Boards Limited (SPB) and dismissed / disposed of other appeals against the auction.
- ❖ The company had remitted the entire bid value in the month of October 2022, post the confirmation received from the Official Liquidator of the Corporate Debtor.
- ❖ Consequent to the order of the Hon'ble NCLT dated 12.05.2023, the official liquidator of the Corporate Debtor had Issued Sale Certificate dated 24.05.2023 in favour of M/s.Seshasayee Paper and Boards Limited and he had completed the physical handing over of the possession of land and factory premises located at Kodaganallur Village, Vaduganpatti Post, I.C.Pettai, Tirunelveli - 627 010 of Servalakshmi Paper Limited (In Liquidation) on 24.05.2023 to SPB, as per direction in the Order dated 12/05/2023 of Hon'ble NCLT, Chennai Bench.
- ❖ Three appeals challenging the aforesaid Hon'ble NCLT's Order have been filed in Hon'ble NCLAT, of which 2 appeals (1 appeal filed by a member of Committee of Creditors of CD and another appeal filed by an unsuccessful third party in e-auction) have been "Dismissed as Withdrawn" and only 1 appeal (filed by Ex-Promoter of the

CD) is pending, on which the hearings are completed and matter reserved for orders by Hon'ble NCLAT.

PROJECT MILL DEVELOPMENT PLAN - IV (MDP-IV) AT UNIT : ERODE

- ❖ Environment Clearance from MoEF & CC for the project MDP-IV, to be executed at a Project cost of ₹ 270 crores (net of GST ITC) for 20% increase in pulp and paper capacities at Unit:Erode, was obtained from MoEF&CC (Govt. of India) on 01.08.2025 and we are now following up with TNPCB for obtaining Consent to Establish (CTE).
- ❖ We expect to get the CTE and commence the project execution shortly, with various modules planned for commissioning in FY 27 and FY 28.

CURRENT YEAR (2026-27)

- ❖ The margins for first and second quarter of FY 27 is expected to be affected by cost push on most imported and allied items (Pulp, Waste Paper, Chemicals, Coal, etc.) amidst the West Asia War crises.
- ❖ Paper mills are announcing price increases. But the effective implementation of the price increases will depend on the weakening of competition from Cheaper imports.
- ❖ Export business for the company is expected to be strong in FY27, provided the current levels of US tariffs remain.
- ❖ Domestic market is expected to grow and will provide opportunities for growth for the company, thanks mainly to the wide product offerings by the company and the flexibility in altering product mix to suit dynamic and changing market conditions.

ENVIRONMENTAL PROTECTION

- ❖ The Company continues to provide utmost attention to the conservation and improvement of the environment. In

Unit : Erode, the Power Boilers, Lime kiln and Recovery Boilers are equipped with Electro Static Precipitators, to arrest dust emissions. The Company operates an Anaerobic Lagoon, for high BOD liquid effluents and a Secondary Treatment System, for total Mill effluent.

- ❖ These facilities are operating efficiently, enabling the Company to comply with the Pollution Control norms, on a sustained basis. The treated effluent water continues to be utilised for irrigating nearby sugar cane fields. During FY 2025-26, the company, in its Erode unit, has installed and commissioned a Wet Electrostatic Precipitator (Wet ESP) in the existing Recovery Boiler to reduce particulate emissions from 100-120 Mg/nm³ to 40-45 Mg/nm³. This installation is the first of its kind in Indian Paper Industry.
- ❖ Additional treatment facilities have been proposed for waste water under the Mill Development Plan.
- ❖ Unit : Tirunelveli is well equipped with efficient Electro Static Precipitator for the Power Boiler and has an extensive green cover. Its treated waste water, after recycling, is used to irrigate the Company owned lands. As part of the Mill Expansion Plan, the Waste Water Treatment Plant has been augmented with a Dissolved Air Flootation Cell and Anaerobic Digester.
- ❖ The company had entered into Share Purchase Agreement and Energy Supply Agreement with the Indian Renewable Power generating company (SPV), during April & May 2025, for the purposes of developing a 52.8 MWp (DC) / 35.2 MW AC Solar Power Capacity and 9 MW Wind Power Capacity and intending to supply power to our company exclusively. The Solar / Wind power from the facility is expected to be available for the company in Q-I of FY27.

MANAGEMENT'S DISCUSSIONS AND ANALYSIS REPORT

- ❖ The Report on Management's Discussion and Analysis, as required under clause 2(e) of Regulation 34 read with Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 covering industry structure and developments, opportunities and threats, outlook, discussion on financial performance, etc., is contained in "Management Discussion and Analysis Report" that forms an integral part of this Report and annexed as **Annexure - I**.

CORPORATE GOVERNANCE

- ❖ Pursuant to Regulation 34 and Schedule V to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, Corporate Governance Report, together with the Certificate from the Company's Auditors confirming the compliance of conditions on Corporate Governance is given in **Annexure - II**.

BUSINESS SUSTAINABILITY REPORT

- ❖ Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 [SEBI (LODR) Regulations], with amendments to Regulation 34 (2) (f) of LODR Regulations vide Gazette notification no. SEBI/LAD-NRO/GN/2021/22 dated May 05, 2021 introduced reporting requirements on ESG parameters called the Business Responsibility and Sustainability Report (BRSR).
- ❖ Top 1000 companies, measured based on average Market Capitalization during the period from 1st July to 31st December, are required to have "Business Responsibility & Sustainability Report" (BRSR) as part of their Directors' Report.
- ❖ This regulation is not mandatorily applicable for the company for FY26, since the company is placed at 1188th and 1231st position as per NSE's data and BSE's data

respectively on average market capitalization during 01.07.2025 - 31.12.2025. However, the company has opted to comply with this regulation on voluntary basis for FY26.

- ❖ The Company has accordingly drafted the Business Sustainability Report for FY26, in line with the format prescribed by SEBI, which is given in **Annexure - III** to the Directors' Report.

DISCLOSURE REQUIREMENTS UNDER SECTION 134(3) OF THE COMPANIES ACT, 2013

- ❖ Section 134(3) of the Companies Act, 2013 requires the Board's Report to include several additional contents and disclosures compared to the earlier law. Most of them have accordingly been made in the Corporate Governance Report at appropriate places that forms an integral part of this Report. There are no proceedings pending against the company under the Insolvency and Bankruptcy Code, 2016. There was no instance of one time settlement with any Bank or Financial Institution

THE ANNUAL RETURN

- ❖ In accordance with Section 92(3) of the Companies Act, 2013, a copy of the annual return in the prescribed form MGT-7 for FY 2025-26 will be placed on the website of the Company after conclusion of the 66th Annual General Meeting.

DIRECTORS' RESPONSIBILITY STATEMENT

- ❖ Pursuant to Section 134(5) of the Companies Act 2013, the Board of Directors to the best of their knowledge hereby state and confirm:
 - ✦ That in the preparation of the annual financial statements for the year ended March 31, 2026, the applicable Accounting Standards, referred to in Section 129(1) of the Companies Act, 2013, have been followed.
 - ✦ The Directors have selected such accounting policies and applied them

consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2026 and of the profit of the Company for the said period.

- ✦ The Directors have taken proper and sufficient care for the maintenance of adequate accounting records, in accordance with the provisions of the Companies Act, 2013, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities.
- ✦ The Directors have prepared the annual accounts on a “going concern” basis.
- ✦ The Directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and were operating effectively.
- ✦ The Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

PARTICULARS OF LOAN, GUARANTEES OR INVESTMENTS

- ❖ Pursuant to the provisions of Section 186 of the Companies Act, 2013, the Company has not granted any loans, provided any guarantees, or offered any security to any body corporate during the financial year under review.
- ❖ Further, during the year, the Company has made the following investments in compliance with the applicable provisions of Section 186 of the Companies Act, 2013:
 - ✦ The Company acquired 12,474 equity shares of High Energy Batteries (India) Limited through open market transactions, aggregating to a total investment of ₹ 0.65 crores.

- ✦ The Company further acquired 2,60,01,901 equity shares of Navia One Power Private Limited, a Special Purpose Vehicle (SPV) and a Renewable Power (Solar and Wind Power) generating company, for a total consideration of ₹26.00 crores, pursuant to a duly executed Share Purchase Agreement. The said investment has been made to secure supply of solar and wind power under the Group Captive Model, in accordance with applicable regulatory framework.

PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTY

- ❖ In line with the requirements of the Act and the SEBI Listing Regulations, the Company has formulated a Policy on Related Party Transactions viz. <https://www.spbltd.com/investor-info/policy/index.html>
- ❖ During the financial year under review, all related party transactions entered into by the Company with the prior approval of the Audit Committee.
- ❖ The Company has contract or arrangement with related parties in terms of Section 188(1) of the Act and the same has been disclosed in Form AOC-2 (**Annexure-IV**).
- ❖ The details of related party transactions entered into by the Company, in terms of Ind AS-24 have been disclosed in the notes to the standalone/consolidated financial statements of the Company.

MATERIAL CHANGES AND COMMITMENTS

- ❖ There was no change in the nature of business of the Company during the year. There are no other material changes and commitments in the business operations of the Company since the close of the financial year on 31st March 2026 to the date of this Report.

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

- ❖ The information relating to Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo, as required under Section 134(3)(m) of the Companies Act, 2013, read with Rule 8 of the Companies (Accounts) Rules, 2014 is given in **Annexure - V**.

CORPORATE SOCIAL RESPONSIBILITY

- ❖ Section 135 of the Companies Act, 2013 mandates every company having minimum threshold limit of net worth, turnover or net profit as prescribed to constitute a Corporate Social Responsibility (CSR) Committee of the Board, formulation of a CSR Policy that shall indicate the activities to be undertaken by the Company as specified in Schedule VII to the Companies Act, 2013 and duly approved by the Board, fix the amount of expenditure to be incurred on the activities and monitor the CSR Policy from time to time. The Board has constituted a CSR Committee of the Board and formulated a CSR Policy. The CSR Report, forming part of this Report, is furnished in **Annexure - VI**.

PARTICULARS OF EMPLOYEES

- ❖ The information required pursuant to Section 197, read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is furnished in **Annexure - VII**.

CASH FLOW STATEMENT

- ❖ As required under Regulation 53 of the SEBI (LODR) Regulations, 2015, a Cash Flow Statement is attached to the Balance Sheet.

INDUSTRIAL RELATIONS

- ❖ Relations between the Management and the workforce were cordial throughout FY 2025-26.
- ❖ The five-year wage and salary agreement with labour unions and staff associations had expired on March 31, 2024.

- ❖ For Erode unit, negotiations with worker unions and staff associations for 10th five-year wage settlement, valid from 01.04.2024-31.03.2029, were successfully concluded during FY 2025-26, reflecting the Company's commitment to fair compensation and industrial harmony.

DIRECTORS

- ❖ During the year under review, the Board approved:

1. Appointment of Sri Kumar Jayant, IAS, Chairman and Managing Director, The Tamilnadu Industrial Investment Corporation Limited (TIIC), Chennai, as Additional Director on the Board at its meeting held on 13th June 2025.

The shareholders have approved his appointment as Nominee Director by way of an Ordinary resolution, through postal ballot on 25th July, 2025.

2. Appointment of Sri Anurag Mishra, IFS, Special Secretary, Environment, Climate Change and Forests Department, Government of Tamilnadu, as Additional Director on the Board at its meeting held on 31st January, 2026.

The shareholders have approved his appointment as Nominee Director by way of an Ordinary resolution, through postal ballot on 12th March, 2026.

3. Re-appointment of Sri N.Gopalaratnam, as a wholetime director retiring by rotation, designated as Chairman, for a period of 3 years from 01.04.2026.

Further to the recommendation of the NRC and the Board of Directors, the re-appointment of Sri.N.Gopalaratnam as wholetime director, designated as Chairman, for a period of 3 years from 01.04.2026 was approved by the shareholders of the company, by way of a Special Resolution, through Postal Ballot on 12.03.2026.

SESHASAYEE PAPER AND BOARDS LIMITED

- ❖ During the year, TIIC withdrew its nomination of Sri M Saikumar, IAS as the Nominee Director in our Board, on 13th June, 2025 and he accordingly vacated the office of Nominee Director. Your Directors place on record the valuable services rendered by Sri M Saikumar, IAS during his tenure as a Director of the Company.
- ❖ During the year, Environment, Climate Change and Forests Department, Govt. of Tamilnadu withdrew its nomination of Sri T Ritto Cyriac, IFS as the Nominee Director in our Board, on 13th June 2025 and its nomination of Sri.Ashish Kumar Srivastava, IFS as the Nominee Director in our Board, on 31st January, 2026 and they accordingly vacated the office of Nominee Director. Your Directors place on record the valuable services rendered by Sri T Ritto Cyriac, IFS & Sri Ashish Kumar Srivastava, IFS during their tenure as Directors of the Company.
- ❖ All the Independent Directors have given the declaration that they meet the criteria on independence, as laid down under Section 149(6) of the Companies Act, 2013. The performance evaluation of Independent Directors has been done by the entire Board of Directors, excluding the Director being evaluated at the Board Meeting held on March 14, 2026. The Board, on the basis of such performance evaluation determined to continue the term of appointment of all Independent Directors.

OTHER KEY MANAGERIAL PERSONNEL

- ❖ There have been no changes in the office of KMP during FY 2025-26.

AUDITORS

- ❖ M/s Suri & Co, Chartered Accountants were appointed as the statutory auditors of the Company for a period of 5 years from the conclusion of the 63rd AGM until the conclusion of the 68th AGM of the Company and they

continue to be the Statutory Auditors of the Company.

- ❖ In terms of Regulation 24A read with other applicable provisions of the SEBI Listing Regulations and applicable provisions of the Companies Act, 2013, the Company has appointed M/s Lakshmmi Subramanian & Associates as the Secretarial auditors of the Company for a term of five consecutive years effective from April 01, 2025 based on the recommendations of the Audit Committee and the Board. The report of the Secretarial audit is attached in **Annexure-VIII**.
- ❖ Particulars of Statutory Auditors, Cost Auditors, Internal Auditors and the Secretarial Auditors have been given in the Corporate Governance Report that forms an integral part of this report.
- ❖ For the year under review, the reports issued by Statutory and Secretarial Auditors do not have any qualifications or any adverse remarks.

ACKNOWLEDGEMENT

- ❖ The Directors place on record their great appreciation of the tireless efforts of all the Executives and Employees of the Company for their commendable performance in achieving excellent financial results, in a year of great challenges. The Directors also express their sincere thanks to the Government of India, Government of Tamilnadu and Commercial Banks, for their understanding, guidance and assistance and Indentors, Customers, Farmers, Suppliers and Shareholders, for their excellent support, at all times.

(On behalf of the Board)

N GOPALARATNAM

Chairman

DIN: 00001945

Chennai

May 12, 2026

REPORT ON MANAGEMENT’S DISCUSSIONS AND ANALYSIS

PAPER AND ITS IMPORTANCE

Paper is far more than a writing medium - it is a cornerstone of civilisation, commerce, education, and sustainability. Despite the ongoing digital revolution, paper remains deeply woven into the fabric of daily life globally. Its ability to communicate, educate, preserve knowledge, and serve as a sustainable packaging alternative has reinforced its relevance in the 21st century.

The enduring importance of paper can be understood across five dimensions:

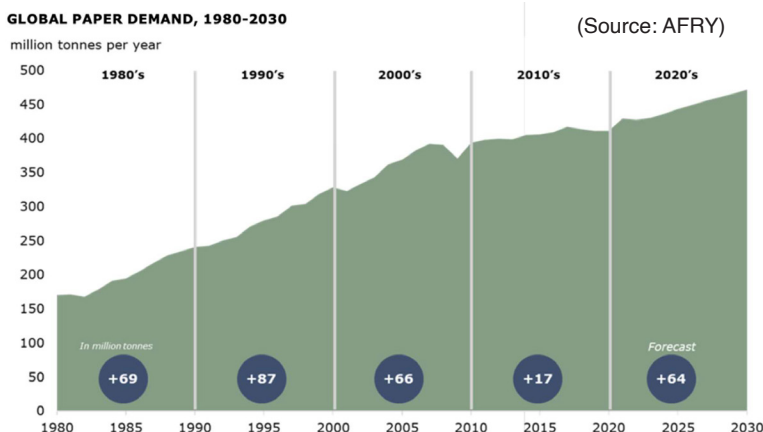
- **Communication and Information:** Paper remains a fundamental tool for writing, printing, and archiving information. Newspapers, books, legal documents, and official certificates continue to rely on paper for their permanence, authority, and accessibility.
- **Education and Learning:** Research consistently indicates that paper-based learning aids comprehension, memory retention, and focused study. With India's expanding school enrollment and the NEP 2020 push for foundational literacy, paper

demand from the education sector is on an upswing.

- **Record-Keeping and Documentation:** From government records to contracts and certificates, paper provides a tangible, tamper-evident record that digital systems cannot fully replace across all contexts, especially in India's Tier 2-4 cities and rural areas.
- **Industry and Packaging:** Paper is an indispensable input in packaging, protecting goods, enabling e-commerce logistics, and serving food-safety-compliant packaging needs. Packaging is now the fastest growing segment of the paper industry.
- **Sustainability:** Paper is biodegradable, recyclable, and produced from renewable resources. In a world pivoting away from single-use plastics, paper-based packaging is emerging as the most viable eco-friendly alternative, driving regulatory tailwinds globally.

Paper is a bio-degradable product with a benign footprint at the end of its life cycle.

Despite predictions that digitalisation would render paper obsolete, global paper demand has climbed from ~170 Mn T in 1980 to ~420 Mn T in 2023 and is expected to reach ~473 Mn T by 2030. The narrative has shifted: while graphic papers have declined; packaging, tissue, and speciality papers have more than compensated, creating a structurally resilient industry.



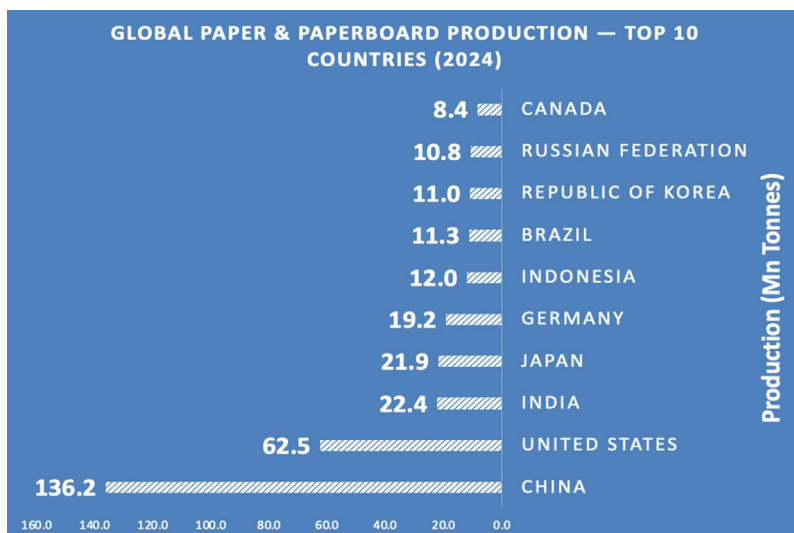
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HISTORY OF PAPER MANUFACTURING

The history of paper spans over two thousand years, tracing its origins to ancient China where Cai Lun invented paper in 105 AD from mulberry bark, hemp, and rags. The technique diffused westward - reaching Japan in the 7th century, the Middle East in the 8th century, and Europe by the 12th century, with the first English paper mill established in the 15th century.

The Industrial Revolution transformed paper manufacturing: the Fourdrinier machine (1803) enabled mass production, and continuous innovations through the 19th and 20th centuries made paper ubiquitous.

Today, global paper production is led by China and the USA with India occupying the 3rd position in global paper consumption and rated the world's fastest-growing major paper market.



(Source : Food and Agricultural Organisation, UN)

INDUSTRY STRUCTURE AND DEVELOPMENTS

Global Paper Market

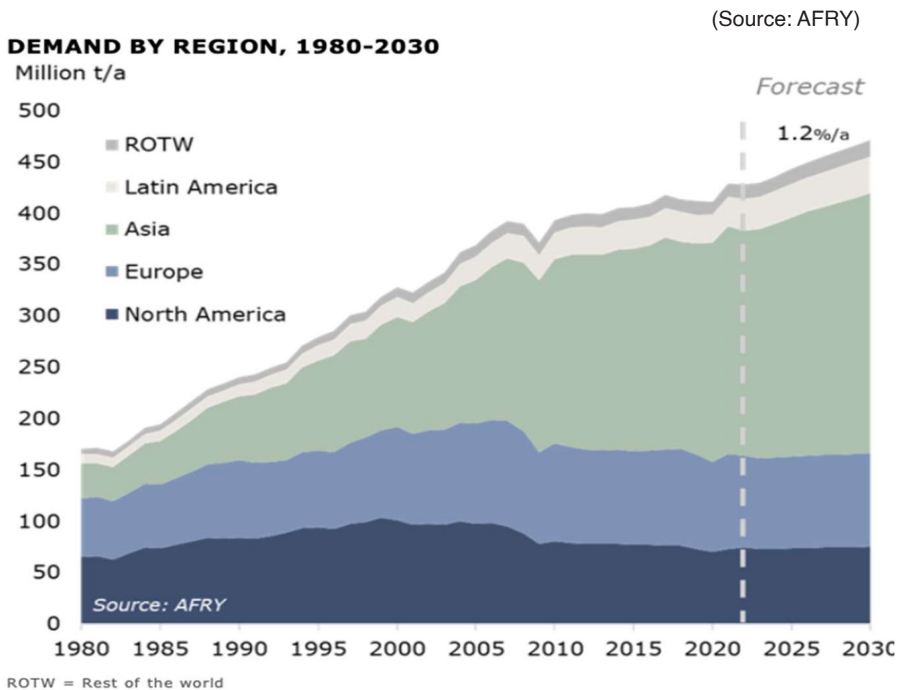
Global Paper demand has increased from ~ 170 Mn T p.a. (in Year 1980) to ~ 420 Mn T p.a. (in Year 2023) and is expected to reach ~ 473 Mn T p.a. by Year 2030.

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Key structural trends shaping the global industry in FY 2025-26:

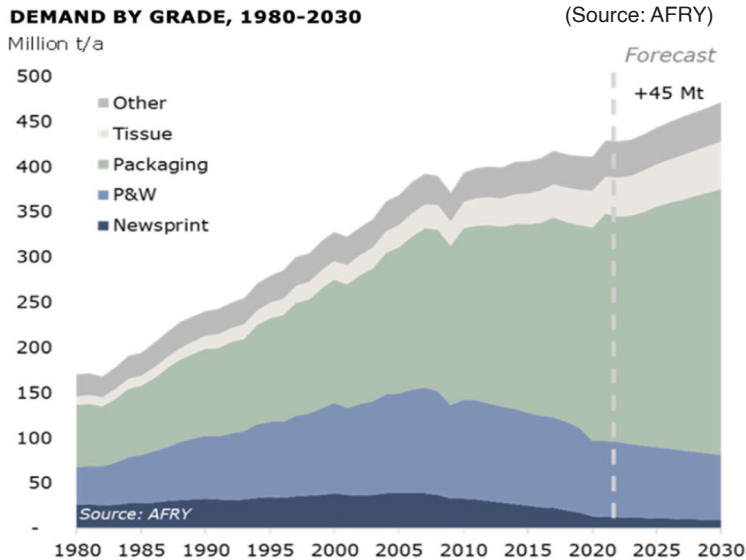
Packaging dominates	Graphic paper decline	Asian markets robust	Shift in Manufacturing base	Technology adoption
Corrugated boards, carton board, and container board are the fastest-growing segments, propelled by the global e-commerce boom and plastic substitution mandates.	Newsprint, uncoated mechanical, and coated wood-free papers continue to shrink, accelerating structural capacity exits.	Packaging and tissue demand growth in Asia outpacing global markets; India is the standout growth market.	Producers in Europe and North America are converting graphic paper machines to packaging grades - offering export opportunities for Indian specialty graphic paper producers to service residual western demand.	AI-driven predictive maintenance, advanced process control, and digital twin applications are entering the mainstream, improving mill efficiency and reducing energy intensity.

Its annual revenue exceeds US \$ 500 billion. Asia outperforms other markets in the demand for Paper and boards, as can be seen in the foll. chart.



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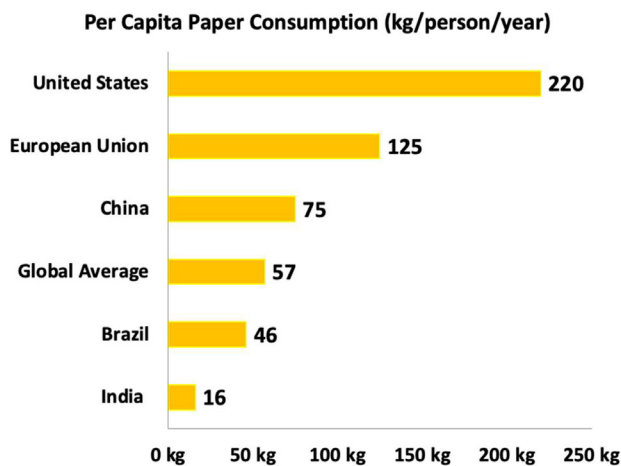
The four key Paper and Board segments are: Newsprint, and Printing and Writing Papers, Paper Boards for packaging applications, Tissue Papers & other Speciality Papers. Packaging continues to be fastest growing segment globally.



Global demand for paper and paper board is forecast to grow to about 473 million tonnes in 2030, according to a global paper market insight study by Poyry Management Consulting. The study forecasts the graphic paper market facing huge challenges, in particular, due to shrinking of demand for newsprint as well as uncoated and coated wood containing and wood free papers.

Indian Paper Market

India is the world's fastest-growing major paper market. Per capita paper consumption stands at approximately 16 kg per year, against a global average of 57 kg and 200+ kg for developed nations - indicating a very long runway for demand growth.



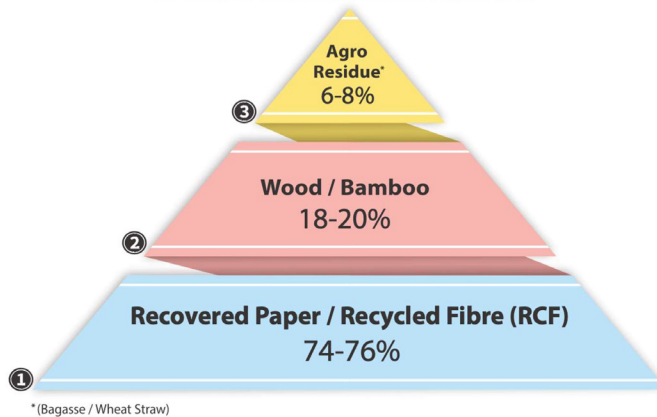
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The domestic demand landscape in FY 2025-26 is characterised by:

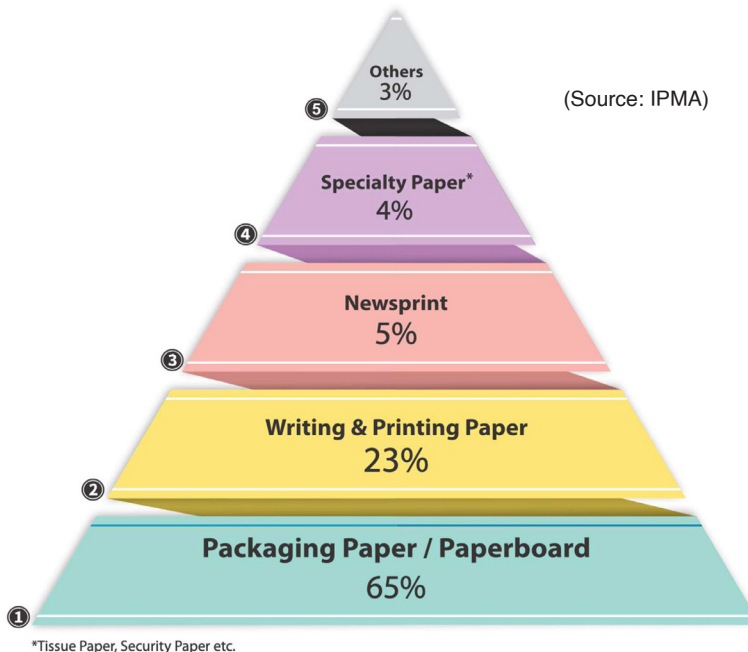
- ❖ Packaging boards (corrugated, carton board, duplex) growing at 8-9% per annum, driven by e-commerce, food delivery, and organised retail.
- ❖ Printing & Writing segment stabilising after years of pressure from digitisation; the NEP-driven school enrollment surge is a partial offset.
- ❖ Tissue and hygiene paper growing at 7-8% as middle-class penetration deepens.
- ❖ Newsprint continuing its secular decline at (-) 4-5% per annum.

Classification of Indian Paper Industry:

Based on Raw Material used (as per volume)

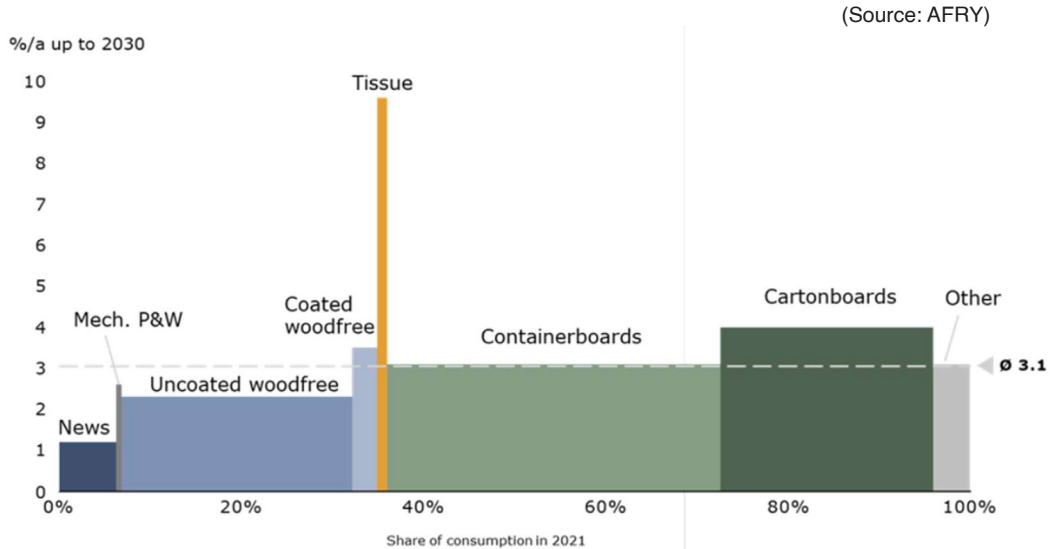


Based on Finished Product (as per volume)



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India is rated the fastest growing paper market in the world. The estimated share of consumption and growth rates of various product segments in India is captured below :



Market Pulp

Market pulp is the second-largest major grade globally, making up ~16% of global capacity. After an unusual surge in hardwood pulp prices in FY 2023-24 and the first half of FY 2024-25 (rising 20-25%), international wood pulp prices have moderated meaningfully in FY 2025-26.

However, in light of the recent global scenario & wars, the price of Hardwood pulp has started appreciating, which is advantageous for the Indian integrated pulp and paper mills who have limited dependency on Imported Pulp, but can increase the prices of paper, based on global price trends on pulp and paper.

Latin America continues to lead global market pulp production, with major new greenfield projects in Brazil and Uruguay adding significant capacity - further easing tightness in the global fibre market. The global market pulp CAGR since 2015 has been 1.1%, with chemical wood pulp accounting for ~79.6% of total output.

Market Drivers



⇒ **Plastic Substitution and Sustainability Mandates**

India's ban on single-use plastics (SUPs) and the EU's packaging directives are creating structural, policy-driven demand for paper-based packaging. Brands are switching to paper for cups, bags, wraps, and food-service packaging, directly benefiting mills that produce food-grade and functional packaging papers.

⇒ **E-Commerce and Logistics Boom**

India's e-commerce market is expected to reach USD 350 billion by FY 2030. The rapid growth of quick commerce, D2C brands, and organised logistics is creating significant demand for corrugated boxes, cushioning paper, void fill, and paper mailers.

➤ Government Literacy and Education Initiatives

The National Education Policy (NEP 2020), the PM eVidya programme, and State literacy missions are expanding school enrollment and notebook/textbook demand, providing a structural floor for Printing & Writing paper.

➤ India's GDP Growth Momentum

India's real GDP is estimated to grow at 6.6-7.4% in FY 2025-26 (IMF/RBI estimates), making it the world's fastest-growing major economy. This macro tailwind supports corporate spending on stationery, packaging, advertising, and publishing - all paper-intensive activities.

➤ Hygiene and Tissue Market Expansion

Rising income levels, urbanisation, and post-pandemic awareness around hygiene are driving sustained demand for tissue, towel, and specialty hygiene papers. The middle-class population growth in India's Tier 2 and Tier 3 cities is a key demand catalyst.

➤ Moderation in Energy Costs

International coal prices declined by ~23% in CY 2025, reaching their lowest levels since 2021. For paper mills operating captive coal-fired power plants, this provides meaningful margin relief.

Market Challenges

➤ Surge in Low-Cost Imports

- ✦ Paper imports from ASEAN countries surged by an extraordinary 250% over the past two years, while Chinese imports rose by 181%. ASEAN paper produced from plantation wood is available at approximately USD 40-50/tonne, against a cost-of-production in India of ~USD 110/

tonne - a gap that domestic producers cannot bridge without trade protection.

- ✦ The DGFT imposed a Minimum Import Price (MIP) of INR 67,220/MT on Virgin Multi-layer Paper Board (VPB) imports (effective August 2025 through March 2026), a positive first step. The Industry is seeking broader safeguard duties.

➤ Wood Fibre Scarcity and Cost Escalation

- ✦ Wood availability in Tamil Nadu and the South Indian region remains acutely tight. Prices of Casuarina and Eucalyptus wood have escalated sharply due to competition from plywood, MDF, and particle board industries, as well as the new pulp mill capacities. While international pulp prices have moderated, domestic wood costs remain elevated and remained a key input cost challenge in FY 2025-26.

➤ Digitisation Pressure on P&W Segment

- ✦ Newsprint continues its secular decline. The Printing & Writing segment faces a structural headwind from digital media, e-invoicing, and digital documentation.

However, the pace of decline in India is slower than in mature markets, partially offset by education-sector demand.

➤ Currency Risk

- ✦ The Indian Rupee has steeply depreciated over last 5 years.
- ✦ While this benefits exports, it increases the cost of imported coal, chemicals, and market pulp - impacting input costs for integrated mills.

➤ Climate and Water Risks

- ✦ Erratic monsoons and reduced water flows in the River Cauvery remain a structural concern for Tamil Nadu-based mills.

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SWOT Analysis of the Indian Paper Industry

<p>STRENGTHS</p> <ul style="list-style-type: none"> ⇒ Large / Growing Domestic Paper Market ⇒ Relatively low personnel & fuel costs ⇒ Well established Research Institute (CPPRI) ⇒ Knowhow in non-wood pulping / application ⇒ Well-developed Printing Industry ⇒ Local Market knowledge & English Language penetration 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ⇒ Inadequate and expensive fibre base ⇒ Small & fragmented Industry structure ⇒ Lack of Govt. support for Large scale farming ⇒ Non-availability of highly skilled / job specific manpower. ⇒ High raw material costs / Energy costs from Grid / High financing costs. ⇒ Lack of local capability design and development / machinery manufacture ⇒ Low standard of converting industry
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ⇒ Enormous Domestic market potential – Low per capita consumption ⇒ Forest plantation potential ⇒ Combination of Recycled, Wood & Agro-based papermaking ⇒ Plastic bans and consequent opportunities ⇒ Govt. Literacy Programs ⇒ Export potential 	<p>THREATS</p> <ul style="list-style-type: none"> ⇒ Duty free imports from China / SAARC & SE Asia ⇒ Environmental pressures – Affecting / delaying expansion ⇒ Lack of Govt. support leading to fragmented and expensive Tree Farming ⇒ Digitization and its impact in P&W segment ⇒ Competition in Wood sourcing from competing Industries – Plywood / Particle board / MDF

IPMA has identified raw material scarcity, the threat of surging low-cost imports, unfavourable FTAs (particularly the ASEAN-India FTA), and export unviability as the major areas of concern. The industry has called upon the Government to provide a level playing field through appropriate trade protection measures, support for large-scale commercial forestry, and fiscal incentives for eco-friendly technology upgradation. The imposition of the MIP on VPB in August 2025 is an encouraging signal, but the industry awaits a more comprehensive and durable solution.

Paper Industry is capital intensive and yields poor returns on investments. To enhance the competitiveness of the Industry, Govt. must address the issues of creation of robust raw material base as well as extending fiscal incentives for assimilation of eco-friendly technologies, etc.

International Competitiveness is the key issue that is confronting the Indian Paper Industry, today especially in the context of Government's resolve to bring down import tariff every year and RTAs/ FTAs entered into with ASEAN / SAARC countries.

The major players, alive to the emerging international threats, have been aggressively pursuing quality improvement programmes, coupled with cost rationalisation and capacity additions. Increasingly, more up-to-date technologies are sought to be implemented, with added focus on environmental compliance.

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SWOT Analysis of SPB

<p>STRENGTHS</p> <ul style="list-style-type: none"> ⇒ Diversity in Pulp - Wood, Bagasse, de-inked pulp ⇒ Established Channel Network ⇒ In-house Engineering & Consultancy support ⇒ Integrated operations in Erode ⇒ Environmental sustainability ⇒ Long standing agreements for Bagasse Security ⇒ Strong presence in key global markets ⇒ Diverse product range within Printing & Writing segment ⇒ Strong Balance Sheet / Cash position ⇒ Wood positive & Carbon positive 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ⇒ Dependency on Imported Pulp / Waste-Paper for Unit-II / III. ⇒ Dependency on imported coal ⇒ Lack of Size & Multiple machines - High Cost ⇒ Non-availability of indigenous Coal ⇒ Specialized manpower availability ⇒ Low presence in segments other than P&W
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ⇒ Further investments in both Pulp & Paper modules - Augmentation of existing machines ⇒ Possibilities to grow in Coated Paper business, moulded / table ware products ⇒ High Growth prospects in India for Paper - A general opportunity to invest and grow. ⇒ Diversification opportunities - Notebook conversion / Boards / Tableware segments. ⇒ Growth opportunities in Copier Segment ⇒ Potential Structural cost advantages through investments in Solar / Wind Energy. 	<p>THREATS</p> <ul style="list-style-type: none"> ⇒ Low Cost / Cheaper Import of Paper ⇒ Presence of a large Govt. player in the same state competing aggressively for sourcing wood & selling paper. ⇒ Older Machines / buildings ⇒ High Growth area (Packaging) - Suffers from commoditized approach with very low margins. ⇒ Competition from other industries - Wood

CURRENT STATUS OF THE DOMESTIC PAPER INDUSTRY

Indian Paper Industry is currently operating under challenging conditions which have been compounded by substantial quantities of paper and paper board being imported into the country at significantly lower costs, under the aegis of the Asean-India Free Trade Agreements.

The economic slowdown in developed economies and export dependent economies like ASEAN countries has led to significant excess inventories of paper and paper boards being pushed into the Indian market at attractive prices at NIL basic customs duty under AIFTA.

Domestic manufacturers of paper and paper boards do not have any cost advantage and found uncompetitive against the cheaper imports and are building inventories of unsold stock and reducing prices steeply to stay in competition, affecting the health of the Industry.

The Industry has appealed to the Govt. to provide a level playing field for the domestic paper industry and is hopeful of receiving appropriate reliefs.

Agroforestry / Farm-Forestry in India



Paper Industry Wood Positive

India's Paper Industry has agroforestry roots and strong backward linkages with the farming community, from whom wood, which is a key raw material, is sourced. Of the total demand for wood, is sourced from industry over 90% driven agroforestry / farm forestry, with the rest from Government and other sources. India's Paper Industry is wood-positive, that is, it plants more trees than it harvests.



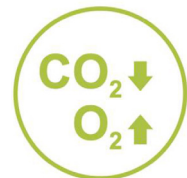
Improving Agroforestry Services

Substantial amounts have been spent by the Paper Industry on plantation R&D, production of high-quality clonal saplings, technical extension services to improve agroforestry / farm forestry services and hand holding of marginal farmers over a gestation period of 4-5 years.



Renewable Resource

Of all the natural resources that a country has, pulpwood is the only resource that can be grown fast and is fully sustainable. Some species can be grown to full blown trees in 3.5 years. Such a renewable resource with huge market value, can increase income of farmers, generate employment, in addition to multiple environment benefits.



Increasing the Green Cover

The industry has been encouraging the growing of trees at a faster pace by the farmers for sourcing wood. This has helped in also increasing the green cover in the country, carbon sequestration, and improving the sustainability of the industry.



Plantation R&D

Pioneering work has been carried out by the industry over the last three decades in producing tree saplings (e.g. Eucalyptus, Subabul, Casuarina, Acacia, Poplar, etc.) which are disease and drought resistant and can be grown in a variety of agroclimatic conditions.



Salvaging Marginal Land

A large part of this wood is grown in backward marginal / sub-marginal land, which is potentially unfit for other use.

SEGMENT - WISE / PRODUCT-WISE PERFORMANCE

The Company is a single-segment entity engaged in the manufacture of paper and paper products. Accordingly, segment-wise reporting as per Ind AS 108 is not applicable. However, the Company has been strategically expanding its product portfolio, within PWP segment.

As part of MDP III, Paper Machine 2 in Erode has been successfully modified to manufacture multi-layer boards, enabling production of cup-stock, carton board, and kraft liner board. The Company has developed in-house pulp-based Virgin Kraft packaging papers for the food industry, eligible for FSSAI certification. Box boards, Absorption Kraft, and Virgin Kraft now form a growing share of the product mix, reducing the Company's exposure to the secular decline in the P&W segment.

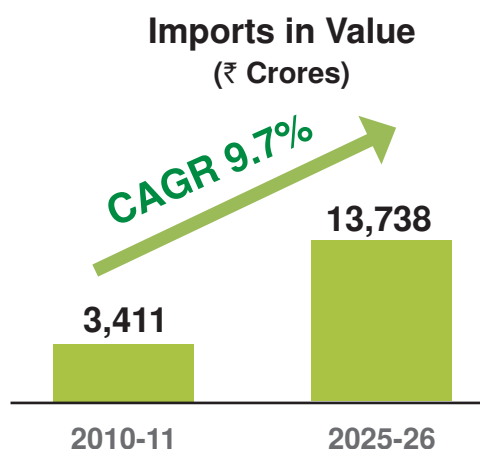
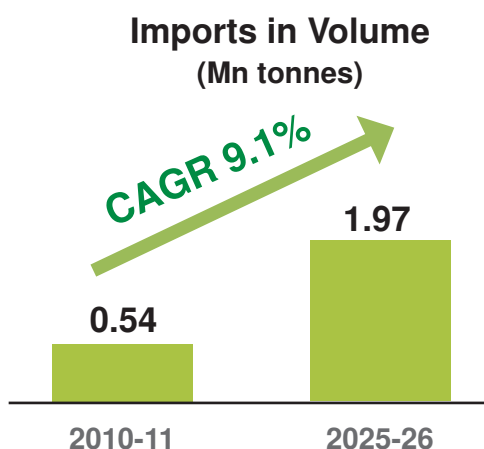
RISKS AND CONCERNS

Import Pressure and Trade Policy Risk

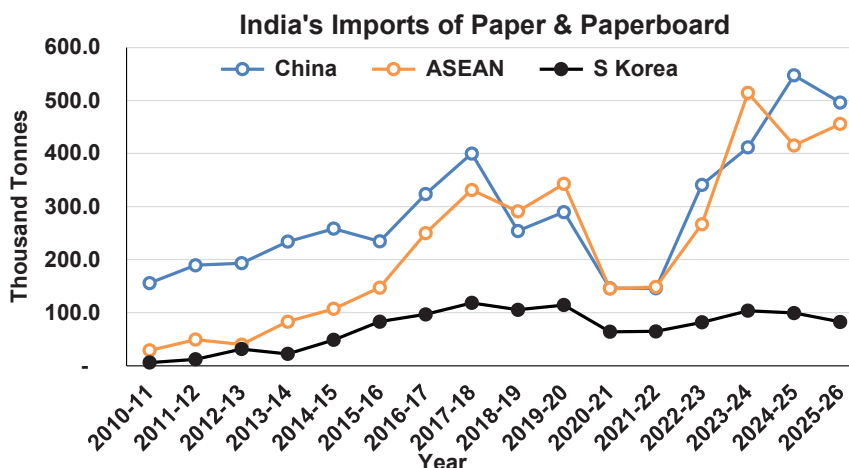
⇒ The surge in cheap imports from ASEAN and China continues to be the most acute risk to domestic producers. While the

Government has imposed a temporary MIP on VPB, the Company monitors import trends closely and has engaged with IPMA and the Government for broader safeguard measures, like imposition of Anti-dumping duties on all grades of coated and uncoated paper and boards.

- ⇒ Imports of paper and paperboards into India have been steadily increasing, in spite of adequate domestic production capacity.
- ⇒ In the 15 years from 2010-11 to 2025-26 (imports came down in 2020-21 and 2021-22 due to the pandemic impact, geo-political tensions and supply chain disruptions, but have since then resumed the upwards trajectory), imports have risen at a CAGR of 9.7% in value terms (from INR 3,411 crores in 2010-11 to INR 13,738 crores in 2025-26) and 9.1% in volume terms (from 0.54 million tonnes in 2010-11 to 1.97 million tonnes in 2025-26).
- ⇒ Imports are growing at a very high rate as compared to the increase in domestic production rate with underutilisation of domestic installed capacity.



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Source: DGCI&S and IPMA

Note: Data includes HS Codes 4802, 4803, 4804, 4805, 4808 & 4810, does not include Newsprint (4801)

Raw Material - Wood Scarcity

⇒ India is a fibre deficient country. Inadequate raw material availability domestically is a major constraint for the Paper Industry. On account of the domestic fibre deficit, import of wood pulp and recovered paper / wastepaper is necessitated for domestic value addition to meet the growing demand for paper in the country, and also for exporting paper to other countries.

- ⇒ Availability of wood domestically at 9 million tonnes per annum (TPA) is inadequate compared to its demand, which is currently about 11 million TPA. Consequently, the cost of wood has been going up significantly over the years.
- ⇒ Mill delivered cost of domestic wood in India is higher by almost USD 50-70 per tonne (ADMT) as compared to other Asian countries. Due to this single factor, cost of

paper production in India is higher by USD 150 per tonne.

- ⇒ Much of the paper produced in India is made from recycled fibre. However, continuous infusion of fresh / virgin fibre from wood and agro-residue, is absolutely essential to maintain the renewable cycle, as with each paper cycle the quality of recycled fibre deteriorates till it cannot be used again. If domestic agroforestry / farm forestry is not encouraged, import of wastepaper and wood pulp will need to be further increased causing heavy strain on the industry and economy.
- ⇒ Growing cost of raw material coupled with significant cost increase of fuels and other inputs has resulted in a substantial increase in the cost of domestic manufacture of paper and paperboard.
- ⇒ Wastepaper collection / recovery mechanism is also not very strong in the country, and is largely in the informal sector, with low recovery rate of about 45%.
- ⇒ The Company has accelerated its farmer-linkage programmes, sponsoring planting of Casuarina and Eucalyptus across ~25,000 acres of small and marginal farmer lands.

Energy and Coal Price Risk

- ⇒ While coal prices have moderated significantly in FY 2025-26, the Company remains exposed to any reversal in international coal prices and to rupee depreciation. The company's investment in solar and wind power supply, under Group Captive Program, once operational, will meaningfully reduce energy cost exposure and Scope 2 GHG emissions.

Foreign Exchange Risk

- ⇒ The INR has been weakening against USD. Export realisations benefit from this; however, imported coal, chemicals, and market pulp costs rise commensurately. The Company uses hedging instruments where appropriate to manage this risk.

Water Availability

- ⇒ The Company draws water from the River Cauvery and River Thamirabarani. Failure of the monsoons remains a structural risk for Tamil Nadu. The Company has undertaken water conservation initiatives, process recycling improvements, and has identified supplementary groundwater sources within its premises. The company's location strategically located in upstream of a barrage in Water Cauvery, would help the company's Erode unit during adverse times.

Bagasse Availability

- ⇒ The Company sources bagasse from Group Company Ponni Sugars. Sugarcane planting in Tamil Nadu is weather-dependent. The Company has diversified raw material sourcing to reduce dependence on any single fibre source.

Digital Disruption

- ⇒ Accelerating digitisation - e-invoicing, digital media, e-books - continues to weigh on the P&W segment. The Company's strategic shift toward packaging and speciality papers is the primary mitigation. The P&W segment retains educational and publishing demand as a partial floor.

Pandemic / Global Macro Risk

- ⇒ While the post-Covid normalisation is complete, the Company remains watchful of global supply-chain disruptions, geopolitical tensions affecting freight rates and raw material availability, and any new health emergencies that may affect consumption patterns.

Threat of US Tariffs

- ⇒ Company has significant export volumes to US and recently the US Tariffs caused strains on the operations and profitability of the company. Company remains watchful of developments and in parallel, working on diversifying customer base in International markets.

OUTLOOK FOR THE INDIAN PAPER INDUSTRY

Macro-Economic Tailwinds

⇒ India's macro-economic environment in FY 2025-26 is broadly supportive of the paper industry. Real GDP growth of 6.6-7.4% (IMF/RBI), softening inflation, front-loaded government capital expenditure, and a benign interest rate trajectory together create a favourable backdrop for industrial demand. The IMF notes that India will outpace China in growth, cementing its position as the world's fastest-growing major economy.

Medium-Term Demand Drivers

Packaging Growth	Education and Literacy	Plastic Bans	Structured Waste Paper Collection	Rural Market Penetration
Paperboard and packaging demand is expected to grow at 8-9% CAGR through FY 2030. E-commerce, food delivery, organised retail, and FMCG expansion are the primary catalysts.	Government focus on foundational literacy and NEP 2020 implementation will sustain Printing & Writing paper demand from the education segment.	SUP bans and the Extended Producer Responsibility (EPR) framework for packaging are creating accelerated demand for paper-based alternatives.	A more organised waste-paper collection ecosystem - supported by evolving EPR regulations - will reduce dependency on imported OCC and waste paper, improving industry self-sufficiency.	As rural incomes rise and distribution networks deepen, per capita consumption of tissue, packaging, and writing paper in Tier 2-4 cities and rural India will grow significantly.

Technology Trends

Industry 4.0 adoption	Green chemistry	Fibre innovation	Energy efficiency	Digital-physical convergence
AI-driven quality control, predictive maintenance, and process optimisation are improving yields and reducing downtime across leading mills.	Adoption of Totally Chlorine Free (TCF) and Elemental Chlorine Free (ECF) bleaching processes, along with reduced chemical oxygen demand, is becoming a market requirement.	Alternative and shorter-fibre raw materials (agro-residues, agricultural waste) are being developed to reduce dependence on wood pulp.	Waste heat recovery, advanced steam systems, and renewable energy integration are driving down the energy cost per tonne of paper produced.	Smart packaging embedded with QR codes and NFC tags creates new, higher-value paper applications at the intersection of physical and digital commerce.

GROWTH WITH SUSTAINABILITY

India's per capita paper consumption of ~ 16 kg per year, remains one of the lowest among comparable economies, and far below the global average of 57 kg and the developed world benchmark of 200+ kg.

As GDP per capita rises, urbanisation deepens, and literacy improves, per capita paper consumption in India is expected to grow. This structural demand growth - requiring approximately 1 Mn TPA of new capacity every year - presents a transformative opportunity for well-positioned domestic manufacturers.

IPMA estimates domestic paper demand growing at 6-7% per annum, with packaging and tissue sub-segments growing at 8-10% per annum. India has the domestic capacity to be self-sufficient in most paper grades and has an opportunity to develop as a net exporter in select speciality grades.

Sustainability Credentials

The Indian Paper Industry's sustainability credentials are among the strongest of any industrial sector. Paper is biodegradable, recyclable, and produced from renewable resources. Key sustainability markers of the industry include:

Renewable Resources: Over 90% of wood used by the Indian industry is sourced from industry-promoted agro/farm forestry - the industry plants more trees than it harvests.

Circular Economy: Over 75% of India's paper production is based on recycled or agro fibre, placing it among the most circular manufacturing industries.

Green Cover Creation: Through agro-forestry initiatives, more than 1.2 Mn hectares of land has been greened, creating rural employment and carbon sinks.

Biofuel Use: Wood residues and biomass serve as biofuel for mill operations, reducing dependence on fossil fuels.

Efficient Water Recycling: Leading mills recycle process water extensively, and water intensity per tonne of paper produced has declined significantly over the past decade.

Seshasayee Paper and Boards Limited is at the forefront of sustainability in the Indian paper sector. Key initiatives in FY 2025-26 include the installation of a Wet Electrostatic Precipitator (Wet ESP) at the Erode unit - a first of its kind in the Indian paper industry - to control particulate emissions. Additionally, the Company's landmark partnership and investments for sourcing Solar & Wind Power under Group Captive arrangements, will deliver renewable solar and wind power to the Company's operations. This will significantly reduce Scope 2 GHG emissions and the Company's carbon footprint, aligning with India's national renewable energy targets.

INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

The Company maintains all its records in its in-house ERP system, with workflows and approvals routed through the system to ensure audit trails and accountability.

The Company has laid down adequate systems and well-defined procedures for ensuring internal financial controls. An external audit firm has been appointed as Internal Auditors for periodically checking and monitoring internal control measures.

Internal Auditors participate in Audit Committee Meetings, where Internal Audit Reports are discussed alongside management responses and auditor observations - ensuring Board-level oversight of control effectiveness.

The Board of Directors has adopted various policies including Related Party Transactions Policy, Whistle Blower Policy, and budgetary control and monitoring measures to ensure orderly and efficient conduct of business and safeguarding of assets.

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An external firm of Chartered Accountants evaluates the adequacy of the internal financial control systems. They have expressed satisfaction with the existing controls. The Statutory Auditors have also expressed satisfaction with the systems in their Audit Report to the Shareholders.

The Company continuously invests in enhancing its ERP capabilities to incorporate advanced analytics for real-time production cost monitoring, inventory optimisation, and energy consumption tracking - furthering the rigour of financial controls.

DISCUSSION ON FINANCIAL PERFORMANCE WITH RESPECT TO OPERATIONAL PERFORMANCE

Summary of Financial Performance

Item	FY 2025-26	FY 2024-25
Production (Tonnes)	2,48,385	2,46,431
Sales (Tonnes)	2,49,714	2,39,073
Revenue from Operations (₹ Crores)	1,710.17	1,754.11
EBITDA (₹ Crores)	145.36	181.49
EBITDA Margin (%)	8.50%	10.35%
Finance Cost (₹ Crores)	8.76	8.43
Depreciation (₹ Crores)	44.98	45.24
Profit Before Tax (₹ Crores)	91.62	127.82
PBT Margin (%)	5.35%	7.29%

Key Financial Ratios

The management reviewed the significant changes in financial ratios and the same are presented in this section.

		Financial Year		Change	Remarks
		2025-26	2024-25		
1	Revenue from Operations (RFO) - (₹ Crores)	1,710.17	1,754.11	↓ 2.5%	The overall revenue from has come down by 2.5% ins-spice of increase in volumes. This is mainly due to reduction in average net sales realisations.
Ratios - % on RFO					
2	Other Income	2.90%	4.00%	↓ 110 bps	Mainly due to lower cash and bank reserves during the first 9 months of current financial year, resulting in lower interest income.

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		Financial Year		Change	Remarks
		2025-26	2024-25		
3	EBITDA Margin	8.50%	10.35%	↓ 185 bps	The lower profitability is mainly due to significant drop in average sales realisations per t of paper. Though there is a reduction in the cost of sales, that could not offset the impact of drop in realisations, in full, resulting in lower profits.
4	PBIT Margin (Operating Margin)	5.87%	7.76%	↓ 189 bps	
5	PAT Margin	3.96%	5.96%	↓ 200 bps	
Other P&L Ratios					
6	Return on Net Worth	3.84%	6.15%	↓ 231 bps	Lower return on networth is due to lower profits on an enhanced networth base.
7	Debt Service Coverage (times)	12.87	18.77	↓ 31%	Reduction mainly due to lower profits in current year and higher finance charges on accounts of avilment of working capital loans during the current year.
Balance Sheet Ratios					
8	Debt to Equity Ratio	--	0.044	--	Debt has become NIL as on 31.03.2026 with full repayment of PCFC loans.
9	Current Ratio	2.40	3.41	↓30%	Decrease is mainly due to reduction in current term deposits.
10	Debtors Turnover (times)	10.01	12.96	↓23%	Reduction is mainly due to prolonged credit terms extended amidst adverse market conditions.
11	Inventory Turnover (times)	4.47	5.07	↓12%	Decrease in ratio is mainly due to increase in raw material and WIP inventory.

Material Developments in Human Resources / Industrial Relations

Relations between the Management and the workforce were cordial throughout FY 2025-26. The 10th five-year wage and salary agreement with labour unions and staff associations had expired on March 31, 2024. For Erode unit, negotiations with worker unions and staff associations for a new wage settlement, valid for 5 years from 01.04.2024-31.03.2029, were successfully concluded during FY 2025-26, reflecting the Company's commitment to fair compensation and industrial harmony.

Forward-Looking Statements

Statements in this Management Discussion and Analysis Report that describe the Company's objectives, projections, estimates, and expectations may constitute 'forward-looking statements' within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied, depending upon economic conditions, changes in Government policies, tax laws, and other incidental factors. The Company does not undertake to update these statements.

REPORT ON CORPORATE GOVERNANCE

The principles of Corporate Governance as required under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 are complied with in all respects by the Company. The policies, procedures and processes of the Company are at all times directed in furtherance of following the best practices and institutionalizing the code of Corporate Governance.

This Report is furnished in terms of Regulation 34(3) read with Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations, 2015”) and forms an integral part of the Board’s report to shareholders.

Further, the Auditors’ Certificate on Corporate Governance as envisaged under Schedule V of Part E of Listing Regulations, 2015 is attached as Annexure - C.

Company’s philosophy on code of governance

Corporate Governance has several claimants, viz., Shareholders, and other stakeholders which include suppliers, customers, creditors, bankers, employees of the Company, the Government and the Society at large. The three key aspects of Corporate Governance are accountability, transparency and equality of treatment for all stakeholders. The fundamental objective of Corporate Governance is the “enhancement of Shareholder value, keeping in view the interest of other stakeholders”. In the above context, the Company’s Philosophy on Corporate Governance is:

- ✦ To have systems in place which will allow sufficient freedom to the Board of Directors and Management to take decision towards the progress of the Company and to innovate while remaining within a framework of effective accountability.
- ✦ To provide transparent corporate disclosures and adopt high quality accounting practices.

- ✦ Timely and proper dissemination of material price sensitive information and ensure insiders do not transact in securities of the Company till such information is made public.
- ✦ To adopt good Corporate Governance policies that will contribute to the efficiency of the enterprise, creation of wealth for the Shareholders and country’s economy.

A BOARD OF DIRECTORS

(i) Board Composition

- (a) The composition of the Board is devised in a manner to have optimal blend of expertise drawn from Industry, Management, Finance and legal. The Company also has representation from the Tamil Nadu Government.
- (b) As on March 31, 2026, the Board of Directors of the Company comprises of ten Directors, consisting of two Nominee Directors, five Independent Directors, and three Whole-time Directors. The Whole-time Directors comprise the Executive Chairman, Executive Director (Operations & Projects) and Director (Finance & Company Secretary).

The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Sections 149 and 152 of the Act.

- (c) All 3 whole-time directors are liable to retire by rotation. Independent director shall not retire at the respective Annual General Meetings.

Further, the Nominee Director nominated by TIIC is not liable to retire by rotation, in terms of the applicable nomination and governance rights.

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Brief particulars of Directors proposed for appointment/re-appointment are included in the Notice convening the Annual General Meeting.

(d) None of the Directors on the Board:

- (i) Hold membership in more than ten committees and chairmanship in more than 5 Committees across all public companies.
- (ii) Serve as Directors or as Independent Director in more than seven listed entities.

Requisite disclosures regarding Directorship and Committee positions in other public companies as on March 31, 2026 have been made by the Directors.

(e) The Executive Chairman does not serve as an Independent Director in any other listed entity.

(f) None of the Directors have inter-se relationship with the fellow directors or the Key Managerial Personnel.

(g) The Company has sought requisite approvals from the shareholder for appointing or continuing an non-executive director beyond the age of 75 years and appointing executive directors beyond the age of 70 years in accordance with Regulation 17(1A) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 196(3) of Companies Act, 2013 respectively.

The details of the Board of Directors are furnished hereunder:

SI No.	Names of the Directors	DIN No	No. of equity shares held	Executive / Non Executive Director	Promoter / Independent / Nominee Director
1	Sri N Gopalaratnam	00001945	78155	Chairman - Executive Director	Promoter Director
2	Sri Mohan Verghese Chunkath, IAS (Retd.)	01142014	Nil	Non Executive Director	Independent Director
3	Sri S Durgashankar	00044713	Nil	Non Executive Director	Independent Director
4	Smt Sheela Balakrishnan, IAS (Retd.)	05180044	Nil	Non Executive Director	Independent Director
5	Sri T.C.A Ranganathan	03091352	Nil	Non Executive Director	Independent Director
6	Dr C Chandramouli, IAS (Retd.)	00345124	Nil	Non Executive Director	Independent Director
7	Sri Kumar Jayant, IAS *	01820616	Nil	Non Executive Director and Non-independent director	Nominee of Tamilnadu Industrial Investment Corporation Limited - Non Independent Director
8	Sri Anurag Mishra, IFS *	11389352	Nil	Non Executive and Non-Independent Director	Nominee of Tamilnadu Government, Non Independent Director

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SI No.	Names of the Directors	DIN No	No. of equity shares held	Executive / Non Executive Director	Promoter / Independent / Nominee Director
9	Sri M Sai Kumar, IAS @	03605028	Nil	Non Executive and Non-Independent Director	Nominee of Tamilnadu Industrial Investment Corporation Limited - Non Independent Director
10	Sri T Ritto Cyriac, IFS @	07951031	Nil	Non Executive and Non-independent Director	Nominee of Tamilnadu Government, Non Independent Director
11	Sri Ashish Kumar Srivastava, IFS + &	10403411	Nil	Non Executive and Non-Independent Director	Nominee of Tamilnadu Government, Non Independent Director
12	Sri Ganesh Balakrishna Bhadti	09634741	Nil	Executive Director (Operations & Projects)	Whole-time Director
13	Sri S Srinivas \$	09713128	Nil	Director (Finance) & Secretary	Whole-time Director

+ Appointed as Additional Director by the Board on 13.06.2025; Later appointed as Nominee Director by the shareholders vide Postal Ballot, as Nominee Director on 25.07.2025.

@ Ceased to be Directors with effect from 13.06.2025 owing to withdrawal of nomination.

& Ceased to be Directors with effect from 31.01.2026.

* Appointed as Additional Director by the Board on 31.01.2026; Later appointed as Nominee Director by the shareholders vide Postal Ballot on 12.03.2026.

\$ Appointed as Additional Director by the Board on 10.05.2025 and Later appointed by the shareholders, as Whole-time Director, in the Annual General meeting held on 14.06.2025.

(ii) Independent Directors

- (a) The Chairman is an Executive Director and is classified under Promoter category. The number of Independent Directors is one-half of the total strength as on March 31, 2026. The approval of shareholders is obtained within a period of three months for any appointment/re-appointment of a Director.
- (b) Any reduction in the strength of Independent Directors is filled within three months for ensuring minimum stipulated strength of Independent Directors in the Board.
- (c) Independent Directors are issued Letter of Appointment / including for re-appointment containing the terms in accordance with Schedule IV of Companies Act, 2013 thereof. The same is uploaded on the Company's website www.spbltd.com.
- (d) The Company has formulated a familiarisation programme for Independent Directors with the objective of making them familiar with their role, rights and responsibilities, nature of the industry, business model and compliance management. The details of the programme have been uploaded on the Company's website www.spbltd.com.

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- (e) All Independent Directors have renewed their registration in the “Independent Director’s Databank” as maintained by Indian Institute of Corporate Affairs (IICA) and the details are furnished hereunder :

Name of the Independent Director	Registration No. in Independent Director’s Databank	Valid From	Valid Upto
Sri Mohan Verghese Chunkath, IAS (Retd.)	IDDB-DI-202002-011036	17.02.2020	16.02.2030
Sri S Durgashankar	IDDB-DI-202203-005702	04.03.2022	till life time
Smt Sheela Balakrishnan, IAS (Retd.)	IDDB-DI-202401-054969	18.01.2024	17.01.2029
Sri T.C.A Ranganathan	IDDB-DI-202002-010780	17.10.2020	till life time
Dr C Chandramouli, IAS (Retd.)	IDDB-DI-202407-061861	16.07.2024	15.07.2029

- (f) In terms of the amended provision of Rule 6(a)(4) of the Companies (Appointment and Qualification of Directors) Rules, 2014, all Independent Directors have been granted exemption from the online Proficiency test conducted by the IICA.
- (g) All the Independent Directors have given the declaration affirming that they meet the criteria of independence as provided in Section 149(6) of the Act and Regulation 16(1)(b) of SEBI (LODR) and have complied with relevant provisions of Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014.
- (h) In the opinion of the Board, all the Independent Directors fulfill the conditions for being appointed as Independent Director as specified in the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and they possess the integrity for their role as Independent Director of the Company.
- (i) No Independent Director has resigned or ceased from the Directorship of the Company before the expiry of their term during the financial year ended March 31, 2026.

(iii) Attendance of each Director, at the Board Meetings held during the financial year 2025-26 and at the last Annual General Meeting, is furnished hereunder:

SI No.	Names of the Directors	Board Meetings		Last AGM held on 14.06.2025	
		Held	Attended	Attended	Not attended
1	Sri N Gopalaratnam	7	7	Yes	--
2	Sri Mohan Verghese Chunkath, IAS (Retd.)	7	7	Yes	--
3	Sri S Durgashankar	7	7	Yes	--
4	Smt Sheela Balakrishnan, IAS (Retd.)	7	7	Yes	--
5	Sri T.C.A Ranganathan	7	7	Yes	--
6	Dr C Chandramouli, IAS (Retd.)	7	6	Yes	--
7	Sri Kumar Jayant, IAS *	5	5	Yes	--

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SI No.	Names of the Directors	Board Meetings		Last AGM held on 14.06.2025	
		Held	Attended	Attended	Not attended
8	Sri Anurag Mishra, IFS ⁺	2	1	--	Yes
9	Sri M Sai Kumar, IAS [@]	2	0	--	Yes
10	Sri T Ritto Cyriac, IFS [@]	2	0	--	Yes
11	Sri Ashish Kumar Srivastava, IFS ^{+&}	4	1	Yes	--
12	Sri Ganesh Balakrishna Bhaddi	7	7	Yes	--
13	Sri S Srinivas [§]	7	7	Yes	--

+ Appointed as Additional Director by the Board on 13.06.2025; Later appointed as Nominee Director by the shareholders vide Postal Ballot, as Nominee Director on 25.07.2025.

@ Ceased to be Directors with effect from 13.06.2025 owing to withdrawal of nomination.

& Ceased to be Directors with effect from 31.01.2026.

* Appointed as Additional Director by the Board on 31.01.2026; Later appointed as Nominee Director by the shareholders vide Postal Ballot on 12.03.2026.

§ Appointed as Additional Director by the Board on 10.05.2025 and Later appointed by the shareholders, as Whole-time Director, in the Annual General meeting held on 14.06.2025.

(iv) Number of other Company Boards or Board Committees in which each of the Directors of the Company is a Member or Chairperson, as on March 31, 2026:

SI No.	Names of the Directors	Other Boards		Other Board Committees	
		Number	Member / Chairperson	Number	Member / Chairperson
1	Sri N Gopalaratnam	5 [@]	5 - Chairman	2	2 - Chairman
2	Sri Mohan Verghese Chunkath, IAS (Retd.)	3 [@]	3 - Member	1	1 - Chairman
3	Sri S Durgashankar	2	2 - Member	1	1 - Chairman
4	Smt Sheela Balakrishnan, IAS (Retd.)	--	--	--	--
5	Sri T.C.A Ranganathan	3	3 - Member	3	2 - Chairman 1 - Member
6	Dr C Chandramouli, IAS (Retd.)	3 [§]	3 - Member	2	2 - Member
7	Sri Kumar Jayant, IAS	2 [§]	2 - Member	--	--
8	Sri Anurag Mishra, IFS	--	--	--	--
9	Sri Ganesh Balakrishna Bhaddi	--	--	--	--
10	Sri S Srinivas	1 [§]	1 - Chairman	--	--

@ includes 2 Private Limited Companies

§ includes 1 Private Limited Company

The above tabulation is based on the annual declaration / declarations received pursuant to change in their directorship / membership.

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(v) Directorship in other listed entities as on 31.03.2026.

Sl. No.	Names of the Directors	Name of the other listed entity	Category
1	Sri N Gopalaratnam	a) Ponni Sugars (Erode) Ltd	Non-Executive Chairman
		b) High Energy Batteries (India) Ltd	Non Independent
2	Sri Mohan Verghese Chunkath, IAS (Retd.)	a) Ponni Sugars (Erode) Ltd	Independent Director
3	Sri S Durgashankar	a) E.I.D Parry (India) Limited	Independent Director
		b) Coromandel International Limited	
4	Sri T.C.A Ranganathan	a) Orient Electric Limited	Independent Director

(vi) Core skills / expertise / competence of Directors:

The Company operates two Paper Plants, one at Erode and another at Tirunelveli. The core skills / expertise / competencies identified by the Board, as required in the context of its business and its operations are:

- ✦ Hands on experience in operating and managing manufacturing business.
- ✦ Expertise in finance, including treasury and foreign exchange.
- ✦ Expertise in overall management and administration.
- ✦ Exposure to global trade and practices.
- ✦ Knowledge on legal and regulatory norms.
- ✦ Social and environment consciousness.
- ✦ Expertise in Human Resource Development.

The Board is satisfied that its Directors possess requisite skills for the effective functioning of the Company.

Sl. No.	Names of the Directors	Core skills / Expertise / Competence
1	Sri N Gopalaratnam	✦ He holds Bachelor's degrees in Physics and Mechanical Engineering and is a widely acclaimed Technocrat of the Indian Pulp and Paper Industry, with 50 years of all-round experience in the establishment and management of Paper Manufacturing Units. Has over three decades of experience in leading SPB-ESVIN Group of Companies (SPB, Ponni Sugars and HEB) and steering them to higher growth trajectories.
2	Sri Mohan Verghese Chunkath, IAS (Retd.)	✦ He holds a post-graduate degree in Zoology. He belongs to the 1978 batch of IAS Officers. Mr Chunkath has held various positions, including that of Collector of Dharmapuri District, Secretary in charge of Higher Education Department, Chairman-cum-Managing Director of the Tamil Nadu Energy Development Agency and Secretary, Department of Environment and Forests. He was elevated as Chief Secretary, Forests in the year 2014 He was in charge of Auroville, Puducherry as its Administrator.

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Sl. No.	Names of the Directors	Core skills / Expertise / Competence
3	Sri S Durgashankar	<p>✦ He, a Chartered Accountant and an Alumni of Harvard Business School (Advanced Management Program). He has experience over 40 years as a senior finance professional and has handled a wide spectrum of roles like CFO, Group Financial Controller, Head of M&A, Financial Planning & Analysis, Corporate Accounts, Corporate Finance, Investor Relations & Secretarial functions in leading listed Companies.</p>
4	Smt. Sheela Balakrishnan, IAS (Retd.)	<p>✦ Smt. Sheela Balakrishnan, the 1976 batch Indian Administrative Service (IAS) officer, has held various positions like Director of Social Welfare, Commissioner of Industries and Commerce, Transport secretary, Head of the Anna Institute of Management, Additional chief secretary (social welfare and nutritious meal programme), before she was elevated to the pivotal position of Chief Secretary for the Tamil Nadu Government during the period from 2013 to 2014. On retirement, she was made advisor to the Govt. of Tamil Nadu from April 2014 to Feb 2017.</p>
5	Sri T.C.A Ranganathan	<p>✦ Sri T.C.A Ranganathan, a career banker for 4 decades, has worked in various leadership positions in SBI and was later appointed as CMD of EXIM Bank in year 2010. He had also served as Non-Executive Chairman of IOB.</p>
6	Dr C Chandramouli, IAS (Retd.)	<p>✦ Dr C Chandramouli, IAS (Retd.) has over 3 and half decades of governance experience of local, state and national levels with exposure to working in multilateral agencies at the international level.</p>
7	Sri Kumar Jayant, IAS	<p>✦ He is currently the Chairman and Managing Director of The Tamilnadu Industrial Investment Corporation Limited (TIIC) (Government of Tamilnadu Undertaking). He is nominated to the Board by TIIC, the largest shareholder of the Company.</p>
8	Sri Anurag Mishra, IFS	<p>✦ He currently serves as Special Secretary (Environment, Climate Change) Environment, Climate Change & Forest Department in Government of Tamilnadu. He is nominated to the Board by the Tamilnadu Government.</p>
9	Sri Ganesh Balakrishna Bhadti	<p>✦ He is an accomplished Pulp and Paper Industry professional, with over 38 years of Industry experience. He has wide experience in Pulp and Paper Industry serving top Companies.</p>
10	Sri S Srinivas	<p>✦ He is a Cost Accountant, Company Secretary and Chartered Global Management Accountant (CGMA) from the Chartered Institute of Management Accountants (CIMA), UK. He has to his credit nearly 23 years of experience in the areas of IT, Accounting, Finance, Indirect Taxes and Statutory Compliances. He is presently in charge of the Finance, Accounts, Taxation, Legal, IT and Secretarial Functions of the Company.</p>

(vii) Directors' and Officers' Liability Insurance

The Company has taken Directors and Officers Liability insurance covering both Independent and Non-Independent Directors for such sum and risks as determined by the Board as necessary and expedient.

B BOARD PROCESS

(i) Board Meetings

The Board meeting dates for the entire financial year are tentatively fixed before start of the year. An annual calendar of Board / Committee meetings is circulated to facilitate Directors plan their schedules for attending the meetings. Audit Committee and Board meetings are convened on two consecutive days to obviate avoidable travel and recognising time constraints of Independent Directors.

Notice for Board meeting is issued normally three weeks in advance. The detailed Agenda papers are circulated one week in advance. During the financial year 2025-26, seven Board Meetings were held on May 10, 2025, May 19, 2025, June 13, 2025, July 19, 2025, October 25, 2025, January 31, 2026 and March 14, 2026. Interval between any two consecutive meetings was not more than 120 days. The Annual General Meeting was held on June 14, 2025 through Video-Conferencing or other audio-visual means.

Whenever Video Conferencing (VC) is provided to the Directors/members for participation in the Board or Committee Meetings, the compliance with Rule 3 of the Companies (Meeting of Board and its Powers) Rules, 2014 and Section 173 of Companies Act, 2013 are ensured.

(ii) Board Proceedings

Board Meetings are governed by structured Agenda containing comprehensive

information and extensive details that are circulated at least one week in advance. Urgent issues and procedural matters are at times tabled at the meeting with prior approval of Chairman and consent of all present. Power point presentation is made to facilitate pointed attention and purposive deliberations at the meetings.

The Board periodically reviews compliance reports of all laws applicable to the Company and takes proactive steps to guard against slippages and take remedial measures as appropriate. The Board is appraised of risk assessment and minimization procedures that are periodically reviewed. The Board is committed to discharge all key functions and responsibilities as spelt out in the Companies Act, 2013, applicable extant SEBI Regulations and provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The governance process includes an effective post-meeting follow-up, review of ATR (Action Taken Report) and reporting process for decisions taken pending approval of Board.

During the Financial Year 2025-26, the Board has accepted all the recommendation of respective Committees of the Board which are mandatorily required, for approval of the Board.

(iii) Board Minutes

Board minutes prepared by the Company Secretary are circulated to the Board after the consent of the chairman within 15 days of the meeting to all directors for comments and then finalized and recorded in the Minutes Books. The signed minutes of the meetings are also circulated to the Directors by E-Mail. These are placed at the succeeding meeting for record.

C BOARD COMMITTEES

(i) Audit Committee

The Board has constituted an Audit Committee, with more than two-third being Independent Directors. The Chairman of Audit Committee is an Independent Director and is present at the Annual General Meeting of the Company. The Audit Committee meets at regular intervals not exceeding 120 days between any two meetings and subject to a minimum of 4 meetings in a financial year.

The Managing Director, Other Whole-time Directors, CFO and Company Secretary are present as invitees while Statutory Auditors and the Internal Auditor are present in most meetings. The Cost Auditor is invited during consideration of Cost Audit Report.

The terms of reference of the Audit Committee includes but not limited to overseeing the financial reporting process and disclosure of financial information, review of financial statements before submission to the Board, review of adequacy of internal control system, findings of internal audit, whistle blower mechanism, scrutiny of inter- corporate loans & investments, approval and review of Related Party Transactions, review of loans and/or advances from or to/investments made in subsidiaries, review of compliance with the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015, valuation of assets/ undertakings of the Company etc., besides recommending the appointment of Auditors and their remuneration to the Board as well as approval of payments to Auditors for non-audit services and review of effectiveness of audit process.

The Audit Committee also reviews the financial statements of unlisted subsidiary companies, in particular, the investments

made by them. In the amended context of approval for related party transactions at the meetings, only the Independent Directors of the Committee vote and approve such transactions. Other Directors of the Committee do not participate in the voting and approval of related party transactions.

During the FY 2025-26, the Audit Committee met five times on May 09, 2025, July 18, 2025, October 24, 2025, January 30, 2026 and March 14, 2026.

The composition and attendance details of the Audit Committee during FY 2025-26 are given hereunder:

Names of the Directors	No. of Meetings	
	Held	Attended
Sri S Durgashankar # &	5	5
Sri Mohan Verghese Chunkath &	5	5
Smt Sheela Balakrishnan &	5	5
Sri T.C.A Ranganathan &	5	5
Dr C Chandramouli &	5	5
Sri Kumar Jayant, IAS +	4	4
Sri M Sai Kumar, IAS \$	1	0

Chairperson of the Committee

& Independent Director

+ Inducted to Audit Committee w.e.f 19.07.2025.

\$ Ceased to be a Director with effect from 13.06.2025.

The Chairman of the Audit Committee is present at the Annual General Meeting of the Company.

All the decisions and recommendations made by the Committee were approved by the requisite majority of the members of the committee.

(ii) Nomination and Remuneration Committee

The Company has a Nomination and Remuneration Committee (NRC) of the Board which consists of three Independent Directors.

During the FY 2025-26, the Nomination and Remuneration Committee met four times on May 09, 2025, June 13, 2025, January 30, 2026 and March 14, 2026.

The composition and attendance details of Nomination and Remuneration Committee during FY 2025-26 are given hereunder:

Names of the Directors	No. of Meetings	
	Held	Attended
Smt Sheela Balakrishnan # &	4	4
Sri Mohan Verghese Chunkath &	4	4
Sri T C A Ranganathan &	4	4

Chairperson of the Committee
& Independent Director

The Chairman of the Nomination and Remuneration Committee is an Independent Director and is present at the Annual General Meeting of the Company.

The powers, role and terms of reference of the Nomination and Remuneration Committee cover the areas as contemplated under Section 178 of the Companies Act, 2013 and Regulation 19 of the SEBI (LODR) Regulations, 2015, besides other terms as may be referred by the Board of Directors.

The role includes :

- ✦ Formulation of criteria for determining qualifications, positive attributes and Independence of a Director.
- ✦ Recommending to the Board (a) a remuneration policy for Directors, Key Managerial Personnel and senior management (b) all remuneration, in whatever form, payable to senior management.

- ✦ Formulation of criteria for evaluation of Independent Directors and the Board.
- ✦ Recommend for extension or continuation of the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Directors.
- ✦ Devising a policy on Board diversity.
- ✦ Identification of persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down and recommend to the Board their appointment and removal.

The Committee has formulated performance evaluation criteria for Directors and based on the same the Committee at its meeting held on March 14, 2026 had recommended that all the Independent Directors be continued for the residual term as approved by Shareholders.

The policy of NRC is available on the website viz., <https://www.spbltd.com/investor-info/policy/index.html>.

(iii) Stakeholders Relationship Committee

The Board has a Stakeholders Relationship Committee (SRC) pursuant to Regulation 20 of SEBI (LODR) Regulations, 2015.

The composition and attendance details of Stakeholders Relationship Committee (SRC) during FY 2025-26 are given hereunder:

Name of the Directors	No. of Meetings	
	Held	Attended
Sri T C A Ranganathan # &	2	2
Dr C Chandramouli &	2	2
Sri N Gopalaratnam	2	2

Chairperson of the Committee
& Independent Director

The terms of reference of this Committee includes formulation of investor servicing policies, review of redressal of investor complaints, approval / overseeing of transmissions, transpositions, splitting, consolidation of securities, demat / remat requests, review of service standards in respect of various services rendered by the Registrar & Share Transfer Agent (RTA), consider and resolve the grievances of security holders of the Company and to determine, monitor and review the standards for resolution of stakeholders grievance, review measures taken for effective exercise of voting rights by shareholders, review of various measures and initiatives taken for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants / annual reports / statutory notices by the shareholders, administering the unclaimed shares suspense account, authorising the terms of various borrowings & creating security in respect thereof and performing other functions as delegated to it by the Board from time to time. The role of this Committee includes evaluating performance and service standards of the RTA.

The Committee comprised of 3 Directors, with an Independent Director heading the Committee. The Stakeholders Relationship Committee met two times during the year on July 19, 2025 & March 31, 2026.

The Company has in place an adequate system for expeditious redressal of investor complaints. All the decisions and recommendations made by the Committee were approved by requisite majority of the members of the Committee.

Status of investor complaints is shown in the Shareholder Information Section of this Report. Pursuant to Regulation 13(3) of the SEBI Listing Regulations, quarterly reports on the compliance of investor grievances are filed with the Stock Exchanges.

(iv) Corporate Social Responsibility (CSR) Committee

The Company has constituted a Corporate Social Responsibility Committee (CSR), as mandated by Section 135 of the Act. The CSR Policy was first framed on February 06, 2015 and last reviewed on March 22, 2025 and the same is available in the website of the Company.

The functions of the Committee inter alia includes recommending the annual action plan and the amount of expenditure to be incurred on the CSR activities during the year and monitoring the implementation of CSR activities as per the CSR policy of the Company from time to time.

During the FY 2025-26, the Corporate Social Responsibility Committee met one time on May 10, 2025.

The composition and attendance details of Corporate Social Responsibility Committee during FY 2025-26 are given hereunder:

Names of the Directors	No. of Meetings	
	Held	Attended
Dr C Chandramouli # &	1	1
Smt. Sheela Balakrishnan &	1	1
Sri N Gopalaratnam	1	1

Chairperson of the Committee
& Independent Director

The policy of CSR is available on the website of the Company viz. <https://www.spbltd.com/investor-info/policy/index.html>.

(v) Risk Management Committee

The Company has constituted a Risk Management Committee as required by the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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The role of the committee includes:

- ✦ To formulate a detailed risk management policy this shall include.
 - ❖ A framework for identification of internal and external risks specifically faced by the listed entity, in particular including Financial, Operational, Sectorial, Sustainability (particularly ESG related risks), Information and Cyber Security risks, or any other risk as may be determined by the Committee.
 - ❖ Measures for risk mitigation including systems and processes for internal control of identified risks.
 - ❖ Business continuity plan.
- ✦ To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company.
- ✦ To monitor and oversee implementation of the risk management policy.
- ✦ To evaluate the adequacy of risk management systems.
- ✦ To periodically review the risk management policy, at least once in two years, considering the changing industry dynamics and evolving complexity.
- ✦ To keep the board of directors informed about the nature and content of its discussion, recommendations and actions to be taken.
- ✦ The Risk management committee shall coordinate its activities with other committees, in instances where there is any overlap with activities of such committees, as per the framework laid down by the board of directors.

The Company has established a Risk Management Framework under which the risks covering the entire operation have

been identified and categorized as high, medium and low.

All the risks are discussed periodically in the Senior Management Committee meetings and appropriate actions are taken pro-actively. The risk details and mitigation plans are placed before the Risk Management Committee of the Board.

During the FY 2025-26, the Risk Management Committee met two times on July 18, 2025 and October 24, 2025. The gap between two consecutive meetings is not more than 210 days.

The composition and attendance details of Risk Management Committee during FY 2025-26 are given hereunder:

Names of the Directors	No. of Meetings	
	Held	Attended
Sri Mohan Verghese Chunkath # &	2	2
Sri S Durgashankar &	2	2
Sri Ganesh Balakrishna Bhadi	2	2

Chairperson of the Committee

& Independent Director

(vi) Other non-mandatory Committees

The Board has constituted the Environmental, Social and Governance (ESG) Committee comprising four Directors of which two are Independent Directors. The role of the Committee is to assist the Board and the Company to discharge its responsibilities and duties related to material ESG matters relevant to the business activities of the Company. This may include topics such as (i) climate change impacts, (ii) emissions, (iii) environmental and supply chain sustainability, (iv) human rights and diversity and (v) inclusion objectives.

The Board has also constituted a Project Committee to facilitate quick response to clearance of proposals for expenditure on expansion projects. It meets as and when need arises to consider any matter assigned to it.

(vii) Committee Minutes

The Company Secretary acts as the Compliance Officer w.r.t all the committees of the Board. Minutes of all the Committees of the Board are prepared by the Secretary of the Company and the draft minutes are circulated to the members by email. The minutes are circulated to the members of the committee and are approved by the members as per the timelines mentioned in the secretarial standards. These minutes are also placed at the succeeding Committee Meetings and then circulated to the Board in the Agenda for being recorded thereat.

(viii) Circular Resolution

Recourse to Circular Resolution is made in exceptional and emergent cases that are recorded at the succeeding Board / Committee Meetings. During the FY 2025-26, 2 Circular Resolutions by the Board of Directors, 2 Circular Resolutions by Audit Committee, 1 Circular Resolution by NRC and 4 Circular Resolutions by Project Committee were passed by the Company. These resolutions were taken on record in the subsequent meeting of the Board of Directors / Respective Committees.

(ix) Independent Directors' Meeting

The Company, as required under Para VII(1) of Schedule IV to the Companies Act, 2013 for FY 2025-26, normally holds one meeting of the Independent Directors in a financial year and the meeting is normally scheduled in the last week of the month of March, to enable the Independent Directors to reflect on the full year performance and evaluate.

The Independent Directors, in their exclusive meeting held on March 14, 2026 did the evaluation on the performance of Chairperson, Non-Independent Directors and the Board as a whole; performance of the company, governance and compliances and flow of information to the Board. They have expressed overall satisfaction on such evaluation. All the Independent Directors were present at this meeting.

D GOVERNANCE PROCESS AND POLICIES

(i) Policy on Directors' Appointment and Remuneration

The Board on the recommendations of the Nomination and Remuneration Committee (NRC) meeting held on March 25, 2015 has approved and adopted a Nomination and Remuneration Policy. The said policy was reviewed again and approved by the Board in their meeting held on March 22, 2025. The latest policy, as approved by the Board, is placed on the website of the Company <https://www.spbltd.com/investor-info/policy/index.html>. It, inter alia, deals with the manner of selection, terms of Board of Directors, Managing Director, Senior Management Personnel and their remuneration.

1 Criteria for selection of Non-Executive Directors

- (a) The NRC Committee will identify and ascertain the integrity, qualification, expertise and experience of the person for appointment as Director.
- (b) Directors would be chosen from diverse fields of expertise drawn from industry, management, finance and other disciplines.
- (c) In case of appointment of Independent Directors, the NRC Committee will satisfy itself with regard to the independent nature of the Directors vis-à-vis the Company, conforming in entirety to the

conditions specified under Section 149 of the Companies Act, 2013, read with Schedule IV thereto, the Rules made thereunder and the Listing Regulations.

- (d) The NRC Committee will ensure that the candidate identified for appointment as a Director is not disqualified in any manner under Section 164 of the Companies Act, 2013.
- (e) In the case of re-appointment of Non Independent Directors, the Board will take into consideration the performance evaluation of the Director and his engagement level.

2 Remuneration Policy

The Remuneration Policy aims at attracting and retaining suitable talent and devising a remuneration package commensurate with competition, size of the Company, its nature of business and considered appropriate to the respective role and responsibilities of the employee concerned.

The Remuneration Policy seeks to ensure that performance is recognized and achievements rewarded. Remuneration package is transparent, fair and simple to administer, besides being legal and tax compliant.

The Policy recognizes the inherent constraint in relating remuneration to individual performance and fixing meaningful benchmark for variable pay due to the cyclical nature of the industry. Employee compensation is not allowed to get significantly impacted by such external adversities that are admittedly beyond their realm of control.

The Nomination and Remuneration policy of the Company, duly approved by NRC and the Board of Directors, has been uploaded in Company's website (Refer: <https://www.spbltd.com/investor-info/policy/index.html>).

3 Remuneration of Directors and Key Managerial Persons (KMP)

The Nomination and Remuneration Committee recommends the remuneration of Directors and KMPs which is approved by the Board of Directors and where necessary, further approved by the Shareholders through Ordinary or Special Resolution, as applicable. Remuneration comprises of both fixed and variable pay. However, the share of variable pay is so devised as to factor in the volatile changes in profit levels inherent to the nature of industry in which the Company operates. Bearing this in mind, the remuneration package involves a balance between fixed and incentive pay, reflecting short and long term performance objective appropriate to the working of the Company and its goals.

The Chairman, Executive Director (Operations & Projects) and Director (Finance) & Secretary are the only Executive Directors entitled for managerial remuneration for FY 2025-26. The remuneration of the Executive Directors and KMP for the financial year 2025-26 is disclosed in Page 239 of this Annual Report. There is no service contract containing provisions of notice period or severance package with any Director or KMP.

No Director or his relative holds an office or place of profit in the Company. Other than direct or indirect equity holding, sitting fee and commission on net profits and reimbursement of expenses if any, there is no pecuniary relationship or transaction between the Company and its Non-Executive Directors. No stock option has been issued by the Company to Executive Directors.

Remuneration to Non Whole-time Directors is paid, with the approval of the Board of Directors and Members of the Company in General Meeting, as and when deemed fit.

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Currently, the remuneration structure for the Non Whole-time Directors are as follows: Commission, restricted to a maximum of 1% of the net profits of the Company, computed in the manner laid down in Section 198 of the Companies Act, 2013, for all of them together.

- ◇ The above shall be shared amongst the Non Whole-time Directors equally.
- ◇ The above shall be subject to a further ceiling of ₹ 15.00 lakhs per financial year, for each Director.

- ◇ In case any Director has held the office of Director only for a part of the financial year, then the remuneration shall be paid only proportionately, in proportion to the period for which he was a Director during that financial year.

Besides the above, the Non Whole-time Directors are paid Sitting Fee for attending the Board / Committee Meetings of the Board of Directors, in accordance with the provisions of Articles of Association of the Company.

4 (i) Remuneration of Non-Executive Directors for 2025-26:

(Amount in ₹ lakhs)

Sl. No.	Name of the Director	Sitting Fee paid		Commission payable for 2025-26
		Board Meetings	Committee Meetings	
1	Sri Mohan Verghese Chunkath, IAS (Retd.)	3.50	7.50	10.00
2	Sri S Durgashankar	3.50	3.50	10.00
3	Smt Sheela Balakrishnan, IAS (Retd.)	3.50	7.00	10.00
4	Sri T.C.A Ranganathan	3.50	5.50	10.00
5	Dr C Chandramouli, IAS (Retd.)	3.00	4.00	10.00
6	Sri Kumar Jayant, IAS #	2.50	2.00	10.00
7	Sri Anurag Mishra @	1.00	0.00	10.00
	Total	20.50	29.50	70.00

Payable to The Tamilnadu Industrial Investment Corporation Limited.

@ Payable to Government of Tamilnadu.

The above table doesn't include ₹ 4.57 lakhs of premium paid by the Company for FY 2025-26, for the Medclaim insurance policy taken by the Company for the benefit of non-executive directors.

(ii) Performance Evaluation

The Board of Directors have approved the Board Evaluation Framework. It has laid down specific criteria for performance evaluation covering:

- ✦ Evaluation of Board Process
- ✦ Evaluation of Committees

- ✦ Individual performance evaluation of Board Members and the Chairperson

Pursuant to the Guidance Note on Board Evaluation issued by SEBI in January 2017 to improve the evaluation process by listed entities, the Board of Directors at their meeting held on May 30, 2020, based on the recommendation of the Nomination and Remuneration Committee approved the criteria for performance evaluation for Independent Directors, Non Independent Directors and Board of Directors.

The Board evaluation is internally done on annual basis using templates that incorporate specific attributes. There is oral one-on-one discussion of the template contents relevant to each director and the format is filled on the basis of collective views voiced. The feedback is orally given to all the directors. The Chairman's role is overall mediation to facilitate objective evaluation and collective decision making. The Board evaluation process is reviewed responding to regulatory changes or once in three years.

The Nomination and Remuneration Committee during the year evaluated the performance of Non-Independent Directors at its meeting held on March 14, 2026. The Committee has expressed overall satisfaction on such evaluation.

The Director whose performance is being evaluated did not participate during that part of the meeting. The Committee has expressed overall satisfaction on such evaluation.

Independent Directors in their exclusive meeting held on March 14 2026 did evaluation on the performance of Chairperson, Non-Independent Director and the Board as a whole. They have expressed overall satisfaction on such evaluation. All the Independent Directors were present at this meeting.

The Board, at its meeting held on March 14, 2026, evaluated the performance of each of Independent Directors (excluding the Independent Director being evaluated) and recorded its overall satisfaction and decided in terms of Para VIII(2) of Schedule IV to the Companies Act, 2013 that Independent Directors be continued in their respective offices.

The Board, at its meeting held on March 14, 2026, further evaluated the functioning

of each of the seven committees and evaluated its own performance on the basis of the criteria/parameters approved by the Nomination and Remuneration Committee.

There was no specific observation made during the above mentioned Board evaluation that is material and requires further action.

Particulars of Senior Management Personnel

As per Regulation 34(3) read with clause 5B of Schedule V of SEBI LODR Regulations, 2015, the details of the Senior Management, including whole-time directors, as on March 31, 2026 are described below:

- ✦ Sri. N Gopalaratnam, Chairman
- ✦ Sri Ganesh Balakrishna Bhadti, Executive Director (Operations & Project)
- ✦ Sri S Srinivas, Director (Finance) & Secretary
- ✦ Sri. C. Balasubramanian, Senior Vice President (Business Development)
- ✦ Sri. S.J. Varadarajan, Vice President (Operations), Tirunelveli Unit
- ✦ Sri. A. Alagarsamy, General Manager (HR & Administration), Erode Unit

(iii) Insider Trading

Pursuant to SEBI (Prohibition of Insider Trading) Regulations, 2015, the Board in July 22, 2022 reviewed and approved the following policies, which were originally formulated in March 2015 and reviewed by the Board of Directors periodically.

- (i) Code of Practices and Procedures for fair disclosure of Unpublished Price Sensitive Information (Regulation 8); and
- (ii) Minimum Standards for Code of Conduct to regulate, monitor and report Trading by Insiders (Regulation 9).

These codes are applicable to all Directors and designated persons. It is hereby affirmed that all Directors and designated employees have complied with these codes during the financial year 2025-26 and a confirmation to this effect has been obtained from them.

The Company seeks to ensure that material information / event is disseminated as soon as it becomes credible and concrete for maintaining information symmetry in the market except when non-disclosure is considered in the interest of its stakeholders.

The trading window shall remain closed during the period when designated persons in terms of the Regulations can reasonably be expected to have possession of unpublished price sensitive information. In any event, the trading window shall remain closed from the end of every quarter till 48 hours after declaration of financial results or for any other Unpublished Price sensitive information. Intimation of this is given to Stock Exchanges and a system generated alert is sent to all designated persons and connected persons.

The Company on its own maintains a structured digital database containing the details of persons / entities with whom unpublished price sensitive information is shared. This database is maintained with adequate controls and checks such as time stamping and audit trails to ensure that the database cannot be tampered.

The Company receives a quarterly compliance certificate from the Practicing Company Secretary on compliances required under SEBI (PIT) Regulations. The said certificate is reviewed by the Audit Committee on quarterly basis.

The Company Secretary is designated as the Compliance Officer for this purpose. The Audit Committee monitors the adherence to various requirements as set out in the Code.

The Audit Committee of the Board on a periodical basis ensures that the adequate system for internal controls is in compliance with SEBI (Prohibition of Insider Trading) Regulations, 2015 and are operating effectively.

(iv) Code of Conduct

The Board has formulated a Code of Conduct for Directors and Senior Management Personnel of the Company which is posted on its website. It is hereby affirmed that all the Directors and Senior Management Personnel have complied with the Code and a confirmation to this effect has been obtained from them individually for the Financial Year 2025-26.

Further, the Senior Management Personnel have declared to the Board that no material financial or commercial transactions were entered into by them during the Financial Year 2025-26 where they have personal interest that may have a potential conflict with the interest of the Company at large.

Declaration signed by Chairman [who is a whole-time director and key managerial personnel under Section 203(1)(i) of the Companies Act, 2013] affirming the above is enclosed. (Annexure-A).

(v) Related Party Transactions

The Board has formulated the Policy on Related Party Transactions (RPTs). Transaction with a related party shall be considered material if the transaction(s) to be entered into individually or taken together with previous transactions during a financial year with that related party exceeds thresholds specified in Section 188 of the Companies Act, 2013 and Regulation 23 read with Schedule XII of SEBI LODR. This policy has been uploaded in the Company's website.

Pursuant to Regulation 23 of the SEBI (LODR) Regulations, 2015, the Policy is

reviewed by the Board once in three years and the said policy was last reviewed and approved by the Board on May 12, 2026. The said policy is available on the website of the Company at <https://www.spbltd.com/investor-info/policy/index.html>.

RPTs during the Financial Year 2025-26 are disclosed in deference to Indian Accounting Standard 24 in Note 38 of the financial statements that includes transactions with entity belonging to the promoter holding more than 10% shareholding in the Company in accordance with the relevant accounting standard. None of these transactions are likely to have a conflict with the Company's interest.

All RPTs have the prior approval of the Independent directors of the Audit Committee. Omnibus approval of the Audit Committee is obtained for the transactions that are non-material and repetitive in nature. The Board in May 2016 laid down the criteria for granting omnibus approval in line with the policy on RPTs. The Audit Committee at its meeting held in March 2025 gave its omnibus approval for RPTs during Financial Year 2025-26 in line with such criteria. Additionally, there was no material RPT during the Financial Year 2025-26.

None of the Directors had any pecuniary relationships or transactions other than the remuneration duly disclosed in this Annual report. The Company has not made any loans to firms / Companies in which directors are interested.

(vi) Risk Management

The Company has a risk management policy and a supporting framework to identify and evaluate business risks and opportunities. It seeks to create transparency, minimize adverse impact on the business objective and enhance the Company's competitive advantage. It aims at ensuring that the

executive management controls the risk through means of a properly defined framework.

The policies and the exposures of the Company on various financial risks, including the Foreign Exchange Risk and Hedging activities, are disclosed under Note 36(B) to the Standalone Financial Statements.

The Company has laid down appropriate procedures to inform the Risk Management Committee of the Board about the risk assessment and minimisation procedures. The Committee periodically revisits and reviews the overall risk management plan for making desired changes in response to the dynamics of the business.

Key areas of risks identified and mitigation plans are covered in the Management Discussion and Analysis Report.

(vii) Whistle Blower Policy

In deference to Section 177 (9) of the Act, read with relevant Rule 7 of the Companies (Meetings of Board and its Powers) Rules, 2014 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has established a vigil mechanism overseen by the Audit Committee. This policy was last reviewed and approved by the Board on March 22, 2025 and has been uploaded in the Company's website.

No complaint under this facility was received in the Financial Year 2025-26 and no personnel had requested access to the Audit Committee under this policy during 2025-26.

(viii) Anti-Sexual Harassment Policy

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

Internal Complaints Committee has been set up to redress complaints received on sexual harassment. All employees (permanent, contractual, temporary, trainees, etc.) are covered under this Policy.

The Company has constituted an Internal Complaints Committee comprising six members to consider and resolve sexual harassment complaints. The Committee met two times during the financial year ended March 31, 2026.

- (a) Number of complaints of sexual harassment received during the year: NIL
- (b) Number of complaints disposed of during the year: NIL
- (c) Number of cases pending for more than ninety days: NIL

(viii) Document Preservation

Pursuant to Regulation 9 of the SEBI (LODR) Regulations, 2015, the Company has formed a policy for preservation of records. This Policy covers all corporate records of the company whether in paper or digital form and applies to all departments and business functions of the company. This Policy has been uploaded on the Company website.

E OTHER COMPLIANCES

(i) Management Discussion and Analysis

Management Discussion and Analysis Report is made in conformity with Regulation 34(2)(e) of SEBI (LODR) Regulations, 2015 and is attached to the Board's Report forming part of the Annual Report of the Company.

(ii) Quarterly Financial Results

Pursuant to Regulation 33 of the SEBI (LODR) Regulations, 2015, Quarterly Financial Results (un-audited - Limited Reviewed) are approved by the Board on the recommendations of the Audit Committee.

These are communicated to Stock Exchanges by online after the conclusion of the Board Meeting and published in leading dailies, as required, within the stipulated time. These are also immediately posted on the Company's website. The financial results are also circulated to all the shareholders by e-mail.

(iii) Quarterly Compliance Report

The Company has submitted for each of the four quarters during 2025-26 the Integrated Filing (Governance) to Stock Exchanges in the prescribed format within the prescribed timelines.

(iv) Online filing

NEAPS / Listing Centre

Quarterly reports to National Stock Exchange (India) Limited are filed through designated portal via NSE Electronic Application Processing System (NEAPS) and to BSE Limited through BSE Listing Centre.

SCORES

SEBI requires all listed companies to process investor complaints in a centralised web based complaint system called 'SEBI Complaints Redress System (SCORES)'. SEBI had launched the new version of the SEBI Complaint Redress System (SCORES 2.0) on 01.04.2024. This new version is aimed at making the process more efficient through auto-routing, auto escalation, monitoring by the 'Designated Bodies' and reduction of timelines.

SEBI in March 2020 had launched the Mobile App "SEBI SCORES" to help investors access SCORES at their convenience from smart phone. The App has all the features of SCORES otherwise available in the existing internet media. After mandatory registration on the App, for each grievance lodged, investors will get an acknowledgement via SMS and email. Investors can not only file their grievance but also track the status of

their complaint redressal. Investors can also key in reminders for their pending grievances.

During the year, two complaints were posted at SCORES website in the month of May 2025 and January 2026 and the same were resolved satisfactorily.

(v) Online Dispute Resolution (ODR)

SEBI vide its circular dated 13.07.23 read with circular dated 04.08.23 had introduced a common Online Dispute Resolution (ODR) mechanism to facilitate online resolution of all kinds of disputes arising in the Indian securities market. Investors to follow: Level 1 - to raise complaint with RTA or Company; Level 2 - SEBI Complaints Redress (SCORES) online portal and Level 3 - ODR website platform.

Without having to go through SCORES portal, investor/client can directly initiate dispute resolution through the ODR Portal if the grievance lodged with the concerned company was not satisfactorily resolved, provided the complaint / dispute is not under consideration in SCORES portal or not pending before any arbitral process, court, tribunal or consumer forum or are non-arbitrable in terms of Indian law.

(vi) Reconciliation of Share Capital Audit

Quarterly Reconciliation of Share Capital Audit Reports, on reconciliation of the total admitted capital with NSDL / CDSL and the total issued and listed capital, were furnished to the Stock Exchanges on the following dates:

For the Quarter ended	Furnished on
30.06.2025	10.07.2025
30.09.2025	08.10.2025
31.12.2025	16.01.2026
31.03.2026	20.04.2026

(vii) Accounting treatment

In the preparation of financial statements, the applicable Accounting Standards have been followed and there are no material departures or deviation from the same.

(viii) Audit trail

Audit Trail feature, as mandated by the Companies (Accounts) Rules, 2014 (as amended) with effect from April 01, 2023, with facility of edit log has been enabled by the company in the accounting software used by the company. The Company also has set up practices for daily back up of the entire database and applications in remote locations.

(ix) Cost Audit

Cost Audit was applicable to our Company for the financial year 2025-26.

The Company has maintained detailed Cost records, as required under Section 148(1) of the Companies Act, 2013 read with Companies (Accounts) Rules, 2014 and Companies (Cost Records and Audit) Rules, 2014 and all other relevant rules and regulations and amendments thereof.

Pursuant to Section 148 of the Companies Act, 2013, the Company has appointed M/s S Mahadevan & Co., Cost Accountants (Firm Registration No. 000007), Coimbatore to undertake cost audit of the Company for the Financial Year 2025-26. Their remuneration was approved by the Board of directors and ratified by the Shareholders at the 65th Annual General Meeting.

(x) Secretarial Standards & Secretarial Audit

Pursuant to Section 118 (10) of the Companies act, 2013 every Company shall observe secretarial standards with respect to General and Board meetings specified by the Institute of Company Secretaries of India. The Company has complied with all applicable Secretarial Standards during the year.

Pursuant to Section 204(1) of the Companies Act, 2013, read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A read with SEBI circular dated 31.12.2024, M/s Lakshmmi Subramanian & Associates, Practicing Company Secretaries (Membership No. F10815, C.P No. 12512), were appointed at the 65th Annual General Meeting to undertake the Secretarial Audit of the Company for a term consisting of 5 financial years commencing from 2025-26. The Secretarial Audit Report was placed before the Board on May 12, 2026 and the same is annexed to Board's Report as **Annexure-VIII**.

There are no qualifications or adverse remarks in the Secretarial Audit Report.

Annual Secretarial Compliance Certificate

Regulation 24A of the Listing Regulations mandated all listed companies for filing of Annual Compliance Certificate issued by a Practicing Company Secretary with Stock Exchanges within 60 days of the end of the Financial Year.

The Company has obtained the certificate from M/s Lakshmmi Subramanian & Associates, Practicing Company Secretaries for the FY 2025-26 and the same is filed with Stock Exchanges on time.

Certificate on Non disqualification of Directors

A Certificate from the Practicing Company Secretary confirming that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors of companies by SEBI / MCA or any such statutory authority is provided in **Annexure-B** in accordance with Regulation 34(3) and Schedule V Para C Clause (10)(i) of Listing Regulations.

(xi) Internal Auditor

Pursuant to Section 138(1) of the Companies Act, 2013, the Company has appointed M/s Maharaj N R Suresh and Co. LLP, Chartered Accountants (Firm Regn. No.001931S/ S000020), Chennai, to conduct Internal Audit of the functions and activities of the Company for Financial Year 2025-26. The Internal Auditor reports directly to the Audit Committee Meetings to provide clarifications, if any, that may be required by Directors.

(xii) CEO / CFO Certification

Quarterly CEO / CFO certification duly signed by Managing Director / Whole-time Director and CFO, as required under Regulation 17(8) of the SEBI (LODR) Regulations, 2015 were placed before the Board in the meetings held to consider unaudited / audited financial results.

(xiii) Review of Directors' Responsibility Statement

The Board in its Report has confirmed that the financial statements for the year ended March 31, 2026 have been prepared as per applicable Accounting Standards and policies and that sufficient care has been taken for maintaining adequate accounting records.

(xiv) Auditor's Certificate on Corporate Governance

Certificate of Statutory Auditors has been obtained on the compliance of conditions of Corporate Governance, in deference to Para E of Schedule V of the SEBI (LODR) Regulations, 2015 is provided in **Annexure - C**.

(xv) Compliance with Corporate Governance Requirements

Your Company has complied with all the mandatory corporate governance requirements under the Listing Regulations.

Specifically, your Company confirms compliance with corporate governance requirements specified in Regulation 17 to 27 read with Schedule V and Regulation 46 of the Listing Regulations, as applicable, with regard to corporate governance.

(xvi) Subsidiary Companies

M/s Esvi International (Engineers & Exporters) Limited (Esvin) is a wholly owned subsidiary of the Company. The policy on determining 'material' subsidiaries is disclosed on the website of the company and can be accessed at <https://www.spbltd.com/investor-info/policy/index.html>. The company as on date does not have any material subsidiaries.

(xvii) Deposits

The Company has not accepted deposits from the public and there are no outstanding dues in respect thereof.

(xviii) Peer Review of Auditors

Regulation 33(1)(d) of the Listing Regulations stipulates that Limited Review / Audit Reports shall be given only by an Auditor who has subjected himself to the Peer Review process and holds a valid certificate issued by the Peer Review Board of the Institute of Chartered Accountants of India.

The Statutory Auditors of the Company, M/s Suri & Co., have undergone the Peer Review process and have been issued requisite Certificate that was placed before the Audit Committee.

(xix) Those Charged With Governance (TCWG) and Auditors

Pursuant to the circular dated 07.01.2026 issued by National financial Reporting (NFRA), the Board of Directors at their meeting held on 14.03.2026, approved the broad framework of communication between Those Charged With Governance (TCWG) and Auditors. All the Directors of

the company have been identified as TCWG members.

(xx) Statutory Auditor's fees for the FY 2025-26

	(₹ crores)
Statutory Audit fees	0.27
Taxation Matters	0.01
Certification work	0.08
	0.36

F COMPLIANCE WITH NON-MANDATORY REQUIREMENTS

(i) Shareholders' Rights

Quarterly Un-audited Financial Results on the Company's financial performance are posted on the Company's Website and advertised in newspapers and soft copy of same emailed to shareholders whose email IDs are available with the Company.

(ii) Abridged Accounts

Section 136(1) of the Act and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 permits circulation of abridged Accounts in lieu of full-fledged Annual Report. The Company has, however, not exercised this option and continues to send Annual Report in full form to all Shareholders.

(iii) Communication in E-mode

The Company has sought Shareholders' cooperation, to fall in line with the Initiatives of the Central Government by way of sending communications in e-mode.

(iv) Audit Qualifications

The Company since inception has ensured to remain in the regime of unqualified financial statements. Annual Financial Result for the Financial Year 2025-26 are being filed with the Stock Exchanges along with the declaration by the Chairman confirming that the Auditor's Report on Annual Financial Results containing unmodified opinion.

G DISCLOSURES

- (i) No strictures / penalties have been imposed on the Company by the Stock Exchanges or SEBI or any statutory authority on any matters related to the capital market during the last 3 years.
- (ii) No significant and material orders were passed by the Regulators, Courts or Tribunals impacting the going concern status and the Company's operations in future.
- (iii) No loan or advance in the nature of loan was made during the year or outstanding at the close of the year to Associates or Firms / Companies in which a Director of the company is interested. Accordingly, no disclosure in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 on this score is applicable.
- (iv) Pursuant to Regulation 30 of the SEBI-LODR, the company discloses the information/events specified under Schedule III of the SEBI-LODR and also based on the materiality threshold determined by the Board as per SEBI-LODR to the stock exchanges. The disclosures so made by the company to stock exchanges during the year available at <https://www.spbltd.com/investor-info/information-to-stockexchange/index.html>.

H MEANS OF COMMUNICATION

Financial Results

The Company publishes financial results in 'Business Standard' in English and 'Dinamalar' in Tamil.

The results published also show as footnote relevant additional information and / or disclosures to the investors. Financial results are :

- (a) Filed online in XBRL / PDF format with Stock Exchanges immediately after the conclusion of the Board Meeting.

- (b) Posted on the Company's website www.spbltd.com and

- (c) Sent to all Shareholders by e-mail.

- (d) No presentation was made during the year to Institutional Investors or Analysts. The Company has no agreement with any media company for public dissemination of its corporate information.

Chairman's Communique

Quarterly "Letters to Shareholders" from the Chairman, is circulated by email to the shareholders of the company on the same day of publication of quarterly results, covering updates on the operational performance, volume details, market, projects and outlook.

Chairman's Communique, for the Annual General Meetings conducted thro' Video Conference, is placed on the website of the Company and sent to Stock Exchanges. In case of Annual General Meetings held as physical meetings, the same is distributed to all the shareholders at the Annual General Meeting.

Website

The Company maintains a functional website www.spbltd.com that contains basic information about the Company and disseminates all the information spelt out in Regulation 46 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Updates are uploaded within two working days of change in content in respect of matters specified in Regulation 46(2).

As per the directions of SEBI, the Company has created an exclusive e-mail ID, viz., secretarial@spbltd.com for redressal of investor grievances.

Business Sustainability Report

Regulation 34(2)(f) of the SEBI (LODR) Regulations requires the listed entities, to include a Business Responsibility and

SESHASAYEE PAPER AND BOARDS LIMITED

Sustainability Report (BRSR) in their Annual Report, describing the initiatives taken by the Company from Environmental, Social and Governance perspective, in the format as specified by the Board from time to time. This regulation / reporting requirement is applicable only for the Top 1000 listed Companies, based on Market Capitalisation.

Our Company was in 1188th position, based on average market cap from 01.07.2025 to 31.12.2025, computed in line with Reg 3(2)(a) of SEBI(LODR), 2015. Accordingly, this Regulation on BRSR is not applicable to the Company for FY 2025-26.

However, the Company has voluntarily drafted the Business Sustainability Report, in line with the format prescribed by SEBI, which is given in **Annexure - III** to the Directors' Report.

Dividend Distribution Policy

The Dividend Distribution Policy, in terms of Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 is available on the Company's website on https://www.spbltd.com/wp-content/uploads/2025/05/Dividend_2025.pdf.

General Shareholder Information

(i) Details for 66th Annual General Meeting

Date and time	: Saturday, the June 20, 2026 at 11.00 AM (IST)
Venue	: The Company will be conducting meeting through Video Conferencing
Financial Year	: 2025-26
Book closure dates	: Thursday, the 11 th June 2026 to Saturday, the 20 th June 2026 (both days inclusive)
Dividend	: ₹ 2.00 per Equity Share (Proposed)
Dividend payment date	: June 22, 2026

(ii) Particulars of Special Resolutions passed for the last three Annual General Meetings.

AGM / Year	Venue	Date & Time	Special Resolutions passed
63 rd 2022-23	Video Conference	17.06.2023 11:00 AM	✦ Nil
64 th 2023-24	Video Conference	01.06.2024 11:00 AM	✦ Re-appointment of retiring director, Sri N Gopalaratnam, as Chairman of the Company
65 th 2024-25	Video Conference	14.06.2025 11:00 AM	✦ Re-appointment of retiring director, Sri N Gopalaratnam, as Chairman of the Company

No Extraordinary General Meeting was convened during the financial year.

(iii) e-Voting in AGM

In addition to remote e-Voting, the Company offered the e-Voting facility to the Members who are present in AGM (conducted thro' VC) but could not vote through remote e-Voting pursuant to Rule 20 of the Companies (Management & Administration) Rules, 2014.

(iv) Postal Ballot during the Financial year 2025-26

Following 4 subjects were approved by the Shareholders of the Company through Postal Ballot.

- ✦ Appointment of Sri. Kumar Jayant, IAS, as Nominee Director, not liable to retire by rotation, by way of Ordinary Resolution.
- ✦ Appointment of Sri Ashish Kumar Srivastava, IFS, as Nominee Director, liable to retire by rotation, by way of Ordinary Resolution.
- ✦ Re-appointment of Sri N Gopalaratnam, as Whole-time Director, designated as Chairman, liable to retire by rotation, by way of Special Resolution.
- ✦ Appointment of Sri Anurag Mishra, IFS, as Nominee Director, liable to retire by rotation, by way of Ordinary Resolution.

In compliance with provisions of Section 108 of the Companies Act, 2013 and Rule 20 and Rule 22 of the Companies (Management and Administration) Rules, 2014, and circulars issued by Ministry of Corporate Affairs and in terms of Regulation 44 of the SEBI Listing Regulations, the Company has provided the facility to the Members to exercise their votes electronically through the remote electronic voting (e-voting) facility arranged with NSDL.

Sri K Sankarasubramanian, Practising Company Secretary (Membership No. F11241 / COP: 15994) was the Scrutinizer for Postal Ballots. The resolutions were passed with overwhelming majority.

The results and details of voting pattern is available on the website of the Company viz., <https://www.spbltd.com/investor-info/postal-ballot/index.html>, and on the website of National Securities Depository Ltd.

(v) Financial Calendar for 2026-27 (tentative)

May 2026	: Audited results for FY 2025-26
June 2026	: Annual General Meeting
July 2026	: I st Quarter Results for 2026-27
October 2026	: II nd Quarter Results for 2026-27
January 2027	: III rd Quarter Results for 2026-27
March 2027	: Review of performance

(vi) Listing on Stock Exchanges:

(a) BSE Limited

Stock Code - 502450

Floor 25, Phiroze Jeejeebhoy Towers
Dalal Street,
Mumbai 400 001
Phone: 022 - 2272 1233 - 1234
Fax: 022 - 2272 2082
Web Site: www.bseindia.com
E-mail: corp.relations@bseindia.com

(b) National Stock Exchange of India Limited

Stock Code - SESHAPAPER

“Exchange Plaza”
Bandra - Kurla Complex
Bandra (East),
Mumbai 400 051
Phone: 022 - 2659 8235 - 8236
Fax: 022 - 2659 8237 / 2659 8238
Web Site: www.nseindia.com
E-mail: cmllist@nse.co.in

(vii) Payment of Annual Listing Fees to the Stock Exchanges:

Annual listing fee has been paid to the above stock exchanges for the FY 2025-26.

(viii) Stock Codes:

Under Demat System, the ISIN allotted to the Company's Equity Shares is **INE630A01024**.

The Company's Stock Codes are **SESHAPAPER** in the National Stock Exchange and **502450** in the BSE Limited.

(ix) Dematerialisation of shares and liquidity:

As on March 31, 2026, 21,360 Shareholders are holding Shares in Demat form and 5,35,01,858 shares have been dematerialised, representing 84.83% of the total Equity Share Capital.

On a periodical basis, the Shareholders are advised to convert their holdings from physical mode to demat mode considering overall merits of the depository system and transfer of shares in physical mode is not feasible from April 01, 2019.

(x) Outstanding GDRs / ADRs / Warrants or any Convertible instruments, conversion date and likely impact on equity

NIL

(xi) Permanent Account Number (PAN) / KYC details

SEBI, vide its Circular dated April 27, 2007, made PAN as the sole identification number for all participants transacting in the securities market irrespective of the amount of such transaction.

SEBI, vide its Circular dated January 27, 2010 has made it mandatory to furnish a copy of PAN for transmission and transposition of shares.

SEBI, vide its Circular dated April 20, 2018 advised the listed Companies through RTA to seek PAN / Bank details of shareholders holding shares in Physical form. Necessary communication in this regard has already been sent to shareholders by Registered Post followed by reminders. Shareholders are advised to provide such details without delay.

SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated November 03, 2021, December 04, 2021 & SEBI/HO/MIRSD/POD-1/P/CIR/2023/181 dated November 17, 2023 advised the listed entities to seek PAN, KYC and Nomination

details from the shareholders holding share in physical form. Detailed communication, along with required forms and the note on consequences of not submitting the same were dispatched to Shareholders. Shareholders are advised to send the same immediately.

(xii) Registrar and Transfer Agents both for shares held in physical form and in electronic mode

Integrated Registry Management Services Pvt. Ltd, 'Kences Towers', II Floor, No.1, Ramakrishna Street, North Usman Road, T Nagar, Chennai 600 017
Ph: (91)(44)2814 0802 - 803
Fax: (91)(44)2814 2479
Email: kalyan@integratedindia.in

(xiii) Taxation issue for Nominee

SEBI vide its circular dated 19.09.2025 has informed that nominee acts as a trustee of the securities of the original security holder and transfers the securities to the legal heir as per law of succession. While transferring the securities to legal heir, nominee may get assessed for capital gains tax. Payment of tax by the nominee in such a situation may not be appropriate considering that in terms of Section 70(1)(b) of the Income Tax Act, 2025, such transmission is not considered as "transfer" and hence exempt from tax. While the nominee may claim refund of such tax, this process causes inconvenience to the nominee.

In order to streamline the process of transmission of securities from nominee to legal heir and resolve the abovementioned issues related to taxation, SEBI in consultation with CBDT has decided that a standard reason code viz. "TLH" shall be used by the reporting entities while reporting the transmission of securities from nominee to legal heir, to the CBDT so as to enable proper application of the provisions of the Income Tax Act, 2025.

(xiv) Credit Rating

Details of latest Credit Rating dated 30.01.2026 from ICRA Limited, New Delhi, for facilities availed from Bank.

Facility	Amount (₹ Crores)	Rating
Long Term Bank Facilities - Fund Based Working Capital limits	195.00	ICRA AA- (Stable) (Double A Minus / Stable)
Short Term Bank Facilities - Non Fund Based Working Capital limits	97.00	ICRA A1+ (A one Plus)
Total	292.00	

The above rating is available on the website of the Company viz., <https://www.spbltd.com/investor-info/credit-rating/index.html>

(xv) Share Transfer System

In accordance with the proviso to Regulation 40(1) of the Listing Regulations, effective from April 1, 2019, transfers of shares of the Company shall not be processed unless the shares are held in the dematerialized form with a depository. Accordingly, shareholders holding equity shares in physical form are urged to have their shares dematerialized so as to be able to freely transfer them.

The Stakeholders Relationship Committee of the Board of Directors meets periodically. To quicken the process of transfer of shares, Company Secretary is delegated with the powers to approve transfers, if the documents are in order.

Compulsory Demat:

SEBI in June 2018 amended Regulation 40 of the SEBI (LODR) Regulations, 2015 prohibiting transfer of shares held in physical mode with effect from April 01, 2019.

By further amendment in January 2022, SEBI prohibited Transposition and Transmission of shares and other transactions in securities held in physical form.

SEBI vide circular dated 28.06.2024 effective from 01.09.2024 has enhanced the eligibility value of securities held in the demat account to be categorised as Basic Service Demat Account (BSDA) from ₹ 2 lakhs to ₹ 10 lakhs. As per the circular, no Annual Maintenance Charges (AMC) shall be levied if value of holdings is up to ₹ 4 lakhs and ₹ 100 is levied for value of holdings from ₹ 4 lakhs to ₹ 10 lakhs. If the value of holdings is more than ₹ 10 lakhs, regular AMC is levied.

Hence shareholders are advised to convert their physical holdings into demat form. The Company urges same in its periodic communications.

Special Window for re-lodgment of Transfer requests of Physical Shares

SEBI vide circular dated 02.07.2025 opened a special window from July 07, 2025 to January 06, 2026 to allow re-lodgement of transfer deeds which were executed and lodged prior to April 01, 2019. In continuation, SEBI vide its circular dated 30.01.2026 has opened another special one-year window from 05.02.2026 to 04.02.2027 for transfer and dematerialisation (“demat”) of physical securities which were sold / purchased prior to April 01, 2019. Matrix for applicability of this window is given below.

Execution Date of Transfer Deed	Lodged for transfer before 01-04-2019?	Original Share Certificate Available?	Eligible to lodge in the current window
Before 01-04-2019	No (it is fresh lodgement)	Yes	Yes
Before 01-04-2019	Yes (it was rejected / returned earlier)	Yes	Yes
Before 01-04-2019	Yes	No	No
Before 01-04-2019	No	No	No

Securities which are lodged for transfer shall be credited to the transferee only in demat mode and shall be under a lock-in for a period of one year from the date of registration of transfer. During this lock-in period, such securities cannot be transferred / lien marked or pledged.

Cases involving disputes between transferor and transferee will not be considered in this window and are to be settled by transferor and transferee through court / NCLT process. Further, securities which have been transferred to Investor Education and Protection Fund (IEPF) shall not be considered under this window for processing.

Issue of duplicate share certificate

SEBI vide its circular dated 24.12.2025 has simplified the procedure of issuance of duplicate securities, increasing the threshold for simplified documentation from ₹ 5 Lakhs to ₹ 10 Lakhs.

Letter of Confirmation (LOC)

SEBI vide its circular dated 30.01.2026 has simplified the process for credit of securities pursuant to investor service requests by reducing the timelines, risk of loss and pilferage. It has done away with the requirement of issuance of LOC. The Depositories would develop a process/system to enable RTAs/listed companies

to credit the securities directly to the demat account of the investor after necessary due-diligence. This circular has come into force from April 02, 2026. Any LOC issued before April 02, 2026, may be submitted by the investors to DP for dematerialisation within the specified timeline i.e. 120 days from the date of issuance of LOC.

The investor service request shall be accompanied with a copy of the latest Client Master List (“CML”) of the demat account. Such CML shall not be older than two months and shall be duly attested by the Depository Participant (“DP”).

(xvi) Transfer of Unclaimed Dividend to IEPF

Pursuant to Section 124 of the Companies Act 2013, dividend remaining unpaid or unclaimed for a period of 7 years shall be transferred to the Investor Education and Protection Fund (IEPF) of the Central Government. Reminders for unpaid dividend are sent to the Shareholders who have not claimed the dividend as per records every year.

Pursuant to above, the Unpaid / Unclaimed Dividend for the Financial Year 2017-18, pertaining to 1,515 investors and aggregating ₹ 16.77 lakhs, were transferred on 23.08.2025.

(xvii) Transfer of Shares to IEPF:

The Company in terms of Section 124(6) of the Companies Act 2013, is required to

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transfer the underlying equity shares where dividend has not been paid or claimed by shareholders for seven consecutive years to the Investor Education and Protection Fund (IEPF) Suspense Account in accordance with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016.

Individual communication had been sent to the shareholders whose shares are liable to be transferred to IEPF Suspense account. Public Notice in respect of the same was published in Business Standard and Dinamalar as required under the Rules.

Details of share transferred to IEPF for FY 2017-18:

▲ No. of holders	: 94
▲ No. of Shares	: 30,776
▲ Date of transfer to IEPF	: 17.09.2025

Particulars of unclaimed dividend as on 31 03 2026:

Year	Dividend (₹ per share)	Date	Unclaimed		Due date for transfer to IEPF
			No. of warrants	₹ crores	
2018-19	20.00	29.07.2019	1255	0.18	24.08.2026
2019-20	4.00	10.08.2020	1265	0.17	06.09.2027
2020-21	2.50	26.07.2021	1346	0.12	21.08.2028
2021-22	2.50	25.07.2022	1303	0.11	20.08.2029
2022-23	6.00	19.06.2023	1131	0.22	15.07.2030
2023-24	5.00	03.06.2024	1730	0.30	02.07.2031
2024-25	2.50	14.06.2025	1565	0.14	12.07.2032

Unclaimed Shares

SEBI vide its circular no. CIR/CFD/10/2010 dt.16.12.2010 had advised Stock Exchanges a uniform procedure to deal with unclaimed shares viz. (i) transferring those shares to an Unclaimed Suspense Account (ii) dematerialize the same with one of the Depository Participants (iii) all corporate benefits to be credited to the suspense account (iv) freeze the voting rights on such shares. Relevant disclosures under Part F of Schedule V to the Listing Regulations are as under:

(xviii) Transfer of IEPF becoming due:

The Unpaid / Unclaimed amount for the Financial Year ended 2018-19 will be transferred during August 2026 along with the shares. Shareholders are, therefore, advised to contact the Company / RTA immediately in case of non-receipt or non-encashment of Dividend.

(xix) Claim from IEPF:

Shareholders may however note that both the unclaimed dividend and the shares transferred to IEPF Authority / Suspense Account including all benefits accruing on such shares, if any, can be claimed back from IEPF Authority after following the due process prescribed by the Rules. Shareholders whose shares or dividends have been transferred may contact the Registrars and Transfer Agents or the Company at its registered office for necessary guidance in this regard.

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Sl. No.	Particulars	No of Share holders	No of Shares
1	Aggregate number of shareholders and the outstanding shares lying in the Unclaimed Suspense Account at the beginning of the year.	214	89515
2	Number of shareholders who approached the issuer for transfer of shares from the Unclaimed Suspense Account during the year.	13	5110
3	Number of shareholders to whom shares were transferred from the Unclaimed Suspense Account during the year.	13	5110
4	Shares Transferred from Unclaimed Suspense Account to IEPF Authority	44	16750
5	Aggregate number of shareholders and the outstanding shares lying in the Unclaimed Suspense Account at the end of the year.	157	67655

The voting rights in respect of these shares shall remain frozen till the rightful owner of such shares claims the shares.

(xx) Market Price Data

High, low and volume during each month in the financial year 2025-26 (reported at the National Stock Exchange of India Limited and BSE Limited).

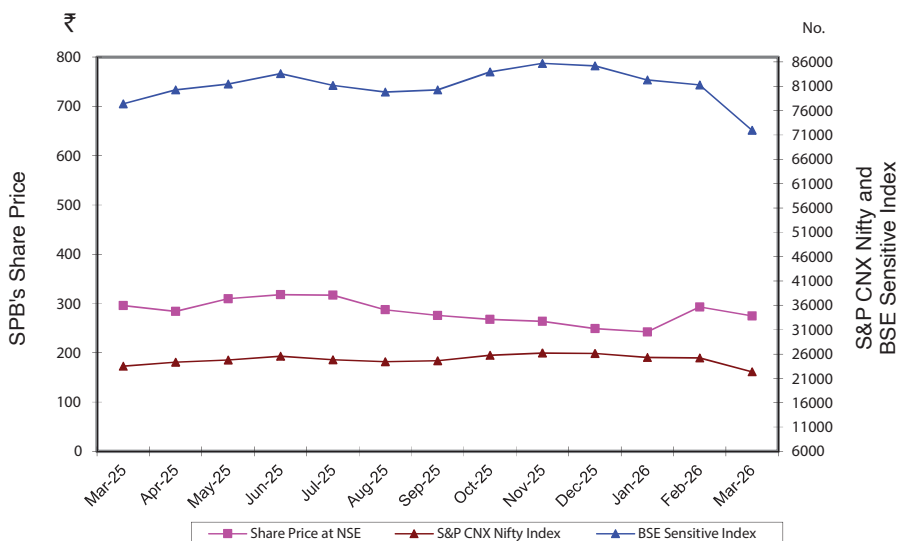
Month	BSE				NSE			
	Share Price		Volume		Share Price		Volume	
	High (₹)	Low (₹)	No. of Shares	Value (₹ crores)	High (₹)	Low (₹)	No. of Shares	Value (₹ crores)
2025								
April	287.00	255.15	18873	0.51	284.00	256.25	291426	7.86
May	307.00	256.45	33874	0.94	309.90	257.55	483218	13.69
June	323.80	274.95	35114	1.04	318.00	275.80	639373	19.01
July	315.20	270.10	43730	1.30	316.95	269.55	687535	20.48
August	285.35	259.20	55233	1.52	287.40	258.70	677140	18.61
September	284.35	249.65	30656	0.80	276.00	248.35	343923	9.06
October	266.70	249.30	19713	0.51	267.50	250.00	263037	6.77
November	264.90	240.00	19848	0.50	263.90	241.10	319890	8.03
December	247.70	227.10	14599	0.35	248.94	226.19	296743	7.07

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Month	BSE				NSE			
	Share Price		Volume		Share Price		Volume	
	High (₹)	Low (₹)	No. of Shares	Value (₹ crores)	High (₹)	Low (₹)	No. of Shares	Value (₹ crores)
2026								
January	273.90	213.00	6416	0.15	242.50	211.59	216789	4.97
February	311.00	213.00	41924	1.08	293.11	218.25	624794	16.31
March	269.70	239.50	21060	0.54	274.80	239.15	443639	11.38

(xxi) Performance, in comparison to broad-based indices, such as, BSE Sensex, CRISIL Index, Nifty, etc.

Please see the enclosed Chart for comparison of the Price movement of the Company's Shares with BSE Sensex and Nifty Index movement.



(xxii) Distribution of Shareholding as on March 31, 2026

Distribution	No. of Share holders	% of Share holders	No. of Shares	% of Share holding
1 - 100	13812	60.55	453638	0.72
101 - 200	2893	12.68	436912	0.69
201 - 500	3404	14.92	1218982	1.93
501 - 1000	1419	6.22	1075127	1.71
1001 - 5000	998	4.38	2056808	3.26
5001 - 10000	109	0.48	797784	1.27
10001 and above	176	0.77	57028889	90.42
Total	22811	100.00	63068140	100.00

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(xxiii) Pattern of Shareholding as on March 31, 2026 :

Category	No. of Share holders	Voting strength (%)	No. of Shares held
Individuals	22114	21.43	13517867
Companies	165	38.61	24350656
FII, NRIs, OCBs	521	25.67	16188732
Mutual Funds, Insurance Companies and Banks	8	0.01	5385
FIs	3	14.28	9005500
Total	22811	100.00	63068140

(xxiv) Top 10 Shareholders of the Company as on March 31, 2026:

SI No.	Names	No. of Shares	%
1	The Tamil Nadu Industrial Investment Corporation Ltd	9000000	14.27
2	Ponni Sugars (Erode) Ltd	8840905	14.02
3	Synergy Investments Pte Limited	7738475	12.27
4	Time Square Investments Private Limited	6442502	10.22
5	Atyant Capital India Fund I	3383140	5.36
6	Dhanashree Investments Private Limited	3040047	4.82
7	Sri A L Somayaji, Managing Trustee, SPB Equity Shares Trust	2840905	4.50
8	Gothic Corporation	1143879	1.81
9	Vanderbilt University - Atyant Capital Management Limited	1133634	1.80
10	Pushpa Devi Saraogi	1124995	1.78
	Total	44688482	70.85

(xxv) Plant Locations

Unit - I : Erode

Pallipalayam
Namakkal District
Cauvery RS PO
Erode 638 007, Tamil Nadu

Unit - II : Tirunelveli

Elanthaikulam
Singamparai Post
Mukkudal (via) 627 601
Tirunelveli District, Tamil Nadu

Unit - III : Tirunelveli

Kodaganallur Village
Vaduganpatti Post, I.C. Pettai
Tirunelveli District 627 010
Tamil Nadu

(xxvi) Address for correspondence

Seshasayee Paper and Boards Limited

Pallipalayam, Namakkal District, Cauvery RS PO, Erode 638 007, Tamilnadu

CIN : L21012TZ1960PLC000364 Ph : (91)(4288) 240 221-228

Fax : (91)(4288) 240 229 E-mail : secretarial@spb ltd.com

WebSite : www.spbltd.com

DECLARATION

[Pursuant to Para D of Schedule V of the
SEBI (Listing Obligations & Disclosure Requirements), Regulations, 2015]

I, N Gopalaratnam (DIN: 00001945), Chairman, Whole-time Director and Key Managerial Personnel of Seshasayee Paper and Boards Limited, hereby declare and confirm that the members of the Board of Directors and the senior management personnel of the Company have affirmed compliance with the code of conduct of Board of Directors and senior management for the financial year 2025-26.

Chennai
12th May 2026

N GOPALARATNAM
Chairman
Whole time Director & KMP
DIN: 00001945

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

Based on the scrutiny of the relevant records, forms and returns provided by the SESHASAYEE PAPER AND BOARD LIMITED, (CIN NO L21012TZ1960PLC000364) having its registered office at Pallipalayam, Namakkal District, Cauvery RSPO, Erode 638 007 and verification of disclosures and declarations given by the director under the applicable statutes and also based on the verification of facts regarding the Board of Directors of the Company, available in public domain, we here by certify that as on 31-03-2026 none of the directors on the Board of the Company has been debarred or disqualified from being appointed as Director either by the Securities and Exchange Board of India (SEBI) or Ministry of Corporate affairs or any such statutory authority.

For **Lakshmmi Subramanian & Associates**
Practicing Company Secretaries

Swetha Subramanian

Partner

FCS No. 10815

CP No. 12512

P.R. No: 6608/2025

UDIN: F010815H000279424

Place: Chennai

Date : 05.05 2026

AUDITORS CERTIFICATE ON COMPLIANCE WITH THE CONDITIONS OF CORPORATE GOVERNANCE UNDER THE SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To
The Board of Directors
Seshasayee Paper and Boards Limited

1. This Certificate is issued in accordance with the terms of our engagement letter dated 6th July 2025.
2. We have examined the compliance of conditions of Corporate Governance by Seshasayee Paper and Boards Limited ('the Company') for the year ended 31st March 2026, as per Regulations 17-27, clauses (b) to (i) of Regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

Management's Responsibility

3. The compliance of conditions of Corporate Governance is the responsibility of the Management. Our examination was limited to procedures and implementation thereof, adopted by the company for ensuring compliance of the conditions of Corporate Governance.

Auditor's Responsibility

4. Pursuant to the requirements of the Listing Regulations, our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

5. We have examined the books of accounts and other relevant records and documents maintained by the Company for the purpose of providing reasonable assurance on compliance with conditions of Corporate Governance requirements by the Company.
6. We have carried out our examination of the relevant records of the Company in accordance with the Standards on Auditing specified under Section 143(10) of the Companies Act, 2013, in so far as applicable for the purpose of this certificate, the Guidance Note on Certification of Corporate Governance issued by the Institute of Chartered Accountants of India ('ICAI') and the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.
7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial information, and Other Assurance and Related Services Engagements.

Opinion

8. Based on examination of the relevant records and according to the information and explanations provided to us and the representation made by the management, in our opinion, the Company has complied, in all material respects, with the conditions

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of Corporate Governance as stipulated in the Regulations 17 to 27, clauses (b) to (i) of Regulation 46(2), and paragraphs C, D and E of Schedule V of the Listing Regulations during the year ended 31st March 2026.

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

Restrictions on use

10. This certificate is provided to Board of Directors of the Company solely for the purpose of complying with the aforesaid Regulations and may not be suitable for any other purpose. We have no responsibility to update this certificate for events and circumstances occurring after the date

of this certificate. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this report is shown or into whose hands it may come without our prior consent in writing.

For Suri & Co,
Chartered Accountants
Firm's Registration No. 004283S

Sanjeev Aditya M
Partner
Membership No. 229694
UDIN: 26229694PMXVLY4884

Place : Chennai
Date : 12.05.2026

BUSINESS SUSTAINABILITY REPORTING

Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 [SEBI (LODR) Regulations], with amendments to Regulation 34 (2) (f) of LODR Regulations vide Gazette notification no. SEBI/LAD-NRO/GN/2021/22 dated May 05, 2021 introduced reporting requirements on ESG parameters called the Business Responsibility and Sustainability Report (BRSR). Top 1000 companies, measured based on average Market Capitalization during the period from 1st July to 31st December, are required to have “Business Responsibility & Sustainability Report” (BRSR) as part of their Directors’ Report.

This regulation is not mandatorily applicable for the company for FY26, since the company is placed at 1188th and 1231st position as per NSE’s data and BSE’s data respectively on average market capitalization during 01.07.2025 - 31.12.2025. However, the company has opted to comply with this regulation on voluntary basis for FY26 and the Company has accordingly drafted the Business Sustainability Report for FY26.

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity:

1. Corporate Identity Number (CIN) of the Listed Entity	L21012TZ1960PLC000364
2. Name of the Listed Entity	Seshasayee Paper and Boards Limited
3. Year of incorporation	22 nd June 1960
4. Registered Office address	Pallipalayam, Namakkal District, Cauvery RS PO, Erode 638 007, Tamil Nadu
5. Corporate address	Pallipalayam, Namakkal District, Cauvery RS PO, Erode 638 007, Tamil Nadu
6. E-mail	secretarial@spbltd.com
7. Telephone	04288 - 240322
8. Website	www.spbltd.com
9. Financial year for which reporting is being done	FY 2025-26
10. Name of the Stock Exchange(s) where shares are listed	NSE & BSE
11. Paid-up Capital	₹12,61,36,280
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on this report	Sri S Srinivas Director (Finance) & Secretary

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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
14. Name of assurance Provider	Not Applicable
15. Type of assurance obtained	Not Applicable

II. Products/ Services:

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

Sl. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1	Manufacturing	Manufacture of Paper and Paper Boards	97%

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

Sl. No.	Product/Service	NIC Code	% of total Turnover contributed
1	Paper and Paper Boards	1701	97%

III. Operations:

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

Location	Number of plants	Number of offices	Total
National	3	8	11
International	--	--	--

2. Markets served by the entity in FY 2025-26:

a. Number of locations

Locations	Number
National (No. of States)	23
International (No. of Countries)	37

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

Exports during the FY 2025-26 represented 9% by value (Previous Year - 14%)

c. A brief on types of customers:

Mostly Business-to-Business (B2B): Printers, Publishers, Notebook convertors, Packaging Material convertors and to retail markets.

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IV. Employees

1. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

Sl. No	Particulars	Total (A)	Male		Female	
			No.(B)	% (B/A)	No.(C)	% (C/A)
Employees						
1.	Permanent (D)	718	716	99.7%	2	0.3%
2.	Other than Permanent (E)	331	331	100.0%	--	--
3.	Total employees (D+E)	1049	1047	99.8%	2	0.2%
Workers						
4.	Permanent (F)	272	272	100.0%	--	--
5.	Other than Permanent (G)	* 1177	* 1037	88.1%	* 140	11.9%
6.	Total employees (F+G)	1449	1309	90.3%	140	9.7%

* Includes 1174 workmen engaged on contract basis (1034 Male and 140 Female).

b. Differently abled Employees and workers:

Sl. No	Particulars	Total (A)	Male		Female	
			No.(B)	% (B/A)	No.(C)	% (C/A)
Differently Abled Employees						
1.	Permanent (D)	3	3	100%	--	--
2.	Other than Permanent (E)	--	--	--	--	--
3.	Total employees (D+E)	3	3	100%	--	--
Differently Abled Workers						
4.	Permanent (F)	4	4	100%	--	--
5.	Other than Permanent (G)	--	--	--	--	--
6.	Total employees(F+G)	4	4	100%	--	--

2. Participation / Inclusion / Representation of women as on 31.03.2026

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	10	1	10 %
Key Management Personnel	--	--	--

3. Turnover rate for permanent employees and workers:

(Disclose trends for the past 3 years)

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	3.4%	--	3.4%	4.3%	--	4.3%	4.1%	10.0%	4.2%
Permanent Workers	3.7%	--	3.7%	6.3%	--	6.3%	2.0%	--	2.0%

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

(a) Names 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 listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Esvi International (Engineers & Exporters) Limited	Subsidiary	100.00%	No
2	Ponni Sugars (Erode) Limited	Associate	32.35%	Yes

VI. CSR Details:

- (i) Whether CSR is applicable as per section 135 of Companies Act, 2013 : Yes
- (ii) Turnover for FY 2025-26 - ₹ 1,710.17 Crores
- (iii) Net worth as on 31.03.2026 - ₹ 1950.49 Crores
- (iv) CSR Spend during FY 2025-26 - ₹ 6.43 crores

VII. Transparency and Disclosures Compliances:

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

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No)	FY 2025-26			FY 2024-25		
		Number of complaints filed	Number of complaints pending resolution	Remarks	Number of complaints	Number of complaints pending resolution	Remarks
Communities	Yes ⁽¹⁾	--	--		--	--	
Investors		Not Applicable					
Shareholders	Yes ⁽²⁾	3	--		1	--	
Employees and workers	Yes	--	--		--	--	
Customers	Yes ⁽³⁾	60	5		73	6	
Value Chain Partners	Yes ⁽⁴⁾	--	--		--	--	

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- (1) Addressed thro' the CSR Policy of the Company [<https://www.spbltd.com/investor-info/policy/index.html>].
- (2) As per SEBI Listing Regulations.
- (3) Covered in contracts and agreements entered into with the distributors (Indentors), dealers, agents and customers of the Company.
- (4) Addressed under the Whistle Blower Policy of the Company [<https://www.spbltd.com/investor-info/policy/index.html>].

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

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

Sl. No.	Material issue identified	Indicate whether risk or opportunity	Rationale for identifying the risk / opportunity. In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
1	Printing and writing paper segment which is the prime grade among company's products, is expected to be negatively impacted in the near future.	Opportunity & Risk	<p>Risk: Will affect the margins business that the Company operates.</p> <p>Opportunity:</p> <p>(i) Provides opportunity to diversify in to other product range to cater to different segments of markets.</p> <p>(ii) To take advantage of restrictions on single use plastic materials, by developing alternatives.</p> <p>The Company has been making necessary investments to diversify its product range and has also been strengthening its marketing network, as well as the supply chain.</p>	Adverse since margins of alternate grades are likely to be lower when compared with printing and writing segment.
2	Failure of Monsoon and absence of water flow in the River Cauvery and River Tamirabarani, from where the Company draws its water requirements	Risk	<p>Risk: Since water shortage will directly disrupt the pulp and paper production.</p> <p>The Company is taking various initiatives to curtail quantum of fresh water used in the process.</p>	Adverse

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Sl. No.	Material issue identified	Indicate whether risk or opportunity	Rationale for identifying the risk / opportunity. In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
3	Wood availability	Risk	<p>Risk: Since wood pulp constitutes the major portion in the pulp furnish of the paper manufacturing in the Company. The Company has well defined tree farming strategy to enable marginal land owners in nearby districts to grow trees in about 20000 acres annually. This enables Company to be wood positive.</p> <p>This risk is further addressed thro' a 4 pronged strategy :</p> <ul style="list-style-type: none"> - Adding Newer species of wood to its raw material base - Enhancing the sourcing of wood from regions outside Tamil Nadu - Direct connect with Farmers thro' Contract Farming initiatives - Enhancing usage of bagasse & deinked pulp to reduce dependency on wood pulp. 	Negative since shortage of wood will result in company resorting to use of costlier sourced pulp.
4	Dependency on Imported Coal	Opportunity & Risk	<p>Risk: Since this results in increase in energy cost.</p> <p>Opportunity: Since this opens up avenues to move towards non-fossil fuel based energy sources.</p> <p>The company has continuously taken steps to reduce its dependency on Coal.</p> <p>Today, over 50% of the energy needs of the Unit : Erode is addressed thro' renewable energy sources and bio-fuels. Further steps are being taken to increase the share by augmenting in-house pulp production.</p> <p>The Company has also partnered with a Solar & Wind Power facilities developer, for meeting the Solar & Wind Power requirements of the company.</p>	Neutral since the company's dependency on Coal has come down.

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Sl. No.	Material issue identified	Indicate whether risk or opportunity	Rationale for identifying the risk / opportunity. In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
5	Monsoon failures affecting the Sugar Industry thereby restricting the supply of Bagasse	Risk	<p>Risk: Since Bagasse is a key input material for the company.</p> <p>The Company has its own Captive source with Bagasse sourced from Associate Company. The Bagasse production by the Associate Company is more than the material required by SPB.</p>	Neutral since bagasse represents only about 14% of the pulp mix in Erode operations.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC (National Guidelines on Responsible Business Conduct) Principles and Core Elements.

- ◇ P1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.
- ◇ P2: Businesses should provide goods and services in a manner that is sustainable and safe.
- ◇ P3: Businesses should respect and promote the well-being of all employees, including those in their value chains.
- ◇ P4: Businesses should respect the interests of and be responsive to all its stakeholders.
- ◇ P5: Businesses should respect and promote human rights.
- ◇ P6: Businesses should respect and make efforts to protect and restore the environment.
- ◇ P7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.
- ◇ P8: Businesses should promote inclusive growth and equitable development.
- ◇ P9: Businesses should engage with and provide value to their consumers in a responsible manner.

Sl.	Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and Management Processes										
1	a. Whether your entity's policy / policies cover each principle and its core elements of the NGRBCs. (Yes / No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
	b. Has the policy been approved by the Board? (Yes/No)	Y	--	--	Y	Y	--	Y	Y	--
	c. Web Link of the Policies, if available	All the policies are available @ https://www.spbltd.com/investor-info/policy/index.html								

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Sl.	Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
2	Whether the entity has translated the policy into procedures. (Yes / No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
3	Do the enlisted policies extend to your value chain partners? (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
4	Name of the national and international codes/certifications/ labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	SPB's manufacturing facilities have well defined Environment, Health and Safety (EHS) and quality management systems in place and are aligned with International Standards like : ISO 9001 (Quality Management System), ISO 14001 (Environment Management System), ISO 45001 (Occupational Health & Safety Management System), FSC Controlled Wood Procurement Policy, BIS Standards.								
5	Specific commitments, goals and targets set by the entity with defined timelines, if any.	The Company has already achieved its vision to reach "Wood Positive Status". It has also made significant progress in having more than 60% of energy needs, in Unit:Erode, addressed thro' renewable energy sources / bio-fuels.								
6	Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Refer the details given under each of the Principle.								
Governance, leadership and oversight										
7	Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements : "SPB is committed to be a truly sustainable and socially responsible business. The Company's ESG roadmap and Green initiatives / targets have been integrated with the Growth Strategy of the business". Sri. N Gopalaratnam Executive Chairman Wholetime Director & KMP									
8	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	The Executive Chairman, who is also the wholetime director & KMP of the Company.								
9	Does the entity have a specified Committee of the Board / Director responsible for decision making on Sustainability related issues? (Yes / No). If yes, provide details.	Yes, the Executive Chairman of the Company is responsible for decision making on sustainability related issues.								

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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)								
		P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
	Performance against above policies and follow up action	Yes									Annually								
	Compliance with statutory requirements of relevance to the principles & rectification of any non-compliances	The company complies with all applicable laws.																	
11	Has the entity carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9									
		The Auditors of the Company (ISO Auditors / Internal Auditors / In-house ISO and WCM co-ordinators / In-house Certified Energy Auditors / FSC Auditors) review the implementation of the policies from time to time. The Company's 2 units have been subject to audit by external certification agencies. No dedicated Business Responsibility Audit has been conducted.																	
12	If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated: NA																		
	The entity does not consider the Principles material to its business (Yes/No)	Not applicable																	
	The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	Not applicable																	
	The entity does not have the financial or/human and technical resources available for the task (Yes/No)	Not applicable																	
	It is planned to be done in the next financial year (Yes/No)																		
	Any other reason (please specify)																		

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

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

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

- ◇ Commitment to ethical and lawful business conduct is a fundamental shared value of the Board of Directors, Senior Management and all employees of the Company. It is embedded in the Company’s Vision, Mission and Values Statement. The Values of the Company, as in this statement, start with “Ethical Practices”. The Company’s Vision is “To excel as a trusted, socially responsible and customer driven organisation providing maximum value to all stakeholders.”
- ◇ The Company has adopted the ‘Code of Conduct’, to ensure ethics, transparency and accountability in all aspects of the business and create value for its stakeholders in a sustainable manner. All Directors and Senior Management personnel shall affirm compliance with Code on an annual basis.
- ◇ The Company has well established policies, in accordance with the statutory guidelines and relevant SEBI regulations
 - ❖ Whistle Blower policy
 - ❖ Code of Conduct
 - ❖ Code of practices for fair disclosure of unpublished price sensitive information.
 - ❖ Remuneration policy.
 - ❖ Policy on preservation and archival of documents.
 - ❖ Policy for determination of Materiality for Disclosure of Information / Events to Stock Exchanges.
 - ❖ Policy on Related Party transactions
 - ❖ Policy for determining Material subsidiaries.
 - ❖ Prevention of Sexual Harassment at Workplace
 - ❖ The Company has a policy to do business with suppliers / contractors and other who are aligned with its value systems.

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Essential Indicators

1	Percentage coverage by training and awareness programmes on any of the Principles during the financial year:				
Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact		% age of persons in respective category covered by the awareness programmes	
Board of Directors	The Directors of the Company are given extensive information thro' Plant Visit(s), periodical updates and detailed presentations, on the Regulatory updates including MCA updates on amendments to Companies Act, 2013, SEBI Regulations, amendments to FEMA, Related Party Transactions, etc., Industry updates, market developments, energy initiatives thro' Business Presentations etc.				
Key Managerial Personnel	The Company has dedicated periodical Internal Company Newsletter (GreenCo Newsletter) covering a variety of resources, including training programs, awareness campaigns, leader talks, contests and more. The learning content addresses the BRSR topics. The Company conducts campaigns throughout the year to encourage employees leverage their learnings.				
Other Employees	The GreenCo Newsletters of the Company are also available @ www.spbltd.com				
Workers					
2	Details of fines / penalties / punishment / award / compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):				
Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in INR)	Brief of the Case	Has an appeal been preferred (Yes/ No)
Penalty / Fine	None				
Settlement					
Compounding fee					
Non-Monetary					
Imprisonment	None				
Punishment					

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

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

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

The Company has adopted the 'Code of Conduct', to ensure ethics, transparency and accountability in all aspects of the business and create value for its stakeholders in a sustainable manner [<https://www.spbltd.com/investor-info/code-of-conduct/index.html>]. All Directors and Senior Management personnel affirm compliance with Code on an annual basis.

- 5 Number of Directors / KMPs / employees / workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery / corruption:**

	FY 2025-26	FY 2024-25
Directors	There have been no cases involving disciplinary action taken by any law enforcement agency for the charges of bribery / corruption against Directors / KMP / employees / workers that have been brought to our attention.	
KMPs		
Employees		
Workers		

- 6 Details of complaints with regard to conflict of interest:**

	FY 2025-26		FY 2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors / KMPs.	None			

- 7 Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest - None.**

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

	FY 2025-26	FY 2024-25
Number of days of accounts payables	45 days	47 days

- 9 Open-ness of business**

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

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Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of Purchases	a) Purchases from trading houses as % of total purchases	65%	68%
	b) Number of trading houses where purchases are made from	653	686
	c) Purchases from top 10 trading houses as % of total purchases from trading houses	67%	61%
Concentration of Sales	a) Sales to dealers / distributors as % of total sales	69%	70%
	b) Number of dealers / distributors to whom sales are made	86	74
	c) Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	37%	51%
Share of RPTs in	a) Purchases (Purchases with related parties / Total Purchases)	3.1%	1.5%
	b) Sales (Sales to related parties / Total Sales)	0.1%	0.1%
	c) Loans & advances (Loans & advances given to related parties/ Total loans & advances)	--	--
	d) Investments (Investments in related parties / Total Investments made)	^ 71%	^ 98%

^ % arrived at based on Historical cost of investment and not fair-value

Leadership Indicators

1 Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

The Company facilitates capacity building workshops for its key value chain partners to educate and create shared awareness on key areas like Human Rights, labour practices and sustainability.

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. Policy on related party transactions.

Yes. The Company receives an annual declaration from its Board of Directors and KMP on the entities they are interested in and ensures requisite approvals as required under the statute as well as Company's policies are in place before transacting with such entities and individuals.

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe.

- ✦ Paper is a noble Product. The printing and writing grades of paper that our Company manufactures go to educate Children and inculcate good reading habits. Paper is biodegradable, recyclable and an environmentally friendly product. Process of manufacture of paper is clean, green and energy efficient.
- ✦ Our company manufactures different grades of printing and writing paper using
 - Plantation / Farm forestry based wood
 - Sugar cane bagasse [a by-product of a Sugar Mill] and
 - Recycled waste paper.

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- ✦ Our company helps farmers to grow trees. As part of our tree farming activity, our company provides quality Clonal seedlings / bare root seedlings of Eucalyptus and Casuarina at subsidized rates to farmers and also assist them with technical help to achieve higher yields and revenues.
- ✦ Our company is constantly focused on identifying new wood species.
- ✦ Technical support to the farmers for this initiative is being provided in association with the Department of Tree Breeding of Forest College and Research Institute, attached to Tamil Nadu Agricultural University, Coimbatore, through a Collaborative Research Project.
- ✦ In accordance with the Company's vision to achieve wood positive status, over 8.39 crore seedlings were made available during the FY 2025-26 (FY 2024-25: 7.90 crore seedlings), at subsidized rates, for planting in 22,169 acres of land in FY 2025-26 (FY 2024-25 : 20,772 acres).
- ✦ Our Unit : Tirunelveli has a modern De-inking Plant in which recycled waste paper is de-inked (removal of ink) and reused for manufacture of high quality printing and writing paper grades.
- ✦ As can be seen from the above, the three primary fibrous raw materials viz. Wood, Sugar cane Bagasse and Waste Paper are obtained through a sustainable process model helping the local community.
- ✦ The paper manufacturing process adopted by our company is also environmentally friendly and green. Our process is energy efficient and totally "Elemental Chlorine Free". Our process uses environmentally friendly chemicals viz. Oxygen, Hydrozen Peroxide, Chlorine Di-oxide, etc. which make our process green. The process adapted by our company generates a liquor called "Black Liquor" which is a biomass rich in lignin is burnt in a boiler to produce green power.
- ✦ Over 50% of the energy consumed by Unit : Erode is green power generated from 'Black Liquor' in the Chemical Recovery Complex and bio-fuels used in our Power Boilers. Nearly 96% of the Chemicals used in pulping process are recovered back in the Chemical Recovery Complex and recycled.
- ✦ The Lime Sludge which is a waste product from our Recausticizing Plant is reburnt in a Rotary Lime Kiln which again uses about 20% biogas from the Anaerobic Digestion System.
- ✦ The solid waste viz. effluent sludge from waste water treatment plant is the primary raw material for hundreds of small board manufacturers and the board produced is used for Egg tray, Hosiere packing, Footwear packing, etc.
- ✦ Our company has a unique waste water treatment facility. The waste water from the Mill is classified into three categories viz. (i) High COD, (ii) Medium COD & (iii) Low COD.
- ✦ The high COD stream is taken to Anaerobic Lagoon which generates Methane gas which is used in Rotary Lime Kiln to replace fossil fuel viz. Furnace Oil.
- ✦ The low COD stream is taken to Clarifier and is recycled back in the process.
- ✦ The medium COD stream is treated in the waste water treatment facility meeting the standards prescribed by the Pollution Control Board and the treated waste water is used for irrigating the waste land around the Mill through Lift Irrigation Scheme.
- ✦ Our company has bagged several awards for excellent Environment performance, safety, energy efficiency, etc. Notable Awards received by the Company in recent years are:
 - CII GreenCo Gold Rating Award during GreenCo Summit held at Pune in the year 2017.
 - Green Award 2017 by Tamil Nadu Pollution Control Board for Environment Protection.
 - CII - National Award for Excellence in Energy Management:

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- a) Excellence in Energy Management - for the past 7 consecutive years
- b) National Energy Leader - 5th time in row
- c) Innovation award - Digester modification to enhance pulp production and green energy.
- Paper Mill of the year award for FY 2019-20, awarded by Indian Paper Manufacturers Association.
- IPMA Energy Conservation Award for FY 2021-22.
- CII EHS (Environmental, Health and Safety) Excellence - Bronze Award for the year 2022.
- AEE award - Regional Corporate Energy award 2021 by Association of Energy Engineers, US
- CAPEXIL Export Excellence Award for FY 2018-2022
- CII SR EHS Excellence - Silver Award for the year 2023
- CII EHS Excellence - Special award in Energy / Carbon footprint for the year 2023.
- Safety Awards from Tamil Nadu State Government for the year 2022 & 2023 (3 First prizes and 2 Third prizes)

Essential Indicators

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

	FY 2025-26 (₹ crores)	FY 2024-25 (₹ crores)
R&D (Revenue)	1.21	1.05
R&D (Capex)	0.03	0.34

Details of improvements in environmental and social impacts:

Wood being the most important and sensitive raw material, the company helps farmers to grow trees and a large part of the Company's R&D programs supports farmers. As part of the tree farming activity, the company runs nursery in large scale and provides quality Clonal seedlings of Eucalyptus and Casuarina breed at subsidized rates to farmers and also assist them with technical help through Agricultural University to achieve higher yields and revenues.

Our company is constantly focused on identifying new wood species. Recently the company has identified newer varieties of wood like Melia-Dubia and Subabul as wood suitable for pulp production.

Technical support to the farmers for this initiative is being provided in association with the Department of Tree Breeding of Forest College and Research Institute, attached to Tamil Nadu Agricultural University, Coimbatore, through a Collaborative Research Project.

Our company has a structured, innovative Lift Irrigation Scheme by which our treated waste water is used to irrigate nearly 1500 acres of land in which local farmers grow sugar cane. The sugar cane produced is procured by our associate Company viz. Ponni Sugars(Erode) Limited which in turn gives bagasse, a residue left after extraction of sugar from sugar cane. Bagasse is used by our Company to produce paper, and in turn, our Company gives treated waste water to the farmers to grow sugar cane. This tripartite arrangement between our Company, Ponni Sugars (Erode) Limited and the nearby Farmers has been in operation for over 35 years. This innovative Lift Irrigation Scheme is a unique and innovative irrigation scheme and has caught the attention of Overseas Experts and UNDP as a Role Model.

2 a. Does the entity have procedures in place for sustainable sourcing? Yes

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

Yes. The Company has been certified under four standards of FSC (Forest Stewardship Council), viz. FSC-STD-40-004 (Chain of Custody (COC) Certification), FSC-STD-40-005 (Requirements for Sourcing FSC Controlled Wood), FSC-STD-40-003 (COC certification of multiple sites) and FSC-STD-50-001 (Certificate Holder Trademark Requirements). By this, the Company assures its stakeholders that the wood and wood fibre (pulp) purchased by it are traceable to responsibly managed plantations and that adequate controls are in place to ensure identification and traceability throughout the Chain of Custody. This also means that the Company is capable of manufacturing and selling 'FSC Mix' claim products in Domestic and International Markets.

100% of wood sourced is from sustainable vendors. The Company's FSC Policy governing sourcing of wood is available at Company's website : <https://www.spbltd.com/investor-info/corporate-governance/index.html>

The Company policy on Green Procurement guidelines underlines the following:

- Sourcing of raw materials from Environmentally and socially responsible sources.
- Maximising the usage of Eco friendly chemicals and energy efficient equipments
- Maximising the use of recovered paper in paper furnish.
- Following the 3R principles of Reduce, Reuse and Recycle.
- Conducting awareness programs on Environmental impacts for vendors / suppliers.
- Creating awareness about GSC (Green Supply Chain) to critical vendors and to help them for ISO 14000 certification and to prioritise buying from ISO vendors.
- Improving the efficiency of the suppliers by audit, training and improvement suggestions.

Company's green procurement guidelines are available in Company's website @ <https://www.spbltd.com/investor-info/policy/index.html>

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

The plastic waste, mainly generated from the de-inking process of waste paper, is disposed for co-processing in Cement Kiln thro' an agreement.

The Company has entered in to formal agreement with PCB approved e-waste vendors for disposal of e-waste.

Company has identified waste oil and ETP sludge under Hazardous waste and imported waste paper as Other wastes. The Company has obtained authorization from TNPCB for its disposal and utilization.

Other waste generated in the process (like Chipper Dust, Pith, Screen rejects etc) are used as Biomass in the Company's Captive Power Plant. Lime Sludge / Lime Grits, generated in the process, are supplied as alternate raw material to nearby cement plants. Primary Sludge, generated in the process, is supplied as alternate material to Board making plants / egg-tray making facilities.

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.

The EPR guidelines / regulations are applicable to the company. The Company has entered in to a formal agreement with an authorized service provider for collection & Disposal Of Plastic Waste Generated by the company on a Pan India Level. The program covers the following:

- EPR Report and certificate for collection, storage, transportation, recycling and disposal of Plastic waste.
- Fulfilment of EPR requirements of the COMPANY as per PWM 2016 (and its amendments), and respective state Rules.
- Implementation of the requirements under Central Government Notification {published on 18th March, 2016, in the Gazette of India, Part - II, Section -3, Sub-section (i)} by Ministry of Environment, Forest and Climate Change.
- Collection / Recycling data on the basis of requirement by the COMPANY/ or Central/ State Pollution Control Boards.
- Other EPR services as required.

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?

The Company has been undertaking Life Cycle Perspective Assessments (LCA) on its products since the year 2017 with an objective to evaluate the impacts and identify areas for improvement in the value chains. LCA has been carried out for 2 of the major product offerings of the company and these products have been assessed as environment friendly. The Company will continue with its efforts for assessing environmental impact of other products.

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)
1701	Super white & Copier Grades	20 - 30%	Gate to Gate	3 rd party and internal	No

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2	<p>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.</p>						
	<p>The Company has put in place robust guidelines and standards, that are benchmarked against international best practices, with defined Standard Operating Procedures for identifying and mitigating social and environmental risks.</p>						
	Name of Product / Service	Description of the risk / concern			Action Taken		
	NIL						
3	<p>Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).</p>						
	Indicate input material	Recycled or re-used input material to total material					
		FY 2025-26		FY 2024-25			
	Unit : Erode - Integrated Pulp and Paper Unit	Erode unit uses Bagasse, which is a by-product in Sugar mills, to manufacture pulp and about 13% of total pulp manufactured in Erode unit is bagasse based (Previous year 9%)					
	Unit : Tirunelveli - Standalone Paper Unit - Usage of recycled fibre as a % of total fibre	18%		14%			
4	<p>Of the products and packaging reclaimed at end of life of products, amount reused, recycled, and safely disposed, as per the following format:</p>						
		FY 2025-26			FY 2024-25		
		Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
	Plastics (including packaging)	--	--	1260.0 MT	--	--	909.9 MT
	E-waste	--	--	1.00 MT	--	--	3.28 MT
	Hazardous waste (Used Spent Oil)	--	--	5 MT (approx.)	--	--	9 MT (approx.)
	Hazardous waste (Chemical Sludge)	--	--	93533 MT	--	--	89685 MT
	Other waste (ESP ash)	--	--	13587 MT	--	--	14586 MT

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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
In Unit : Erode	About 13% of the pulp is from Bagasse, which is a by-product of the Sugar Industry. (Previous Year : 9%)
In Unit : Tirunelveli	About 18% of the pulp furnish is from recovered paper. (Previous year : 14%)

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1 a. Details of measures for the well-being of employees(other than workers):

% of employees covered by

Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		No.	%	No.	%	No.	%	No.	%	No.	%
Permanent Employees											
Male	704	171	24%	704	100%	NA	NA	0	0%	0	0%
Female	14	3	21%	14	100%	14	100%	NA	NA	0	0%
Total	718	174	24%	718	100%						
Other than Permanent employees											
Male	323	303	94%	323	100%	NA	NA	0	0%	0	0%
Female	8	8	100%	8	100%	8	100%	NA	NA	0	0%
Total	331	311	94%	331	100%						

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

Permanent Workers

Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		No.	%	No.	%	No.	%	No.	%	No.	%
Male	272	0	0%	272	100%	NA	NA	0	0%	0	0%
Female	0	0	0%	0	0%	0	0%	NA	NA	0	0%
Total	272	0	0%	272	100%						

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Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		No.	%	No.	%	No.	%	No.	%	No.	%
Other than Permanent Workers											
Male	1152	1107	96%	1152	100%	NA	NA	0	0%	0	0%
Female	141	141	100%	141	100%	141	100%	NA	NA	0	0%
Total	1293	1248	97%	1293	100%						

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the Company	0.7 %	0.6 %

2 Details of retirement benefits, for Current FY and Previous Financial Year							
Benefits	FY 2025-26			FY 2024-25			
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)	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/NA)	
PF	100%	100%	Yes	100%	100%	Yes	
Gratuity	100%	100%	Yes	100%	100%	Yes	
ESI	14%	16%	Yes	14%	16%	Yes	
Others ^^	82%	85%	Yes	82%	85%	Yes	

The above retirement benefits are applicable only for permanent employees.

^^ Related to the exclusive Superannuation Program that the company offers to its employees.

3 Accessibility of workplaces

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

The establishments / offices of the company are accessible to differently abled employees and the management continuously works towards improving infrastructure for eliminating barriers to accessibility.

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

Yes. The policy is available @ <https://www.spbltd.com/investor-info/policy/index.html>

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5	Return to work and Retention rates of permanent employees and workers that took parental leave.			
Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	NA	NA	NA	NA
Female	100%	100%	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.	
	<p>Yes. The Company's grievance redressal procedure is available to employees and workmen. The objective of the policy is to facilitate open and structured discussion on employees' work-related grievances with the intent of ensuring that the grievance is dealt with a fair and just manner while being in compliance with the company's policies. The company's practices encourage an amicable and fair resolution of grievances. Employees are encouraged to first discuss the grievance with their immediate reporting authority and attempt to arrive at a resolution before invoking a formal grievance redressal mechanism.</p>	
		Yes / No (If Yes, then give details of the mechanism in brief)
	Permanent Workers	As mentioned above
	Other than Permanent Workers	
	Permanent Employees	
	Other than Permanent Employees	

7	Membership of employees and worker in association(s) or Unions recognised by the listed entity:					
Category	FY 2025-26			FY 2024-25		
	Total employee / workers	Part of association(s) or Union	%	Total employee / workers	Part of association(s) or Union	%
Total Permanent Employees	718	547	76%	737	550	75%
- Male	704	543	77%	725	541	75%
- Female	14	4	29%	13	10	77%
Total Permanent Workers	272	272	100%	285	285	100%
- Male	272	272	100%	285	285	100%
- Female	0	0	--	0	0	--

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8 Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-25				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (A)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	1027	616	60%	1027	100%	1047	608	58%	782	75%
Female	22	22	100%	22	100%	21	16	76%	16	76%
Total	1049	638	61%	1049	100%	1068	624	58%	787	74%
Workers										
Male	1424	285	20%	356	25%	1416	162	11%	254	18%
Female	141	0	0%	0	0%	187	0	0%	0	0%
Total	1565	285	18%	356	23%	1603	162	10%	254	16%

9 Details of performance and career development reviews of employees and worker:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	1027	696	68%	1047	725	69%
Female	22	22	100%	21	13	62%
Total	1049	718	68%	1068	738	69%
Workers						
Male	1424	272	19%	1416	285	20%
Female	141	--	--	187	--	--
Total	1565	272	17%	1603	285	18%

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. The Company has implemented Occupational, Health and Safety Management System. The company is certified since year 2007 under Occupational Health and Safety Assessment series 18001 / ISO 45001 which is an international standard that facilitates management of Occupational Health and Safety risks associated with the business of 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?

For Routine work : Hazard Identification and Risk Analysis (HIRA) is carried out for each activity, prescribed in SOPs (Standard Operating Procedures). Suitable Control measures are implemented.

For Non-routine work : Job Safety Analysis Tool is used to identify the hazards and risks involved in the job. Suitable control measures have been placed.

Further, both the units of the company undergo periodic Environment, Health and Safety audits. Several national awards and certifications acknowledge SPB's commitment and efforts towards providing a safe and healthy workplace to all.

c) Whether you have processes for workers to report the work related hazards and to remove themselves from such risks. (Y/N)

Yes. A system is in place in both the units of the company to spot and report work related hazards and offer suggestions for improvements. Necessary training is given to all employees in recognizing hazards and issues. Joint inspections by management representatives and employees on the shop floor are also carried out at regular intervals and respective corrective and preventive measures are undertaken to mitigate the identified risks.

Formal Safety Committee is formed and operational in both the units thro' which work representatives can address their safety related issues during committee meetings.

Tool Box meetings are conducted regularly, wherein the workers can raise their safety issues to their managers.

Company has a separate safety department, comprising of a Safety Manager and trained safety executives, which does independent audit and champions the safety related programs across the organization.

D. Do the employees / workers of the entity have access to non-occupational medical and healthcare services? (Yes/ No).

Yes. All the employees are covered under the Group Personal Accident Policy taken by the Company with well recognized insurers. All employees, permanent and temporary and their family members, have access to company provided (thro' medical centers run by the company in around the plants) or company supported medical benefits.

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11 Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	--	--
	Workers	--	--
Total recordable work-related injuries	Employees	--	--
	Workers	--	--
No. of fatalities	Employees	--	--
	Workers	--	3
High consequence work-related injury or ill-health (excluding fatalities)	Employees	--	--
	Workers	--	--

The Company's Safety Department carries out detailed investigations for all accidents, for both reportable and non-reportable to identify the root causes and to understand the measures to prevent recurrence. The learnings from all accidents are disseminated across the organization. Detailed presentation on Safety incidents / inquiries / investigations / programs is made by the Safety Manager in the fortnightly Technical Review / Head-Of-Department Meetings, which is chaired by the Managing Director of the Company.

12 Describe the measures taken by the entity to ensure a safe and healthy work place.

Company runs comprehensive programs to ensure safe and healthy workplace and those programs covers the following : machineries and equipment safety, walkway and access staircases, storage tanks safety, work environment, work place illumination, comprehensive safety management system under ISO 45001, safety promotional activities, fire protection systems and training programs, emergency preparedness programs, emergency response teams, etc.

13 Number of Complaints on the following made by employees and workers:

Category	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions						
Health & Safety						

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14	Assessments for the year:				
		% of your plants and offices that were assessed (by entity or statutory authorities or third parties)			
	Health and safety practices	100%			
	Working Conditions	100%			
15	Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.				
	The Company periodically undergo assessment programs by independent third party assessors and follow-up actions are taken and reported to the Risk Management Committee, comprising of 2 Independent Directors and a whole-time Director of the Company.				
	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. In the unfortunate event of death of an employee, including workers, the company extends financial support to family members of the employee. All the permanent employees of the company are covered under the Group Personal Accident Insurance Policy taken by the Company and EDLI policy with EPF. All the temporary employees of the company are covered under the Statutory Employees State Insurance (ESI) program and EDLI policy with EPF.				
2	Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.				
	The bills raised by the service providers are settled by the company only on submission of proof by the service providers that the statutory dues have been deducted and deposited for all the contract workmen engaged in the company. These documents are also subject to the Internal Audit done by third party independent auditors, appointed by the Board of Directors of the Company.				
3	Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:				
	Category	Total no. of affected employees / workers		No. of employees / workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
		FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
	Employees	--	--	--	--
	Workers	--	3	--	1

<p>4</p>	<p>Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)</p> <p>Yes. The company continually invests in human capital development which includes building skills and capabilities that are contemporary while providing employees with a diversity of experiences. These enhance the employability of the workforce and enable a smooth transition to alternate opportunities where sought. A large number of managerial employees are also retained as consultants, beyond their superannuation, to help them with continued financial support and this also enables the company and the new incumbent managers to be benefitted by the experience of the retiring personnel.</p>
<p>5</p>	<p>Details on assessment of value chain partners:</p>
	<p>% of value chain partners (by value of business done with such partners) that were assessed</p>
<p>Health and safety practices</p>	<p>The key suppliers of the company are covered in the GreenCo Supply Chain Program and accordingly given awareness programs and undergo detailed evaluation by GreenCo auditors.</p>
<p>Working Conditions</p>	<p>Also, the Company continue to be certified under four Standards of FSC, viz. FSC-STD-40-004 (Chain of Custody (COC) Certification), FSC-STD-40-005 (Requirements for Sourcing FSC Controlled Wood), FSC- STD-40 003 (COC certification of multiple sites) and FSC-STD-50-001 (Certificate Holder Trademark Requirements). By this, the Company assures its stakeholders that the wood and wood fibre (pulp) purchased by it are traceable to responsibly managed plantations and that adequate document controls are in place to ensure identification and traceability throughout the Chain of Custody. This also means that the Company is capable of manufacturing and selling 'FSC Mix' claim Products in the domestic and international markets.</p>
<p>6</p>	<p>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.</p> <p>Corrective actions are identified thro' periodic GreenCo and FSC audits, as mentioned above, and follow-up actions taken and reported.</p>

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PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators	
1	Describe the processes for identifying key stakeholder groups of the entity.
	The Company engages with a broad spectrum of stakeholders to deepen its insights in to their needs and expectations and to develop sustainable strategies for the short, medium and long term. Stakeholder engagement also helps manage risks and opportunities in business operations. The key stakeholders identified are : Customers, Dealers (Indentors), Employees, shareholders, related academic institutions, supply chain partners, collaborators, industry bodies, Government, local communities, regulators and society at large.
2	List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board website), other	Frequency engagement (Annually/ Half yearly/ Quarterly/ others - please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	Emails, customer visits, relationship meetings and reviews	Continuous	Understanding customers' expectations and the gaps, if any, in company's product offerings.
Shareholders	No	Emails	Quarterly	Informing the shareholders about the performance indicators of the company and update them on company's strategies
Employees	No	Notices, Meetings, Newsletters	Continuous	<ul style="list-style-type: none"> • Appraisals and feedback • Career management • Building a safety culture and inculcating safe work practices. • On the Job training
Collaborators	No	Video Conferences, Meetings / Calls, visits	As and when needed	<ul style="list-style-type: none"> • Stronger partnership. • Joint development projects

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Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board website), other	Frequency engagement (Annually/ Half yearly/ Quarterly/ others - please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Academic Institutions	No	Academic Interface / Plant visits / Class sessions	As and when needed	Knowledge sharing and improving awareness about Paper, its eco-friendly use and paper manufacturing.
Industry Bodies	No	Conferences, Seminars, Meetings	Quarterly	For discussions on macro trends impacting Paper Industry
Government bodies and regulators	No	Meetings, visits	As and when needed	To ensure 100% compliance to all rules, regulations and laws
Local communities and society at large	No	Presentations, press conferences, media interviews, social welfare events	As and when needed	Understand areas of sustainable development; communicate on company's ESG initiatives and strategy; Implementation of CSR programs
Farmers / Aggregators / Supply Chain Partners	No	Visits by Company's managers; Awareness Meetings; One-to-One meetings	As and when needed	Review of supply performance; Green initiatives and updates; Price negotiations; Joint product developments / process upgradation; Project execution.

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.**

The Board of Directors of the Company, thro' the CSR committee, reviews, monitors and provides strategic direction to Company's CSR programs. The Company's fortnightly Review Meetings, chaired by the Chairman and Managing Director, reviews in greater details all the ESG initiatives of the company and the issues, if any, raised by any of the stakeholders of the organization.

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.

Company has an Environment Management team, headed by a person in Senior Management level. This team actively interacts with nearby villagers / government authorities and gets their feedback on the effectiveness of the company's ESG initiatives and ascertain their needs requiring support from the company. These are then formalized thro' the CSR programs of the company, which are reviewed and approved by the CSR Committee / the Directors.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

Based on the requirement stated by nearby villagers, the Company, for may years, has been supplying treated drinking water to near-by villages free of cost, to address the water needs for domestic use by the villagers.

Based on request received from Government schools, the company has constructed toilets, donated land, supplied new equipments free of cost for operation of Smart Class Rooms, supplied RO Water Plant to Panchayat Schools, supplied key medical equipments to Government Hospitals / Primary Health Centers etc.

The Company responded with financial support in Water Body development work and various other social works in Sivakasi, when request was received from "Sivakasi Green Forum".

The Company also runs 4 Community Health centers in nearby villages, providing medical treatment and free medicines.

As explained earlier, the company has a structured, innovative Lift Irrigation Scheme by which our treated waste water is used to irrigate nearly 1500 acres of land in which local farmers grow sugar cane.

The above are few of the instances of engagement with vulnerable / marginalized stakeholder groups.

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PRINCIPLE 5: Businesses should respect and promote human rights

Essential Indicators						
1	Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:					
Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees / workers covered (B)	% (B/A)	Total (C)	No. of employees / workers covered (D)	% (D/C)
Employees / Workmen						
Permanent	Through regular trade union meetings / ISO awareness sessions / on-the-job training sessions / GreenCo awareness meetings, all the employees have been provided training on sexual harassment, avoidance of discrimination, freedom of association, forced labour, child labour, etc.					
Other than permanent						
Total						

2	Details of minimum wages paid to employees, in the following format:									
Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Permanent employees (other than workmen)										
Male	704	--	--	704	100%	725	--	--	725	100%
Female	14	--	--	14	100%	13	--	--	13	100%
Other than Permanent (Other then workmen)										
Male	323	--	--	323	100%	322	--	--	322	100%
Female	8	--	--	8	100%	8	--	--	8	100%
Permanent workmen										
Male	272	--	--	272	100%	285	--	--	285	100%
Female	0	--	--	0	100%	0	--	--	0	100%

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Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Other than Permanent workmen										
Male	1152	1094	95%	58	5%	1131	1073	95%	58	5%
Female	141	141	100%	--	0%	187	187	100%	--	0%

3 Details of remuneration/salary/wages, in the following format:

(a) Median remuneration / wages

	Male		Female	
	Number	Median remuneration/salary/wages of respective category	Number	Median remuneration/salary/wages of respective category
Board of Directors (BoD)	Refer Annexure VII to Board's Report for report on			
Key Managerial Personnel	Managerial Remuneration.			
Employees other than BoD and KMP	701	₹ 7.3 lakhs	14	₹ 2.5 lakhs
Workers	272	₹ 7.5 lakhs	--	--

b) Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	3.8 %	3.5 %

4 Do you have a focal point (Individual / Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No).

The HR Head of the respective units is responsible for addressing the human rights issues.

5 Describe the internal mechanisms in place to redress grievances related to human rights issues.

All grievances are addressed as and when received by the respective unit HR Heads thro' the Plant / department Heads. All the grievances are duly investigated and appropriate actions are taken to resolve the issue / complaint.

The Company has a structured grievance redressal mechanism, with 4 layers of managerial intervention in review / redressal of issues.

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6 Number of Complaints on the following made by employees and workers:						
	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment						
Discrimination at workplace						
Child Labour						
Forced Labour / Involuntary Labour						NIL
Wages						
Other human rights related issues						

7 Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Reprisal) Act, 2013, in the following format:		
	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	Nil	Nil
Complaints on POSH as a % of female employees / workers	Nil	Nil
Complaints on POSH upheld	Nil	Nil

8 Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

The Company has a structured grievance redressal mechanism, with 4 layers of step-by-step managerial intervention to review / redressal of issues as well as to safeguard the identity and to prevent adverse consequences of the complainant.

9 Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes. The contract / agreements with suppliers / service providers, which involve supply of labour, addresses the human rights requirements.

10 Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%.
Forced/involuntary labour	The company undertakes internal assessment thro' its HR and IR function
Sexual harassment	
Discrimination at workplace	
Wages	
Others - please specify	

11 Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

No significant risks / concerns observed in internal evaluations.

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

No complaint has been received for human rights violation.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

Internal assessment covers all plant locations and offices.

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?

Our establishments / offices are accessible to the differently abled and we are continuously working towards improving infrastructure for eliminating barriers to accessibility.

4. Details on assessment of value chain partners:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Sexual Harassment	Currently, this is not being addressed.
Discrimination at workplace	However, the company's suppliers Code of Conduct addresses many of these aspects.
Child Labour	
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.

Not applicable.

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PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format

Parameter	FY 2025-26	FY 2024-25
From renewable sources (GJ)		
Total electricity consumption(A)	4,34,907	4,23,872
Total fuel consumption (B)	42,44,766	41,41,672
Energy consumption through other sources(C)		
Total energy consumed from renewable sources(A+B+C)	46,79,673	45,65,544
From non-renewable sources(GJ)		
Total electricity consumption (D)	5,82,646	5,71,669
Total fuel consumption (E)	33,35,479	31,68,382
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	39,18,125	37,40,051
Total energy consumed (A+B+C +D+E+F)	85,97,798	83,05,595
Energy intensity per rupee of turnover (Total energy consumed in GJ / Revenue from operations)	0.00050	0.00047
Energy intensity per tonne of Paper produced (Total energy consumed in GJ / Total Production in tonnage)	34.6	33.7

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. Energy Audits are done periodically by external energy auditors, certified by BEE.

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.

Both the units of the company are covered the PAT Scheme of Govt. of India. In both the units, PAT cycle targets have been achieved.

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3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)		
(i) Surface water	116.6 lakh KL	109.2 lakh KL
(ii) Groundwater	--	--
(iii) Third party water	--	--
(iv) Seawater / desalinated water	--	--
(v) Others		
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	116.6 lakh KL	109.2 lakh KL
Total volume of water consumption (in kilolitres)	116.6 lakh KL	109.2 lakh KL
Water intensity per rupee of turnover (Water consumed / revenue from operations)	0.00068 litre per Rupee of turnover	0.00062 litre per Rupee of turnover
Water intensity per tonne of Paper produced (Water consumed / Paper Production in tonnage)	46.93 KL	44.29 KL

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. No

4. Provide the following details related to water discharged:

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment		
- With treatment		
(ii) To Groundwater		
- No treatment		
- With treatment		
(iii) To Seawater		
- No treatment		
- With treatment		
(iv) Sent to third-parties		
- No treatment		
- With treatment	7327895 KL	6740273 KL

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Parameter	FY 2025-26	FY 2024-25
(v) Others		
- No treatment		
- With treatment	869215 KL	966528 KL
Total water discharged (in kilolitres)	8197110 KL	7706801 KL

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.- No

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

- The Company practices ZLD in its Unit : Tirunelveli, where treated waste water, after recycled / reused in the process and discharged, is used for plantation within the mill premises.
- The Company's unit in Erode is an integrated pulp and paper mill. The practice of ZLD has not been achieved in any integrated pulp and paper mill so far (Reference : Central Pulp & Paper Research Institute (CPPRI), Saharanpur, report on the subject).
- Also, the company, in its Erode unit, has a structured, innovative Lift Irrigation Scheme by which our treated waste water is used to irrigate nearly 1500 acres of land in which local farmers grow sugar cane. The sugar cane produced is procured by our associate Company viz. Ponni Sugars (Erode) Limited which in turn gives bagasse, a residue left after extraction of sugar from sugar cane. Bagasse is used by our Company to produce paper, and in turn, our Company gives treated waste water to the farmers to grow sugar cane. This tripartite arrangement between our Company, Ponni Sugars (Erode) Limited and the nearby Farmers has been in operation for over 35 years. This innovative Lift Irrigation Scheme is a unique and innovative irrigation scheme and has caught the attention of Overseas Experts and UNDP as a Role Model.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
NOx - Erode unit	Mg/nm ³	26.5	38.5
SOx - Erode unit	Mg/nm ³	40.5	39.1
Particulate matter (PM) - Erode unit	Mg/nm ³	42.0	36.0
NOx - Tirunelveli unit	Mg/nm ³	69.7	11.5
SOx - Tirunelveli unit	Mg/nm ³	31.9	24.8
Particulate matter (PM) - Tirunelveli unit	Mg/nm ³	19.1	18.8

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. Assessments carried out by TNPCB (Advance Environmental Laboratory) - For both units, Enviro Care Laboratory (Madurai) and Excellence Care Laboratory (Madurai) - For Tirunelveli unit.

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7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	330,426	373531
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	88,903	109634
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	0.000025 per Rupee of Turnover	0.000028 per Rupee of Turnover
Total Scope 1 and Scope 2 emission intensity per tonne of Paper produced (Total Scope 1 and Scope 2 GHG emissions / Paper Production in Tonnage)	Metric tonnes of CO ₂ equivalent	1.69 per MT	1.96 per MT

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. By Excellence Laboratory (Madurai) for Unit : Tirunelveli.

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

The Company continuously works on reduction in usage of fossil fuel, thro' increased use of bio-fuels.

In FY 2022-23, the Company had installed a PCC (Precipitated Calcium Carbonate) Plant capturing the CO₂ from the Stack of the Lime Kiln, reducing thereby the overall emission of GHG from the unit. The Company, as 1st in Indian Paper Industry, has introduced Wet ESP System in Recovery boiler in FY26, to control Suspended Particulate matters (SPM) from chemical recovery boiler.

The following projects are under evaluation for reducing GHG :

- Exploring the possibilities to utilize available biomass within the system and use it as fuel.
- For Heat utilisation from coal fired boiler's flue gas to dry biomass, we are working with Energy Efficiency Services Limited (EESL). EESL has completed the bidding process for the LGWHR solution & all formalities are expected to be completed shortly.
- We are installing one more soot blower in the super heater zone in CPP to further step up usage of biomass

The Company, as a consumer shareholder, has recently entered into Share Purchase Agreement (SPA), Share Subscription & Shareholders' Agreement (SSSHA), Energy Supply Agreement and Performance Incentive Agreement with M/s.Navia One Power Private Limited (Solar & Wind Power generating SPV) and its Promoter shareholders, under Group Captive model, for the purpose of meeting the Solar Power & Wind Power requirements of the Company. The Solar and Wind power from the SPV is expected to be available by Q-1 of FY27.

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9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	1260.01	909.91
E-waste (B)	1.00	3.28
Bio-medical waste (C)	--	--
Construction and demolition waste (D)	--	--
Battery waste (E)	--	--
Radioactive waste (F)	--	--
Other Hazardous waste.(G)	93537	89694
Other Non-hazardous waste generated (H). Please specify, if any. (ESP ash)	13587	14586
Total (A+B+C+D+E+F+G+H)	108386	105194
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	0.000006 per Rupee of Turnover	0.000006 per Rupee of Turnover
Waste intensity per tonne of Paper Produced (Total waste generated / Total Production in tonnage)	0.436 per MT	0.426 per MT
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	--	--
(ii) Re-used	--	--
(iii) Other recovery operations	--	--
Total	--	--
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	--	--
(ii) Landfilling	--	--
(iii) Other disposal operations	108386	105194
Total	108386	105194

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. No.

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10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

The Company is certified under ISO 14001:2015 and the scope covers its entire operations. Under the Environmental Management System, the company has guidelines for comprehensive waste management for the identification, segregation, collection, recycling and final disposal.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

The Company doesn't have operations in above mentioned ecologically sensitive areas. Both the units of the company have obtained the requisite environmental clearances.

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.
1	Unit Erode	Industrial Facility	Yes
2	Unit Tirunelveli	Industrial Facility	Yes

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)
NIL				

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:

Both the units of the company follow the applicable environmental law / regulations / guidelines in India such as Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution Act), Environment Protection Act and rules thereunder. No cases of non-compliances have been observed in FY 2025-26.

Leadership Indicators

1. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	24316	26036
Total Scope 3 emissions per rupee of turnover		0.0000014 per rupee of turnover	0.0000019 per rupee of turnover

* This is measured to the extent possible and reported herewith.

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.

No

2. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not applicable

3. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sl. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
	Refer the annexure to Board's report on Conservation of Energy		

4. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Yes. The Company has a Business Continuity, Emergency Preparedness and Disaster Management Plan designed to address the threat of disruptions to business activities or processes. The Business Continuity Plans validates the adequacy of the existing systems and processes to prevent and recover from potential threats.

5. 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.

No significant adverse impact reported by any value chain partners.

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6. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

100% of the wood suppliers are covered under FSC audits, as mentioned earlier. Suppliers for other materials have not been formally assessed by the company, for environmental impacts.

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

Essential Indicators		
1.	a. Number of affiliations with trade and industry chambers / associations.	
	b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.	
Sl. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Confederation of Indian Industry	National
2	Indian Pulp and Paper Technology Association	National
3	Indian Paper Manufacturers Association	National
4	Indo American Chamber of Commerce	National
5	Indo German Chamber of Commerce	National
6	National Safety Council	National
7	Employers Federation of Southern India	National
8	Indian Agro & Recycled Paper Manufacturers association	National
9	Federation of Indian Export Organisation	National
10	CAPEXIL	National
2.	Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.	
Name of authority	Brief of the case	Corrective action taken
Competition Commission of India	Allegation, leveled against large paper manufacturers in India (including our Company) of simultaneous price increases during the period January 2012 - December 2013, is currently under evaluation by the Competition Commission of India.	

Leadership Indicators

1. Details of public policy positions advocated by the entity:

Sl. No.	Public Policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of Review by Board	Web link, if available
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Given the Company’s experience and expertise over more than 6 decades, the company proactively, thro’ the associations in which it has membership, engages with various stakeholders and provide its inputs on various areas such as renewable energy space, health and safety, etc.

Over the years, the company’s wholetime directors have played key roles in leading industry associations. The Company is committed to engage in the public policy advocacy process in a responsible and ethical manner.

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development.

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No)	Relevant Web link
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None of the projects undertaken by the company in FY 2025-26 require Social Impact Assessments.

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

Sl. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amount paid to PAFs in the FY (In INR)
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Not applicable

3. Describe the mechanisms to receive and redress grievances of the community.

Company has an Environment Management team, headed by a person in Senior Management level. This team actively interacts with nearby villagers / government authorities and gets their feedback on the effectiveness of the company’s ESG initiatives and ascertain their needs requiring support from the company. These are then formalized thro’ the CSR programs of the company, which are reviewed and approved by the CSR Committee / the Directors.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:		FY 2025-26	FY 2024-25
	Directly sourced from MSMEs / small producers	59% approx.	51% approx.
	Directly from within India	77% approx.	86% approx.

5. Job creation in smaller towns - Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.

Location	FY 2025-26	FY 2024-25
Rural	--	--
Semi-urban	2614*	2671*
Urban	--	--
Metropolitan	--	--

* Total headcount at the end of the year and includes contract employees

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.	

2 Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Sl. No.	State	Aspirational District	Amount spent (In INR)
Refer Annexure - VI to Board's Report for details on CSR activities.			

3 (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized / vulnerable groups? (Yes/No)

The Company is committed to collaborate with small farmers (growing varieties of wood for pulping), by supplying them Clones / seedlings at concessional rates and also enters contracts with them to buyback wood at Minimum Support Prices or Ruling market prices, whichever is higher.

(b) From which marginalized /vulnerable groups do you procure?

Refer note given above.

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(c) What percentage of total procurement (by value) does it constitute?

Our procurement from small farmers, direct and thro' aggregators, represent about 30% of our total wood procurement for the year.

4 Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

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 Projects:

Sl. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
Refer Annexure - VI to Board's Report for details on CSR activities.			

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner.

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

A well established system is in place for dealing with consumer feedback. Customers are provided multiple options to connect with the company through email, telephone, feedback forms, personal visit by company's branch officers / managers, etc.

In addition, the Top management team conducts quarterly dealers' conference wherein all the dealers (Indentors as called by the company) participate and have both group discussions / one-to-one discussion with the Top Management team. This particular initiative has been extremely effective and important for the Top Management team of the company to receive direct unfiltered feedback on the company's products, quality issues, logistics issues if any and so on.

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2. Turnover of products and/ services as a percentage of turnover from all products/ service that carry information about Environmental and social parameters relevant to the product, safe and responsible usage and recycling and / or safe disposal.

	As a percentage to total turnover
Environmental and social parameters relevant to the product	Products of the company contain all relevant information as required under applicable laws.
Safe and responsible usage	
Recycling and/or safe disposal	

3 Number of consumer complaints in respect of the following:

	FY 2025-26		Remarks	FY 2024-25		Remarks
	Received during year	Pending resolution at end of year		Received during year	Pending resolution at end of year	
Data privacy	-	-		-	-	
Advertising	-	-		-	-	
Cyber-security	-	-		-	-	
Delivery of essential services	-	-		-	-	
Restrictive Trade Practices	-	-		-	-	
Unfair Trade Practices	-	-		-	-	
Others **	60	5		73	6	

** All these complaints relate to either product not meeting customer expectation on the product performance or logistics gaps like wrong supply / short supply. Company has robust systems put in place to address these issues on priority basis directly and thro' the company's dealer network.

4 Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	NIL	
Forced recalls		

5 Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

The Company's ERP (Database and applications) is fully operational in the Cloud Network and accordingly the company doesn't have any requirement for On-Premises Cyber Security and Risk policy. The Company's ERP is fully governed by the cyber security frameworks / audit trails programs / logics provided by the Cloud Service Providers (Oracle and AWS). Company engages certified Cyber Security firm for undertaking detailed Vulnerability Assessment tests and Penetration testing for all modules of the ERP / networks. Also, the company has a framework / policy on cyber security and risks related to data privacy, available at www.spbltd.com.

6	<p>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.</p> <p>Nil</p>
7	<p>Provide the following information relating to data breaches:</p> <p>a) Number of instances of data breaches : Nil</p> <p>b) Percentage of data breaches involving personally identifiable information of customers : Nil</p> <p>c) Impact, if any, of the data breaches : Not Applicable</p>
Leadership Indicators	
1	<p>Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).</p> <p>Details available at https://www.spbltd.com/products/index.html</p>
2	<p>Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.</p> <p>The company's communications are aimed at enabling consumers to make informed purchase decisions. The company also makes efforts to educate consumers on responsible usage of its products and services.</p>
3	<p>Mechanisms in place to inform consumers of any risk of disruption / discontinuation of essential services.</p> <p>The company operates dedicated web portals for the company's indentors, thro' which necessary informations are shared. The company also operates WhatsApp Group facilities to get in touch with Indentors / Customers.</p>
4	<p>Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)</p> <p>Product Information displayed on the products, as required under applicable laws.</p> <p>The Central Marketing Office and the Branch Offices spend a lot of time and attention on product information, labelling and customer engagement. The quarterly Indentor conferences act as a major event for discussions on all points concerning products, quality, complaints etc.</p>

FORM NO. AOC - 2

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

Form for disclosure of particulars of contracts / arrangements entered into by the Company with related parties referred to in Sub-section (1) of Section 188 of the Companies Act, 2013, including certain arm's length transactions under third proviso thereto.

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

Particulars

- (a) Name(s) of the related party and nature of relationship: Ponni Sugars (Erode) Limited (PSEL) (CIN: L15422TN1996PLC037200)

PSEL is an 'associate company' of M/s.Seshasayee Paper and Boards Limited (SPB).

- (b) Nature of contracts/arrangements/transactions:

Purchase of bagasse from PSEL.

- (c) Duration of the contracts/arrangements/transactions:

The MoU between the parties is open ended and terminable by mutual consent by either party and subject to regulatory mandates.

- (d) Salient terms of the contracts or arrangements or transactions including the value, if any:

Salient terms:

PSEL is committed to supply a fixed percentage of its bagasse production, subject to a cap, to our company as mutually agreed from time to time. The bagasse is priced by PSEL on the basis of cost equivalent of alternative fuel actually used by them plus an incentive component.

Value:

For the actual volume of bagasse sold by PSEL to our company, based on price methodology specified above. Total value of transactions pertaining to bagasse purchase during FY 2025-26 is ₹ 37.42 crores (previous year ₹ 25.45 crores).

- (e) Justification for entering into such contracts or arrangements or transactions:

The bagasse supply arrangement by PSEL to SPB has its roots to and forms the very foundation of PSEL and its promotion by SPB. It is hence structural and long term in nature, encapsulating a symbiotic relationship between the parties. Its pricing is structured on the basis of full compensation for alternative fuel usage plus an incentive for committed supply. Bagasse purchase from other unrelated parties are market driven and hence not comparable with the long term arrangement with PSEL. The transactions are in furtherance of company's business and to its benefits.

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(f) Date of approval by the Board:

The MoU with PSEL was last amended and approved by Board of SPB on 24th December 2025.

(g) Amount paid as advances, if any: **Nil**

(h) Date on which the resolution was passed in general meeting as required under first proviso to section 188:

Not applicable, since this is not a material transaction for SPB.

2. Details of material contracts or arrangement or transactions at arm's length basis: **Nil**

(a) Name(s) of the related party and nature of relationship **Nil**

(b) Nature of contracts / arrangements / transactions

(c) Duration of the contracts / arrangements / transactions

(d) Salient terms of the contracts or arrangements or transactions including the value, if any:

(e) Date(s) of approval by the Board, if any:

(f) Amount paid as advances, if any:

Details of transactions with the related parties are provided in Note No. 38 to the Accounts for the Financial year 2025-26. It may be seen therefrom that the total value of transactions with all related parties are less than 10% of the total income for the Financial Year 2025-26 and hence, none of them are material in nature.

Chennai
May 12, 2026

On behalf of the Board

N GOPALARATNAM

Chairman

DIN:00001945

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

(Section 134(3)(m) of the Companies Act, 2013, read with
Rule 8(3) of the Companies (Accounts) Rules, 2014)

A) CONSERVATION OF ENERGY

**(I) STEPS TAKEN / IMPACT ON
CONSERVATION OF ENERGY :**

UNIT : ERODE

**Energy Conservation & Equipment
Optimization**

The Company has successfully optimized its pumping systems to align with actual process demands, resulting in significant reductions in auxiliary power consumption:

- ✦ Paper Machines : In Paper Machines 1-4, the stock pump and motor sets for five critical units were optimized from 45 kW to 30 kW, ensuring the equipment operates at its Best Efficiency Point (BEP).
- ✦ Variable Frequency Drives (VFDs): VFD's have been deployed mill-wide, allowing for precise speed control of motors and eliminating energy losses associated with mechanical throttling.

**Enhancement of Steam Generation &
Power Plant Reliability**

Significant mechanical and instrumentation upgrades were performed on Boiler 10 and the 21 MW Turbine Generator (TG) to maximize heat recovery and stabilize steam distribution:

- ✦ Thermal Efficiency: Installed a second soot blower between Primary 1C and 1B super heater coils to maintain clean heat transfer surfaces and improve steam temperature profiles.

- ✦ Structural Integrity: Provisioned spacers in super heater coils to prevent tube misalignment and ensure uniform flue gas flow.
- ✦ Condenser Performance: Conducted specialized chemical cleaning of the 21 MW TG condenser to improve vacuum levels, directly enhancing the turbine's heat rate and overall power output.
- ✦ Pressure Management: Optimized the 105 / 30 KSC PRDS (Pressure Reducing De-superheating System) by fine-tuning the E2 gain on the Woodward governor, resulting in more stable steam pressure for downstream processes.

**Digital Transformation and AI
Implementation**

The Company has embraced Industry 4.0 by deploying Artificial Intelligence to manage complex boiler parameters. Key achievements include:

- ✦ Combustion Optimization: AI algorithms now dynamically optimize O2 levels, leading to a measurable reduction in power consumption for both Induced Draft (ID) and Forced Draft (FD) fans.
- ✦ Main Steam Stabilization: AI-driven controls have been implemented to maintain consistent Main Steam temperatures, protecting turbine blades and improving thermal cycle efficiency.

UNIT: TIRUNELVELI

- ✦ A cyclone separator has been installed to handle the trim from Winder. This has avoided continuous operation of the UTM pulper. The energy saving against avoidance of UTM pulper operation is around 1500 kwh of power per day.
- ✦ An energy-efficient Boiler feed pump integrated with the VFD system, has resulted in power saving of 960 kwh per day, compared to the existing pumps.
- ✦ The river water intake pipeline, was modified to receive water directly to the pretreatment clarifier, eliminating additional pumping from sump. This has resulted in a power saving of 300 kwh per day.
- ✦ Operating 6.6 MW steam turbine generator set, at minimum condensing flow conditions, thereby reducing steam consumed for power generation and controlling cost of captive power generation.
- ✦ Boiler fuel feeding system revamped, resulting in reduction of boiler auxiliary power consumption by around 400 kwh per day.
- ✦ Bias introduced to adjust fuel feeder speed, thereby preventing loss of heat energy, improving boiler heat utilization in and maintaining stable thermal conditions in the boiler furnace.
- ✦ Deaerator temperature control system modified, to raise the feed water to around 105°C, resulting in improved boiler efficiency.

(II) STEPS TAKEN FOR UTILIZING ALTERNATE SOURCES OF ENERGY :

UNIT: ERODE

- ✦ Green energy from Chemical Recovery Complex accounts for 55.38% of the Energy needs of the company.

- ✦ The use of Biomass in the captive power plant contributed to a 3.91% increase in the share of green energy.
- ✦ Overall green energy usage currently stands at 59.28%.
- ✦ Increased usage of biofuel in Boiler 10 has led to a significant reduction in coal consumption

UNIT: TIRUNELVELI

- ✦ Use of Biomass is 21% of the total fuel consumed in Boiler, thereby resulting in significant reduction in coal consumption.
- ✦ Procuring Biomass (Saw dust) with lower moisture content helps to maintain the Boiler efficiency.
- ✦ Action initiated for availing Solar power for the River water pump house, by upgrading the power supply from LT to HT.
- ✦ Trials are underway to use a fuel additive, which can save around 5% fuel consumption in the Boiler.
- ✦ Installing a new low-pressure boiler is in progress, which will consume around 80% fuel as Biomass predominantly Juliflora.

The company had entered into Share Purchase Agreement and Energy Supply Agreement with the Indian Renewable Power generating company (SPV), during April & May 2025, for the purposes of developing a 52.8 MWp (DC) / 35.2 MW AC Solar Power Capacity and 9 MW Wind Power Capacity and intending to supply power to our company exclusively.

In line with the terms of the agreement, our company had invested ₹ 26.0 crores in the SPV in September 2025. The Solar / Wind power from the facility is expected to be available for the company in Q-I of FY27.

B) TECHNOLOGY ABSORPTION

RESEARCH AND DEVELOPMENT (R&D)

Specific areas in which R&D was carried out by the company:

1 EXPLORING ALTERNATIVE RAW MATERIALS FOR PULPING

UNIT : ERODE

- ✦ Evaluating various wood species and cloned varieties from different regions to determine yield, bleachability, and chemical requirements. We have also conducted plant trials using various digester and wash aid additives to optimize process parameters and improve pulp quality across different H-factors.
- ✦ Conducting plant trials by varying the process parameters to optimize the pulping conditions to improve the quality of the pulp. Trials were conducted with various digester additives, wash aid additives to optimize the conditions and improve pulp quality.
- ✦ Pulping trials were conducted to assess the pulp quality at various H factor by altering cooking temperatures and cooking time.
- ✦ We have significantly increased the production of our Eucalyptus Hybrid, Casuarina Hybrid, and Melia-dubia hybrid clonal seedlings at our nursery and supplied approximately two crore seedlings to local farmers.
- ✦ Increased bagasse pulp consumption in MF#2 & MF#3 to improve the product quality.

UNIT : TIRUNELVELI

- ✦ Utilisation of de-inked pulp (DIP) and bagasse pulp in the furnish increased up to 30% and 10% respectively, based on product mix requirements, to improve fibre sustainability.

- ✦ Established an R&D-based clonal seed centre with an annual production capacity of approximately 7 lakh Casuarina and Eucalyptus clones to support plantation development. Over 600 acres are covered under Contract farming and about 200 acres of pulp wood saplings planted in Unit II and III together.

2 NEW PRODUCT DEVELOPMENT

UNIT : ERODE

- ✦ Constant efforts are undertaken to design and develop new items according to market demands. Products with value addition are being created to meet the market requirement. one new product namely Chromo with Natural shade for printing applications were developed and supplying to the market.

UNIT : TIRUNELVELI

- ✦ Established a surface sized Maplitho 70 gsm with “Fluorescent Security Fibre”.
- ✦ Trials conducted for high smooth and high opacity in surface sized lower gsm.
- ✦ Trials made with 60% recycled fibre in American and Silverbrite shade copier grade at sustainable fibre use and cost optimization
- ✦ Lab trials made for a high-bright (96%) copier grade product to expand premium segment.

3 ENVIRONMENT RELATED R&D

UNIT : ERODE

- ✦ Pilot plant study was carried out to treat the Pulp mill Effluents at source to the level of Process water Quality through Membrane technology consists of Ultra filtration and Nano filtration and rivers osmosis by ROCHEM India. The trial results are encouraging, which reduces

the pollution load and the fresh water consumption through recycling. We are in discussion for plant scale trial.

- ✦ Recycling of maximum paper machine back water by proper treatment like clarification followed by Air and Clo₂ treatment in a separate clarifier to improve ORP to avoid odor issues.
- ✦ Constant monitoring of environmental parameters, both water and air and maintaining them within stipulated levels set by Pollution control board. Proper methods are solid waste disposal is being carried out.
- ✦ Introduction of Wet ESP in Recovery boiler to control Suspended Particulate matters (SPM) from chemical recovery boiler.
- ✦ Introduction of Bio oil at Lime kiln to reduce the fossil oil ratio.

UNIT : TIRUNELVELI

- ✦ Production of recycled fibre (de-inked pulp) during FY 2025-26 was 15,578 TPA, supporting sustainability and raw material efficiency.
- ✦ Chemical sludge from the Effluent Treatment Plant (ETP) and boiler ash are being supplied to board and fly ash brick manufacturers, respectively, as part of the company's circular economy initiatives.
- ✦ The Up-flow Anaerobic Sludge Blanket (UASB) reactor is effectively operated and maintained to ensure methane generation, even during periods of low organic load, by supplementing with cattle waste and specialised microbial cultures.
- ✦ Continuous monitoring and compliance of air and effluent quality parameters are ensured as per the standards prescribed

by the State and Central Pollution Control Boards (SPCB and CPCB).

- ✦ Around 800 acres of Casuarina and Eucalyptus have been planted under contract farming to promote sustainable raw material sourcing.

4 R&D Trials and tests for quality improvement and cost effectiveness

UNIT : ERODE

- ✦ Introduction of new specialized additive to improve surface strength (wax pick) in non-surface sized papers.
- ✦ Introduction of fluff control chemicals to Improve the filler retention and control the dust count in paper.
- ✦ Introduction of alternate suppliers for burnt lime for improving quality and cost control.
- ✦ Introduction of an online dosing systems at stock preparation for effective control monitoring
- ✦ Introduction of new supplier for EOP anti-scalent to control cost
- ✦ Introduction of new supplier for Wash aid at RDH pulp mill to control cost
- ✦ Introduction of new supplier for De-foamer in Machines.
- ✦ Development of new flocculant suppliers as cost reduction.
- ✦ Introduction various bio mass addition in CPP Boiler to reduce fossil fuels.

UNIT : TIRUNELVELI

- ✦ Paper cockling, waviness, uneven moisture and uneven caliper profile are addressed through continuous R&D efforts and upgrading drainage elements in wire part
- ✦ R&D efforts are focused on reducing fibre consumption to 750 kg per ton of paper.

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- ✦ Installed a broke thickener, resulting in consistent broke furnish and reduced GSM fluctuation.
- ✦ Modified the size press rod to improve starch reinforcement, increasing surface pick from 2.5 gsm to 3 gsm.
- ✦ Ongoing lab trials are yielding improvements in surface finish, optical, and physical properties of paper.
- ✦ Colour coding introduced with stretch wrapping for superfine and silverbrite.

Future plan of Action:

UNIT : ERODE

- ✦ Development of Value-added new products as per market requirement
- ✦ Utilization of mill wide waste material into valuable products.
- ✦ Recycling of waste water in each stage without affecting the quality for water conservation.
- ✦ Implementation of Membrane technology to treat our effluent at source.
- ✦ Utilization of mill wide waste material into valuable products.

- ✦ Increase the Green materials usage like bio oil, Bio mass material.
- ✦ Development of food grade products such as OGR, barrier coated papers etc.

UNIT : TIRUNELVELI

- ✦ Conducting studies to increase the machine speed to 720 mpm.
- ✦ Improving the Deinked pulp (DIP) quality through better raw material mix and increase DIP usage.
- ✦ Planning to establish pulpwood plantations in 1,500 acres through contract farming.
- ✦ Aiming to fully utilize the green power (Solar & Wind) for the plant operations.

Imported Technology:

- ✦ The concept of Wet ESP installed in recovery boiler is an imported technology developed by Indigenous Supplier M/s Enviropol.

Expenditure incurred on Research & Development

- ✦ ₹ 1.24 crores (Previous Year : ₹ 1.39 crores)

C) FOREIGN EXCHANGE EARNINGS AND OUTGO

The Foreign Exchange earned in terms of actual inflows during the year and the Foreign Exchange Outgo during the year in terms of actual outflows.

	2025-26 (₹ crores)	2024-25 (₹ crores)
Earnings	157.86	243.51
Outgo	280.50	292.79

ANNUAL REPORT ON CSR ACTIVITIES

[Pursuant to Section 135 of the Companies Act, 2013 and Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014]

1. Brief outline on CSR Policy of the Company.

The Company is engaged in pulp and paper sector which is rural based and is a value creator for thousands of farmers as well as skilled / semi-skilled labour in its neighbourhood. It is deeply committed to promoting rural development and contributing to inclusive growth.

The Company has been pursuing social objectives for long in the interest of rural welfare. It runs two higher education schools and an elementary school for the benefit of poor children in the neighbourhood. The Company promoted and continues to support the establishment of 3 Lift Irrigation Schemes to bring nearly 1,500 acres of dry lands under irrigation and crop cultivation, using Mill's treated trade effluents, thus turning a waste into wealth. It provides

drinking water to nearby villages. It runs four Primary Health Centres in nearby villages and provides quality health care. A qualified well experienced Doctor with adequate number of para medical Assistants manage these health Centres, providing free medicines. Medical camps covering varied fields are conducted with the support of accredited hospitals.

The Company has formed a CSR Committee of the Board. It has formulated a CSR Policy that has been approved by the Board, laying stress on CSR activities to be undertaken in its neighbourhood. The Company's focussed programmes are in the field of community development, water, sanitation, education, health, rural infrastructure and technical training. Its CSR activities are aligned to the CSR Policy. The Company also raises upto the call of Central / State Government and contributes to the Relief Funds.

2 The Composition of the CSR Committee.

Sl. No.	Name of Director	Designation / Nature of Directorship	Meeting of Committee during the FY 2025-26	
			Held	Attended
1	Dr C Chandramouli	Independent Director and Chairperson of the Committee	1	1
2	Smt.Sheela Balakrishnan	Independent Director	1	1
3	Sri N Gopalaratnam	Executive Chairman	1	1

3 Provide the web-link where Composition of CSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed on the website of the Company.

<https://www.spbltd.com/wp-content/themes/spb/pdf/csr.pdf>

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- 4 Provide the details of Impact Assessment of CSR Projects carried out in pursuance of sub-rule(3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report).

Not Applicable.

- 5 Details of the amount available for set off in pursuance of sub-rule(3) of Rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any.

Sl. No.	Financial Year	Amount available for set-off from preceding financial years (₹ in lakhs)	Amount required to be set-off for the financial year, if any (₹ in lakhs)
1	2024-25	16.81	16.81

- 6 Average net profit of the Company as per Section 135(5): ₹ 32567 lakhs.
- 7 (a) Two percent of average net profit of the Company as per section 135(5): ₹ 651.35 lakhs.
- (b) Surplus arising out of the CSR Projects or Programmes or activities of the previous financial years : Nil
- (c) Amount required to be set off for the financial years, if any : ₹ 16.81 lakhs
- (d) Total CSR obligation for the financial year (7a+7b-7c) : ₹ 634.54 lakhs.
- 8 (a) CSR amount spent or unspent for the financial year:

Total Amount Spent for the FY 2025-26 (₹ in lakhs)	Amount Unspent (₹ in lakhs)				
	Total Amount transferred to Unspent CSR Account as per Section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5)		
	Amount	Date of Trasfer	Name of the Fund	Amount	Date of Transfer
642.80	Nil	Nil	Nil	Nil	Nil

- (b) Details of CSR Amount spent against ongoing Projects for the Financial Year : NIL
- (c) Details of CSR amount spent against other than ongoing projects for the Financial Year : ₹ 642.80 lakhs - Refer Annexure VI(A) for details
- (d) Amount spent Administrative Overheads : NIL
- (e) Amount spent on Impact Assessment, if applicable : NIL
- (f) Total amount spent for the Financial Year (8b+8c+8d+8e) : ₹ 642.80 lakhs.

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(G) Excess amount for set off, if any:

Particulars	Amounts (₹ in lakhs)
Two percent of average net profit of the Company as per Section 135(5) Less Amount b/fd from earlier years and set-off	634.54
Total amount spent for the financial year	642.80
Excess amount spent for the financial year [(ii) -(i)]	8.26
Surplus arising out of the CSR Project or programmes or activities of the previous financial years, if any	--
Amount available for, set off in succeeding financial years, out of spend in FY 2025-26 [(iii)-(iv)]	8.26

- 9 (a) Details of Unspent CSR amount for the preceding three financial years : Nil
- (b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s) : Nil
- 10 In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial years (asset-wise details):
- Refer Notes to Annexure VI (A)
- 11 Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per Section 135(5): Not Applicable.

(N.GOPALARATNAM)

Chairman

Wholetime Director & KMP

DIN: 00001945

(DR.C. CHANDRAMOULI)

Chairman of CSR Committee

DIN: 00345124

Place : Chennai

Date : May 12, 2026

ANNEXURE - VI (A)

Details of CSR Amount spent during FY 2025-26

Schedule VII Item No.	Schedule VII - Description	Name of the Project	Spend (₹ lakhs)	Mode of Implementation : Direct (Y/N)	Mode of Implementation - Through CSR Regn. No.	Name
Item No.I	Making Available safe Drinking Water	Supply of Drinking Water to nearby Villages	102.96	Yes		
	Promoting health care including preventive health care	Expenses involved in running Primary Health Care Centres and Providing facilities to Government Hospitals and Govt. Health care Centres	12.41	Yes		
		Support for medical and educational assistance for the poor and downtrodden people, thro' the programs run by the Trust.	10.00	No	CSR00024373	Dharma Paripalana Sabha Annadhanam and Charitable Trust
Item No.II	Promoting Education including Special Education	Support for setting up a Blood Bank in Erode District, Tamil Nadu (Note 1)	50.00	No	CSR00008486	Rotary Foundation (India)
		Expenditure on running own school and providing infrastructure facilities to other educational institutions run by Tamil Nadu State Government	101.46	Yes		
	Expenditure on construction of class rooms, toilets and other buildings for educational institutions in the State of TamilNadu (in Namakkal District and in Tirunelveli District) (Note 1)	133.50	Yes			

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Schedule VII Item No.	Schedule VII - Description	Name of the Project	Spend (₹ lakhs)	Mode of Implementation : Direct (Y/N)	Mode of Implementation - Through		Name
					CSR Regn. No.		
Item No. II	Promoting Education including Special Education Promoting Livelihood Enhancement Projects	Support for Infrastructure development of the school run by the Trust	15.00	No	CSR00005526		Vivekananda Rock Memorial and Vivekanada Kendra
		Support to educational institution run by the Society	5.00	No	CSR00071446		Seshasayee Educational Society
		Support for the education activities undertaken by the Trust	15.00	No	CSR00011273		Sri Kanchi Kamakothi Peetam Charitable Trust
		Support for vocational training of autism affected and mentally challenged	0.10	No	CSR00029857		Saksham Trust
		Support to educational institution run by the Trust	10.00	No	CSR00010235		Sivananda Saraswathi Sevashram
		Support for Drug free Initiatives and awareness campaigns in Tamilnadu, organised by the Trust	7.00	No	CSR00079511		Empower

Schedule VII Item No.	Schedule VII - Description	Name of the Project	Spend (₹ lakhs)	Mode of Implementation : Direct (Y/N)	Mode of Implementation - Through		Name
					CSR Regn. No.		
Item No.III	Setting up homes and hostels for women and orphans	Construction of building for housing Destitute Women and orphans, in the State of TamilNadu (in Tirunelveli District) (Note 1)	23.56	Yes			
		Support for providing facilities and shelters for vulnerable individuals including destitute, elders, person engaged in begging, persons with disabilities and mental illness	15.00	No	CSR00009043		Atchayam Trust
Item No.IV	Women empowerment	Support for Women's empowerment	10.00	No	CSR00098569		Mangayarkarasi Magalir Manram
	Animal welfare	Support to Gosala in providing care for indigenous cows.	10.00	No	CSR00010988		Sri Panduranga Charities
	Maintaining quality of Soil, air and water	Contribution for Lift Irrigation Scheme to support agriculture and plantations	3.54	Yes			
Item No.V	Protection of Art and culture	Contribution to trust for restoration of buildings of historical importance in the State of Tamil Nadu	25.00	No	CSR00093665		Sri Mangalambika Kainkarya Sabha
Item No.VI	Measures for the benefit of armed forces veterans, war widows and their dependents	Expenditure incurred towards events organised for armed forces	0.55	Yes			

Schedule VII Item No.	Schedule VII - Description	Name of the Project	Spend (₹ lakhs)	Mode of Implementation : Direct (Y/N)	Mode of Implementation - Through		Name
					CSR Regn. No.		
Item No. VII	Promoting sports	Sponsorship for sports developments	1.00	Yes			
Item No. X	Rural Development Projects	Contribution for providing infrastructure facilities in nearby villages	58.06	Yes			
		Construction of building & other infrastructure facilities in nearby villages in the State of TamilNadu (in Tirunelveli District) (Note 1)	33.67	Yes			
			642.80				

Note - 1 : Relates to CSR amount spent for creation of capital asset (charged as CSR expenditure during the year; not capitalised as asset in the books of accounts)

Disclosure under the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

(A) Statement of particulars of remuneration as per Rule 5(1)

Sl. No.	Description			
1	The ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the financial year	Chairman Executive Director (Operations & Projects) Director (Finance) & Secretary	46:1 25:1 15:1	Note-1
2	The percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the financial year	Chairman Executive Director (Operations & Projects) Director (Finance) & Secretary (Note-3)	0% 28% --	Note-2
3	The percentage increase in the median remuneration of employees in the financial year		16%	
4	The number of employees on the rolls of Company		990	
5	Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration	Average increase in the salary of employees other than managerial persons Managerial remuneration	17% 15%	
6	Affirmation that the remuneration is as per the remuneration policy of the company	Yes. Remuneration is as per the remuneration policy of the Company.		

Notes:

- Chairman, Executive Director (Operations & Projects) & Director (Finance) & Secretary are the Whole-time Directors. Other Directors are Non Whole-time Directors, who are paid only sitting fee for attending meetings of the Board and Committees thereof and Commission. Hence, ratio provided only for Whole-time Directors.
- The remuneration package of three Whole-time Directors is revised once in three years. The remuneration package of Sri.N.Gopalaratnam, Chairman, as presented above, was approved by the Shareholders of the Company by e-voting thro' Postal Ballot on 12.03.2026.

SESHASAYEE PAPER AND BOARDS LIMITED

The Re-appointment / remuneration of Sri. Ganesh Balakrishna Bhaddi, Executive Director (Operations & Projects) and appointment / remuneration of Sri. S Srinivas, Director (Finance) & Secretary were approved by the shareholders in the 65th Annual General Meeting of the Company, held on 14.06.2025.

3. The salary of Director (Finance) & Secretary is not comparable to previous year, since his appointment as director is only w.e.f 10.05.2025.

(B) Statement of particulars of employees as per Rule 5(2) & (3)

Sl. No.	Description	Particulars		
1	Name of the employee	Sri N Gopalaratnam	Sri Ganesh Bhaddi	Sri S Srinivas
2	Designation	Chairman	Executive Director (Operations & Projects)	Director (Finance) & Secretary
3	Remuneration for FY 2025-26	₹ 3.20 crores	₹ 1.74 crores	₹ 0.98 crores
4	Nature of employment	Contractual	Contractual	Contractual
5	Qualification & experience	B. Sc., B. E. (Mech.) 52 years	B.A.Sc (Pulp and Paper Science), MBA 38 years	B.Com, ACMA, CGMA, ACS 23 years
6	Date of commencement of employment	01.04.1988	03.11.2016	21.05.2018
7	Age of employee	79	64	43
8	Last employment	Project Specialist, SPB Projects & Consultancy Limited	Vice President and Mill Manager, IP- APPM	Associate Vice President, Carborundum Universal Limited
9	% of Equity shares held	Negligible (78155)	Nil	Nil
10	Relationship with any director	Not a relative of any Director of the Company	Not a relative of any Director of the Company	Not a relative of any Director of the Company

Note: Gross remuneration includes salary, incentive, perquisites and Company's contribution to retirement benefits.

On behalf of the Board

(N GOPALARATNAM)

Chairman

DIN: 00001945

Chennai
May 12, 2026

M/S LAKSHMMI SUBRAMANIAN & ASSOCIATES
PRACTICING COMPANY SECRETARIES

Sr.Murugesu Naickar Office Complex
Greems Road, Chennai 600 006
Telephone: 044 - 28292272
E-mail: swetha.s@lsa-india.com

Form MR-3

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

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

To,

The Members,
SESHASAYEE PAPER AND BOARDS LIMITED

We have conducted a Secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by SESHASAYEE PAPER AND BOARDS LIMITED (hereinafter called “**the Company**”) during the financial year from 01 April, 2025 to 31 March, 2026 (the year/ audit period/ period under review).

We conducted the Secretarial audit in a manner that provided us a reasonable basis for evaluating the Company’s corporate conducts/ statutory compliances and expressing our opinion thereon.

We are issuing this report based on our verification of the Company’s books, papers, minute books, forms and returns filed and other records maintained by the Company, the information provided by the Company, its officers, agents and authorised representatives during the conduct of secretarial audit, the explanations and clarifications given to us and the representations made by the Management. The Company has during the audit period covering the financial year ended on March 31, 2026, generally 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:

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

- (i) The Companies Act, 2013 (the Act) and the Rules and the Regulations made there under;
- (ii) Secretarial Standards (SS-1) on “Meetings of the Board of Directors” and Secretarial Standards (SS-2) on “General Meetings” issued by the Institute of Company Secretaries of India;
- (iii) The Securities Contract (Regulation) Act, 1956 and the Rules made thereunder;
- (iv) The Depositories Act, 1996 and the Regulations bye-laws framed thereunder;
- (v) Foreign Exchange Management Act, 1999 and the Rules and Regulations made there under to the extent of Foreign Direct Investments and Export and import of goods;
- (vi) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 (‘SEBI Act’): -

SESHASAYEE PAPER AND BOARDS LIMITED

- a. Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI LODR”);
- b. Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 (“SEBI SAST”);
- c. Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
- d. Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
- e. Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 to the extent of engaging the RTA;
- f. Securities and Exchange Board of India (Investor Protection and Education Fund) Regulations, 2009
- g. Securities and Exchange Board of India (Prohibition of Fraudulent and Unfair Trade Practices relating to Securities Market) Regulations, 2003
- vii. The following material laws are specifically applicable to the Company:
 - a. Water (Prevention and Control of Pollution) Act, 1974
 - b. Air (Prevention and Control of Pollution) Act, 1981
 - c. Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016
 - d. The Manufacture, Storage and Import of Hazardous Chemical Rules, 1989
 - e. The Explosives Act, 1884
 - f. The Petroleum Act, 1934 and Petroleum Rules, 2002
 - g. Bureau of Indian Standards Act 1986
 - h. The Electricity Act 2003 and rules framed thereunder
 - i. Gas Cylinder Rules 2016
 - j. The Indian Boilers Act, 1923 and the Indian Boiler Regulations, 1950 (“Boiler Regulations”)
 - k. Legal Metrology Act, 2009, the Legal Metrology (Packaged Commodities) Rules, 2011 (“Packaged Commodity Rules”)
 - l. Environment Protection Act, 1986
 - m. E-Waste Management Rules, 2016
 - n. Plastic Waste Management Rules, 2022
 - o. The Chemical Accidents (Emergency Planning, Preparedness and Response) Rules, 1996.
 - p. Indian Forest Act, 1927
 - q. Energy Conservation Act, 2001
 - r. Customs Act, 1962
 - s. Static and Mobile Pressure Vessels (Unfired) Rules, 2016
 - t. Noise Pollution (Regulation and Control) Rules, 2000
 - u. Solid Waste Management Rules, 2016
 - v. The Municipal Solid Waste (Management and Handling) Rules, 2000
- 1.2 During the period under review, and also after considering the compliance related action taken by the Company after 31 March 2026 but before issue of this report, the Company has, to the best of our knowledge and belief and based on the records, information, explanations and representations furnished to us complied with the laws mentioned in paragraph 1.1 above.

1.3 We are informed that, during/ in respect of the year no events have occurred which required the Company to comply with the following laws/ rules/ regulations and consequently was not required to maintain any books, papers, minutes books or other records or file any forms/ returns under:

- a. Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
- b. Securities Exchange Board of India (Issue and Listing of Non- Convertible Securities) Regulations, 2021;
- c. Securities Exchange Board of India (Delisting of Equity Shares) Regulation, 2009;
- d. Securities Exchange Board of India (Buyback of Securities) Regulation, 2018;
- e. Securities and Exchange Board of India (Settlement Proceedings) Regulations, 2018 and circulars/ guidelines issued thereunder; and
- f. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

2. Board Processes:

We further report that:

- 2.1 The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors, Independent Directors including Women Director for the financial year ended March 31, 2026.
- 2.2 The Board, based on approval of the shareholders, continues to have a Nominee Director and the same have been duly approved by the Shareholders of the Company.

2.3 The changes in the composition of the Board of Directors and Key Managerial Personnel that took place during the period under review were carried out in compliance with the provisions of the Act.

2.3 Adequate notice is given to all directors to schedule the Board Meetings at least seven days in advance, agenda and detailed notes on agenda were also circulated to the Board members prior to the meetings.

2.4 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 Company had convened its meetings physically and through Video Conferencing in compliance with requirements of the Act; and

2.5 As per the minutes of the meeting duly recorded and signed by the Chairman, the decisions and views of the Board have been recorded.

3. Compliance mechanism:

We further report that:

3.1 There are adequate systems and processes in the Company commensurate with its size and operation to monitor and ensure compliance with applicable laws including labour laws, competition law, environmental laws, and other laws specifically applicable to the Company.

3.2 The compliance by the Company of applicable finance laws like Direct and Indirect tax laws has not been reviewed in this audit since the same have been subject to review by Statutory Financial Audit and other designated professionals.

4. Specific Events/ actions:

We further report that during the audit period the following specific events/ actions having a major bearing on the Company's affairs

SESHASAYEE PAPER AND BOARDS LIMITED

in pursuance of the above referred Laws, Rules, Regulations, Guidelines, Standards, etc. took place:

1. The Board at its meeting held on May 10, 2025 considered the appointment of Sri S Srinivas (DIN: 09713128) as a whole-time director liable to retire by rotation, designated as Director (Finance) and Secretary and re-appointment of Sri Ganesh Balakrishna Bhadti (DIN-09634741) as a whole-time director liable to retire by rotation, designated as Executive Director (Operations and Projects), for a term of three years based on the recommendations of Nomination and Remuneration Committee. The above appointments were approved by the shareholders at its Annual General Meeting held on June 14, 2025.
2. The Board at its meeting held on June 13, 2025 considered the appointment of Sri Kumar Jayant, IAS (DIN-01820616) as a Nominee Director, not liable to retire by rotation, based on the Nomination letter received from Tamilnadu Industrial Investment Corporation Limited, in place of Dr M Sai Kumar, IAS and the same was approved by the shareholders through postal ballot on July 25, 2025.
3. The Board at its meeting held on June 13, 2025 considered the appointment of Sri Ashish Kumar Srivastava (DIN: 10403411) as a Nominee Director, liable to retire by rotation, based on the Nomination letter received from Environment, Climate Change and Forests Department, Government of Tamil Nadu and

the same was approved by the shareholders through postal ballot dated July 25, 2025.

4. The Board at its meeting held on January 31, 2026 considered the appointment of Sri Anurag Mishra (DIN: 11389352) as a Nominee Director, liable to retire by rotation, based on the Nomination letter received from Environment, Climate Change and Forests Department, Government of Tamil Nadu in the place of Sri Ashish Kumar Srivastava. The said appointment was approved by the shareholders through postal ballot dated March 12, 2026.
5. The Board at its meeting held on January 31, 2026 considered the appointment of Sri.N.Gopalaratnam (DIN-00001945) as a whole-time director liable to retire by rotation, designated as Chairman, for a period of three years effective from April 01, 2026 based on the recommendation of Nomination and Remuneration Committee. The same was approved by the shareholders through postal ballot held on March 12, 2026.

For **Lakshmmi Subramanian & Associates**

Swetha Subramanian

ACS: 10815

CP No: 12512

Peer Review No. 6608/2025

UDIN: F010815H000269271

Place : Chennai

Date : 05.05.2026

SESHASAYEE PAPER AND BOARDS LIMITED

Annexure to the Secretarial Audit Report of M/s. SESHASAYEE PAPER AND BOARDS LIMITED for the financial year ended 31.03.2026

To

The Members

SESHASAYEE PAPER AND BOARDS LIMITED

Our Secretarial Audit Report for the financial year ended 31 March 2026 is to be read along with this Annexure.

1. Maintenance of the Secretarial record and ensuring compliance with all applicable laws 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 the processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on a test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about financial information, the compliance of law, rules and regulation and happening of certain events etc.
5. The compliance of the provisions of other laws, rules, regulation, standards specifically applicable to the Company is the responsibility of the management. Our examination was limited to the verification of system implemented by the Company on a test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the effectiveness with which the management has conducted the affairs of the Company.
7. We have also issued an Annual Secretarial Compliance Report under Regulation 24A of SEBI LODR which will be available on the website of the Stock Exchanges in which the company is listed.

For Lakshmmi Subramanian & Associates

Swetha Subramanian

ACS: 10815

CP No: 12512

Peer Review No. 6608/2025

UDIN: F010815H000269271

Place : Chennai

Date : 05.05.2026

FORM NO. AOC - 1
Statement containing salient features of the financial statement of
Subsidiary / Associate Company

(Pursuant to first proviso to Sub-section (3) of Section 129 read with Rule 5 of
 Companies (Accounts) Rules, 2014)

Part "A": Subsidiary

1	SI No.	:	1
2	Name of the Subsidiary	:	Esvi International (Engineers & Exporters) Limited
3	Reporting period for the Subsidiary concerned, if different from the Holding Company's reporting period	:	31 st March 2026
4	Reporting currency and Exchange Rate as on the last date of the relevant Financial Year in the case of foreign Subsidiaries	:	Not Applicable
5	Share Capital	:	₹ 1.25 crores
6	Reserves and Surplus	:	₹ 1.52 crores
7	Total Assets	:	₹ 3.01 crores
8	Total Liabilities	:	₹ 0.24 crores
9	Investments	:	₹ 0.09 crores
10	Turnover	:	₹ 0.28 crores
11	Profit before taxation	:	₹ 0.11 crores
12	Provision for taxation	:	₹ 0.06 crores
13	Profit after taxation	:	₹ 0.05 crores
14	Proposed Dividend	:	Nil
15	% of shareholding	:	100%

Note : There are no Subsidiaries :

- (i) which are yet to commence operations and
- (ii) which have been liquidated or sold during the year.

SESHASAYEE PAPER AND BOARDS LIMITED

Part “B”: Associate

Statement, pursuant to Section 129(3) of the Companies Act, 2013, related to Associate Company

1	Name of the Associate	:	Ponni Sugars (Erode) Limited (PSEL)
2	Latest audited Balance Sheet Date	:	31 st March 2026
3	Shares of Associate held by the Company on the year end	:	
	No.	:	27 81 362
	Amount of Investment in Associates/ Joint Venture	:	₹ 37.42 crores
	Extent of Holding %	:	32.35%
4	Description of how there is significant influence	:	The Explanation to Section 2(6) of the Companies Act, 2013 provides that Significant Influence means control of at least 20% of total share capital. The Company holds more than 20% in the Equity Share Capital of its Associate. Hence, the Company is having Significant Influence over its Associate.
5	Reason why the Associate is not consolidated	:	Not Applicable
6	Net Worth attributable to Shareholding as per latest audited Balance Sheet	:	₹ 183.77 crores
7	Profit / Loss for the year	:	₹ 48.03 crores
	Considered in Consolidation	:	₹ 15.53 crores
	Not considered in Consolidation	:	₹ 32.50 crores

Note : There are no Associates or Joint Ventures :

(i) which are yet to commence operations and

(ii) which have been liquidated or sold during the year.

For SURI & CO
Chartered Accountants
Regn. No.004283S

N GOPALARATNAM
(DIN : 00001945)
Chairman

SRI MOHAN VERGHESE CHUNKATH
(DIN : 01142014)

SRI S DURGASHANKAR
(DIN : 00044713)

SANJEEV ADITYA M
Membership No.229694
Partner
UDIN: 26229694DNYXXG3689

GANESH BALAKRISHNA BHADTI
(DIN : 9634741)
Executive Director (Operations &
Projects)

SMT SHEELA BALAKRISHNAN,
(DIN : 05180044)

SRI T.C.A RANGANATHAN
(DIN : 03091352)

Chennai
May 12, 2026

S SRINIVAS
(DIN : 09713128)
Director (Finance) & Secretary

DR C CHANDRAMOULI
(DIN : 00345124)
Directors

**Standalone Financial Statements
for the year ended
31st March 2026**

INDEPENDENT AUDITOR'S REPORT

To the Members of M/s Seshasayee Paper and Boards Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of M/s Seshasayee Paper and Boards Limited ("the Company"), which comprise the Balance Sheet as at 31st March 2026, and the Statement of Profit and Loss including Other Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of Material Accounting Policy Information and other explanatory information (hereinafter referred to as "the Standalone financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026 and its profit, total comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the standalone financial statements in accordance with

the Standards on Auditing (SAs) specified under section 143(10) of the Companies Act, 2013. Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Companies Act, 2013 and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our 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 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.

SESHASAYEE PAPER AND BOARDS LIMITED

Key Audit Matters	Response to Key Audit Matters
<p>1. Other Non-Current assets include ₹ 107 crores being amount outstanding as on 31.3.2026 for acquisition of assets of M/s Servalakshmi Paper Limited, Corporate debtor in liquidation (CD), on a going concern basis after being emerged as a sole successful bidder in the E-Auction and said e-auction sale having been approved by the Hon'ble NCLT vide its order dated 12.05.2023. Appeals challenging the Hon'ble NCLT order has been filed and one of the appeal is pending before the Hon'ble NCLAT. (Refer note 1.14, to the financial statements).</p> <p>We identified the above transaction as a key audit matter because the company and the external stakeholders focus on the above as a material on-going transaction.</p>	<ul style="list-style-type: none"> ✦ We have verified the resolutions passed by the Board of Directors approving the participation in the e-auction sale, remittance of the said amount and for carrying the assets in the books of the company. ✦ We have verified the sale certificate issued by the official liquidator for transfer of assets of M/s Servalakshmi Paper Limited as a going concern for physical handing over of land and factory premises of the corporate debtor, following the order of Hon'ble NCLT approving the e-auction sale in favour of the company. We obtained and reviewed the management's evaluation note for recognition and measurement of the amounts paid, as a Non-Current asset and assessed whether the pending appeal constitutes a contingent liability or gives rise to an obligation requiring a provision under Ind AS 37. ✦ We have reviewed the management's evaluation for recognition and measurement of the amounts paid, as a Non-Current asset and have made further enquiries on the current status of the outcome of the appeal before Hon'ble NCLAT, challenging the Hon'ble NCLT order. ✦ Based on the above audit procedures, we conclude that the company has complied with the provision of the Companies Act, 2013, requirement of SEBI and other regulators. The payment made is confirmed and the transaction is suitably presented in the financial statements.
<p>2. Revenue is recognized when the control of the products being sold has transferred to the customer. Revenue is measured net of any discounts and rebates. Recognition and measurement of discounts and rebates accrual, involves judgement and estimates. This might lead to risk of revenue being misstated due to inaccurate estimations over discounts and</p>	<ul style="list-style-type: none"> ✦ We have assessed the compliance of revenue recognition accounting policies, including those relating to discounts and rebates, with reference to Ind AS 115 Revenue from contracts with customers (applicable accounting standard). ✦ We have evaluated the design, testing the implementation, and operating effectiveness of the Company's internal controls over recognition of revenue and computing discounts and volume rebates.

Key Audit Matters	Response to Key Audit Matters
<p>volume rebates and also recognition of revenue without complying with the delivery terms. (Refer Note 1.4 of the material accounting policy information). We identified the recognition of revenue from sale of products as a key audit matter because the company and the external stakeholders focus on revenue as a key performance indicator.</p>	<ul style="list-style-type: none"> ✦ We have performed substantive testing (including for period end cut-off) by selecting samples of revenue transactions recorded for the year and agreeing to the underlying documents, which included sales invoices, e-way bills and transportation documents. ✦ We have performed substantive testing by selecting samples of discounts and rebate accruals and disbursements to underlying documents; Performed an analytical review of discounts and rebate accruals with prior period to evaluate the historical accuracy and unusual items. ✦ We have evaluated adequacy of disclosures given in Note to the financial statements. ✦ Based on the audit procedures performed above, we conclude that there are no material discrepancies observed and revenue is recognized and disclosed in accordance with Ind AS 115.

Information Other than the Standalone Financial Statements and Auditor’s Report Thereon

The Company’s Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in the Management Discussion and Analysis, Board’s Report including Annexures to Board’s Report, Corporate Governance and Shareholder’s Information, but does not include standalone financial statements and our auditor’s 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 Those Charged with Governance 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, changes in equity and cash flows of the Company in accordance with the Ind AS and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making

judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ❖ Identify and assess the risks of material misstatement of the standalone financial statements of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ❖ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3) (i) of the Companies Act, 2013, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- ❖ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- ❖ Conclude on the appropriateness of 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 auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- ❖ Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the standalone financial statements that, individually or in aggregate, 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 control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to

outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditors' Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143 (11) of the Companies Act, 2013, we give in **Annexure "A"** to this report, a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
2. As required by Section 143(3) of the Act, we report 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 and the Statement of Profit and Loss including Other Comprehensive Income, Statement of Changes in Equity and the Statement of Cash Flow Statement dealt with by this Report are in agreement with the books of accounts of the Company.
 - d) In our opinion, the aforesaid standalone financial statements comply with the Indian Accounting Standards specified under Section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015.
 - e) On the basis of the written representations received from the directors as on 31st March 2026 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2026 from being appointed as a director in terms of Section 164 (2) of the Act

f) With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in **Annexure “B”**.

g) With respect to the other matters to be included in the Auditor’s Report in accordance with the requirements of section 197(16) of the Act, as amended:

In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.

h) With respect to the other matters to be included in the Auditor’s Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements. - [Refer Note 35 to the 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 the 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 its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other

sources or kind of funds) by the Company to or in any other person or entity, including foreign entity (“Intermediaries”), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

b) The Management has represented, that, to the best of its knowledge and belief, no funds have been received by the Company from any person or entity, including foreign entity (“Funding Parties”), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

v. (a) The final dividend paid by the company during the year in respect of the same declared for the previous year is in accordance with

— SESHASAYEE PAPER AND BOARDS LIMITED —

Section 123 of the Act as applicable to the extent it applies to payment of dividend.

- (b) The company has not paid any interim dividend during the year.
 - (c) As stated in Note 36 D to the financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend proposed is in accordance with Section 123 of the Act as applicable to the extent it applies to declaration of dividend.
- i) Based on our examination which included test checks, the company has used an accounting software for maintaining its books of account which has a feature of

recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during 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.

For Suri & Co.

Chartered Accountants
Firm Registration No. 004283S

Sanjeev Aditya M

Partner
Membership No.229694
UDIN : 26229694GOIMXK1285

Place : Chennai

Date : 12.05.2026

**Annexure A to the Independent Auditors' report
(Referred to in our report of even date)**

In this Annexure referred to in Independent Auditors' Report to the members of the company on the financial statements for the year ended 31st March 2026, we report that:

- (i) In respect of the Company's Property, Plant and Equipment and Intangible Assets:
- (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment and relevant details of right-of-use assets.
- (B) The Company has maintained proper records showing full particulars of intangible assets.
- (b) The Company has a program of physical verification of Property, Plant and Equipment so to cover all the assets annually once in a year which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. According to the information and explanations given to us, no material discrepancies were noticed on such verification.
- (c) According to the information and explanation given to us, and the books and records verified by us and based on the examination of the registered sale deeds we report that, the title deeds of immovable properties of land and building which are free hold, are held in the name of the company as at Balance Sheet date.
- (d) The Company has not revalued any of its Property, Plant and Equipment (including right- of-use assets) or intangible assets or both during the year.
- (e) No proceedings have been initiated during the year or are pending against the Company as at March 31, 2026 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.
- (ii) (a) The Management has conducted physical verification of inventory at reasonable intervals and in our opinion, the coverage and procedure of such verification by the management is appropriate; no discrepancies of 10% or more were noticed.
- (b) The Company has been sanctioned working capital limits in excess of ₹ 5 crore, during the year, from banks and financial institutions on the basis of security of current assets. The quarterly returns or statements filed by the company with the banks or financial are in agreement with the books of account of the Company.
- (iii) The Company has not provided any guarantee or security or granted loans or advances in the nature of loans, secured, to companies, firms, limited liability partnership or any other parties but has made investments.

The reporting as required under this clause is given below:

- (a) The company has not provided loans or provided advances in the nature of loans or stood guarantee or provided security to any other entity.
- (b) In our opinion the investments made during the year are, prima facie, not prejudicial to the company's interest. The company has not provided any

guarantee or security or granted loans or advances in the nature of loans.

- (c) The reporting under this clause regarding repayment of principal and interest is not applicable since the company has not given any loans and advances.
 - (d) The reporting under this clause regarding overdue of amount more than 90 days is not applicable since the company has not given any loans and advances.
 - (e) The reporting under this clause regarding renewed or extended or fresh loans granted to settle over dues is not applicable since the company has not granted any loans and advances.
 - (f) The reporting under this clause regarding any loans or advances in the nature of loans granted which are either repayable on demand or without specifying the any terms or period of repayment is not applicable since the company has not granted any loans and advances.
- (iv) The Company has not granted any loans or given guarantees or provided security to directors or to persons in whom the directors are interested and hence the provisions of section 185 of the Companies Act, 2013 are not applicable.

In respect of investment made by the company, the company has complied with the provisions of section 186 of the Companies Act, 2013. The company has not made investments through investment companies.

The company has not provided any loan or security to any body corporate and hence the provisions of section 186 the Companies Act, 2013 are not applicable to this extent.

- (v) The Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause 3(v) of the Order is not applicable.
- (vi) The Central Government has prescribed maintenance of Cost Records under Sub-section (1) of Section 148 of the Companies Act, 2013. We have broadly reviewed the books of account maintained by the company pursuant to the rules made by the central Government for the maintenance of cost records under Section 148 of the Act, and are of the opinion that prima facie, the prescribed and such accounts and records have been made and maintained.
- (vii) In respect of statutory dues:
 - a) In our opinion, the Company has generally been regular in depositing undisputed statutory dues, including Goods and Services tax, Provident Fund, Employees' State Insurance, Income Tax, duty of Custom, duty of Excise, Cess and other material statutory dues applicable to it with the appropriate authorities.

There were no undisputed amounts payable in respect of Goods and Service tax, Provident Fund, Employees' State Insurance, Service Tax, Income Tax, duty of Custom, duty of Excise, Value Added Tax, Cess and other material statutory dues in arrears as at March 31, 2026 for a period of more than six months from the date they became payable.

SESHASAYEE PAPER AND BOARDS LIMITED

b) Details of statutory dues referred to in sub-clause (a) above which have not been deposited as on March 31, 2026 on account of disputes are given below:

Name of the statute	Nature of dues	Amount Disputed (Rupees in Crores)	Amount Paid under Protest (Rupees in Crores)	Net Disputed Amount (Rupees in Crores)	Forum where dispute is pending	Period to which the dues belong
Service Tax (Finance) Act, 1994	Service Tax	0.11	0.01	0.10	Commissioner (Appeals)	Apr 2016 - Jun 2017
GST Act, 2017	Input Transition Credit	1.29	-	1.29	High Court of Madras	Sep 2014 - Feb 2015, Jun 2015 & Oct 2015
Value Added Tax	Value Added Tax	0.08	0.08	-	TNSTAT	Apr 2009 - Mar 2010
Customs Act, 1962	Customs Duty	21.64	-	21.64	Commissioner (Customs)	Mar 2012 - Jan 2013
Customs Act, 1962	Customs Duty	0.09	0.01	0.08	CESTAT	18-Jan-2018
Customs Act, 1962	Cenvat	1.39	0.10	1.29	CESTAT	Feb 2016 - Jun 2017

(viii) There were no transactions relating to previously unrecorded income that have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961).

(ix) (a) The Company has not defaulted in repayment of loans or other borrowing or in the payment of interest thereon to any lender.

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

(c) The company has not taken any term loan during the year and hence reporting under this clause is not applicable

(d) On an overall examination of the 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 on the pledge of securities held in its subsidiaries, joint ventures or associate companies, and hence reporting on clause 3(ix)(f) of the Order is not applicable.
- (x) (a) The Company has not raised moneys by way of initial public offer or further public offer (including debt instruments) during the year and hence reporting under clause 3(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 3(x)(b) of the Order is not applicable.
- (xi) (a) No fraud by the Company and no material fraud on the Company has been noticed or reported during the year.
- (b) No report required 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) No whistle blower complaints was received by the company during the year (and upto the date of this report).
- (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, 2013 with respect to applicable transactions with the related parties and the details of related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.
- (xiv) (a) 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 for the year under audit, issued to the Company during the year and till date, in determining the nature, timing and extent of our audit procedures.
- (xv) In our opinion during the year the Company has not entered into any non-cash transactions with its Directors or persons connected with its directors. and hence provisions of section 192 of the Companies Act, 2013 are not applicable to the Company.
- (xvi) (a) In our opinion, the Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934.
- (b) The Company has not conducted any Non-Banking Financial or Housing Finance activities during the year.
- (c) The Company is not a Core Investment Company (CIC), as defined in the Regulations made by Reserve Bank of India.
- (d) We are informed there are three Core Investment Companies in the group which are exempted from registration.
- (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 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) (a) There are no unspent amounts towards
Corporate Social Responsibility

(CSR) on other than ongoing projects requiring a transfer to a Fund specified in Schedule VII to the Companies Act in compliance with second proviso to sub-section (5) of Section 135 of the said Act. Accordingly, reporting under clause 3(xx)(a) of the Order is not applicable for the year.

b) There are no amount remaining unspent under sub-section (5) of section 135 of the Companies Act, pursuant to any ongoing project, has been transferred to special account in compliance with the provision of sub-section (6) of section 135 of the said Act.

For Suri & Co.

Chartered Accountants
Firm Registration No. 004283S

Sanjeev Aditya M

Partner

Membership No.229694
UDIN : 26229694GOIMXK1285

Place : Chennai

Date : 12.05.2026

Annexure B to the Independent Auditors' report

(Referred to in our report of even date)

Report on the Internal Financial Controls 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 the financial statements of M/s Seshasayee Paper and Boards Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls with reference to the financial statements based on the internal control with reference to the financial statements criteria established by the Company considering the essential components of internal controls stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to the financial statements 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") and the Standards on Auditing, issued by ICAI and deemed to be prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of Internal Financial Controls and both issued by the Institute of Chartered Accountants of India.

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 the financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system with reference to the financial statements and their operating effectiveness.

Our audit of internal financial controls with reference to the financial statements included obtaining an understanding of internal financial controls with reference to the 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 judgment, 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 the financial statements.

Meaning of Internal Financial Controls with reference to financial statements

A company's internal financial control with reference to the 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 the 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 Ind AS financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors of the company; and
- (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the Company's assets that could have a material effect on the Ind AS financial statements.

Inherent Limitations of Internal Financial Controls with reference to the financial statements

Because of the inherent limitations of internal financial controls with reference to the 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 the financial statements to future periods are subject to the risk that the internal financial control with reference to the 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, the company has, in all material respects, an adequate internal financial controls system with reference to the financial statements and such internal financial controls with reference to the financial statements were operating effectively as at March 31, 2026, based on the internal control with reference to the 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.

For Suri & Co.

Chartered Accountants
Firm Registration No. 004283S

Sanjeev Aditya M

Partner

Membership No.229694
UDIN : 26229694GOIMXK1285

Place : Chennai

Date : 12.05.2026

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE BALANCE SHEET AS AT 31ST MARCH 2026

Particulars	Note No.	As at 31-03-2026 ₹ crores	As at 31-03-2025 ₹ crores
(A) ASSETS			
1 Non-Current Assets			
(a) Property, Plant and Equipment	2	743.62	755.22
(b) Capital Work-in-Progress	2(A)	92.91	71.09
(c) Other Intangible Assets	2(B)	1.29	1.15
(d) Financial Assets			
(i) Investments	3	228.04	215.46
(ii) Other Financial Assets	4	506.14	25.23
(e) Other Non-Current Assets	5	125.36	132.19
Total Non-Current Assets		1697.36	1200.34
2 Current Assets			
(a) Inventories	6	360.43	354.05
(b) Financial Assets			
(i) Trade Receivables	7	189.88	147.98
(ii) Cash and Cash Equivalents	8	7.81	13.09
(iii) Bank balances other than (ii) above	9	136.78	658.36
(iv) Others	10	0.82	1.30
(c) Current Tax Assets (Net)	11	0.92	–
(d) Other Current Assets	12	16.12	69.93
Total Current Assets		712.76	1244.71
Total Assets		2410.12	2445.05
(B) EQUITY AND LIABILITIES			
I EQUITY			
(a) Equity Share Capital	13	12.04	12.04
(b) Other Equity	14	1938.45	1899.87
Total Equity		1950.49	1911.91

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE BALANCE SHEET AS AT 31ST MARCH 2026 (Contd.)

Particulars	Note No.	As at 31-03-2026	As at 31-03-2025
		₹ crores	₹ crores
II LIABILITIES			
1 Non-current Liabilities			
(a) Financial Liabilities			
(i) Other Financial Liabilities	15	15.67	16.88
(b) Provisions	16	22.55	21.68
(c) Deferred Tax Liabilities (net)	17	124.68	129.77
Total Non-current Liabilities		162.90	168.33
2 Current Liabilities			
(a) Financial Liabilities			
(i) Borrowings	18	—	81.86
(ii) Trade Payables			
A) Total outstanding dues of Micro and Small Enterprises	19	40.93	48.18
B) Total outstanding dues of creditors other than Micro and Small Enterprises	19	198.06	198.44
(iii) Other Financial Liabilities	20	36.64	23.96
(b) Other Current Liabilities	21	9.63	5.75
(c) Provisions	22	9.06	3.48
(d) Current Tax Liabilities (net)	23	2.41	3.14
Total Current Liabilities		296.73	364.81
Total Equity and Liabilities		2410.12	2445.05

See accompanying Notes to the Standalone Financial Statements.

For SURI & CO
Chartered Accountants
Regn. No.004283S

N GOPALARATNAM
(DIN : 00001945)
Chairman

SRI MOHAN VERGHESE CHUNKATH
(DIN : 01142014)

SRI S DURGASHANKAR
(DIN : 00044713)

SANJEEV ADITYA M
Membership No.229694
Partner
UDIN: 26229694GOIMXK1285

GANESH BALAKRISHNA BHADTI
(DIN : 9634741)
Executive Director (Operations &
Projects)

SMT SHEELA BALAKRISHNAN,
(DIN : 05180044)

SRI T.C.A RANGANATHAN
(DIN : 03091352)

Chennai
May 12, 2026

S SRINIVAS
(DIN : 09713128)
Director (Finance) & Secretary

DR C CHANDRAMOULI
(DIN : 00345124)
Directors

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED 31ST MARCH 2026

Particulars	Note No.	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
I Revenue from Operations	24	1710.17	1754.11
II Other Income	25	49.48	70.15
III Total Income (I+II)		1759.65	1824.26
IV Expenses			
Cost of Materials Consumed	26	1106.05	1143.98
Purchases of Stock-in-Trade	27	28.18	33.92
Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	28	6.63	(-) 56.81
Employee Benefits Expense	29	103.57	113.32
Finance Costs	30	8.76	8.43
Depreciation and Amortisation Expenses	31	44.98	45.24
Other Expenses	32	369.86	408.36
Total Expenses (IV)		1668.03	1696.44
V Profit / (Loss) before Exceptional Items and Tax (III-IV)		91.62	127.82
VI Exceptional Items		—	—
VII Profit / (Loss) Before Tax (V+VI)		91.62	127.82
VIII Tax Expenses	33		
(1) Current Tax			
- For the year		26.22	34.54
- For the earlier years		—	(-) 10.16
(2) Deferred Tax		(-) 2.38	(-) 1.12
		23.84	23.26
IX Profit / (Loss) for the period from Continuing Operations (VII-VIII)		67.78	104.56

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED 31ST MARCH 2026 (contd.)

Particulars	Note No.	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
X Other Comprehensive Income (OCI)			
A Items that will not be reclassified to Profit or Loss			
(i) Remeasurement benefit of the Defined Benefit Plans		(-) 2.78	1.86
(ii) Net Fair Value Gain on investment in Equity Instruments through OCI		(-) 14.07	1.30
(iii) Income Tax relating to items that will not be reclassified to Profit or Loss		2.71	(-) 3.23
		(-) 14.14	(-) 0.07
B (i) Items that will be reclassified to Profit or Loss		—	—
(ii) Income Tax relating to items that will be reclassified to Profit or Loss		—	—
		—	—
Total Other Comprehensive Income (A + B)		(-) 14.14	(-) 0.07
XI Total Comprehensive Income for the period (Comprising Profit / (Loss) and Other Comprehensive Income for the Period) (IX+X)		53.64	104.49
XII Earnings per Equity Share	39		
(face value of ₹ 2 each)			
(1) Basic		11.25	17.36
(2) Diluted		11.25	17.36

See accompanying notes to the Standalone Financial Statements.

For SURI & CO
Chartered Accountants
Regn. No.004283S

N GOPALARATNAM
(DIN : 00001945)
Chairman

SRI MOHAN VERGHESE CHUNKATH
(DIN : 01142014)

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(DIN : 03091352)

Chennai
May 12, 2026

S SRINIVAS
(DIN : 09713128)
Director (Finance) & Secretary

DR C CHANDRAMOULI
(DIN : 00345124)
Directors

STANDALONE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31ST MARCH 2026
A) EQUITY SHARE CAPITAL

Particulars	No. of Shares		₹ crores	
	As at 31-03-2026	As at 31-03-2025	As at 31-03-2026	As at 31-03-2025
	Balance at the beginning of the reporting year	63068140	63068140	12.61
Changes in Equity Share Capital due to prior period errors	—	—	—	—
Restated balance at the beginning of the current reporting period	63068140	63068140	12.61	12.61
Changes in Equity Share Capital during the year	—	—	—	—
Balance at the end of the reporting year	63068140	63068140	12.61	12.61
Less : Adjustment for shares held by SPB Equity Shares Trust (Refer Note No. 1.13)	2840905	2840905	0.57	0.57
Balance at the end of the reporting period after adjustment	60227235	60227235	12.04	12.04

B) OTHER EQUITY

Particulars	Reserves and Surplus				Equity Instruments through OCI	Cash flow hedge Reserve	SPB Equity Shares Trust	Total
	Capital Reserve	Securities Premium	General Reserve	Retained Earnings				
Balance as at April 01, 2025 (A)	37.16	3.60	1150.00	585.19	135.85	—	(-) 11.93	1899.87
Changes in accounting policy or prior period errors	—	—	—	—	—	—	—	—
Restated balance at the beginning of the current reporting period	37.16	3.60	1150.00	585.19	135.85	—	(-) 11.93	1899.87
Additions during the year	—	—	—	67.78	—	—	—	67.78
Profit for the year	—	—	—	—	—	—	—	—
Items of OCI for the year (net of taxes)	—	—	—	(-) 2.08	—	—	—	(-) 2.08
Remeasurement benefit of Defined Benefit Plans	—	—	—	—	—	—	—	—
Net Fair Value Gain on Investment in equity Instruments through OCI	—	—	—	—	(-) 12.06	—	—	(-) 12.06
Items that will be reclassified to Profit or loss	—	—	—	—	—	—	—	—
Total Comprehensive Income for the Year 2025-26(B)	—	—	—	65.70	(-) 12.06	—	—	53.64
Income from SPB Equity Shares Trust - Investment in Company Shares (Refer Note No.1.13) (C)	—	—	—	0.71	—	—	—	0.71
Reductions during the Year	—	—	—	—	—	—	—	—
Dividends	—	—	—	15.77	—	—	—	15.77
Transfer to General reserve	—	—	(-) 25.00	25.00	—	—	—	—
Total (D)	—	—	(-) 25.00	40.77	—	—	—	15.77
Balance as at 31-03-2026 (A+B+C-D)	37.16	3.60	1175.00	610.83	123.79	—	(-) 11.93	1938.45

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31ST MARCH 2026 (contd.)

₹ crores

Particulars	Reserves and Surplus				Equity Instruments through OCI	Cash flow hedge Reserve	SPB Equity Shares Trust	Total
	Capital Reserve	Securities Premium	General Reserve	Retained Earnings				
Balance as at April 01, 2024 (A)	37.16	3.60	1100.00	559.35	137.31	—	(-) 11.93	1825.49
Changes in accounting policy or prior period errors	—	—	—	—	—	—	—	—
Restated balance at the beginning of the current reporting period	37.16	3.60	1100.00	559.35	137.31	—	(-) 11.93	1825.49
Additions during the year	—	—	—	104.56	—	—	—	104.56
Profit for the year	—	—	—	104.56	—	—	—	104.56
Items of OCI for the year (net of taxes)	—	—	—	1.39	—	—	—	1.39
Remeasurement benefit of Defined Benefit Plans	—	—	—	1.39	—	—	—	1.39
Net Fair Value Gain on Investment in equity Instruments through OCI	—	—	—	—	(-) 1.46	—	—	(-) 1.46
Items that will be reclassified to Profit or loss	—	—	—	—	—	—	—	—
Total Comprehensive Income for the Year 2024-25(B)	—	—	—	105.95	(-) 1.46	—	—	104.49
Income from SPB Equity Shares Trust - Investment in Company Shares (Refer Note No.1.13) (C)	—	—	—	1.42	—	—	—	1.42
Reductions during the Year	—	—	—	—	—	—	—	—
Dividends	—	—	—	—	—	—	—	—
Transfer to General reserve	—	—	(-) 50.00	50.00	—	—	—	31.53
Total (D)	—	—	(-) 50.00	81.53	—	—	—	31.53
Balance as at 31-03-2025 (A+B+C-D)	37.16	3.60	1150.00	585.19	135.85	—	(-) 11.93	1899.87

For SURI & CO
Chartered Accountants
Regn. No.004283S

SANJEEV ADITYA M
Membership No.229694
Partner
UDIN: 26229694GOIMXX1285

Chennai
May 12, 2026

SRI MOHAN VERGHESE CHUNKATH
(DIN : 01142014)

SRI S DURGASHANKAR
(DIN : 00044713)

SMT SHEELA BALAKRISHNAN,
(DIN : 05180044)

SRI T.C.A RANGANATHAN
(DIN : 03091352)

DR C CHANDRAMOULI
(DIN : 00345124)
Directors

N GOPALARATNAM
(DIN : 00001945)
Chairman

GANESH BALAKRISHNA BHADTI
(DIN : 9634741)
Executive Director (Operations & Projects)

S SRINIVAS
(DIN : 09713128)
Director (Finance) & Secretary

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2026

	Refer Note	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
A. CASH FLOW FROM OPERATING ACTIVITIES			
Net Profit before tax		91.62	127.82
Adjustments for:			
Add:			
Property Plant and Equipment (PPE) discarded		0.10	0.38
Depreciation and Amortisation Expenses	31	44.98	45.24
Interest and financing charges	30	5.31	5.88
		50.39	51.50
		142.01	179.32
Less:			
Interest income from Term Deposits		43.29	55.24
Dividend Income from Investments	25(b/c)	2.56	2.98
Profit / (Loss) on sale of PPE		0.06	(-) 0.03
		45.91	58.19
Operating profit before working capital changes		96.10	121.13
Changes in working capital:			
(Increase) / Decrease in Inventories	6	(-) 6.38	(-) 66.14
(Increase) / Decrease in Trade Receivables	7	(-) 41.90	(-) 28.98
(Increase) / Decrease in Other Assets	e ^	60.65	(-) 55.84
Increase / (Decrease) in Liabilities and Provisions	h ^	11.50	(-) 10.99
		23.87	(-) 161.95
Income taxes paid		(-) 27.86	(-) 20.48
Net cash from operating activities *		92.11	(-) 61.30

* Net of CSR Expenditure Outgo refer Note 34 (D) - ₹ 6.43 crores (Previous Year ₹ 6.76 crores)

^ - Refers to the Notes to Cash Flow Statement

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2026 (Contd.)

	Refer Note	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
B. CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of Property, Plant and Equipment	f ^	(-)55.61	(-) 63.08
Investment in Equity Instruments	3	(-)26.65	(-) 25.49
Sale of Property, Plant and Equipment		0.22	1.02
Dividend Income from Investments	25(b/c)	2.56	2.98
(Increase) / Decrease in Term Deposits	g ^	41.85	71.70
Interest income from Term Deposits		43.29	55.24
Net cash from investing activities		<u>5.66</u>	<u>42.37</u>
C. CASH FLOW FROM FINANCING ACTIVITIES			
Increase / (Decrease) in Secured Loans	i ^	(-)81.86	60.86
Dividend paid	14	(-)15.77	(-) 31.53
Interest and financing charges [®]	30	(-)5.42	(-) 5.87
Net cash from financing activities		<u>(-)103.05</u>	<u>23.46</u>
Net increase / (Decrease) in cash and cash equivalents (I)		(-)5.28	4.53
Cash and cash equivalents as at the beginning of the Year (II)		13.09	8.56
Cash and cash equivalents as at the end of the Year (I + II) **	8	7.81	13.09
** Includes following balances held in EEFC Accounts			
-- Amount in US \$ (Mn)		—	0.02
-- Equivalent amount in ₹ crores		—	0.14

[®] Impact of changes in foreign exchange rates on borrowing - ₹ 3.45 crores (Previous year - ₹ 2.55 crores)

[^] Refers to the Notes to Cash Flow Statement

Notes:

- a** Cash and cash equivalents represent cash in hand and cash with Scheduled Banks including Term Deposit with original maturity of less than three months.
- b** Statement of Cash flow has been prepared following the indirect method.
- c** During the current year (and previous year), the Company did not have any change in assets / liabilities, arising from the following activities, affecting the cashflows :
 - (i) Changes arising from obtaining or losing control of subsidiaries or other businesses.
 - (ii) Changes in fair values.
- d** Refer Note No. 36(B)(3) for the amount of undrawn borrowing facilities.

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2026 (Contd.)

	Refer Note	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
e (Increase) / Decrease in Other Assets			
Changes as per Balance Sheet in:			
Other Non-Current Financial Assets	4 (a)	(-) 1.18	(-) 3.03
Other Non-Current Assets	5	6.83	(-) 16.44
Current Financial Asset - Others	10	0.48	0.16
Other Current Assets	12	53.81	(-) 37.95
		<u>59.94</u>	<u>(-) 57.26</u>
Add : Income From SPB Equity Shares Trust to be received	14	0.71	1.42
		<u>60.65</u>	<u>(-) 55.84</u>
f Purchase of Property, Plant and Equipment			
Additions as per Property, Plant and Equipment	2	(-) 33.27	(-) 27.05
Additions as per Intangible Assets	2B	(-) 0.52	-
Changes in Capital Work in Progress	2A	(-) 21.82	(-) 36.03
		<u>(-) 55.61</u>	<u>(-) 63.08</u>
g (Increase) / Decrease in Term Deposits			
Changes as per Balance Sheet in:			
Bank Deposits with more than 12 months Maturity	4(b)	(-) 479.73	131.52
Bank Balances other than Cash and Cash Equivalents	9	521.58	(-) 59.82
		<u>41.85</u>	<u>71.70</u>
h Increase / (Decrease) in Liabilities and Provisions			
Changes as per Balance Sheet in:			
Non-Current Other Financial Liabilities	15	(-) 1.21	(-) 0.72
Non-Current Provisions	16	0.87	1.36
Trade Payables	19	(-) 7.63	(-) 12.73
Other Current Financial Liabilities	20	12.68	2.16
Other Current Liabilities	21	3.88	(-) 2.03
Current Provisions	22	5.58	(-) 0.88
		<u>14.17</u>	<u>(-) 12.84</u>
Less: Remeasurement of Defined benefit plan		2.78	(-) 1.86
Add : Adjustment for Items that will be reclassified to P&L		-	-
Less: Interest Accrued but not due on borrowings adjusted		0.11	(-) 0.01
		<u>11.50</u>	<u>(-) 10.99</u>

SESHASAYEE PAPER AND BOARDS LIMITED

STANDALONE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2026 (Contd.)

	Refer Note	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
i Increase / (Decrease) in Borrowings			
Changes as per Balance Sheet in:			
Current Borrowings	18	<u>(-) 81.86</u>	<u>60.86</u>
		<u>(-) 81.86</u>	<u>60.86</u>
Repayment in unsecured borrowings		-	-
Repayment in secured borrowings		225.87	269.44

For SURI & CO
Chartered Accountants
Regn. No.004283S

N GOPALARATNAM
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Chennai
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(DIN : 00345124)
Directors

NOTE NO 1:NOTES TO THE STANDALONE FINANCIAL STATEMENTS

Company Background

Seshasayee Paper and Boards Limited (CIN:L21012TZ1960PLC000364) is a Company incorporated in India under The Companies Act, 1956; an existing Company under the Companies Act, 2013 and is domiciled in India. Its Registered Office is located at Pallipalayam, Cauvery R.S. (PO), Erode – 638 007, Namakkal District, Tamil Nadu. The Company's shares are listed in National Stock Exchange of India Ltd and BSE Ltd

The Company is engaged in the business of manufacture and sale of paper and paper boards and has plants in two locations, one at Erode and another at Tirunelveli with an aggregate capacity to produce 255000 tonnes of paper, per annum. The Company had acquired the assets of M/s Servalakshmi Paper Limited under Insolvency and Bankruptcy code, as a going concern. This new unit is expected to have a capacity to produce 75000 tonnes of paper. The Unit is yet to commence its operations (Refer Note No.1.14).

Material Accounting Policies Information and Key Accounting Estimates and Judgements

A. Material Accounting Policies Information

These financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act), read with the Companies (Indian Accounting Standards) Rules, 2015 and other relevant provisions of the Act.

The standalone financial statements are presented in Indian Rupees (₹) which is the functional currency of the Company and all values are rounded to the nearest crores, except where otherwise indicated.

Entity specific disclosure of material accounting policies where Ind AS permits options is disclosed hereunder.

The company has assessed the materiality of the accounting policy information which involves exercising judgements and considering both qualitative and quantitative factors by taking into account not only the size and nature of the item or condition but also the characteristics of the transactions, events or conditions that could make the information more likely to impact the decisions of the users of the financial statements.

Entity's conclusion that an accounting policy is immaterial does not affect the disclosure requirements set out in the accounting standards.

The company adopted Ind AS from 1st April 2017. Accounting Policies have been consistently applied except where a newly-issued Accounting Standard is initially adopted or a revision to an existing Accounting Standard requires a change in the Accounting Policy hitherto adopted.

1.1 Basis of preparation and compliance

The financial statements are prepared in accordance with the historical cost convention except for certain items that are measured at fair values at the end of each reporting period, as explained in the Accounting Policies set out below. The financial statements are prepared on a 'going concern' basis using accrual concept except for the statement of cash flow.

Historical cost is generally based on 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 a liability, the Company takes into account the characteristics of the asset or liability that the market participants would take into account when pricing the asset or liability at the measurement date, assuming the market participants act in their economic best interest. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such basis and measurements that have some similarities to fair value but are not fair value, such as net realisable value in Ind AS-2 – Inventories or Value in Use in Ind AS 36 – Impairment of Assets.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2, or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, as described hereunder:

Level 1 -Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 -Other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and

Level 3 - Unobservable inputs for the asset or liability.

Transactions and balances with values below the rounding off norm adopted by the Company have been reflected as '--' in these financial statements.

1.2 Current / Non-Current classification

For the purpose of Current / Non-Current classification, the Company has reckoned its normal operating cycle as twelve months based on the nature of products and the time between the acquisition of assets or inventories for processing and their realisation in cash and cash equivalents.

1.3 Property, Plant and Equipment (PPE)

An item of PPE that qualifies for recognition as an Asset is measured on initial recognition at cost. Following initial recognition, PPEs are carried at their cost less accumulated depreciation and accumulated impairment losses, if any.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Borrowing Costs (net of interest earned on temporary investments of those borrowings) directly attributable to the acquisition, construction or production of qualifying assets are capitalised as a part of the cost of the assets till the assets are substantially ready for their intended use.

- (i) The Company identifies and determines the cost of each part of an item of PPE separately, if the part has a cost which is significant in relation to the total cost of that item of PPE and has useful life that is materially different from that of the remaining item.

SESHASAYEE PAPER AND BOARDS LIMITED

- (ii) Items such as spare parts, stand-by equipment and servicing equipment that meet the definition of PPE are capitalised at cost. Costs in nature of repairs and maintenance are recognised in the Statement of Profit and Loss as and when incurred. All upgradation / enhancements are charged off as revenue expenditure unless they bring significant additional benefits.
- (iii) Capital Advances and Capital Work-in-Progress :
- Cost of assets not ready for intended use, as on the Balance Sheet date, is shown as capital work in progress. Such assets are classified to the appropriate categories of PPE when completed and ready for intended use. Depreciation on these assets commence when the assets are ready for their intended use which is generally on commissioning.
- (iv) Depreciation is recognised so as to write off the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, as specified under Schedule II, using the straight-line method. The estimated useful lives and residual values are reviewed at the end of each reporting period and changes, if any, are treated as changes in accounting estimate.
- (v) Estimated useful lives of the assets are as follows:

Asset	Years
Buildings	
Factory Buildings	30
Buildings (other than factory buildings)	60
Plant and Equipment (including continuous process plants)	
Generation, Transmission and Distribution of Power	40
Water Distribution Plant	30
Electric Distribution Plant	35
Other than above	25
Furniture and Fixtures	
	10
Vehicles	
Motor Cycles, Scooter and Mopeds	10
Other Vehicles	8
Office Equipment	
	5
IT Hardware	
Server	6
Other than Server	3

Assets costing ₹ 5,000/- and below are depreciated in full within the Financial Year.

1.4 Revenue Recognition

Revenue is recognised at a point in time at the transaction prices, upon transfer of control of the products to customers. Transfer of control happens, when the products are delivered to the common carrier.

The company considers the terms of the contract and its customary business practices to determine the transaction price. The transaction price is the amount of consideration to which the company expects to be entitled in exchange for transferring promised goods to a customer, excluding amount collected on behalf of third parties (for example taxes collected on behalf of government).

The company recognises the volume discounts and pricing incentives to customers as a reduction of revenue based on the actual underlying performance obligation that corresponds to the progress by the customer / indenter towards earning the discount / incentive.

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and using effective interest rate method.

1.5 Inventories

Inventories are valued at lower of cost and net realisable value. Materials and other items intended for use in the production of inventories are not written-down below cost, if the finished goods in which they will be incorporated or expected to be sold at or above cost. Cost includes taxes and duties (other than taxes and duties for which input credit is available), freight and other direct expenses. Stocks of Raw Materials, Stores, Spares, and Chemicals, Fuels and Others are valued at cost on weighted average basis. Finished Goods / Work-in-Process are valued at cost on weighted average basis or net realizable value, whichever is less and the cost includes material, direct labour, overheads (other than administrative overheads that do not contribute to bring the inventories to the present location and condition and selling costs) incurred in bringing the inventory to their present location and condition. Net realisable value is the estimated selling price less estimated cost of completion and estimated costs necessary to make the sale.

Obsolete, slow moving and defective inventories are periodically identified and provision is made where necessary.

1.6 Government grants

Government Grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received.

Government Grants that are receivable as compensation for expenses or losses incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognised in the Statement of Profit and Loss in the period in which they become receivable.

Export Benefits are recognized as Income in the year of exports. Entitlements pending realisation are disclosed under Other Financial Assets.

1.7 Employee Benefits

a. Short Term Employee Benefits

All employee benefits payable wholly within twelve months after the end of the annual reporting period of rendering the service are classified as Short Term Employee Benefits and they are recognised in the period in which the employee renders the related service.

The Company recognises the undiscounted amount of Short Term Employee Benefits expected to be paid in exchange for services rendered as a liability (accrued expense) after deducting any amount already paid.

b. Post Employment Benefits

i. Defined Contribution Plans

Payments to Defined Contribution Retirement Benefit Plans are recognised as an expense when employees have rendered service entitling them to the contributions. Contributions to Provident Fund and Superannuation Fund are treated as Defined Contribution Plans, since funded with Provident Fund Commissioner (as per the provisions of the Employees' Provident Fund and Miscellaneous Provisions Act, 1952) and Life Insurance Corporation of India, respectively.

ii. Defined Benefit Plans

For Defined Benefit Retirement Plans, the cost of providing defined benefits is determined using the Projected Unit Credit Method with actuarial valuations being carried out at each annual reporting date. The Defined Benefit Obligations recognised in the Balance Sheet represent the present value of the Defined Benefit Obligations as reduced by the fair value of plan assets, if applicable. Any Defined Benefit Asset (negative defined benefit obligations resulting from this calculation) is recognised representing the present value of available refunds and reductions in future contributions to the plan. Gratuity and Retirement Benefit Schemes operated by the Company are treated as Defined Benefit Plans.

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. Re-measurements of the net defined benefit liability / asset comprising actuarial gains and losses and the return on the plan assets (excluding amounts included in net interest on the net defined benefits liability / asset, are recognised in Other Comprehensive Income and taken to 'retained earnings'. (Such re-measurements are not reclassified to the Statement of Profit and Loss in the subsequent periods)

The Company presents the above liability / asset as current and non-current in the Balance Sheet as per actuarial valuation by the independent Actuary. However, the liability towards gratuity, if any, is considered as current as the Company expects to contribute this amount to the gratuity fund within the next twelve months.

c. Other Long-term Employee Benefits

Entitlement to annual leave and sick leave are recognised when they accrue to employees. Annual leave/ sick leave can be availed or encashed either during service or on retirement subject to a restriction on the maximum number of accumulation of leave. The Company determines the liability for such accumulated leave using the Projected Unit Credit Method with actuarial valuation being carried out at each annual reporting date. The liability is not funded. The Company presents the above liability as current and non-current in the Balance Sheet as per actuarial valuation by the independent Actuary.

1.8 Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, and it is probable that an outflow of resources embedded and that the Company will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

1.9 Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the relevant instrument and are initially measured at fair value. However trade receivables are initially measured at the transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through Statement of Profit and Loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through Statement of Profit and Loss (FVTPL) are recognised immediately in Statement Profit and Loss.

1.10 Financial Assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

a. Classification of Financial Assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost. The debt instruments carried at amortised cost include Deposits, Loans and Advances recoverable in cash.

- ◇ the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- ◇ the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at fair value.

(i) Investments in Equity Instruments Investments in Equity Instruments in Subsidiary and Associates :

The Company has elected to carry investment in Equity Instruments in Subsidiary and Associates at cost in accordance with Paragraphs 10 of 'Ind AS 27 – Separate Financial Statements'.

(ii) Investments in Other Equity Instruments:

The Company has irrevocably designated to carry investment in Other Equity Instruments at Fair Value through Other Comprehensive Income. On initial recognition, the Company can make an irrevocable election (on an instrument-by-instrument basis) to present the subsequent changes in Fair Value in Other Comprehensive Income pertaining to Investments in Equity Instruments. This election is not permitted if the equity investment is held for trading. These elected investments 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 the 'Reserve for Equity Instruments through Other Comprehensive Income'. On derecognition of such Financial Assets, cumulative gain or loss previously reported in OCI is not reclassified from Equity to Statement of Profit and Loss. However, the Company may transfer such cumulative gain or loss into retained earnings within Equity.

The Company has Equity Investments which are not held for trading. The Company has elected the FVTOCI irrevocable option for these investments (see Note 3). Fair value is determined in the manner described in Note 1.2.

b. Impairment of Financial Assets

In accordance with Ind AS 109, the Company uses "Expected Credit Loss" (ECL) model, for evaluating impairment of financial assets other than those measured at Fair Value through Profit and Loss (FVTPL).

Expected credit losses are measured through a loss allowance at an amount equal to:

- ◇ The 12 months expected credit losses (expected credit losses that result from those default events on the financial instrument that are possible within 12 months after the reporting date); or
- ◇ Full lifetime expected credit losses (expected credit losses that result from all possible defaults events over the life of the financial instrument).

For trade receivables or any contractual rights to receive cash or other financial assets that results from transactions that are within the scope of Ind AS 115, the Company always measures the loss allowance at an amount equal to life time expected credit losses.

The general terms of payment for the credit sales made by the Company is 30 to 60 days from the date of Invoice. Hence the trade receivable do not carry any financing component.

For other assets, the Company uses 12 months ECL to provide for impairment loss where there is no significant increase in credit risk. If there is significant increase in credit risk, full lifetime ECL is used.

1.11 Financial Liabilities and Equity Instruments

a. Classification as Debt or Equity

Debt and Equity instruments issued by the Company are classified as either financial liabilities or as equity, in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

b. Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a company are recognised at the proceeds received, net of direct issue costs.

c. Financial Liabilities

All financial liabilities are initially recognised at the value of respective contractual obligations. Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance Costs' line item.

1.12 Derivative Financial Instruments and Hedge Accounting

The Company enters into derivative financial instruments to manage its exposure to foreign exchange rate risks, by means of foreign exchange forward contracts.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in the Statement of Profit and Loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in Statement of Profit and Loss depends on the nature of the hedging relationship and the nature of the hedged item.

The Company designates hedging instruments in respect of foreign currency risk as either fair value hedges or cash flow hedges.

At the inception of the hedge relationship, the Company documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Company documents whether hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

Cash Flow Hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recorded in Other Comprehensive Income and are accumulated as 'cash flow hedge reserve'. The gain or loss relating to the ineffective portion is recognised immediately in the Statement of Profit and Loss.

The cumulative gain or loss previously recognised in Other Comprehensive Income remains there until the forecast transaction occurs. When the hedged item is a non-financial asset, the amount recognised in Other Comprehensive Income is transferred to the carrying amount of the asset when it is recognised. In other cases the amount recognised in Other Comprehensive Income is transferred to the Statement of Profit and Loss in the same period when the hedged item affects Profit and Loss.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting. Any gain or loss recognised in Other Comprehensive Income and accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the Statement of Profit and Loss. If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in the Other Comprehensive Income is transferred to the Statement of Profit and Loss.

Fair Value Hedges

The Company designates derivative contracts as hedging instruments to mitigate the risk of change in fair value of hedged item in foreign exchange rates.

Changes in the fair value of hedging instruments and hedged items that are designated and qualify as fair value hedges are recorded in the Statement of Profit and Loss. If the hedging relationship no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest method is used is amortised to Statement of Profit and Loss over the period of maturity.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. The fair value adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to Statement of Profit and Loss from that date.

1.13 Treatment of shares held by SPB Equity Shares Trust

Pursuant to the Scheme of Amalgamation of SPB Papers Limited with the Company, 5,68,181 Equity Shares with face value of ₹ 10 each (28,40,905 Equity Shares of face value of ₹ 2 each, after stock-split) were allotted to SPB Equity Shares Trust and approved by the High Court of Madras to the benefit of the Company, in the financial year 2012-13.

The original cost of the investment is adjusted in other equity as under:

- a) To the extent of Face/Nominal value is deducted from Equity Share capital
- b) Balance is reduced from other equity under a separate reserve

The dividend received by the Company from SPB Equity Shares Trust, is taken to retained Earnings.

1.14 Acquisition of the Assets of M/s Servalakshmi Papers Limited, Corporate Debtor in Liquidation, as a going concern

The Company participated and emerged as the sole successful bidder in the e-auction held on 19.09.2022, for the sale of assets of M/s.Servalakshmi Paper Limited (In Liquidation) (Corporate Debtor), on a Going Concern basis and the company had remitted the entire bid value of ₹ 105.0 crores in the month of October 2022.

The e-auction was for sale of assets of M/s.Servalakshmi Paper Limited (In Liquidation) (Corporate debtor) on a Going Concern basis, without liabilities, on "As is where is basis", "As is what is basis", "Whatever there is basis" and "Without any recourse basis", under the provisions of Insolvency and Bankruptcy Code, 2016 read with Regulation 32(e) of Insolvency and Bankruptcy Board of India (Liquidation Process) Regulations, 2016 and pursuant to the directions contained in Order of Hon'ble National Company Law Tribunal, Chennai Bench ("NCLT").

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The Hon'ble NCLT, Chennai Bench vide its Order dated May 12, 2023 had approved the application filed by the Liquidator for confirmation of sale of assets of M/s.Servalakshmi Paper Limited (Corporate Debtor) (In Liquidation) as a Going Concern, in favour of M/s. Seshasayee Paper and Boards Limited (SPB) and dismissed / disposed of other appeals against the auction.

Consequent to the order of the Hon'ble NCLT dated 12.05.2023, the official liquidator of the Corporate Debtor has Issued Sale Certificate dated 24.05.2023 and has completed the physical handing over of the possession of land and factory premises located at Kodaganallur Village, Vaduganpatti Post, I.C.Pettai, Tirunelveli – 627 010 of Servalakshmi Paper Limited (In Liquidation) on 24.05.2023 to SPB, as per direction in the Order dated 12/05/2023 of Hon'ble NCLT, Chennai Bench and the company remitting additional ₹ 2.0 crores as per the directions in the said NCLT order.

Appeals challenging the aforesaid Hon'ble NCLT's Order have been filed in Hon'ble NCLAT by three parties, of which two appeals are “Dismissed as withdrawn” and one appeal (filed by Ex-promoter of the Corporate Debtor) is pending. Company, in the meantime, is taking steps for revival, refurbishment and recommencement of operations.

The Board of Directors of the company in their meeting held on 21.03.2024 have approved carrying the assets of Servalakshmi Unit, comprising of land, building and Plant & Machinery, in the books of SPB and the Company has classified the amount of ₹ 107.0 crores as “Other Non Current Assets” since 31.03.2024.

1.15 Investment in Shares of Renewable Power Generating (Solar & Wind Power) entity - M/s Navia One Power Private Limited (SPV), under Group Captive Model.

The company had entered in to Share Purchase Agreement, Share Subscription & Shareholders' Agreement and Energy Supply Agreement and Performance incentive agreement with M/s.Navia One Power Private Limited (SPV) and its promoter shareholders, during April & May 2025, for the purposes of developing a 52.8 MWp (DC) / 35.2 MW AC Solar Power Capacity and 9 MW Wind Power Capacity and intending to supply power to our company exclusively.

During the financial year ended 31st March, 2026 the company has invested ₹ 26.0 crores in the SPV to subscribe to 26.1% of its Equity Share Capital, in accordance with the terms of the agreement. The said SPV is not considered for consolidation, as it is neither an associate nor a subsidiary of our company, as per Ind AS 110- Consolidated Financial Statements. Considering the contractual terms of the agreement and the rights and obligations of the company as a consumer shareholder, the company has designated to carry the investments at fair value through OCI.

1.16 Events after reporting period

Where events occurring after the Balance Sheet date provide evidence of conditions that existed at the end of the reporting period, the impact of such events is adjusted within the financial statements. Otherwise, nature and consequent impact of the events of material size, occurring after the Balance Sheet date, are only disclosed.

1.17 Financial and Management Information System

The Company's Accounting System is designed to unify the Financial and Cost Records and also to comply with the relevant provisions of the Companies Act, 2013, to provide financial and cost information appropriate to the businesses and facilitate Internal Control.

Audit trail feature, as mandated by the Companies (Accounts) Rules, 2014 (as amended) with effect from April 01, 2023, has been enabled in the accounting software used by the Company. The Company also a set up practices for daily backup of the entire database and applications in remote locations.

B. Key Accounting Estimates and Judgments

1.1 Use of Estimates

The preparation of financial statements in conformity with Ind AS requires Management to make judgments, estimates and assumptions that affect the application of the accounting policies and the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

1.2 Key sources of estimation uncertainty

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Key assumption concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year is as given below.

a. Fair value measurement and valuation processes

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 a liability, the Company uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the Company engages third party qualified valuers to perform the valuation.

b. Useful life of Property, Plant and Equipment

The Company reviews the estimated useful lives of Property, Plant and Equipment at the end of each reporting period. During the current year, there has been no change in useful life considered for the assets.

c. Cash Discounts

In accordance with Ind AS-115, the Company deducts cash discounts from the revenue for sale of products. Cash discounts, on the sale of products in the last month of the year, is estimated based on the past experience.

d. 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 such as supply and demand factors in the

employment market. Information about such valuation is provided in notes to the financial statements.

e. Claims, Provisions and Contingent Liabilities

The Company has ongoing discussions / litigations with various regulatory authorities, trade unions and third parties. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute or settlements can be made based on Management's assessment of specific circumstances of each dispute and relevant external advice, Management provides for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve and can involve estimation uncertainty. Information about such litigations is provided in notes to the financial statements.

f. Tax Expense

Significant judgments and estimates are involved in estimating the budgeted profits for the purposes of advance tax, determining the provision for income tax.

g. Inventories

An inventory provision is recognised for cases where the realisable value is estimated to be lower than the inventory carrying value. The inventory provision is estimated taking into account various factors, including prevailing sale prices of inventory item, changes in the related laws / emission norms and losses associated with obsolete / slow-moving / redundant inventory items. The Company has, based on these assessments, made adequate provision in the books.

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2. PROPERTY, PLANT AND EQUIPMENT

₹ crores

Description	Gross Carrying Amount				Depreciation				Net Carrying Amount	
	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 31-03-2026	As at 31-03-2025
Land	4.34	—	—	4.34	—	—	—	—	4.34	4.34
Buildings										
- Free Hold	124.22	2.30	—	126.52	38.76	4.61	—	43.37	83.15	85.46
- Right of Use Assets	0.14	—	—	0.14	0.03	—	—	0.03	0.11	0.11
Plant and Equipment	953.97	30.62	0.13	984.46	292.78	39.29	0.06	332.01	652.45	661.19
Furniture and Fixtures	2.34	0.04	—	2.38	0.71	0.08	—	0.79	1.59	1.63
Vehicles	3.34	—	0.20	3.14	2.01	0.21	0.07	2.15	0.99	1.33
Office Equipment	5.25	0.31	0.06	5.50	4.09	0.42	—	4.51	0.99	1.16
	1093.60	33.27	0.39	1126.48	338.38	44.61	0.13	382.86	743.62	755.22

₹ crores

Description	Gross Carrying Amount				Depreciation				Net Carrying Amount	
	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 31-03-2025	As at 31-03-2024
Land	4.34	—	—	4.34	—	—	—	—	4.34	4.34
Buildings										
- Free Hold	118.27	5.95	—	124.22	34.21	4.55	—	38.76	85.46	84.06
- Right of Use Assets	0.14	—	—	0.14	0.03	—	—	0.03	0.11	0.11
Plant and Equipment	935.96	20.49	2.48	953.97	254.31	39.53	1.06	292.78	661.19	681.65
Furniture and Fixtures	2.29	0.05	—	2.34	0.65	0.06	—	0.71	1.63	1.64
Vehicles	3.18	0.24	0.08	3.34	1.83	0.26	0.08	2.01	1.33	1.35
Office Equipment	5.03	0.32	0.10	5.25	3.69	0.49	0.09	4.09	1.16	1.34
	1069.21	27.05	2.66	1093.60	294.72	44.89	1.23	338.38	755.22	774.49

- (i) Refer Note No 35(b) for disclosure of contractual commitments for the acquisition of Property, Plant and Equipment.
- (ii) Refer Note No 36(B) (3) (i) for charge created on Property, Plant and Equipment
- (iii) Amount written off on reduction of capital or revaluation of assets - NIL (Previous Year - NIL)
- (iv) Assets acquired through business combinations - NIL (Previous Year - NIL)
- (v) Impairment losses or reversals of assets NIL (Previous Year - NIL)

SESHASAYEE PAPER AND BOARDS LIMITED

2 (A) CAPITAL WORK-IN-PROGRESS

₹ crores

Description	Net Carrying Amount	
	As at 31-03-2026	As at 31-03-2025
Opening Balance	71.09	35.06
Add: Additions to Capital Work-In-Progress during the year ^^	55.61	63.08
Less: Assets Capitalised during the year **	33.79	27.05
Closing Balance	92.91	71.09

Refer 34(B) for Ageing of Capital Work in Progress

** Includes Intangible assets capitalised (Refer Note 2B)

^^ Includes following expenses capitalised during the year, as directly related to Project Implementation:

(a) Purchased Power	0.36	0.42
(b) Employee Cost	1.44	–
(c) Professional and consultancy fees	0.85	0.57
(d) Insurance	0.73	0.74
(e) Other overheads	0.96	0.50

2(B) OTHER INTANGIBLE ASSETS

₹ crores

Description	Gross carrying Amount				Amortisation				Net Carrying Amount	
	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 31-03-2026	As at 31-03-2025
Computer Software	2.80	0.52	0.21	3.11	1.90	0.32	0.20	2.02	1.09	0.90
Technical Know-How	1.41	–	–	1.41	1.16	0.05	–	1.21	0.20	0.25
	4.21	0.52	0.21	4.52	3.06	0.37	0.20	3.23	1.29	1.15

₹ crores

Description	Gross carrying Amount				Amortisation				Net Carrying Amount	
	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 31-03-2025	As at 31-03-2024
Computer Software	2.80	–	–	2.80	1.59	0.31	–	1.90	0.90	1.21
Technical Know-How	1.41	–	–	1.41	1.12	0.04	–	1.16	0.25	0.29
	4.21	–	–	4.21	2.71	0.35	–	3.06	1.15	1.50

SESHASAYEE PAPER AND BOARDS LIMITED

	No of shares	Face Value ₹	As at 31-03-2026 ₹ crores	As at 31-03-2025 ₹ crores
3 INVESTMENTS				
Non-Current Investments				
A. Investments in Equity Instruments				
a. Quoted Equity Shares				
(i) Associate				
(Measured at cost)				
Ponni Sugars (Erode) Limited	2781362	10	37.42	37.42
(ii) Others				
Investments Measured at Fair Value through Other Comprehensive Income				
HDFC Bank Limited (Previous Year - 451594 shares of Face Value of ₹ 1 each; current year addition of 451594 shares under Bonus Issue)	903188	1	66.07	82.56
High Energy Batteries (India) Limited (Previous Year - 1595368 Shares of face value ₹ 2 each; current year addition of 12474 shares at a cost of ₹ 0.65 Crores)	1607842	2	83.24	80.14
Tamilnadu Newsprint and Papers Limited	100000	10	1.23	1.26
Total Quoted Equity Shares			187.96	201.38
b. Unquoted Equity Shares				
(i) Subsidiary				
(Measured at cost)				
Esvi International (Engineers & Exporters) Limited	125000	100	14.03	14.03
(ii) Others				
Investments Measured at Fair Value through Other Comprehensive Income				
SPB Projects and Consultancy Limited	50000	10	0.05	0.05
Navia One Power Private Limited (Purchase during the year 26099 shares of ₹ 10 each; Allotted through Rights Issue, during the year 25975802 shares of ₹ 10 each) (Refer Note 1.15)	26001901	10	26.00	-
Total Unquoted Equity Shares			40.08	14.08
Total Investments In Equity Instruments			228.04	215.46
Aggregate amount of :				
Quoted Investments - Cost			52.70	52.05
Quoted Investments - Market value			227.03	248.42
Unquoted Investments - Cost			40.08	14.08
Impairment in value of Investments			-	-
Refer Note No. 1.1 on determination of fair value.				

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026 ₹ crores	As at 31-03-2025 ₹ crores
4 OTHER FINANCIAL ASSETS (Non-Current)		
a) Security Deposit	16.78	15.60
b) Bank Deposits with more than 12 months Maturity **	489.36	9.63
	<u>506.14</u>	<u>25.23</u>
** Includes Bank Deposits designated as Margin Money against the Letters of Credit / Bank Guarantees issued by Company's Bankers.	85.46	9.63
5 OTHER NON-CURRENT ASSETS		
Capital Advances	12.78	8.78
Prepaid expenses	0.51	0.25
Charges paid under Protest @	5.07	6.07
Income Tax Refund Receivable	—	10.09
Amount paid for acquisition of Assets of M/s Servalakshmi Paper Limited, Corporate Debtor in liquidation, on a going concern basis (Refer Note 1.14)	107.00	107.00
	<u>125.36</u>	<u>132.19</u>
@ Includes		
- Energy Charges paid under protest to TNERC (Refer Note No. 35(a)(iv))	2.00	2.00
- Duties & Taxes paid under protest (Refer Note No. 35(a)(i))	0.10	2.16
- Grid Paralleling Charges paid under protest (not in the nature of Contingent Liability)	1.11	1.11
- Other duties and taxes paid under protest (not in the nature of Contingent Liability)	1.86	0.80
6 INVENTORIES		
Raw Materials *	117.16	105.20
Work-in-Progress	28.63	17.48
Finished Goods	120.70	137.72
Stock-in-Trade	2.61	3.37
Stores and Spares (Note 1)	22.65	19.29
Chemicals, Fuels and others ^ (Note 2)	68.68	70.99
	<u>360.43</u>	<u>354.05</u>
* Includes Raw Material In Transit	6.88	18.08
^ Includes Chemicals / other Material In Transit	1.27	0.48
* Includes Raw Material with Agent appointed by the Company	4.11	8.48
^ Includes Coal/other Material with Agent appointed by the Company	41.77	44.82
(For method of valuation, please refer to Note No.1.5) (Please refer Note No.36(B)(3)(i) for security created on Inventories)		
Note 1: Provisions for non-moving 'Stores and Spares' Inventory	1.40	1.10
Note 2: Provisions for non-moving 'Chemicals, Fuels and Others' Inventory	1.30	1.00

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	As at 31-03-2026	As at 31-03-2025
	₹ crores	₹ crores
7 TRADE RECEIVABLES		
a) Considered Good - Secured	45.31	31.94
b) Considered Good - Unsecured	144.57	116.04
c) Have significant increase in credit risk	-	-
d) Credit impaired.	1.75	1.75
Less: Allowance for bad and doubtful debts	(-) 1.75	(-) 1.75
	189.88	147.98

(Please refer Note No.36(B)(3)(i) for security created on Receivables)

Ageing Schedule : As at 31-03-2026 ₹ crores

Particulars	Not Due	Outstanding from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
UNDISPUTED							
(i) Considered good	170.80	18.87	0.21	-	-	-	189.88
(ii) Have significant increase in credit risk	-	-	-	-	-	-	-
(iii) Credit impaired	-	-	-	-	-	1.75	1.75
DISPUTED							
(iv) Considered good	-	-	-	-	-	-	-
(v) Have significant increase in credit risk	-	-	-	-	-	-	-
(vi) Credit impaired	-	-	-	-	-	-	-
	170.80	18.87	0.21	-	-	1.75	191.63
Less : Allowance for bad and doubtful debts							1.75
							189.88

Ageing Schedule : As at 31-03-2025 ₹ crores

Particulars	Not Due	Outstanding from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
UNDISPUTED							
(i) Considered good	125.77	21.74	0.23	0.11	0.11	0.02	147.98
(ii) Have significant increase in credit risk	-	-	-	-	-	-	-
(iii) Credit impaired	-	-	-	-	-	1.75	1.75
DISPUTED							
(iv) Considered good	-	-	-	-	-	-	-
(v) Have significant increase in credit risk	-	-	-	-	-	-	-
(vi) Credit impaired	-	-	-	-	-	-	-
	125.77	21.74	0.23	0.11	0.11	1.77	149.73
Less : Allowance for bad and doubtful debts							1.75
							147.98

Unbilled dues - NIL (Previous Year -NIL)

Refer Note 38 for dues from Related Parties

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	As at 31-03-2026 ₹ crores	As at 31-03-2025 ₹ crores
8 CASH AND CASH EQUIVALENTS		
a) Balances with banks	7.47	12.74
b) Cash on hand	0.34	0.35
	<u>7.81</u>	<u>13.09</u>
9 BANK BALANCES OTHER THAN CASH AND CASH EQUIVALENTS		
a) Unpaid dividend accounts	1.24	1.39
b) Term deposits with original maturity for more than 3 months but less than 12 months *	135.54	656.97
	<u>136.78</u>	<u>658.36</u>
* Includes Bank Deposits designated as Margin Money against the Letter of Credits / Bank Guarantees issued by Company's Bankers	73.95	228.92
10 OTHER CURRENT FINANCIAL ASSETS		
a) Export Incentive Receivable ^	0.75	1.30
b) Derivative Asset / (Liability)	0.07	-
	<u>0.82</u>	<u>1.30</u>
^ Includes scrips / scrolls received pending utilisation		
11 CURRENT TAX ASSET (NET)		
Income tax (Net of provisions)	0.92	-
	<u>0.92</u>	<u>-</u>
12 OTHER CURRENT ASSETS		
A. Advances other than Capital Advances:		
a) Advances for purchase of goods and services	11.09	12.64
b) Advance to Employees	0.39	1.68
B. Others		
a) Prepaid expenses	2.44	2.36
b) Balance with Government Authorities		
- GST Receivable	-	51.69
c) Other receivable #	2.20	1.56
	<u>16.12</u>	<u>69.93</u>
# includes refund receivable under the erstwhile VAT Act	0.69	0.69
# includes dues from SPB Equity Shares Trust	0.83	0.12

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13 EQUITY SHARE CAPITAL

₹ crores

	As at 31-03-2026	As at 31-03-2025
Authorised		
20 00 00 000 - Equity Shares of ₹ 2 each	40.00	40.00
3 00 00 000 - Cumulative Redeemable Preference Shares of ₹ 10 each	30.00	30.00
	70.00	70.00
Issued, Subscribed and Fully paid up:		
6 30 68 140 Equity Shares of ₹ 2 each	12.61	12.61
Less : Adjustment for shares held by SPB Equity Shares Trust (Refer Note No.1.13)	0.57	0.57
	12.04	12.04

a) Reconciliation of shares outstanding at the beginning and at the end of the year

	As at 31-03-2026		As at 31-03-2025	
	No of Shares	₹ crores	No of Shares	₹ crores
At the beginning of the year	63068140	12.61	63068140	12.61
Change During the Year	—	—	—	—
At the end of the year	63068140	12.61	63068140	12.61

b) Terms / rights attached to Equity Shares

The Equity Shares of the Company having face value of ₹ 2 per share rank pari passu in all respects, including voting rights, dividend entitlement and repayment of capital.

c) Details of shareholders holding more than 5% Equity Shares in the Company

Name of Share Holders	As at 31-03-2026		As at 31-03-2025	
	No. of Shares	% of Share holding	No. of Shares	% of Share holding
(a) Tamilnadu Industrial Investment Corporation Limited	9000000	14.270	9000000	14.270
(b) Ponni Sugars (Erode) Ltd (Associate)	8840905	14.018	8840905	14.018
(c) Synergy Investments Pte Ltd	7738475	12.270	7738475	12.270
(d) Time Square Investments (P) Ltd	6442502	10.215	6387502	10.128
(e) Atyant Capital India Fund I	3383140	5.364	3383140	5.364

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d) Shareholding of Promoters

S. No.	Promoter name	As at 31-03-2026			As at 31-03-2025		
		No. of Shares	% of total shares	Change in %	No. of Shares	% of total shares	Change in %
1	Ponni Sugars (Erode) Limited	8840905	14.018	—	8840905	14.018	—
2	Synergy Investments Pte Limited	7738475	12.270	—	7738475	12.270	—
3	Time Square Investments Private Limited	6442502	10.215	0.087	6387502	10.128	0.015
4	Dhanashree Investments Private Limited	3040047	4.820	0.121	2963307	4.699	0.019
5	Ultra Investments and Leasing Co.Pvt Ltd	927280	1.470	0.001	926480	1.469	—
6	High Energy Batteries (India) Limited	106645	0.169	—	106645	0.169	0.087
7	SPB Projects and Consultancy Limited	11360	0.018	—	11360	0.018	—
8	N Gopalaratnam	78155	0.124	—	78155	0.124	—
9	K S Kasi Viswanathan **	—	—	(-) 0.005	2910	0.005	—
10	Rajam Kasi Viswanathan **	3410	0.005	0.005	—	—	—
		27188779	43.109	0.209	27055739	42.900	0.121

The above % holdings of Share Capital and the reconciliation of Share Capital is presented without netting off the shares held by SPB Equity Shares Trust.

** Due to demise of Sri K S Kasi Viswanathan and subsequent transmission of shares held by him, his wife Mrs. Rajam Kasi Viswanathan has become part of Promoter / Promoter Group of Company.

14 OTHER EQUITY

Please refer (B) OTHER EQUITY in STANDALONE STATEMENT OF CHANGES IN EQUITY

Description of nature and purpose of each reserve :

General Reserve

General Reserve is created from time to time by way of transfer of profits from retained earnings for appropriation purposes. General Reserve is created by a transfer from one component of Equity to another and is not an item of Other Comprehensive Income. It is a free reserve created by the Company and is available for distribution to the shareholders of the Company.

Capital Reserve

Capital Reserve primarily represents gain on Business Combination of a capital nature and is not available for dividend declaration.

Securities Premium Account

Securities Premium account records the premium component on issue of shares and can be utilised in accordance with the provisions of Companies Act, 2013.

Cash Flow Hedge Reserve

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recorded in Other Comprehensive Income and are accumulated as 'cash flow hedge reserve'. This reserve will be transferred to Statement of Profit and Loss, on expiry / settlement / closure / ineffectiveness of the hedge.

	As at 31-03-2026	As at 31-03-2025
	₹ crores	₹ crores
15 OTHER FINANCIAL LIABILITIES		
(Non-Current)		
Security deposits	15.67	16.88
	<u>15.67</u>	<u>16.88</u>
16 PROVISIONS		
(Non-Current Liabilities)		
a) Provision for Employee Benefits:		
Provision for Leave Encashment and Retirement Benefit	14.44	13.57
b) Others:		
Provision for Generation tax *	8.11	8.11
	<u>22.55</u>	<u>21.68</u>
* Provisions made during the Year	1.23	1.16
* Settled during the Year	1.23	1.16

SESHASAYEE PAPER AND BOARDS LIMITED

17 DEFERRED TAX LIABILITY (NET)

₹ crores

Particulars	As at 01-04-2025	Recognised in		As at 31-03-2026
		Statement of P&L during 2025-26	OCI 2025-26	
Deferred Tax Liabilities				
Difference between WDV of PPE as per the books of accounts and Income Tax Act, 1961.	125.01	(-) 1.15	-	123.86
Deferred Tax Assets				
Expenses allowable for tax purpose on payment basis	(-) 6.35	(-) 1.23	-	(-) 7.58
Taxes on Items of Other Comprehensive Income	11.11	-	(-) 2.71	8.40
Deferred Tax Liability	129.77	(-) 2.38	(-) 2.71	124.68

Particulars	As at 01-04-2024	Recognised in		As at 31-03-2025
		Statement of P&L during 2024-25	OCI 2024-25	
Deferred Tax Liabilities				
Difference between WDV of PPE as per the books of accounts and Income Tax Act, 1961.	126.59	(-) 1.58	-	125.01
Deferred Tax Assets				
Expenses claimed for tax purpose on payment basis	(-) 6.81	0.46	-	(-) 6.35
Taxes on Items of Other Comprehensive Income	7.88	-	3.23	11.11
Deferred Tax Liability	127.66	(-) 1.12	3.23	129.77

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026 ₹ crores	As at 31-03-2025 ₹ crores
18 BORROWINGS		
Secured loans repayable on demand		
From Banks		
PCFC / Export Packing Credit	—	81.86
	—	81.86
Please refer Note No.36(B)(3)(i) for security details for the Short-term Borrowings.		
19 TRADE PAYABLES		
a) Total outstanding dues of Micro and Small Enterprises	40.93	48.18
b) Total Outstanding dues of creditors other than Micro and Small Enterprises	198.06	198.44
	238.99	246.62
For dues to Related Parties - (refer note 38)		
Unbilled and accrued expenses / liabilities included under 'Not Due'	66.26	97.14
Unadjusted credits, adjustable against Trade Receivables, grouped under Trade Payables	37.63	22.94
19 (i) The classification of the suppliers under Micro, Small and Medium Enterprises Development Act, 2006 is made on the basis of information made available to the Company.		
(ii) Disclosure requirement as required under Micro, Small and Medium Enterprises Development Act, 2006 is as follows.		

SESHASAYEE PAPER AND BOARDS LIMITED

19 TRADE PAYABLES (Contd.)

₹ crores

	As at 31-03-2026	As at 31-03-2025
a) Principal amount and the interest due thereon remaining unpaid to each supplier at the end of each accounting year.	40.93	48.18
b) Interest paid by the Company in terms of section 16 of Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year.	Nil	Nil
c) Interest due and payable for the year of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro, Small and Medium Enterprises Development Act, 2006.	Nil	Nil
d) Interest accrued and remaining unpaid at the end of each accounting year	Nil	Nil
e) Interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise	Nil	Nil

19 (iii) - Trade Payables - Ageing Schedule as on 31-03-2026

₹ crores

Particulars	Not Due	Outstanding from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Micro and Small Enterprises (MSE)	40.93	—	—	—	—	40.93
(ii) Others	182.38	14.24	0.72	0.71	0.01	198.06
(iii) Disputed dues - MSE	—	—	—	—	—	—
(iv) Disputed dues - Others	—	—	—	—	—	—
Total	223.31	14.24	0.72	0.71	0.01	238.99

Trade Payables Ageing Schedule as on 31-03-2025

₹ crores

Particulars	Not Due	Outstanding from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Micro and Small Enterprises (MSE)	48.18	—	—	—	—	48.18
(ii) Others	188.63	7.97	1.00	0.34	0.50	198.44
(iii) Disputed dues - MSE	—	—	—	—	—	—
(iv) Disputed dues - Others	—	—	—	—	—	—
Total	236.81	7.97	1.00	0.34	0.50	246.62

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026	As at 31-03-2025
	₹ crores	₹ crores
20 OTHER FINANCIAL LIABILITIES (Current)		
Interest Accrued but not due	—	0.11
Unpaid Dividends *	1.24	1.39
Others:		
- Payable for capital expenditure	2.87	1.62
- Security Deposit	2.18	0.45
- Retention Monies	5.23	6.59
- Employees dues	25.12	12.34
- Fair valuation of derivatives	—	1.46
	36.64	23.96
* Dues for transfer to IEPF as at the end of the year	Nil	Nil
21 OTHER CURRENT LIABILITIES		
Other liabilities:		
(a) Advances received from Customers #	1.22	1.37
(b) Statutory Liabilities	8.41	4.38
	9.63	5.75
# Revenue recognised from the Opening Advances	1.37	2.02
22 PROVISIONS		
Provision for Employee Benefits:		
Provision for Gratuity, Leave Encashment and Retirement Benefit	9.06	3.48
	9.06	3.48
23 CURRENT TAX LIABILITIES		
Income Tax (net) **	2.41	3.14
	2.41	3.14
** Net of provision for uncertainty expected in allowance of incomes claimed as not taxable.	2.69	2.69

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026		Year ended 31-03-2025	
	₹ crores	₹ crores	₹ crores	₹ crores
24 REVENUE FROM OPERATIONS				
A) REVENUE FROM SALE OF PRODUCTS				
Paper and Paper Boards				
India	1502.61		1454.71	
Rest of the World	157.86		243.51	
		<u>1660.47</u>		<u>1698.22</u>
Stock in Trade				
India	29.78		32.11	
		<u>1690.25</u>		<u>1730.33</u>
Break-up of Revenue from Sale of Products - Transacted Price and adjustments				
Sales Value at Transacted price		1801.75		1838.02
Less : Adjustments:				
Cash Discount	35.88		36.41	
Other Discounts / Incentives	75.62		71.28	
		<u>111.50</u>		<u>107.69</u>
		<u>1690.25</u>		<u>1730.33</u>
B) OTHER OPERATING INCOME				
Export Benefits / Incentives		3.00		4.99
Sale of Scrap and Others		16.92		18.79
		<u>19.92</u>		<u>23.78</u>
		<u>1710.17</u>		<u>1754.11</u>
25 OTHER INCOME				
(a) Interest Income				
- On financial assets carried at Amortised Cost		46.53		60.11
- On Income tax refund		—		4.19
(b) Dividend Income from Equity Investments measured at fair value through OCI		1.73		1.33
(c) Dividend Income from Equity Investments in Associate		0.83		1.65
(d) Others		0.39		2.87
		<u>49.48</u>		<u>70.15</u>

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026		Year ended 31-03-2025	
	₹ crores	₹ crores	₹ crores	₹ crores
26 COST OF MATERIALS CONSUMED				
Raw material				
i) Wood	517.40		505.99	
ii) Bagasse	37.21		26.62	
iii) Purchased Pulp	132.08		196.76	
iv) Waste Paper	69.09		65.15	
	<u>755.78</u>		<u>794.52</u>	
Feeding and other Charges	<u>10.70</u>		9.67	
		766.48		804.19
Chemicals, Stores & Spares @		301.52		300.21
Packing Materials		38.05		39.58
		<u>1106.05</u>		<u>1143.98</u>
@ Includes provision for non-moving inventory		0.60		0.55
@ Reversal of Write down of inventory		Nil		Nil
27 PURCHASES OF STOCK-IN-TRADE				
Notebook & Paper		1.16		7.16
Petroleum Products		27.02		26.76
		<u>28.18</u>		<u>33.92</u>
28 CHANGES IN INVENTORIES OF FINISHED GOODS, STOCK-IN-TRADE AND WORK-IN-PROGRESS				
Opening stock				
- Finished goods	137.72		91.57	
- Work in progress	17.48		9.61	
- Stock-in-Trade	3.37		0.58	
		<u>158.57</u>		101.76
Closing stock				
- Finished goods	120.70		137.72	
- Work in progress	28.63		17.48	
- Stock-in-Trade	2.61		3.37	
		<u>151.94</u>		158.57
		<u>6.63</u>		<u>(-) 56.81</u>
29 EMPLOYEE BENEFITS EXPENSE				
Salaries and wages		86.19		96.92
Contribution to Provident & other Funds (Refer Note No.1.7)		8.97		8.54
Staff welfare Expenses		8.41		7.86
		<u>103.57</u>		<u>113.32</u>

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026		Year ended 31-03-2025	
	₹ crores	₹ crores	₹ crores	₹ crores
30 FINANCE COSTS				
Interest on financial liabilities carried at amortised cost (Effective interest rate method)				
- Interest on borrowings		3.28		3.80
Interest on Security Deposits measured at amortised Cost		2.01		2.03
Exchange differences regarded as an adjustment to borrowing costs		3.45		2.55
Other borrowing costs		0.02		0.05
		<u>8.76</u>		<u>8.43</u>
31 DEPRECIATION AND AMORTISATION EXPENSE				
Depreciation on Property, Plant and Equipment (Refer Note No. 2)		44.61		44.89
Amortisation on Intangible assets (Refer Note No. 2(B))		0.37		0.35
		<u>44.98</u>		<u>45.24</u>
32 OTHER EXPENSES				
Power and Fuel				
- Purchased Power		55.74		76.97
- Consumption of Fuel		147.29		165.51
- Generation Tax		1.24		1.17
		<u>204.27</u>		<u>243.65</u>
Repairs and Maintenance				
- Buildings		6.51		6.54
- Plant & Machinery		35.86		44.53
- Others		5.32		3.60
		<u>47.69</u>		<u>54.67</u>
Insurance		5.46		3.94
Rent, Rates and Taxes		7.92		4.55
Selling and Distribution Expenses		63.15		60.16
Net foreign exchange loss		3.25		1.26
Auditors' remuneration (Refer Note No. 34 (A))		0.36		0.36
Corporate Social Responsibility expenses (Refer Note No. 34 (D))		6.43		6.76
Miscellaneous		31.33		33.01
		<u>369.86</u>		<u>408.36</u>

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
33 TAX EXPENSE		
(A) The major components of Income Tax expense for the year are as under:		
Tax expenses recognised in the Statement of Profit and Loss		
Current Tax		
Current tax on the Taxable income for the year	26.22	34.54
Tax relating to earlier years	—	(-) 10.16
Total	26.22	24.38
Deferred Tax comprises:		
Deferred Tax Liability on account of depreciation	(-) 1.15	(-) 1.58
Disallowance of expenses Under Section 43B and other temporary difference	(-) 1.23	0.46
	(-) 2.38	(-) 1.12
Total Tax Expense	23.84	23.26
(B) Reconciliation of Tax expense and the accounting profit for the year is as under:		
Enacted income tax rate in India applicable to the Company *	25.17%	25.17%
Profit Before Tax	91.62	127.82
Tax expenses on Profit Before Tax at the enacted income tax rate in India	23.06	32.17
Tax effect of the amounts which are not deductible / (taxable) in calculating taxable income		
Tax on CSR activities	1.62	1.70
Tax On Dividend deducted u/s 80 M	(-) 0.64	(-) 0.75
Tax Relating to earlier years	—	(-) 10.16
Other Differences	(-) 0.21	0.30
	0.77	(-) 8.91
Total Tax for the Year	23.83	23.26
Effective rate of tax	26.01%	18.20%
* Rate as per Section 115 BAA of the Income Tax Act, 1961		
(C) Taxes on items of OCI:		
A Items that will not be reclassified to Profit or Loss		
Income Tax on Remeasurement of Defined Benefit Plans	0.70	(-) 0.47
Income Tax on Net Fair Value Gain/ (Loss) on Investment in Equity Instruments [^]	2.01	(-) 2.76
B Items that will be reclassified to Profit or Loss	—	—
	2.71	(-) 3.23

[^] includes ₹ 2.40 crores on account of tax recomputation due to change in rate of tax from 11.44% to 14.30% during FY 2024-25.

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
34 (A) PAYMENT TO AUDITORS		
Statutory Audit fees	0.26	0.26
Taxation Matters	0.02	0.02
Certification work	0.08	0.08
	0.36	0.36

34 (B) CWIP AGEING SCHEDULE

CWIP ageing Schedule as on 31-03-2026 :

₹ crores

Sl. No.	CWIP	Amount in CWIP for a period of				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
1	Projects in Progress	47.43	41.53	3.76	0.19	92.91
2	Projects temporarily suspended	-	-	-	-	-
		47.43	41.53	3.76	0.19	92.91

CWIP aging Schedule as on 31-03-2025 :

₹ crores

Sl. No.	CWIP	Amount in CWIP for a period of				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
1	Projects in Progress	63.12	4.82	3.15	-	71.09
2	Projects temporarily suspended	-	-	-	-	-
		63.12	4.82	3.15	-	71.09

Project with cost/time overrun - Nil (Previous year Nil)

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
34 (C) Analytical Ratios		
(a) Current ratio (times)	2.40	3.41
<u>Current Assets</u>	<u>712.76</u>	<u>1244.71</u>
Current Liabilities	296.73	364.81
Decrease in Current Ratio is mainly due to reduction in Inventory as well as Investment in current term deposits.		
(b) Debt-equity ratio (times)	—	0.044
<u>Total Debt</u>	<u>—</u>	<u>81.86</u>
Shareholder's Equity	1913.33	1874.75
(Note : Debt includes current and non-current borrowings)		
Decrease due to Repayment of of PCFC Loans.		
(c) Debt service coverage ratio (times)	12.87	18.77
<u>Earnings available for debt service</u>	<u>112.76</u>	<u>158.20</u>
Debt Service	8.76	8.43
Reduction mainly due to lower profits in current year and higher finance charges on account of working capital loan availments during the year		
(d) Return on equity ratio	3.84%	6.15%
<u>Net Profits after taxes – Preference Dividend</u>	<u>67.78</u>	<u>104.56</u>
Average Shareholder's Equity	1764.22	1700.98
-- Drop in Returns mainly due to significant reduction in net sales realisation of finished products.		
(e) Inventory turnover ratio (times)	4.47	5.07
<u>Cost of goods sold</u>	<u>1596.12</u>	<u>1627.85</u>
Average Inventory	357.24	320.98
-- Decrease in ratio mainly due to increase in Raw material and WIP inventory.		
(f) Trade receivables turnover ratio (times)	10.01	12.96
<u>Net Credit Sales</u>	<u>1690.25</u>	<u>1730.33</u>
Avg. Accounts Receivable	168.93	133.49
-- Reduction in ratio by 23% mainly due to prolonged credit terms extended amidst adverse market conditions.		
(g) Trade payables turnover ratio (times)	6.60	6.70
<u>Net Credit Purchases</u>	<u>1602.50</u>	<u>1693.99</u>
Average Trade Payables	242.81	252.99
-- No Major variation		

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
34 (C) Analytical Ratios (Contd.)		
(h) Net working capital turnover ratio (times)	4.06	1.97
<u>Net Sales</u>	<u>1690.25</u>	1730.33
Working Capital	416.03	879.90
-- Increase by 107% mainly due to Decrease in Working Capital due to current term FDs		
(i) Net profit ratio	3.96%	5.96%
<u>Net Profit</u>	<u>67.78</u>	104.56
Revenue from Operations	1710.17	1754.11
-- Drop in Returns mainly due to significant reduction in net sales realisation of finished products.		
(j) Return on capital employed	5.24%	6.99%
<u>Earning before interest and taxes</u>	<u>100.38</u>	136.25
Capital Employed	1914.22	1950.53
-- Reduction in ROCE is due to lower profits as explained above.		
(k) Return on investment		
- Core activity represented by ROCE		
- Investment in Fixed Deposits	7.3%	7.7%
	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores

34 (D) CORPORATE SOCIAL RESPONSIBILITY EXPENSES

Disclosure with regard to CSR activities

(i) Gross amount required to be spent by the Company during the year	6.35	6.59
(ii) amount of expenditure incurred	6.43	6.76
(a) Construction/acquisition of any asset	2.86	1.71
(b) On purposes other than (ii) (a) above	3.57	5.05
(iii) shortfall at the end of the year	—	—
(iv) total of previous years shortfall	—	—
(v) reason for shortfall	NA	NA
(vi) nature of CSR activities		
a) Expenditure on running of schools and contribution to other educational institutions	2.65	2.92
b) Providing infrastructure facilities in nearby villages	1.19	1.28
c) Supply of drinking water to nearby villages	1.03	1.18
d) Promoting health care including preventive health care	0.87	1.27
e) Others	0.69	0.11
(vii) details of related party transactions	Nil	Nil
(viii) where a provision is made with respect to a liability incurred by entering into a contractual obligation, the movements in the provision during the year shall be shown separately	NA	NA

34. (E) ADDITIONAL REGULATORY INFORMATION:

a. Borrowings secured against current assets

The Quarterly returns or statements of current assets filed by the Company with Banks or financial statements are in agreement with the books of account.

b. Utilisation of borrowed funds and share Premium thro' intermediaries or for benefit of third party beneficiaries.

- i) 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 persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities Identified in any manner whatsoever by or on behalf of the company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- ii) No funds have been received by the company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

c. Other points

Sl. No.	Disclosure requirement as per amended Schedule III	Reason for non-disclosure
1	Title deeds of immovable properties not held in name of the Company	Nil
2	Fair value of investment property	Investment property is Nil and hence Not Applicable
3	Revaluation of Property, Plant and Equipment and Right of use Assets	Not Applicable
4	Revaluation of intangible assets	Not Applicable
5	Loans or advances in the nature of loans are granted to promoters, directors , KMPs and the related parties	Nil
6	Intangible Assets under development	Nil
7	Details of benami property held	Nil
8	Willful defaulter	No
9	Relationship with struck off companies	Nil transaction

SESHASAYEE PAPER AND BOARDS LIMITED

Sl. No.	Disclosure requirement as per amended Schedule III	Reason for non-disclosure
10	Registration of charges or satisfaction with Registrar of Companies (ROC)	Charges were registered in time
11	Compliance with number of layers of Companies	Not Applicable
12	Compliance with approved scheme (s) of Arrangement	Not Applicable
13	Undisclosed income	Nil
14	Details of Crypto Currency or Virtual Currency	The Company has not done any trade on / investment in Crypto Currency or Virtual Currency.
15	Shares in respect of each class in the company held by its holding company or its ultimate holding company including shares held by or by subsidiaries or associates of the holding company or the ultimate holding company in aggregate	NIL
16	Buy back of shares during preceding 5 Previous Years as at which the Balance Sheet is prepared	NIL
17	Shares have been reserved for issue under options and contracts/commitments for the sale of shares / disinvestment.	NIL
18	Shares allotted as fully paid up pursuant to contracts without payment being received in cash, during preceding 5 Previous Years.	NIL
19	Shares allotted as fully paid up by way of bonus shares, during preceding 5 Previous Years.	NIL

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
35 CONTINGENT LIABILITIES AND COMMITMENTS		
a. Contingent Liabilities		
Claims against the company not acknowledged as debts:		
(i) Demands for various years relating to Central excise, Customs duty, Service tax, VAT and GST contested in appeal (Refer Note -1 given below)	1.57	7.05
(ii) Differential duty on Coal imported and consequent penalty contested before CESTAT, Chennai	21.64	21.64
(iii) Demand by Public Works department based on Sanctioned quantity of water as against actual water drawn contested in writ petition before Hon'ble High Court of Madras.	33.31	31.76
(iv) Demand towards energy charges (Start-up Power) as per TNERC order contested in writ petition before Hon'ble High Court of Madras.	—	4.63
(v) Partial Disallowance of the claim w.r.t arm's length price and consequent disallowance under Section 80IA of the Income Tax Act, 1961.	—	11.72
(vi) Demand raised by GST and Central Excise Department - 5 years Audit observations on Input tax credit disputed, Applicability of RCM on Import of Service and Dispute on GST on Canteen Services	—	8.13
(vii) Other - Demand contested.	—	0.18
b. Commitments		
(i) Estimated amount of contracts remaining to be executed on capital account and not provided for	48.21	43.81
Note - 1 - Includes the following :		
a) Alleged Irregular Availment of CENVAT Credit of CVD on Import Coal; matter pending before CESTAT, Chennai	—	5.11
b) Disputed Service Tax Credit b/fd into GST Tran -1 Credit; Fresh demand raised by GST Authorities post settlement under Sabkha Viswas Scheme; matter pending before Hon'ble High Court of Madras.	1.29	1.29
c) DEPB licences purchased and utilised were disallowed; matter pending before CESTAT, Chennai	—	0.37
d) Others	0.28	0.28

SESHASAYEE PAPER AND BOARDS LIMITED

36 (A) CATEGORY - WISE CLASSIFICATION OF FINANCIAL INSTRUMENTS

₹ crores

	Refer Note	Fair Value Hierarchy	Non Current		Current	
			As at 31.03.2026	As at 31.03.2025	As at 31.03.2026	As at 31.03.2025
Financial Assets measured at Fair Value through Profit or Loss (FVTPL)						
			—	—	—	—
Financial Assets measured at Fair Value through Other Comprehensive Income (FVTOCI)						
Investments in quoted equity shares *	3(A)(a)	Level-1	150.54	163.96	—	—
Investments in Unquoted equity shares	3(A)(b)	Level-3	26.05	0.05	—	—
Financial Assets measured at cost / amortised cost						
Investments in Unquoted equity shares	3(A)(b) (i)		14.03	14.03	—	—
Investments in quoted equity shares	3(A)(a) (i)		37.42	37.42	—	—
Trade Receivables	7		—	—	189.88	147.98
Cash and Cash Equivalents	8		—	—	7.81	13.09
Bank balances other than Cash And Cash Equivalents	9		—	—	136.78	658.36
Other Financial Asset	4/10	Level-1,3	506.14	25.23	0.82	1.30
Financial Liabilities measured at Fair Value through Profit and Loss						
			—	—	—	—
Financial Liabilities measured at cost / amortised cost						
Borrowings from Banks	18		—	—	—	81.86
Trade Payables	19		—	—	238.99	246.62
Other Financial Liabilities	15/20					
Interest accrued			—	—	—	0.11
Unpaid / Unclaimed Dividend			—	—	1.24	1.39
Payable towards capital expenditure			—	—	2.87	1.62
Security Deposit		Level-1	15.67	16.88	2.18	0.45
Retention Monies			—	—	5.23	6.59
Employees Dues			—	—	25.12	12.34
Derivative Liability			—	—	—	1.46

** Investments in these equity shares are not held for trading. Upon the application of IndAS 109-Financial instruments, the Company has chosen to measure these investments in equity instruments at FVTOCI irrevocably as the management believes that presenting fair value gains and losses relating to these Investments in the Profit or Loss may not be indicative of the performance of the Company.*

1. The fair value of quoted investment in quoted equity shares measured at quoted price.
2. In case of trade receivables, cash and cash equivalents, trade payables, short term borrowings and other financial assets and liabilities it is assessed that the fair values approximate their carrying amounts largely due to the short-term maturities of these instruments.
3. The fair values of the financial assets and financial liabilities included above have been determined in accordance with 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 counterparties.

36 (B) FINANCIAL RISK MANAGEMENT - OBJECTIVES AND POLICIES

The Company's operational activities expose to various financial risks i.e. market risk, credit risk and risk of liquidity. The Company realises that risks are inherent and integral aspect of any business. The primary focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance.

The Company's financial assets comprise mainly of cash and cash equivalents, other balances with banks, trade receivables, other receivables and investments.

The Company has financial risk exposure in the form of market risk, credit risk and liquidity risk. The risk management policies of the Company are monitored by the Risk Management Committee of the Board of Directors. The present disclosure made by the Company summarizes the exposure to the financial risks.

1. Market Risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Financial instruments affected by market risk include loans and borrowings, deposits, investments, and derivative financial instruments. Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Regular interaction with bankers, intermediaries and the market participants help us to mitigate such risk.

a) Interest Rate Risk exposure

The risk is that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's financial liabilities comprise mainly of trade payables and other payables. The Company has NIL Term Loan and working capital borrowings from Banks / any Financial Institutions as on March 31, 2026 (Term Loan Outstanding as on 31.03.2025 : NIL; Working Capital PCFC Loans Outstanding as on 31.03.2025 : ₹ 81.86 crores). Hence the Company doesn't have any financial liability and allied risk on this account. The Company has not entered into any of the interest rate swaps.

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The exposure of the Company's borrowing to interest rate changes at the end of the reporting period are as follows:

	31-Mar-2026	31-Mar-2025
	₹ crores	₹ crores
Variable Rate Borrowings	--	81.86
Fixed Rate Borrowings	--	--
	--	81.86

As at the end of the reporting period, the company had the following variable rate borrowings outstanding.

	31-Mar-2026	31-Mar-2025
i. Weighted average interest rate (%)	--	4.9
ii. Balance (₹ crores)	--	81.86
iii. % of Total Loan	--	100

The Company is however exposed to the risk of interest rate fluctuations on the rate of return on fixed deposits of ₹ 612.27 crores as on 31.03.2026 (excluding accrued interest), maintained by the company with State Bank of India (SBI), HDFC Bank Limited and Kotak Mahindra Bank (Fixed Deposit balance as at 31.03.2025 – ₹ 642.23 crores).

Interest Rate Sensitivity analysis

	Impact on Profit before tax	
	31-Mar-2026	31-Mar-2025
	₹ crores	₹ crores
Interest rates - increase by 50 basis points	(-) 0.29	(-) 0.30
Interest rates - decrease by 50 basis points	0.29	0.30

The Company's investment in fixed deposit with banks is only on Fixed Interest Rate Terms and hence, there is no exposure to future interest rate movement.

b) Foreign currency risk exposure

The Company imports coal, pulp, waste paper and other stores & spares for which payables are denominated in foreign currency. The Company is exposed to foreign currency risk on these transactions. The Company, in general, follows a conservative and sound policy by entering into simple Forward Exchange Contracts to hedge the foreign currency risk whose maturity is coterminous with the maturity period of the foreign currency liabilities (underlying).

The Company had Foreign Exchange liability for US \$ 9.33 Mn as on 31st March 2026 (Previous Year –US \$ 19.20 Mn) of which US \$ 4.20 Mn (Previous Year –US \$ 9.64 Mn) is hedged with forward contracts, leaving US \$ 5.13 Mn (Previous Year –US \$ 9.56 Mn) as unhedged but fully matched with unhedged anticipated export collections.

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The Company is also exposed to foreign currency risk on its Exports. As on March 31, 2026, the Company had Export Receivables in Foreign Currency amounting to US \$ 1.59 Mn. (Previous Year –US \$ 2.49 Mn), of which US \$ 0.5 Mn (Previous Year: US \$ Nil Mn) is hedged with forward contracts on cash flow basis. The company has a Forex policy dealing specifically with measurement and reporting of both “Net unhedged exposures” and “Stop loss” limits. The compliance to this policy on a daily basis is audited by the Internal Auditor and reported to the Audit Committee.

Forward Contract Obligations pending as at the end of the reporting period:

	As at 31-03-2026 Mn US \$	As at 31-03-2025 Mn US \$
Payment Obligations, towards Imports, hedged with Forward Contracts under		
- Fair Value Approach	4.20	9.64
- Cash Flow Approach	—	—
Export Realizations hedged with Forward Contract under		
- Fair Value Approach	0.50	—
- Cash Flow Approach	—	—

c) Commodity price risk

The Company is exposed to the movement in price of key input materials in domestic and international markets. The Company has in place policies to manage exposure to fluctuations in the prices of the key raw materials used in operations. The Company manages fluctuations in raw material price through hedging in the form of advance procurement when the prices are perceived to be low, in order to keep raw material prices under check, to the extent possible.

d) Other price risk

Other price risk is the risk that the fair value of a financial instruments will fluctuate due to changes in market traded prices. The Company’s equity investment in its subsidiary and associate is for strategic purposes and not held for trading. They are carried at cost and are hence not subjected to price related risk. Other investments in equity instruments are held with a view to hold them for a long-term basis and not held for trading. The investments are in fundamentally strong companies and temporary fluctuations in price do not attribute any investment risk. (Refer Note No.3 for details on Investments)

e) Competition and Price risk

The Company faces competition from local and foreign competitors. Nevertheless, it believes that it has competitive advantage in terms of the wide spread of product offerings, good quality products and continuous upgrading its expertise to meet the needs of its customers.

2. Credit Risk

The credit risk refers to risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. Credit risk arises primarily from financial assets such as trade receivables, other balances with banks and other receivables.

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The credit risk arising from the exposure of investing in other balances with banks and bank balances is limited and there is no collateral held against these because the counterparties are public sector banks / AAA rated private sector banks.

The Company sells its products through appointed indentors. The Company has established a credit policy under which every indentor is analysed individually for creditworthiness. Each indentor places security deposit in the Company, based on the quota allocated to him. Though the invoices are raised on the individual customer, the indentor is responsible for the collection and in case of default by the customer, the dues from the customer are withheld / adjusted against the payables to indentor. Over 20% of the receivables as on 31.03.2026 (Previous Year 26%) is covered by the credits available with the Company against indentors account. The balance receivables are insured with Trade Credit Insurance programs offered by a premier Indian Insurance Company. Thus, the credit risk is mitigated in full.

Exports are, in general, made against advances received or terms with payment against documents. The Company has also covered the residual risk with a credit insurance from a premier Indian Insurance Company. Hence, the credit risk in respect of its exports is fully covered.

For trade receivables, as a practical expedient, the Company computes the credit loss allowance if there is life-time expected credit losses.

3) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. Liquidity risk may result from an inability to sell a financial asset quickly to meet obligations when due. The Company's exposure to liquidity risk arises primarily from mismatches of maturities of financial assets and liabilities.

The Company manages the liquidity risk by (i) maintaining adequate and sufficient cash and cash equivalents including investments in fixed deposits with banks (ii) making available the funds from realizing timely maturities of financial assets to meet the obligations when due. The management monitors rolling forecast of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows. Also, the Company manages the liquidity risk by projecting cash flows considering the level of liquid assets necessary to meet the obligations by matching the maturity profiles of financial assets and financial liabilities and monitoring balance sheet liquidity ratios. Further, the liquidity risk management involves matching the maturity profiles of financial assets and financial liabilities.

i. Financial arrangements

The Company has access to the following undrawn borrowing facilities at the end of the reporting period:

	31-Mar-2026	31-Mar-2025
	₹ crores	₹ crores
Expiring within one year	240.00	158.14
Expiring beyond one year	—	—
	240.00	158.14

The Company makes an annual / long term financial plan so as to ensure there are no maturity mismatches in settlement of liabilities.

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Working Capital borrowing facilities (₹ 25 crores, ₹ 150 crores and ₹ 40 crores of Fund Based Limits sanctioned by HDFC, State Bank of India and Kotak Mahindra Bank Limited respectively; ₹ 25 crores and ₹ 50 crores of Non-Fund Based Limits sanctioned by HDFC and State Bank of India respectively) secured by :

- Hypothecation of stocks of Raw Materials, Stores, Spares, Chemicals and others, including Goods-in-Transit, Stock-in-Trade, Stock-in-Process, Finished Goods and Book Debts of the Company.
- Second charge, by way of hypothecation of movable fixed assets of the Company, consisting of plant and machinery, fixtures and fittings.

Period and amount of default in respect of above said borrowing facilities: NIL

The Company is not a Large Corporate as per the applicability criteria given under the Chapter XII of SEBI Operational Circular SEBI/HO/DDHS/P/CIR/2021/ 613 dated August 10, 2021 (as updated on 13th April 2022).

- ii) The table below summarises the maturity profile remaining contractual maturity period at the Balance Sheet date for its non-derivative financial assets and liabilities-

As at 31st March 2026

₹ crores

Particulars	0-1 year	1-3 years	More than 3 years	Total
Financial assets				
Trade receivables	189.88	-	-	189.88
Fixed deposit	135.54	489.36	-	624.90
Investments	-	-	228.04	228.04
Others	0.82	-	16.78	17.60
Financial Liabilities				
Trade payables	238.99	-	-	238.99
Borrowings	-	-	-	-
Others	36.64	-	15.67	52.31

As at 31st March 2025

₹ crores

Particulars	0-1 year	1-3 years	More than 3 years	Total
Financial assets				
Trade receivables	147.98	-	-	147.98
Fixed deposit	656.97	9.63	-	666.60
Investments	-	-	215.46	215.46
Others	1.30	-	15.60	16.90
Financial Liabilities				
Trade payables	246.62	-	-	246.62
Borrowings	81.86	-	-	81.86
Others	23.96	-	16.88	40.84

36 (C) CAPITAL MANAGEMENT

The Company adheres to a cautious capital management that seeks to trigger growth creation and maximization of shareholders' value. For the purpose of the Company's capital management, capital includes issued capital and all other equity reserves attributable to the shareholders of the Company. The Company has been funding its growth and acquisition plans and working capital requirements through a balanced approach of internal accruals and external debt from banks. The Company monitors the capital structure on the basis of net debt to equity ratio and maturity profile of the overall debt component of the Company.

The following table summarises the capital of the Company:

Particulars	Refer Note	As at 31-03-2026	As at 31-03-2025
		₹ crores	₹ crores
Equity		1950.49	1911.91
Debt		-	81.86
Cash and Bank Balances **		632.71	679.69
Cash and Bank Balances (Net off Debt)		632.71	597.83
Total Capital (Equity - Net Cash and Bank Balance)		1317.78	1314.08
Net Debt to Capital Ratio		0%	0%
** Cash and Bank Balances break up :			
(i) Cash and Cash Equivalents	8	7.81	13.09
(ii) Bank balances other than (ii) above	9	136.78	658.36
(iii) Bank Deposits with more than 12 months Maturity	4b	489.36	9.63
		633.95	681.08
Less : Unpaid Dividend account balance	9a	1.24	1.39
		632.71	679.69

NOTE 36 (D): DIVIDEND

Dividend on equity shares paid during the year	15.77	31.53
Total	15.77	31.53

Proposed Dividend

The Board of directors at its meeting held on 12th May 2026 have recommended a payment of dividend of ₹ 2.00 per equity share of face value of ₹ 2 each for the financial year ended 31st March 2026. The same amounts to ₹ 12.61 crores.

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37 In respect of assets taken on lease, no substantial risk and reward incidental to ownership of an asset has been obtained. All Lease agreements are cancellable at the option of the Company

Right to Use Assets	As on 31-03-2026	As on 31-03-2025
	₹ crores	₹ crores
Gross Block	0.14	0.14
Cumulative Depreciation	0.03	0.03
Liability at the end of the year :		
Current	—	—
Non-Current	—	—
Payment during the year	—	—

38 Information on Related party Transactions as Required by Ind AS 24-Related Party Disclosure.

Name of the Company	% of Holding As At 31-03-2026	% of Holding As At 31-03-2025
---------------------	-------------------------------------	-------------------------------------

A) Subsidiary : (where control exists)

Direct Subsidiary

- Esvi International (Engineers & Exporters) Limited (ESVIN) 100.00 100.00

B) Associates:

- Ponni Sugars(Erode) Limited (PEL) 32.35 32.35

C) Key Managerial Personnel- Whole Time Directors:

- Sri N Gopalaratnam, Chairman
- Sri Ganesh Balakrishna Bhadti, Exective Director (Operations & Projects)
- Sri S Srinivas, Director (Finance) and Sectetary ^

^ Director appointed during the year

Non Executive Directors:

- Sri Mohan Verghese Chunkath, IAS (Retd.)
- Sri S Durgashankar
- Smt. Sheela Balakrishnan, IAS (Retd.)
- Dr C Chandramouli, IAS (Retd.)
- Sri TCA Renganathan
- Dr M SaiKumar, IAS *
- Sri Ritto Cyriac, IFS *
- Sri Kumar Jayant, IAS ^
- Sri Anurag Mishra, IFS ^
- Sri Ashish Kumar Srivatsava, IFS ^ *

* Directors retired during the year

^ Directors appointed during the year

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C) Key Managerial Personnel - Other Employees: Nil

D) Entities where Directors have significant influence

- SPB Projects and Consultancy Limited (SPB-PC)
- Time Square Investments Private Limited (TSI)
- Dhanashree Investments Private Limited (DSI)
- Ultra Investments and Leasing Co. Private Limited (UIL)
- High Energy Batteries (India) Limited (HEB)
- SPB Equity Shares Trust
- WPS Pte Ltd, Singapore (Wholly owned subsidiary of Time Square Investments Private Limited)

E) Transaction details (net of Taxes):

	Transaction amount		Amount outstanding on 31-03-2026
	2025-26	2024-25	
	₹ crores	₹ crores	
(a) Esvi International (Engineers & Exporters) Limited			Assets : Investments in: 0.01 crores Equity Shares (100%) ^^
- Investment made	—	—	
(b) Ponni Sugars (Erode) Limited :			Assets : Investments in: 0.28 crores Equity Shares (32.35%) ^^
- Purchase of Bagasse	37.42	25.45	
- Purchase of Sugar	0.07	0.08	
- Sale of fuel	1.88	1.43	
- Sale of paper, water and other material	0.14	0.17	Liabilities : 0.884 crores Equity Shares (14.02%) ^^
- Dividend paid	2.21	4.42	
- Dividend received	0.83	1.65	Payable : ₹ 5.21 crores (PY ₹ 3.40 crores)
- Other transactions (Net Debit)	0.23	0.12	
(c) Dhanashree Investments Private Limited			Liabilities : 0.304 (PY 0.296) crores Equity Shares (4.82%) (PY 4.70%)
- Rent and amenity charges	—	0.04	
- Dividend paid	0.74	1.48	Payable : ₹ Nil (PY 0.003 crores)

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E) Transaction details (net of Taxes): (Contd.)

	Transaction amount		Amount outstanding on 31-03-2026
	2025-26	2024-25	
	₹ crores	₹ crores	
(d) Ultra Investments and Leasing Co. Private Limited			Liabilities :
- Reimbursement of expenses	—	0.001	0.093 crores
- Dividend paid	0.23	0.46	Equity Shares (1.47%) ^^
(e) Time Square Investments Private Limited			Liabilities :
- Dividend paid	1.60	3.19	0.644 (PY 0.639) crores
			Equity Shares (10.22%) (PY 10.13%)
(f) SPB Projects and Consultancy Limited			Assets :
- Reimbursement of expenses	0.01	0.01	Investments in:
- Engineering and Technical Consultancy paid	0.89	0.78	0.005 crores Equity Shares (16.67%) ^^
- Dividend paid	—	0.01	Liabilities :
			0.0011 crores Equity Shares (0.02%) ^^
(g) High Energy Batteries (India) Limited			Assets :
- Sale of Goods	—	0.01	Investments in:
- Dividend received	0.03	0.03	0.161 (PY 0.159) crores
- Dividend paid	0.48	0.43	Equity Shares (17.94%) (PY 17.80%)
- Reimbursement of expenses	—	0.01	Liabilities :
			0.01 crores Equity Shares (0.17%) ^^
(h) SPB Equity Shares Trust (Refer Note 1.13)			Liabilities :
- Dividend paid	0.71	1.42	0.284 crores
- Transfer of Income	0.71	1.42	Equity Shares (4.50%) ^^
			Receivables :
			₹ 0.83 crores
			₹ 0.12 crs
			(31.03.2025)
(i) WPS Pte Ltd, Singapore			Liabilities : Nil
- Purchase of Materials	4.51	—	Receivables : Nil

^^ No change when compared to the balance as on 31.03.2025

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E) Transaction details (net of Taxes): (Contd.)

(j) Remuneration to Whole-time Directors :

	Sri N Gopalaratnam	Sri K S Kasi Viswanathan*	Sri Ganesh Balakrishna Bhadi	Sri S Srinivas #
	Chairman	Managing Director	Executive Director (Operations & Projects)	Director (Finance) and Secretary
	₹ crores	₹ crores	₹ crores	₹ crores
Current Year 2025-26				
Short term employee benefits	2.89	—	1.62	0.92
Post Employee benefits (gratuity) & Long term benefits (Superannuation fund)	0.19	—	0.04	0.02
Contribution to Provident Fund	0.12	—	0.08	0.04
	<u>3.20</u>	<u>—</u>	<u>1.74</u>	<u>0.98</u>
Payable as on 31-03-2026	1.24	—	0.48	0.26

* Office vacated due to his demise on 08.03.2025.

Appointed as Director (Finance) and Secretary w.e.f 10.05.2025

Previous Year 2024-25

Short term employee benefits	2.89	2.64	1.27
Post Employee benefits (gratuity) & Long term benefits (Superannuation fund)	0.19	0.17	0.03
Contribution to Provident Fund	0.12	0.10	0.06
	<u>3.20</u>	<u>2.91</u>	<u>1.36</u>
Payable as on 31-03-2025	1.06	0.93	0.37

	2025-26	2024-25
	₹ crores	₹ crores
(k) Sitting fees and Commission to Non-Whole time Directors:		
Sitting fees	0.50	0.50
Commission @	0.74	0.80
	<u>1.24</u>	<u>1.30</u>
Payable at the end of the year	0.65	0.68
@ Includes premium paid for Mediciam insurance policy taken by the Company for the benefit of Non-Executive Directors	0.04	0.06

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E) Transaction details (net of Taxes): (Contd.)

(I) Key Managerial Personnel - Other Employees :

	Sri S Srinivas		Sri K Narayanan ^	
	Sr. Vice President - CFO & Company Secretary#		Company Secretary	
	2025-26	2024-25	2025-26	2024-25
	₹ crores	₹ crores	₹ crores	₹ crores
Short term employee benefits	0.06	0.61	—	0.19
Post Employee benefits (gratuity) and Long term benefits	-	0.02	—	0.01
Contribution to Provident Fund	0.01	0.04	—	0.01
	0.07	0.67	—	0.21
Payable at the end of the year	0.02	0.20	—	0.00

Appointed as Director (Finance) and Secretary w.e.f 10.05.2025 hence the remuneration as KMP (other Employee) pertains only to 39 days in FY 2025-26.

^ Vacated office on 31.12.2024.

39 EARNINGS PER SHARE

	Year ended 31-03-2026	Year ended 31-03-2025
Profit after Tax (₹ crores)	67.78	104.56
Weighted average no of Shares :		
Issued and paid-up Ordinary Shares as at beginning of the year	63068140	63068140
Less : Investment by SPB Equity Shares Trust in the shares of the Company (Refer Note 1.13)	2840905	2840905
Weighted average number of shares as at period end for basic and diluted EPS	60227235	60227235
Basic earnings per share (₹)	11.25	17.36
Diluted earnings per Share (₹)	11.25	17.36

40 EMPLOYEE BENEFITS

(i) Defined Contribution Plans:

The Company makes Provident Fund and Superannuation Fund contributions which are defined contribution plans, for qualifying employees. Under the Schemes, the Company is required to contribute a specified percentage of the payroll costs to fund the benefits. The Company recognised ₹ 6.09 crores (Year ended March 31, 2025 ₹ 5.85 crores) for Provident Fund contributions and Nil (Year ended March 31, 2025 ₹ 0.27 crores) for Superannuation Fund contributions in the Statement of Profit and Loss. The contributions payable to these plans by the Company are at rates specified in the rules of the schemes.

(ii) Defined Benefit Plans:

Gratuity (Funded) and Retirement Benefit Scheme (Unfunded)

In respect of Gratuity, the most recent actuarial valuation of the plan assets and in respect of Gratuity and Retirement benefit Scheme the present value of the defined benefit obligation were carried out by actuarial valuation. The present value of the defined benefit obligation and the related current service cost and past service cost, were measured using the projected unit cost method. The following table sets forth the status of the Gratuity Plan and the Retirement benefit Scheme of the Company and the amount recognised in the Balance Sheet and Statement of Profit and Loss. The Company provides the gratuity benefit through annual contributions to the funds managed by the Life Insurance Corporation of India.

The Company is exposed to various risks in providing the above gratuity benefit and Leave encashment which are as follows:

Interest Rate Risk:

The plan exposes the Company to the risk of fall in interest rates. A fall in interest rates will result in an increase in the ultimate cost of providing above benefit and will thus result in an increase in the value of the liability (as shown in financial statements).

Investment Risk:

The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

Salary Escalation Risk:

The present value of the defined benefit plan is calculated with the assumption of salary increase rate of plan participants in future, based on past experience. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.

Demographic Risk:

The Company has used certain mortality and attrition assumptions in valuation of the liability. The Company is exposed to the risk of actual experience turning out adverse compared to the assumptions.

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40 EMPLOYEE BENEFITS (Contd.)

General description	Post employment benefit			
	Gratuity - Funded plan		Retirement benefit Scheme - Non Funded plan	
	31-03-2026	31-03-2025	31-03-2026	31-03-2025
	₹ crores	₹ crores	₹ crores	₹ crores
(i) Changes in Defined Benefit Obligations				
Present Value - opening balance	47.90	46.39	2.01	1.89
Current Service Cost	2.63	2.67	0.10	0.10
Past Service Cost	0.00	—	0.40	—
Interest Cost	3.13	3.16	0.13	0.13
Actuarial (Gain) / Loss	3.02	(-) 1.77	(-) 0.08	0.07
Benefits paid	(-) 3.48	(-) 2.55	(-) 0.16	(-) 0.18
Present value - closing balance	53.20	47.90	2.40	2.01
(ii) Changes in the Fair Value of Plan Assets				
Opening Balance	46.96	45.33	—	—
Expected Return	3.08	3.11	—	—
Actuarial (gain) / loss	0.16	0.16	—	—
Contributions by employer	0.23	0.91	0.16	0.18
Benefits paid	(-) 3.48	(-) 2.55	(-) 0.16	(-) 0.18
Closing Balance	46.95	46.96	—	—
Actual return	3.24	3.27	—	—
(iii) Amounts recognised in the Balance Sheet (as at year end)				
Present Value of Obligations	53.20	47.90	2.40	2.01
Fair Value of Plan Assets	46.95	46.96	—	—
Net Asset / (Liability) recognised	(-) 6.25	(-) 0.94	(-) 2.40	(-) 2.01
(iv) Expenses recognised in the Profit and Loss account statement				
Current Service Cost	2.63	2.67	0.10	0.10
Past Service Cost	—	—	0.40	—
Interest on obligation	0.05	0.05	0.13	0.13
Total included in Employee benefit expense	2.68	2.72	0.63	0.23

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40 EMPLOYEE BENEFITS (Contd.)

General description	Post employment benefit			
	Gratuity - Funded plan		Retirement benefit Scheme -Non Funded plan	
	31-03-2026	31-03-2025	31-03-2026	31-03-2025
	₹ crores	₹ crores	₹ crores	₹ crores
(v) Expenses recognised in Other Comprehensive Income				
Remeasurement on the net defined benefit liability				
- Actuarial Gain and Losses arising from changes in experience adjustment	(-) 5.00	2.56	(-) 0.01	(-) 0.04
- Actuarial Gain and Losses arising from changes in financial Assumption	1.98	(-) 0.79	0.09	(-) 0.03
Return on plan assets	0.16	0.16	—	—
Net cost in Other Comprehensive Income	(-) 2.86	1.93	0.08	(-) 0.07
Asset information				
- Insurer managed	100%	100%	NA	NA
Principal actuarial assumptions				
Mortality			Indian assured Lives Mortality (2012 - 14)	
Discount rate(%)	7.25	6.79	7.25	6.79
Future Salary increase (%)	8.00	8.00	NA	NA
Expected Rate of return of plan assets (%)	7.25	6.79	NA	NA
Expected average remaining working lives of employees (years)	11.10	11.10	NA	NA
Expected contribution (₹ in crores)	3.00			

The Company pays contributions to the insurer as determined by them. The insurance company has invested the plan assets in Government Securities, Debt Funds, Equity shares, Mutual Funds and Money Market Instruments. The expected rate of return on plan assets based on expectation of the average long term rate of return expected on investments of the fund during the estimated term of the obligation. Significant actuarial assumptions for the determination of the defined benefit obligation are as discussed above.

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40 EMPLOYEE BENEFITS (Contd.)

The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The results of sensitivity analysis is given below:

General description	Post employment benefit			
	Gratuity - Funded plan		Retirement benefit Scheme - Non Funded plan	
	31-03-2026	31-03-2025	31-03-2026	31-03-2025
	₹ crores	₹ crores	₹ crores	₹ crores
Discount Rate				
- 0.5% Increase	51.18	44.47	2.31	1.93
- 0.5% decrease	55.36	48.28	2.50	2.09
Salary Growth Rate				
- 0.5% Increase	55.38	48.29	—	—
- 0.5% decrease	51.14	44.44	—	—
Attrition Rate				
- 0.5% Increase	53.15	46.21	—	—
- 0.5% decrease	53.25	46.42	—	—

Sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet.

The Company has purchased insurance policy, which is basically a year-on-year cash accumulation plan in which the interest rate is declared on yearly basis and is guaranteed for a period of one year. The insurance Company, as part of the policy rules, makes payment of all gratuity outgoes happening during the year (subject to sufficiency of funds under the policy). The policy, thus, mitigates the liquidity risk. However, being a cash accumulation plan, the duration of assets is shorter compared to the duration of liabilities. Thus, the Company is exposed to movement in interest rate (in particular, the significant fall in interest rates, which should result in a increase in liability without corresponding increase in the asset).

The Company's best estimate of the contribution expected to be paid to the plan during the next year is ₹ 3.00 crores (Previous year Actual ₹ 0.23 crores).

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41 SEGMENT REPORTING

The Chairman, who is also the Whole time Director and KMP of the Company, has been identified as the Chief Operating Decision Maker. The CODM has considered only Paper as the operating segment as defined under Ind AS 108. The Company's operations primarily relate to Sale of Paper and Paper Boards.

Geographic location of customers	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
Revenue From Sale of Products		
India	1532.39	1486.82
Rest of the World	157.86	243.51
	1690.25	1730.33

The Assets and Liabilities of the Company can not be identified to a specific segment since they are common in nature to all the reported segments.

42 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved for issue by the Board of Directors at their meeting held on 12th May 2026.

For SURI & CO
Chartered Accountants
Regn. No.004283S

SANJEEV ADITYA M
Membership No.229694
Partner
UDIN: 26229694GOIMXK1285

Chennai
May 12, 2026

N GOPALARATNAM
(DIN : 00001945)
Chairman

GANESH BALAKRISHNA BHADTI
(DIN : 9634741)
Executive Director (Operations &
Projects)

S SRINIVAS
(DIN : 09713128)
Director (Finance) & Secretary

SRI MOHAN VERGHESE CHUNKATH
(DIN : 01142014)

SRI S DURGASHANKAR
(DIN : 00044713)

SMT SHEELA BALAKRISHNAN,
(DIN : 05180044)

SRI T.C.A RANGANATHAN
(DIN : 03091352)

DR C CHANDRAMOULI
(DIN : 00345124)
Directors

**Consolidated Financial
Statements for the year ended
31st March 2026**

INDEPENDENT AUDITOR'S REPORT
To the Members M/s Seshasayee Paper and Boards Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of M/s Seshasayee Paper and Boards Limited (“the Holding Company”) and its subsidiaries (Holding Company and its subsidiaries together referred to as “the Group”) and its Associate which comprise the consolidated Balance Sheet as at 31st March 2026, and the consolidated Statement of Profit and Loss including Other Comprehensive Income, Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flow for the year then ended, and notes to the financial statements, including a summary of Material Accounting Policy Information and other explanatory information (hereinafter referred to as “the consolidated financial statements”).

In our opinion and to the best of our information and according to the explanations given to us, 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 (Ind AS) prescribed under Section 133 of the Act read with the Companies (Indian Accounting Standard) Rules, 2015 as amended and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at March 31, 2026, of consolidated profit including other comprehensive income, consolidated changes in equity and its consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Companies Act, 2013. Our

responsibilities under those Standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, its associate in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in India in terms of the Code of Ethics issued by ICAI and the relevant provisions of the Companies Act, 2013 and rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI’s Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Emphasis of Matter

We draw attention to the following notes to the consolidated financial statements statements:

Note No 40 – In reference to Note 29(F) of the standalone financial statements of the associate, regarding the reassessment of the tax liability consequent to the Income Tax Department’s proposal to substitute the regulatory price adopted by the associate company for captive consumption of bagasse with market price data, thereby nullifying the Section 80-IA deduction claimed by the associate company. While the associate company remains confident of the correctness of its position and has contested the matter before the appropriate legal forum, on a prudent basis, the associate company has reversed MAT credit entitlement of ₹ 2,053 lakhs carried forward as at 31st March 2025 and has made additional tax provisions of ₹ 634 lakhs for earlier years, based on associate company’s best estimate computed by adopting transfer pricing norms. The Group’s share of the consequential impact of the above, to the

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extent reflected in these consolidated financial statements, is based on the audited financial statements of the associate.

Our opinion is not modified in respect of this matter.

Note No 40 - In reference to Note 30 of the standalone financial statements of the associate company, regarding the recognition of additional tariff revenue and carrying cost consequent to the judgement dated 3rd September 2025 of the Appellate Tribunal for Electricity (APTEL), which has granted the associate company an enforceable right to recover additional tariff and carrying cost from Tamil Nadu Power Distribution Corporation Limited (TNPDDL). The APTEL has remanded the matter to the Tamil Nadu Electricity Regulatory Commission (TNERC) for passing consequential orders. Pending such orders, the associate has recognised ₹ 2,975 lakhs and ₹ 1,548 lakhs as Exceptional Items pertaining to prior periods, and ₹ 326 lakhs and ₹ 34 lakhs as current year Revenue from Operations and Other Income respectively, based on a reasonable and reliable estimate after applying the variable consideration constraint under

Ind AS 115. The actual amounts ultimately recoverable will be determined upon TNERC passing its consequential orders, and any resultant difference will be adjusted as a change in accounting estimate in the period in which such orders are passed. The Group's proportionate share of the above, to the extent reflected in the consolidated financial statements, is based on the audited financial statements of the associate company.

Our opinion is not modified in respect of this matter.

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.

Key Audit Matters	Response to Key Audit Matters
<p>1 Other Non-Current assets include ₹ 107 crores being amount outstanding as on 31.3.2026 for acquisition of assets of M/s Servalakshmi Paper Limited, Corporate debtor in liquidation (CD), on a going concern basis after being emerged as a sole successful bidder in the E-Auction and said e-auction sale having been approved by the Hon'ble NCLT vide its order dated 12.05.2023. Appeals challenging the Hon'ble NCLT order has been filed and one of the appeal is pending before the Hon'ble NCLAT. (Refer note 1.14, to the financial statements).</p>	<ul style="list-style-type: none"> ✦ We have verified the resolutions passed by the Board of Directors approving the participation in the e-auction sale, remittance of the said amount and for carrying the assets in the books of the company. ✦ We have verified the sale certificate issued by the official liquidator for transfer of assets of M/s Servalakshmi Paper Limited as a going concern for physical handing over of land and factory premises of the corporate debtor, following the order of Hon'ble NCLT approving the e-auction sale in favour of the company. We obtained and reviewed the management's evaluation note for recognition and measurement of the amounts paid, as a Non-Current asset and assessed whether the pending appeal constitutes a contingent liability or gives rise to an obligation requiring a provision under Ind AS 37.

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Key Audit Matters	Response to Key Audit Matters
<p>We identified the above transaction as a key audit matter because the company and the external stakeholders focus on the above as a material on-going transaction.</p>	<ul style="list-style-type: none"> ✦ We have reviewed the management's evaluation for recognition and measurement of the amounts paid, as a Non-Current asset and have made further enquiries on the current status of the outcome of the appeal before Hon'ble NCLAT, challenging the Hon'ble NCLT order. ✦ Based on the above audit procedures, we conclude that the company has complied with the provision of the Companies Act, 2013, requirement of SEBI and other regulators. The payment made is confirmed and the transaction is suitably presented in the financial statements.
<p>2 Revenue is recognized when the control of the products being sold has transferred to the customer. Revenue is measured net of any discounts and rebates. Recognition and measurement of discounts and rebates accrual, involves judgement and estimates. This might lead to risk of revenue being misstated due to inaccurate estimations over discounts and volume rebates and also recognition of revenue without complying with the delivery terms. (Refer Note 1.4 of the material accounting policy information).</p> <p>We identified the recognition of revenue from sale of products as a key audit matter because the company and the external stakeholders focus on revenue as a key performance indicator.</p>	<ul style="list-style-type: none"> ✦ We have assessed the compliance of revenue recognition accounting policies, including those relating to discounts and rebates, with reference to Ind AS 115 Revenue from contracts with customers (applicable accounting standard). ✦ We have evaluated the design, testing the implementation, and operating effectiveness of the Company's internal controls over recognition of revenue and computing discounts and volume rebates. ✦ We have performed substantive testing (including for period end cut-off) by selecting samples of revenue transactions recorded for the year and agreeing to the underlying documents, which included sales invoices, e-way bills and transportation documents. ✦ We have performed substantive testing by selecting samples of discounts and rebate accruals and disbursements to underlying documents; Performed an analytical review of discounts and rebate accruals with prior period to evaluate the historical accuracy and unusual items. ✦ We have evaluated adequacy of disclosures given in Note to the financial statements. ✦ Based on the audit procedures performed above, we conclude that there are no material discrepancies observed and revenue is recognized and disclosed in accordance with Ind AS 115.

Information Other than the Consolidated Financial Statements and Auditor's Report thereon

The Company's Board of Directors are responsible for the preparation of the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Corporate Governance and Shareholder's Information, but does not include the consolidated financial statements, standalone financial statements and our auditor's 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 and, in doing so, 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.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated 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 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, including its Associate, in accordance with the IND AS specified under section 133 of the Act and accounting principles generally accepted in India.

The respective Board of Directors of the companies included in the Group and of its Associate are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Group and its Associate 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 Board of Directors of the companies included in the Group and its Associate are responsible for assessing the ability of the group and of its associate to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associate are responsible for overseeing the financial reporting process of the Group and of its associate.

Auditor's 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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 of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ❖ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3) (i) of the Companies Act, 2013, we are also responsible for expressing our opinion on whether the Group and its Associate has adequate internal financial controls system in place and the operating effectiveness of such controls.
- ❖ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by 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 and its Associate to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Holding Company and Subsidiaries and its Associates 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 or business activities 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 other auditors, such other auditors remain responsible for the direction, supervision and performance

of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the consolidated financial statements.

We communicate with those charged with governance regarding 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 control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

Financial statements/financial information of the subsidiary company (M/s Esvi International (Engineers & Exporters) Limited), whose financial statements / financial information reflect total assets of ₹ 3.01 Crores as at 31st March, 2026, total revenues of ₹ 0.28 Crores and net cash flow amounting to ₹ (0.09) Crores for the year ended on that date as considered in the consolidated financial statements have been audited by us. The Consolidated Financial Statements also include the Company's group's share of Net Profit of ₹ 15.53 Crores for the year ended March 31, 2026 as considered in the Consolidated Financial Statements, in respect of its Associate M/s Ponni Sugars (Erode) Limited whose financial statements/financial information have not been audited by us. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of the associate and our report in terms of sub-section (3) and (11) of Section 143 of the Act, insofar as it relates to the aforesaid associate, is based solely on the reports of the other auditors.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements / financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, we report that:
 - a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit

of the aforesaid consolidated financial statements.

- b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors.
- c) The Consolidated Balance Sheet, Consolidated Statement of Profit and Loss including Other Comprehensive Income, Consolidated Statement of Cash Flow and Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the books of accounts maintained for the purpose of preparation of the consolidated financial statements.
- d) In our opinion, the aforesaid consolidated financial statements comply with the Indian Accounting Standards specified under Section 133 of the Act, read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015.
- e) On the basis of the written representations received from the directors of the Holding Company as on 31st March, 2026 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its Group company including its associate incorporated in India, none of the directors of the group company including its associate incorporated in India is disqualified as on 31st March, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.
- f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements of the Group and the operating effectiveness of such controls, refer to our separate Report in the **Annexure "A"**.

- g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended:

In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Group and its Associate 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 Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Group and its Associate has disclosed the impact of pending litigations on its financial position in its consolidated financial statements - [Refer Note 35 to the consolidated financial statements]
 - ii. The Group and its Associate 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 and associate incorporated in India.
 - iv. (a) The respective managements of the Holding Company and its Subsidiary and Associate have represented 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 and its Subsidiary and Associate to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
- (b) The respective managements of the Holding Company and its Subsidiary and Associate and have represented that, to the best of their knowledge and belief, no funds have been received by the Holding Company and its Subsidiary and Associate from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
- (c) Based on such audit procedures performed by us 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. (a) The final dividend paid by the Holding Company during the year in respect of the same declared for the previous year is in accordance with Section 123 of the Act as applicable to the extent it applies to payment of dividend.
- (b) The Holding Company and its Subsidiary and Associate has not paid any interim dividend during the year.
- (c) As stated in Note 36 D to the Consolidated financial statement, the Board of Directors of the Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The amount of dividend proposed is in accordance with section 123 of the Act, as applicable to the extent it applies to declaration of dividend.

Based on our examination which included test checks and that performed by the respective auditors of the subsidiary and its associate which are companies incorporated in India whose financial statements have been audited under the Act, the company, subsidiary and its associate have used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit, we and respective auditors of the above referred subsidiary and its associate did not come across any instance of audit trail feature being tampered with

SESHASAYEE PAPER AND BOARDS LIMITED

and the audit trail has been preserved by the company as per the statutory requirements for record retention.

2. With respect to the matters specified in paragraphs 3(xxi) and 4 of the Companies (Auditor's Report) Order, 2020 (the "Order"/ "CARO") issued by the Central Government in terms of Section 143(11) of the Act, to be included in the Auditor's report, according to the information and explanations given to us, and based on the CARO reports issued by us for the Company and issued by auditors of the companies included in the consolidated financial statements of the Company, to which reporting under CARO

is applicable, we report that there are no qualifications or adverse remarks in these CARO reports.

For Suri & Co.

Chartered Accountants
Firm Registration No. 004283S

Sanjeev Aditya M

Partner
Membership No.229694
UDIN : 26229694DNYXXG3689

Place : Chennai

Date : 12.05.2026

Annexure A to the Independent Auditors' report
(Referred to in our report of even date)

Report on the Internal Financial Controls 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 consolidated financial statements of M/s Seshasayee Paper And Boards Limited ("the Holding Company") and its subsidiary (Holding Company and its subsidiaries together referred to as "the Group") and its Associate as of March 31, 2026 in conjunction with our audit of the consolidated financial statements of the Group for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The respective Board of Directors of the Holding company and its Subsidiary and its Associate which are companies incorporated in India responsible for establishing and maintaining internal financial controls based on the internal control with reference to financial statements criteria established by the respective companies considering the essential components of internal controls stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditors' Responsibility

Our responsibility is to express an opinion on the Group Company's and Associate's internal financial controls with reference to consolidated

financial statements 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") and the Standards on Auditing, issued by ICAI and deemed to be prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both issued by the Institute of Chartered Accountancy of India. 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 were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system 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 judgment, 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 Auditors in terms of their Reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the Company's Internal Financial Controls system with reference to

Financial Statements of the Group and its Associate.

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 Consolidated 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 Consolidated financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors of the Company; and
- (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the Company's assets that could have a material effect on the Consolidated 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, the Group and its Associate has, in all material respects, an adequate internal financial controls system with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31, 2026, based on the internal control with reference to consolidated 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.

Other Matters

Our aforesaid reports 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 in so far as its Associate as at 31-03-2026 which are incorporated in India, is based on the corresponding report of the auditor of such company incorporated in India.

For Suri & Co.

Chartered Accountants
Firm Registration No. 004283S

Sanjeev Aditya M

Partner
Membership No.229694
UDIN : 26229694DNYXXG3689

Place : Chennai
Date : 12.05.2026

SESHASAYEE PAPER AND BOARDS LIMITED

CONSOLIDATED BALANCE SHEET AS AT 31ST MARCH 2026

Particulars	Note No.	As at 31-03-2026	As at 31-03-2025
		₹ crores	₹ crores
(A) ASSETS			
1 Non-Current Assets			
(a) Property, Plant and Equipment	2	743.62	755.22
(b) Capital Work-in-Progress	2(A)	92.91	71.09
(c) Other Intangible Assets	2(B)	1.29	1.15
(d) Investment Property	2(C)	1.11	1.14
(e) Financial Assets			
(i) Investments	3	305.05	277.53
(ii) Other Financial Assets	4	506.21	25.29
(f) Goodwill on Consolidation		11.78	11.78
(g) Other Non-current Assets	5	125.36	132.19
Total Non-Current Assets		1787.33	1275.39
2 Current Assets			
(a) Inventories	6	360.43	354.05
(b) Financial Assets			
(i) Trade Receivables	7	190.14	148.16
(ii) Cash and Cash Equivalents	8	7.83	13.20
(iii) Bank balances other than (ii) above	9	138.24	659.73
(iv) Others	10	0.82	1.30
(c) Current Tax Assets (Net)	11	0.92	–
(d) Other Current Assets	12	16.12	69.94
Total Current Assets		714.50	1246.38
Total Assets		2501.83	2521.77
(B) EQUITY AND LIABILITIES			
I EQUITY			
(a) Equity Share Capital	13	12.04	12.04
(b) Other Equity	14	2029.93	1976.36
Total Equity		2041.97	1988.40

SESHASAYEE PAPER AND BOARDS LIMITED

CONSOLIDATED BALANCE SHEET AS AT 31ST MARCH 2026 (Contd.)

Particulars	Note No.	As at 31-03-2026	As at 31-03-2025
		₹ crores	₹ crores
II LIABILITIES			
1 Non-current Liabilities			
(a) Financial Liabilities			
(i) Other Financial Liabilities	15	15.67	16.88
(b) Provisions	16	22.55	21.68
(c) Deferred Tax Liabilities (net)	17	124.68	129.77
Total Non-current Liabilities		162.90	168.33
2 Current Liabilities			
(a) Financial Liabilities			
(i) Borrowings	18	—	81.86
(ii) Trade Payables			
A) Total outstanding dues of Micro and Small Enterprises	19	40.93	48.19
B) Total outstanding dues of creditors other than Micro and Small Enterprises	19	198.07	198.45
(iii) Other Financial Liabilities	20	36.86	24.17
(b) Other Current Liabilities	21	9.63	5.75
(c) Provisions	22	9.06	3.48
(d) Current Tax Liabilities (net)	23	2.41	3.14
Total Current Liabilities		296.96	365.04
Total Equity and Liabilities		2501.83	2521.77

See accompanying Notes to the Consolidated Financial Statements.

For SURI & CO
Chartered Accountants
Regn. No.004283S

N GOPALARATNAM
(DIN : 00001945)
Chairman

SRI MOHAN VERGHESE CHUNKATH
(DIN : 01142014)

SRI S DURGASHANKAR
(DIN : 00044713)

SANJEEV ADITYA M
Membership No.229694
Partner
UDIN: 26229694DNYXXG3689

GANESH BALAKRISHNA BHADTI
(DIN : 9634741)
Executive Director (Operations &
Projects)

SMT SHEELA BALAKRISHNAN,
(DIN : 05180044)

SRI T.C.A RANGANATHAN
(DIN : 03091352)

Chennai
May 12, 2026

S SRINIVAS
(DIN : 09713128)
Director (Finance) & Secretary

DR C CHANDRAMOULI
(DIN : 00345124)
Directors

SESHASAYEE PAPER AND BOARDS LIMITED

CONSOLIDATED STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED 31ST MARCH 2026

Particulars	Note No.	Year ended	
		31-03-2026	31-03-2025
		₹ crores	₹ crores
I Revenue from Operations	24	1710.45	1754.38
II Other Income	25	48.75	68.60
III Total Income (I+II)		1759.20	1822.98
IV Expenses			
Cost of Materials Consumed	26	1106.05	1143.98
Purchases of Stock-in-Trade	27	28.18	33.92
Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	28	6.63	(-) 56.81
Employee Benefits Expense	29	103.57	113.32
Finance Costs	30	8.76	8.43
Depreciation and Amortisation Expenses	31	45.01	45.28
Other Expenses	32	370.10	408.56
Total Expenses (IV)		1668.30	1696.68
V Profit / (Loss) before Exceptional Items and Tax (III-IV)		90.90	126.30
VI Exceptional Items		—	—
VII Profit / (Loss) Before Tax (V+VI)		90.90	126.30
VIII Share of Profits / (Loss) of Associate		15.53	6.19
IX Tax Expenses	33		
(1) Current Tax			
- For the year		26.28	34.60
- For earlier years		—	(-) 10.16
(2) Deferred Tax		(-) 2.38	(-) 1.12
		23.90	23.32
X Profit / (Loss) for the period from Continuing Operations (VII+VIII-IX)		82.53	109.17

SESHASAYEE PAPER AND BOARDS LIMITED

CONSOLIDATED STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED 31ST MARCH 2026 (contd.)

Particulars	Note No.	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
XI Other Comprehensive Income (OCI)			
A Items that will not be reclassified to Profit or Loss			
(i) Remeasurement benefit of the Defined Benefit Plans		(-) 2.78	1.86
(ii) Net Fair Value Gain on investment in Equity Instruments through OCI		(-) 14.07	1.30
(iii) Income Tax relating to items that will not be reclassified to Profit or Loss		2.71	(-) 3.23
		(-) 14.14	(-) 0.07
(iv) Share of OCI in Associate		0.24	(-) 1.90
B (i) Items that will be reclassified to Profit or Loss		—	—
(ii) Income Tax relating to items that will be reclassified to Profit or Loss		—	—
		—	—
Total Other Comprehensive Income (A + B)		(-) 13.90	(-) 1.97
XII Total Comprehensive Income for the period (Comprising Profit / (Loss) and Other Comprehensive Income for the Period) (X+XI)		68.63	107.20
XIII Earnings per Equity Share	39		
(face value of ₹ 2 each)			
(1) Basic		13.70	18.13
(2) Diluted		13.70	18.13

See accompanying notes to the Consolidated Financial Statements.

For SURI & CO
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Chennai
May 12, 2026

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(DIN : 09713128)
Director (Finance) & Secretary

DR C CHANDRAMOULI
(DIN : 00345124)
Directors

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31ST MARCH 2026
A) EQUITY SHARE CAPITAL

Particulars	No. of Shares			₹ crores
	As at 31-03-2026	As at 31-03-2025	As at 31-03-2026	
	As at 31-03-2026	As at 31-03-2025	As at 31-03-2026	
Balance at the beginning of the reporting year	63067560	63067560	12.61	12.61
Changes in Equity Share Capital due to prior period errors	-	-	-	-
Restated balance at the beginning of the current reporting period	63067560	63067560	12.61	12.61
Changes in Equity Share Capital during the year	-	-	-	-
Balance at the end of the reporting year	63067560	63067560	12.61	12.61
Less : Adjustment for shares held by SPB Equity Shares Trust (Refer Note No.1.13)	2840905	2840905	0.57	0.57
Balance at the end of the reporting period after adjustment	60226655	60226655	12.04	12.04

Note: 580 Equity Shares of M/s Seshasayee Paper and Boards Limited held by the wholly owned subsidiary is deducted herewith from the total issued, subscribed and paid up capital of the Company, both as at 31.03.2026 and as at 31.03.2025.

B) OTHER EQUITY

Particulars	Reserves and Surplus				Equity Instruments through OCI	Cash flow hedge Reserve	SPB Equity Shares Trust	Total
	Capital Reserve	Securities Premium	General Reserve	Retained Earnings				
Balance as at April 01, 2025 (A)	37.16	3.60	1150.04	661.64	135.85	-	(-) 11.93	1976.36
Changes in accounting policy or prior period errors	-	-	-	-	-	-	-	-
Restated balance at the beginning of the current reporting period	37.16	3.60	1150.04	661.64	135.85	-	(-) 11.93	1976.36
Additions during the year	-	-	-	-	-	-	-	-
Profit for the year	-	-	-	82.53	-	-	-	82.53
Items of OCI for the year (net of taxes)	-	-	-	(-) 2.08	-	-	-	(-) 2.08
Remeasurement benefit of Defined Benefit Plans	-	-	-	-	-	-	-	-
Net Fair Value Gain on Investment in equity Instruments through OCI	-	-	-	-	(-) 12.06	-	-	(-) 12.06
Share in OCI of Associate	-	-	-	0.24	-	-	-	0.24
Items that will be reclassified to Profit or loss	-	-	-	-	-	-	-	-
Total Comprehensive Income for the Year 2025-26(B)	-	-	-	80.69	(-) 12.06	-	-	68.63
Income from SPB Equity Shares Trust - Investment in Company Shares (Refer Note No.1.13) (C)	-	-	-	0.71	-	-	-	0.71
Reductions during the Year	-	-	-	-	-	-	-	-
Dividends	-	-	-	15.77	-	-	-	15.77
Transfer to General reserve	-	-	(-) 25.00	25.00	-	-	-	-
Total (D)	-	-	(-) 25.00	40.77	-	-	-	15.77
Balance as at 31-03-2026 (A+B+C-D)	37.16	3.60	1175.04	702.27	123.79	-	(-) 11.93	2029.93

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31ST MARCH 2026 (contd.)

₹ Crores

Particulars	Reserves and Surplus			Equity Instruments through OCI	Cash flow hedge Reserve	SPB Equity Shares Trust	Total
	Capital Reserve	Securities Premium	General Reserve				
Balance as at April 01, 2024 (A)	37.16	3.60	1100.04	633.09	137.31	(-) 11.93	1899.27
Changes in accounting policy or prior period errors	-	-	-	-	-	-	-
Restated balance at the beginning of the current reporting period	37.16	3.60	1100.04	633.09	137.31	(-) 11.93	1899.27
Additions during the year	-	-	-	-	-	-	-
Profit for the year	-	-	-	109.17	-	-	109.17
Items of OCI for the year (net of taxes)	-	-	-	1.39	-	-	1.39
Remeasurement benefit of Defined Benefit Plans	-	-	-	-	-	-	-
Net Fair Value Gain on Investment in equity Instruments through OCI	-	-	-	(-) 1.90	(-) 1.46	-	(-) 1.46
Share in OCI of Associate	-	-	-	(-) 1.90	-	-	(-) 1.90
Items that will be reclassified to Profit or loss	-	-	-	-	-	-	-
Total Comprehensive Income for the Year 2024-25(B)	-	-	-	108.66	(-) 1.46	-	107.20
Income from SPB Equity Shares Trust - Investment in Company Shares (Refer Note No.1.13) (C)	-	-	-	1.42	-	-	1.42
Reductions during the Year	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-
Transfer to General reserve	-	-	-	31.53	-	-	31.53
Total (D)	-	-	(-) 50.00	50.00	-	-	-
Balance as at 31-03-2025 (A+B+C-D)	37.16	3.60	(-) 50.00	81.53	-	-	31.53
			1150.04	661.64	135.85	(-) 11.93	1976.36

For SURI & CO
Chartered Accountants
Regn. No.004283S

SRI MOHAN VERGHESE CHUNKATH
(DIN : 01142014)

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(DIN : 00044713)

SANJEEV ADITYA M
Membership No.229694
Partner
UDIN: 26229694DNYXXG3689

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(DIN : 00345124)
Directors

S SRINIVAS
(DIN : 09713128)
Director (Finance) & Secretary

Chennai
May 12, 2026

SESHASAYEE PAPER AND BOARDS LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2026

	Refer Note	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
A. CASH FLOW FROM OPERATING ACTIVITIES			
Net Profit before tax		90.90	126.30
Adjustments for:			
Add:			
Property Plant and Equipment (PPE) discarded		0.10	0.38
Depreciation	31	45.01	45.28
Interest and financing charges	30	5.31	5.88
		50.42	51.54
		141.32	177.84
Less:			
Interest income from Term Deposits	25	43.40	55.34
Dividend Income from Investments	25 (b)	1.73	1.33
Profit / (Loss) on sale of PPE		0.06	(-) 0.03
		45.19	56.64
Operating profit before working capital changes		96.13	121.20
Changes in working capital:			
(Increase) / Decrease in Inventories	6	(-) 6.38	(-) 66.14
(Increase) / Decrease in Trade Receivables	7	(-) 41.99	(-) 28.95
(Increase) / Decrease in Other Assets	e ^	60.65	(-) 55.86
Increase / (Decrease) in Liabilities and Provisions	h ^	11.52	(-) 10.99
		23.80	(-) 161.94
Income taxes paid		(-) 27.93	(-) 20.54
Net cash from operating activities *		92.00	(-) 61.28

* Net of CSR Expenditure Outgo refer Note 34 (D) - ₹ 6.43 crores (Previous Year ₹ 6.76 crores)

^ - Refers to the Notes to Cash Flow Statement

SESHASAYEE PAPER AND BOARDS LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2026 (Contd.)

	Refer Note	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
B. CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of Property, Plant and Equipment	f [^]	(-) 55.61	(-) 63.08
Investment in Equity Instruments	3	(-) 26.65	(-) 25.49
Sale of Property, Plant and Equipment		0.22	1.02
Dividend Income from Investments	25(b)	2.56	2.98
(Increase) / Decrease in Term Deposits	g [^]	41.76	71.62
Interest income from Term Deposits		43.40	55.34
Net cash from investing activities		5.68	42.39
C. CASH FLOW FROM FINANCING ACTIVITIES			
Increase / (Decrease) in Secured Loans	i [^]	(-) 81.86	60.86
Dividend paid	14	(-) 15.77	(-) 31.53
Interest and financing charges [®]	30	(-) 5.42	(-) 5.87
Net cash from financing activities		(-) 103.05	23.46
Net increase / (Decrease) in cash and cash equivalents (I)		(-) 5.37	4.57
Cash and cash equivalents as at the beginning of the Year (II)		13.20	8.63
Cash and cash equivalents as at the end of the Year (I + II) **	8	7.83	13.20
** Includes following balances held in EEFC Accounts			
-- Amount in US \$ (Mn)		—	0.02
-- Equivalent amount in ₹ crores		—	0.14

[®] Impact of changes in foreign exchange rates on borrowing - ₹ 3.45 crores (Previous year - 2.55)

[^] - Refers to the Notes to Cash Flow Statement

Notes:

- a** Cash and cash equivalents represent cash in hand and cash with Scheduled Banks including Term Deposits with original maturity of less than three months.
- b** Statement of Cash flow has been prepared following the indirect method.
- c** During the current year (and previous year), the Company did not have any change in assets / liabilities, arising from the following activities, affecting the cashflows :
 - (i) Changes arising from obtaining or losing control of subsidiaries or other businesses.
 - (ii) Changes in fair values
- d** Refer Note No. 36(B)(3) for the amount of undrawn borrowing facilities.

SESHASAYEE PAPER AND BOARDS LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2026 (Contd.)

	Refer Note	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
e (Increase) / Decrease in Other Assets			
Changes as per Balance Sheet in:			
Other Non-Current Financial Assets	4	(-) 1.19	(-) 3.04
Other Non-Current Assets	5	6.83	(-) 16.44
Current Financial Assets - Others	10	0.48	0.16
Other Current Assets	12	53.82	(-) 37.96
		<u>59.94</u>	<u>(-) 57.28</u>
Add : Income From SPB Equity Shares Trust to be received	14	0.71	1.42
		<u>60.65</u>	<u>(-) 55.86</u>
f Purchase of Property, Plant and Equipment			
Additions as per Property, Plant and Equipment	2	(-) 33.27	(-) 27.05
Additions as per Intangible Assets	2B	(-) 0.52	-
Changes in Capital Work in Progress	2A	(-) 21.82	(-) 36.03
Additions as per Investment Property	2C	-	-
		<u>(-) 55.61</u>	<u>(-) 63.08</u>
g (Increase) / Decrease in Term Deposits			
Changes as per Balance Sheet in:			
Bank Deposits with more than 12 months Maturity	4(b)	(-) 479.73	131.52
Bank Balances other than Cash and Cash Equivalents	9	521.49	(-) 59.90
		<u>41.76</u>	<u>71.62</u>
h Increase / (Decrease) in Liabilities and Provisions			
Changes as per Balance Sheet in:			
Non-Current Other Financial Liabilities	15	(-) 1.21	(-) 0.72
Non-Current Provisions	16	0.87	1.36
Trade Payables	19	(-) 7.62	(-) 12.72
Other Current Financial Liabilities	20	12.69	2.16
Other Current Liabilities	21	3.88	(-) 2.04
Current Provisions	22	5.58	(-) 0.88
		<u>14.19</u>	<u>(-) 12.84</u>
Less: Remeasurement of Defined benefit plan		2.78	(-) 1.86
Add : Adjustment for Items that will be reclassified to P&L		-	-
Less: Interest Accrued but not due on borrowings adjusted		0.11	(-) 0.01
		<u>11.52</u>	<u>(-) 10.99</u>

SESHASAYEE PAPER AND BOARDS LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2026 (Contd.)

	Refer Note	Year ended 31-03-2026	Year ended 31-03-2025
		₹ crores	₹ crores
i Increase / (Decrease) in Borrowings			
Changes as per Balance Sheet in:			
Current Borrowings	18	(-) 81.86	60.86
		<u>(-) 81.86</u>	<u>60.86</u>
Repayment of Unsecured Loans		—	—
Repayment of Secured Loans		225.87	269.44

For SURI & CO
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Directors

NOTE NO 1:NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Company Background

M/s.Seshasayee Paper and Boards Limited (CIN:L21012TZ1960PLC000364), M/s.Esvi International (Engineers and Exporters Limited) (CIN:U51909TN1978PLC007495)its subsidiary and M/s.Ponni Sugars (Erode) Limited (CIN: L15422TN1996PLC037200), its associate (collectively referred to as “The Company” or M/s.SPB Ltd or Group).

Seshasayee Paper and Boards Limited is a Company incorporated in India under The Companies Act, 1956; an existing Company under the Companies Act, 2013 and is domiciled in India. Its Registered Office is located at Pallipalayam, Cauvery R.S. (PO), Erode – 638 007, Namakkal District, Tamil Nadu. The Company’s shares are listed in National Stock Exchange of India Ltd and BSE Ltd.

The Company is engaged in the business of manufacture and sale of paper and paper boards and has plants in two locations, one at Erode and another at Tirunelveli with an aggregate capacity to produce 255000 tonnes of paper, per annum. The Company had acquired the assets of M/s Servalakshmi Paper Limited under Insolvency and Bankruptcy code, as a going concern. This new unit is expected to have a capacity to produce 75000 tonnes of paper. The Unit is yet to commence its operations (Refer Note No.1.14).

Material Accounting Policies Information and Key Accounting Estimates and Judgements

A. Material Accounting Policies Information

These financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act), read with the Companies (Indian Accounting Standards) Rules, 2015 and other relevant provisions of the Act.

The Consolidated financial statements are presented in Indian Rupees (₹) which is the functional currency of the Company and all values are rounded to the nearest crores, except where otherwise indicated.

Entity specific disclosure of material accounting policies where Ind AS permits options is disclosed hereunder.

The company has assessed the materiality of the accounting policy information which involves exercising judgements and considering both qualitative and quantitative factors by taking into account not only the size and nature of the item or condition but also the characteristics of the transactions, events or conditions that could make the information more likely to impact the decisions of the users of the financial statements.

Entity’s conclusion that an accounting policy is immaterial does not affect the disclosure requirements set out in the accounting standards.

The company adopted Ind AS from 1st April 2017. Accounting Policies have been consistently applied except where a newly-issued Accounting Standard is initially adopted or a revision to an existing Accounting Standard requires a change in the Accounting Policy hitherto adopted.

1.1 Basis of preparation and compliance

The financial statements are prepared in accordance with the historical cost convention except for certain items that are measured at fair values at the end of each reporting period, as explained

in the Accounting Policies set out below. The financial statements are prepared on a 'going concern' basis using accrual concept except for the statement of cash flow.

Historical cost is generally based on 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 a liability, the Company takes into account the characteristics of the asset or liability that the market participants would take into account when pricing the asset or liability at the measurement date, assuming the market participants act in their economic best interest. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such basis and measurements that have some similarities to fair value but are not fair value, such as net realisable value in Ind AS-2 – Inventories or Value in Use in Ind AS 36 – Impairment of Assets.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2, or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, as described hereunder:

Level 1 -Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 -Other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and

Level 3 - Unobservable inputs for the asset or liability.

Transactions and balances with values below the rounding off norm adopted by the Company have been reflected as '--' in these financial statements.

Principles Used in Preparing Consolidated Financial Statements

The consolidated financial statements relate to Seshasayee Paper and Boards Limited with its wholly owned Subsidiary Esvi International (Engineers & Exporters) Limited and Associate Ponni Sugars (Erode) Limited. The financial statements have been prepared on the following basis.

- (i) The financial statements of parent and its Subsidiary is combined on a line by line basis by adding together like items of assets, liabilities, income and expenses.
- (ii) The difference between the cost of investment in the subsidiaries, over the net assets at the time of acquisition of shares in the subsidiaries is recognised in the financial statements as Goodwill or Capital Reserve, as the case may be.
- (iii) Inter company transaction, balances and unrealized gains on transactions between group companies are eliminated.
- (iv) Investments in Associate has been accounted under equity method as per Ind AS 28 – Investment in associate and joint venture. The equity method is a method of accounting whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the investor's share of the investee's net assets. The investor's profit or loss includes its share

of the investee's profit or loss and the investor's other comprehensive income includes its share of the investee's other comprehensive income.

- (v) The Company accounts for its share of post acquisition changes in net assets of associates after eliminating unrealized profits and losses resulting from transactions between the Company and its associates to the extent of its share, through its consolidated Statement of Profit and Loss.
- (vi) The difference between the cost of investments in the associates and the share of net assets at the time of acquisition of shares in the associates is identified in the financial statements as Goodwill or Capital Reserve as the case may be.

Consolidated Financial Statements are prepared using uniform accounting policies for the like transactions and other events in similar circumstances.

1.2 Current / Non-Current classification

For the purpose of Current / Non-Current classification, the Company has reckoned its normal operating cycle as twelve months based on the nature of products and the time between the acquisition of assets or inventories for processing and their realisation in cash and cash equivalents.

1.3 Property, Plant and Equipment (PPE)

An item of PPE that qualifies for recognition as an Asset is measured on initial recognition at cost. Following initial recognition, PPEs are carried at their cost less accumulated depreciation and accumulated impairment losses, if any.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Borrowing Costs (net of interest earned on temporary investments of those borrowings) directly attributable to the acquisition, construction or production of qualifying assets are capitalised as a part of the cost of the assets till the assets are substantially ready for their intended use.

- (i) The Company identifies and determines the cost of each part of an item of PPE separately, if the part has a cost which is significant in relation to the total cost of that item of PPE and has useful life that is materially different from that of the remaining item.
- (ii) Items such as spare parts, stand-by equipment and servicing equipment that meet the definition of PPE are capitalised at cost. Costs in nature of repairs and maintenance are recognised in the Statement of Profit and Loss as and when incurred. All upgradation / enhancements are charged off as revenue expenditure unless they bring significant additional benefits.
- (iii) Capital Advances and Capital Work-in-Progress :
Cost of assets not ready for intended use, as on the Balance Sheet date, is shown as capital work in progress. Such assets are classified to the appropriate categories of PPE when completed and ready for intended use. Depreciation on these assets commence when the assets are ready for their intended use which is generally on commissioning.
- (iv) Depreciation is recognised so as to write off the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, as specified under

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Schedule II, using the straight-line method. The estimated useful lives and residual values are reviewed at the end of each reporting period and changes, if any, are treated as changes in accounting estimate.

(v) Estimated useful lives of the assets are as follows:

Asset	Years
Buildings	
Factory Buildings	30
Buildings (other than factory buildings)	60
Plant and Equipment (including continuous process plants)	
Generation, Transmission and Distribution of Power	40
Water Distribution Plant	30
Electric Distribution Plant	35
Other than above	25
Furniture and Fixtures	10
Vehicles	
Motor Cycles, Scooter and Mopeds	10
Other Vehicles	8
Office Equipment	5
IT Hardware	
Server	6
Other than Server	3

Assets costing ₹ 5,000/- and below are depreciated in full within the Financial Year.

1.4 Revenue Recognition

Revenue is recognised at a point in time at the transaction prices, upon transfer of control of the products to customers. Transfer of control happens, when the products are delivered to the common carrier.

The company considers the terms of the contract and its customary business practices to determine the transaction price. The transaction price is the amount of consideration to which the company expects to be entitled in exchange for transferring promised goods to a customer, excluding amount collected on behalf of third parties (for example taxes collected on behalf of government).

The company recognises the volume discounts and pricing incentives to customers as a reduction of revenue based on the actual underlying performance obligation that corresponds to the progress by the customer / indenter towards earning the discount / incentive.

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and using effective interest rate method.

1.5 Inventories

Inventories are valued at lower of cost and net realisable value. Materials and other items intended for use in the production of inventories are not written-down below cost, if the finished goods in which they will be incorporated or expected to be sold at or above cost. Cost includes taxes and duties (other than taxes and duties for which input credit is available), freight and other direct expenses. Stocks of Raw Materials, Stores, Spares, and Chemicals, Fuels and Others are valued at cost on weighted average basis. Finished Goods / Work-in-Process are valued at cost on weighted average basis or net realizable value, whichever is less and the cost includes material, direct labour, overheads (other than administrative overheads that do not contribute to bring the inventories to the present location and condition and selling costs) incurred in bringing the inventory to their present location and condition. Net realisable value is the estimated selling price less estimated cost of completion and estimated costs necessary to make the sale.

Obsolete, slow moving and defective inventories are periodically identified and provision is made where necessary.

1.6 Government grants

Government Grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received.

Government Grants that are receivable as compensation for expenses or losses incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognised in the Statement of Profit and Loss in the period in which they become receivable.

Export Benefits are recognized as Income in the year of exports. Entitlements pending realisation are disclosed under Other Financial Assets.

1.7 Employee Benefits

a. Short Term Employee Benefits

All employee benefits payable wholly within twelve months after the end of the annual reporting period of rendering the service are classified as Short Term Employee Benefits and they are recognised in the period in which the employee renders the related service. The Company recognises the undiscounted amount of Short Term Employee Benefits expected to be paid in exchange for services rendered as a liability (accrued expense) after deducting any amount already paid.

b. Post Employment Benefits

(i) Defined Contribution Plans

Payments to Defined Contribution Retirement Benefit Plans are recognised as an expense when employees have rendered service entitling them to the contributions. Contributions to Provident Fund and Superannuation Fund are treated as Defined Contribution Plans, since funded with Provident Fund Commissioner (as per the provisions of the Employees' Provident Fund and Miscellaneous Provisions Act, 1952) and Life Insurance Corporation of India, respectively.

(ii) Defined Benefit Plans

For Defined Benefit Retirement Plans, the cost of providing defined benefits is determined using the Projected Unit Credit Method with actuarial valuations

being carried out at each annual reporting date. The Defined Benefit Obligations recognised in the Balance Sheet represent the present value of the Defined Benefit Obligations as reduced by the fair value of plan assets, if applicable. Any Defined Benefit Asset (negative defined benefit obligations resulting from this calculation) is recognised representing the present value of available refunds and reductions in future contributions to the plan. Gratuity and Retirement Benefit Schemes operated by the Company are treated as Defined Benefit Plans.

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. Re-measurements of the net defined benefit liability / asset comprising actuarial gains and losses and the return on the plan assets (excluding amounts included in net interest on the net defined benefits liability / asset, are recognised in Other Comprehensive Income and taken to 'retained earnings'. (Such re-measurements are not reclassified to the Statement of Profit and Loss in the subsequent periods)

The Company presents the above liability / asset as current and non-current in the Balance Sheet as per actuarial valuation by the independent Actuary. However, the liability towards gratuity, if any, is considered as current as the Company expects to contribute this amount to the gratuity fund within the next twelve months.

c. Other Long-term Employee Benefits

Entitlement to annual leave and sick leave are recognised when they accrue to employees. Annual leave/ sick leave can be availed or encashed either during service or on retirement subject to a restriction on the maximum number of accumulation of leave. The Company determines the liability for such accumulated leave using the Projected Unit Credit Method with actuarial valuation being carried out at each annual reporting date. The liability is not funded. The Company presents the above liability as current and non-current in the Balance Sheet as per actuarial valuation by the independent Actuary.

1.8 Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, and it is probable that an outflow of resources embedded and that the Company will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

1.9 Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the relevant instrument and are initially measured at fair value. However trade receivables are initially measured at the transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through Statement of Profit and Loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through Statement of Profit and Loss (FVTPL) are recognised immediately in Statement Profit and Loss.

1.10 Financial Assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets

a. Classification of Financial Assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost. The debt instruments carried at amortised cost include Deposits, Loans and Advances recoverable in cash.

- ◇ the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- ◇ the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at fair value.

i. Investments in Equity Instruments Investments in Equity Instruments in Subsidiary and Associates :

The Company has elected to carry investment in Equity Instruments in Subsidiary and Associates at cost in accordance with Paragraphs 10 of 'Ind AS 27 – Separate Financial Statements'.

ii. Investments in Other Equity Instruments:

The Company has irrevocably designated to carry investment in Other Equity Instruments at Fair Value through Other Comprehensive Income. On initial recognition, the Company can make an irrevocable election (on an instrument-by-instrument basis) to present the subsequent changes in Fair Value in Other Comprehensive Income pertaining to Investments in Equity Instruments. This election is not permitted if the equity investment is held for trading. These elected investments 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 the 'Reserve for Equity Instruments through Other Comprehensive Income'. On derecognition of such Financial Assets, cumulative gain or loss previously reported in OCI is not reclassified from Equity to Statement of Profit and Loss. However, the Company may transfer such cumulative gain or loss into retained earnings within Equity.

The Company has Equity Investments which are not held for trading. The Company has elected the FVTOCI irrevocable option for these investments (see Note 3). Fair value is determined in the manner described in Note 1.2.

b. Impairment of Financial Assets

In accordance with Ind AS 109, the Company uses “Expected Credit Loss” (ECL) model, for evaluating impairment of financial assets other than those measured at Fair Value through Profit and Loss (FVTPL).

Expected credit losses are measured through a loss allowance at an amount equal to:

- ◇ The 12 months expected credit losses (expected credit losses that result from those default events on the financial instrument that are possible within 12 months after the reporting date); or
- ◇ Full lifetime expected credit losses (expected credit losses that result from all possible defaults events over the life of the financial instrument).

For trade receivables or any contractual rights to receive cash or other financial assets that results from transactions that are within the scope of Ind AS 115, the Company always measures the loss allowance at an amount equal to life time expected credit losses.

The general terms of payment for the credit sales made by the Company is 30 to 60 days from the date of Invoice. Hence the trade receivable do not carry any financing component.

For other assets, the Company uses 12 months ECL to provide for impairment loss where there is no significant increase in credit risk. If there is significant increase in credit risk, full lifetime ECL is used.

1.11 Financial Liabilities and Equity Instruments

a. Classification as Debt or Equity

Debt and Equity instruments issued by the Company are classified as either financial liabilities or as equity, in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

b. Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a company are recognised at the proceeds received, net of direct issue costs.

c. Financial Liabilities

All financial liabilities are initially recognised at the value of respective contractual obligations. Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the ‘Finance Costs’ line item.

1.12 Derivative Financial Instruments and Hedge Accounting

The Company enters into derivative financial instruments to manage its exposure to foreign exchange rate risks, by means of foreign exchange forward contracts.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in the Statement of Profit and Loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in Statement of Profit and Loss depends on the nature of the hedging relationship and the nature of the hedged item.

The Company designates hedging instruments in respect of foreign currency risk as either fair value hedges or cash flow hedges.

At the inception of the hedge relationship, the Company documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Company documents whether hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

Cash Flow Hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recorded in Other Comprehensive Income and are accumulated as 'cash flow hedge reserve'. The gain or loss relating to the ineffective portion is recognised immediately in the Statement of Profit and Loss.

The cumulative gain or loss previously recognised in Other Comprehensive Income remains there until the forecast transaction occurs. When the hedged item is a non-financial asset, the amount recognised in Other Comprehensive Income is transferred to the carrying amount of the asset when it is recognised. In other cases the amount recognised in Other Comprehensive Income is transferred to the Statement of Profit and Loss in the same period when the hedged item affects Profit and Loss.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting. Any gain or loss recognised in Other Comprehensive Income and accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the Statement of Profit and Loss. If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in the Other Comprehensive Income is transferred to the Statement of Profit and Loss.

Fair Value Hedges

The Company designates derivative contracts as hedging instruments to mitigate the risk of change in fair value of hedged item in foreign exchange rates.

Changes in the fair value of hedging instruments and hedged items that are designated and qualify as fair value hedges are recorded in the Statement of Profit and Loss. If the hedging relationship no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest method is used is amortised to Statement of Profit and Loss over the period of maturity.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. The fair value adjustment to the

carrying amount of the hedged item arising from the hedged risk is amortised to Statement of Profit and Loss from that date.

1.13 Treatment of shares held by SPB Equity Shares Trust

Pursuant to the Scheme of Amalgamation of SPB Papers Limited with the Company, 5,68,181 Equity Shares with face value of ₹ 10 each (28,40,905 Equity Shares of face value of ₹ 2 each, after stock-split) were allotted to SPB Equity Shares Trust and approved by the High Court of Madras to the benefit of the Company, in the financial year 2012-13.

The original cost of the investment is adjusted in other equity as under:

- a) To the extent of Face/Nominal value is deducted from Equity Share capital
- b) Balance is reduced from other equity under a separate reserve

The dividend received by the Company from SPB Equity Shares Trust, is taken to retained Earnings.

1.14 Acquisition of the Assets of M/s Servalakshmi Papers Limited, Corporate Debtor in Liquidation, as a going concern

The Company participated and emerged as the sole successful bidder in the e-auction held on 19.09.2022, for the sale of assets of M/s.Servalakshmi Paper Limited (In Liquidation) (Corporate Debtor), on a Going Concern basis and the company had remitted the entire bid value of ₹ 105.0 crores in the month of October 2022.

The e-auction was for sale of assets of M/s.Servalakshmi Paper Limited (In Liquidation) (Corporate debtor) on a Going Concern basis, without liabilities, on “As is where is basis”, “As is what is basis”, “Whatever there is basis” and “Without any recourse basis”, under the provisions of Insolvency and Bankruptcy Code, 2016 read with Regulation 32(e) of Insolvency and Bankruptcy Board of India (Liquidation Process) Regulations, 2016 and pursuant to the directions contained in Order of Hon’ble National Company Law Tribunal, Chennai Bench (“NCLT”).

The Hon’ble NCLT, Chennai Bench vide its Order dated May 12, 2023 had approved the application filed by the Liquidator for confirmation of sale of assets of M/s.Servalakshmi Paper Limited (Corporate Debtor) (In Liquidation) as a Going Concern, in favour of M/s. Seshasayee Paper and Boards Limited (SPB) and dismissed / disposed of other appeals against the auction.

Consequent to the order of the Hon’ble NCLT dated 12.05.2023, the official liquidator of the Corporate Debtor has Issued Sale Certificate dated 24.05.2023 and has completed the physical handing over of the possession of land and factory premises located at Kodaganallur Village, Vaduganpatti Post, I.C.Pettai, Tirunelveli – 627 010 of Servalakshmi Paper Limited (In Liquidation) on 24.05.2023 to SPB, as per direction in the Order dated 12/05/2023 of Hon’ble NCLT, Chennai Bench and the company remitting additional ₹ 2.0 crores as per the directions in the said NCLT order.

Appeals challenging the aforesaid Hon’ble NCLT’s Order have been filed in Hon’ble NCLAT by three parties, of which two appeals are “Dismissed as withdrawn” and one appeal (filed by Ex-promoter of the Corporate Debtor) is pending. Company, in the meantime, is taking steps for revival, refurbishment and recommencement of operations.

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The Board of Directors of the company in their meeting held on 21.03.2024 have approved carrying the assets of Servalakshmi Unit, comprising of land, building and Plant & Machinery, in the books of SPB and the Company has classified the amount of ₹ 107.0 crores as "Other Non Current Assets" since 31.03.2024.

1.15 Investment in Shares of Renewable Power Generating (Solar & Wind Power) entity - M/s Navia One Power Private Limited (SPV), under Group Captive Model.

The company had entered in to Share Purchase Agreement, Share Subscription & Shareholders' Agreement and Energy Supply Agreement and Performance incentive agreement with M/s.Navia One Power Private Limited (SPV) and its promoter shareholders, during April & May 2025, for the purposes of developing a 52.8 MWp (DC) / 35.2 MW AC Solar Power Capacity and 9 MW Wind Power Capacity and intending to supply power to our company exclusively.

During the financial year ended 31st March 2026, the company has invested ₹ 26.0 crores in the SPV to subscribe to 26.1% of its Equity Share Capital, in accordance with the terms of the agreement. The said SPV is not considered for consolidation, as it is neither an associate nor a subsidiary of our company, as per Ind AS 110- Consolidated Financial Statements. Considering the contractual terms of the agreement and the rights and obligations of the company as a consumer shareholder, the company has designated to carry the investments at fair value through OCI.

1.16 Events after reporting period

Where events occurring after the Balance Sheet date provide evidence of conditions that existed at the end of the reporting period, the impact of such events is adjusted within the financial statements. Otherwise, nature and consequent impact of the events of material size, occurring after the Balance Sheet date, are only disclosed.

1.17 Financial and Management Information System

The Company's Accounting System is designed to unify the Financial and Cost Records and also to comply with the relevant provisions of the Companies Act, 2013, to provide financial and cost information appropriate to the businesses and facilitate Internal Control.

Audit trail feature, as mandated by the Companies (Accounts) Rules, 2014 (as amended) with effect from April 01, 2023, has been enabled in the accounting software used by the Company. The Company also a set up practices for daily backup of the entire database and applications in remote locations.

B. Key Accounting Estimates and Judgments

1.1 Use of Estimates

The preparation of financial statements in conformity with Ind AS requires Management to make judgments, estimates and assumptions that affect the application of the accounting policies and the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

1.2 Key sources of estimation uncertainty

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Key assumption concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year is as given below.

a. Fair value measurement and valuation processes

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 a liability, the Company uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the Company engages third party qualified valuers to perform the valuation.

b. Useful life of Property, Plant and Equipment

The Company reviews the estimated useful lives of Property, Plant and Equipment at the end of each reporting period. During the current year, there has been no change in useful life considered for the assets.

c. Cash Discounts

In accordance with Ind AS-115, the Company deducts cash discounts from the revenue for sale of products. Cash discounts, on the sale of products in the last month of the year, is estimated based on the past experience.

d. 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 such as supply and demand factors in the employment market. Information about such valuation is provided in notes to the financial statements.

e. Claims, Provisions and Contingent Liabilities

The Company has ongoing discussions / litigations with various regulatory authorities, trade unions and third parties. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute or settlements can be made based on Management's assessment of specific circumstances of each dispute and relevant external advice, Management provides for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve and can involve estimation uncertainty. Information about such litigations is provided in notes to the financial statements.

f. Tax Expense

Significant judgments and estimates are involved in estimating the budgeted profits for the purposes of advance tax, determining the provision for income tax.

g. Inventories

An inventory provision is recognised for cases where the realisable value is estimated to be lower than the inventory carrying value. The inventory provision is estimated taking into account various factors, including prevailing sale prices of inventory item, changes in the related laws / emission norms and losses associated with obsolete / slow-moving / redundant inventory items. The Company has, based on these assessments, made adequate provision in the books.

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2. PROPERTY, PLANT AND EQUIPMENT

₹ crores

Description	Gross Carrying Amount				Depreciation				Net Carrying Amount	
	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 31-03-2026	As at 31-03-2025
Land	4.34	—	—	4.34	—	—	—	—	4.34	4.34
Buildings										
- Free Hold	124.22	2.30	—	126.52	38.76	4.61	—	43.37	83.15	85.46
- Right of Use Assets	0.14	—	—	0.14	0.03	—	—	0.03	0.11	0.11
Plant and Equipment	953.97	30.62	0.13	984.46	292.78	39.29	0.06	332.01	652.45	661.19
Furniture and Fixtures	2.34	0.04	—	2.38	0.71	0.08	—	0.79	1.59	1.63
Vehicles	3.34	—	0.20	3.14	2.01	0.21	0.07	2.15	0.99	1.33
Office Equipment	5.25	0.31	0.06	5.50	4.09	0.42	—	4.51	0.99	1.16
	1093.60	33.27	0.39	1126.48	338.38	44.61	0.13	382.86	743.62	755.22

₹ crores

Description	Gross Carrying Amount				Depreciation				Net Carrying Amount	
	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 31-03-2025	As at 31-03-2024
Land	4.34	—	—	4.34	—	—	—	—	4.34	4.34
Buildings										
- Free Hold	118.27	5.95	—	124.22	34.21	4.55	—	38.76	85.46	84.06
- Right of Use Assets	0.14	—	—	0.14	0.03	—	—	0.03	0.11	0.11
Plant and Equipment	935.96	20.49	2.48	953.97	254.31	39.53	1.06	292.78	661.19	681.65
Furniture and Fixtures	2.29	0.05	—	2.34	0.65	0.06	—	0.71	1.63	1.64
Vehicles	3.18	0.24	0.08	3.34	1.83	0.26	0.08	2.01	1.33	1.35
Office Equipment	5.03	0.32	0.10	5.25	3.69	0.49	0.09	4.09	1.16	1.34
	1069.21	27.05	2.66	1093.60	294.72	44.89	1.23	338.38	755.22	774.49

- (i) Refer Note No 35(b) for disclosure of contractual commitments for the acquisition of Property, Plant and Equipment.
- (ii) Refer Note No 36(B) (3) (i) for charge created on Property, Plant and Equipment
- (iii) Amount written off on reduction of capital or revaluation of assets - NIL (Previous Year - NIL)
- (iv) Assets acquired through business combinations - NIL (Previous Year - NIL)
- (v) Impairment losses or reversals of assets - NIL (Previous Year - NIL)

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2 (A) CAPITAL WORK-IN-PROGRESS

₹ crores

Description	Net Carrying Amount	
	As at 31-03-2026	As at 31-03-2025
Opening Balance	71.09	35.06
Add: Additions to Capital Work-In-Progress during the year ^^	55.61	63.08
Less: Assets Capitalised during the year **	33.79	27.05
Closing Balance	92.91	71.09

Refer 34(B) for Ageing of Capital Work in Progress

** Includes Intangible assets capitalised (Refer Note 2B)

^^ Includes following expenses capitalised during the year, as directly related to Project implementation:

a) Purchased power	0.36	0.42
b) Employee Cost	1.44	-
c) Professional and consultancy fees	0.85	0.57
d) Insurance	0.73	0.74
e) Other overheads	0.96	0.50

2(B) OTHER INTANGIBLE ASSETS

₹ crores

Description	Gross carrying Amount				Amortisation				Net Carrying Amount	
	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 31-03-2026	As at 31-03-2025
Computer Software	2.80	0.52	0.21	3.11	1.90	0.32	0.20	2.02	1.09	0.90
Technical Know-How	1.41	-	-	1.41	1.16	0.05	-	1.21	0.20	0.25
	4.21	0.52	0.21	4.52	3.06	0.37	0.20	3.23	1.29	1.15

₹ crores

Description	Gross carrying Amount				Amortisation				Net Carrying Amount	
	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 31-03-2025	As at 31-03-2024
Computer Software	2.80	-	-	2.80	1.59	0.31	-	1.90	0.90	1.21
Technical Know-How	1.41	-	-	1.41	1.12	0.04	-	1.16	0.25	0.29
	4.21	-	-	4.21	2.71	0.35	-	3.06	1.15	1.50

SESHASAYEE PAPER AND BOARDS LIMITED

2 (C) INVESTMENT PROPERTY

₹ crores

Description	Gross Carrying Amount				Depreciation				Net Carrying Amount	
	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 01-04-2025	Additions during the year	Deductions/ Adjustments	As at 31-03-2026	As at 31-03-2026	As at 31-03-2025
Land	0.05	—	—	0.05	—	—	—	—	0.05	0.05
Buildings	1.26	—	—	1.26	0.18	0.02	—	0.20	1.06	1.08
Plant and Equipment	0.16	—	—	0.16	0.15	0.01	—	0.16	0.00	0.01
Furniture and Fixtures	0.03	—	—	0.03	0.03	—	—	0.03	—	—
	1.50	—	—	1.50	0.36	0.03	—	0.39	1.11	1.14

₹ crores

Description	Gross Carrying Amount				Depreciation				Net Carrying Amount	
	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 01-04-2024	Additions during the year	Deductions/ Adjustments	As at 31-03-2025	As at 31-03-2025	As at 31-03-2024
Land	0.05	—	—	0.05	—	—	—	—	0.05	0.05
Buildings	1.26	—	—	1.26	0.16	0.02	—	0.18	1.08	1.10
Plant and Equipment	0.16	—	—	0.16	0.13	0.02	—	0.15	0.01	0.03
Furniture and Fixtures	0.03	—	—	0.03	0.03	—	—	0.03	—	—
	1.50	—	—	1.50	0.32	0.04	—	0.36	1.14	1.18

i) Fair value as on 31-03-2026 is ₹ 59.82 Crores (Previous Year ₹ 59.69 Crores)

SESHASAYEE PAPER AND BOARDS LIMITED

	No of shares	Face Value ₹	As at 31-03-2026 ₹ crores	As at 31-03-2025 ₹ crores
3 INVESTMENTS				
Non Current Investments				
A. Investments in Equity Instruments				
a. Quoted Equity Shares				
(i) Associate				
Ponni Sugars (Erode) Limited				
(Measured using Equity Method)				
Carrying amount of Investment #	2786164	10	128.40	113.46
(ii) Others				
Investments Measured at Fair Value through Other Comprehensive Income				
HDFC Bank Limited	903188	1	66.07	82.56
(Previous Year - 451594 shares of Face Value of ₹ 1 each; current year addition of 451594 shares under Bonus Issue)				
High Energy Batteries (India) Limited	1607842	2	83.24	80.14
(Previous Year - 1595368 Shares of face value ₹ 2 each; current year addition of 12474 shares at a cost of ₹ 0.65 Crores)				
Tamilnadu Newsprint and Papers Limited	100000	10	1.23	1.26
Total Quoted Equity Shares			<u>278.94</u>	<u>277.42</u>
b. Unquoted Equity Shares				
(i) Others				
Investments Measured at Fair Value through Other Comprehensive Income				
SPB Projects and Consultancy Limited	52250	10	0.05	0.05
Time Square Investments Private Ltd	55000	10	0.06	0.06
Navia One Power Private Limited	26099	10	26.00	—
(Purchase during the year 26099 shares of ₹10 each; Allotted through Rights Issue, during the year 25975802 shares of ₹10 each) (Refer Note 1.15)				
Total Unquoted Equity Shares			<u>26.11</u>	<u>0.11</u>
Total Investments In Equity Instruments			<u>305.05</u>	<u>277.53</u>
# Carrying amount includes the following:				
Goodwill			6.48	6.48
Share of Profit for the year			15.77	4.29
Aggregate amount of :				
Quoted Investments - Cost			52.71	52.07
Quoted Investments - Market value			227.16	248.56
Unquoted Investments - Cost			26.11	0.11
Impairment in value of Investments			—	—
Refer Note No. 1.1 on determination of fair value.				

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026	As at 31-03-2025
	₹ crores	₹ crores
4 OTHER FINANCIAL ASSETS		
(Non-Current)		
a) Security Deposit	16.85	15.66
b) Bank Deposits with more than 12 months Maturity **	489.36	9.63
	<u>506.21</u>	<u>25.29</u>
** Includes bank deposits designated as Margin Money against the Letters of Credit / Bank Guarantees issued by Company's Bankers	85.46	9.63
5 OTHER NON-CURRENT ASSETS		
Capital Advances	12.78	8.78
Prepaid expenses	0.51	0.25
Charges paid under Protest @	5.07	6.07
Income Tax refund receivable	0.00	10.09
Amount paid for acquisition of Assets of M/s Servalakshmi Paper Limited, Corporate Debtor in liquidation, on a going concern basis (Refer Note 1.14)	107.00	107.00
	<u>125.36</u>	<u>132.19</u>
@ Includes		
- Energy Charges paid under protest to TNERC (Refer Note No. 35(A)(a)(iv))	2.00	2.00
- Duties & Taxes paid under protest (Refer Note No. 35(A)(a)(i))	0.10	2.16
- Grid Paralleling Charges paid under protest (not in the nature of Contingent Liability)	1.11	1.11
- Other duties and taxes paid under protest (not in the nature of Contingent Liability)	1.86	0.80
6 INVENTORIES		
Raw Materials *	117.16	105.20
Work- in- Progress	28.63	17.48
Finished Goods	120.70	137.72
Stock-in-Trade	2.61	3.37
Stores and Spares (Note 1)	22.65	19.29
Chemicals, Fuels and others ^ (Note 2)	68.68	70.99
	<u>360.43</u>	<u>354.05</u>
* Includes Raw Material In Transit	6.88	18.08
^ Includes Chemicals / other Material In Transit	1.27	0.48
* Includes Raw Material with Agent appointed by the Company	4.11	8.48
^ Includes Coal/other Material with Agent appointed by the Company (For method of valuation, please refer to Note No.1.5)	41.77	44.82
(Please refer Note No.36(B)(3)(i) for security created on Inventories)		
Note 1: Provisions for non-moving 'Stores and Spares' Inventory	1.40	1.10
Note 2: Provisions for non-moving 'Chemicals, Fuels and Others' Inventory	1.30	1.00

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026	As at 31-03-2025
	₹ crores	₹ crores
7 TRADE RECEIVABLES		
a) Considered Good - Secured	0.00	0.00
b) Considered Good - Unsecured	190.14	148.16
c) Have significant increase in credit risk	-	-
d) Credit impaired.	1.75	1.75
Less: Allowance for bad and doubtful debts	(-) 1.75	(-) 1.75
	190.14	148.16

(Please refer Note No.36(B)(3)(i) for security created on Receivables)

Ageing Schedule : As at 31-03-2026

₹ crores

Particulars	Not Due	Outstanding from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
UNDISPUTED							
(i) Considered good	170.86	18.96	0.32	-	-	-	190.14
(ii) Have significant increase in credit risk	-	-	-	-	-	-	-
(iii) Credit impaired	-	-	-	-	-	1.75	1.75
DISPUTED							
(iv) Considered good	-	-	-	-	-	-	-
(v) Have significant increase in credit risk	-	-	-	-	-	-	-
(vi) Credit impaired	-	-	-	-	-	-	-
	170.86	18.96	0.32	-	-	1.75	191.89
Less : Allowance for bad and doubtful debts							1.75
							190.14

Ageing Schedule : As at 31-03-2025

₹ crores

Particulars	Not Due	Outstanding from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
UNDISPUTED							
(i) Considered good	125.77	21.83	0.32	0.11	0.11	0.02	148.16
(ii) Have significant increase in credit risk	-	-	-	-	-	-	-
(iii) Credit impaired	-	-	-	-	-	1.75	1.75
DISPUTED							
(iv) Considered good	-	-	-	-	-	-	-
(v) Have significant increase in credit risk	-	-	-	-	-	-	-
(vi) Credit impaired	-	-	-	-	-	-	-
	125.77	21.83	0.32	0.11	0.11	1.77	149.91
Less : Allowance for bad and doubtful debts							1.75
							148.16

Unbilled dues - NIL (Previous Year - NIL)

Refer Note 38 for dues from Related Parties

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026	As at 31-03-2025
	₹ crores	₹ crores
8 CASH AND CASH EQUIVALENTS		
a) Balances with banks	7.49	12.85
b) Cash on hand	0.34	0.35
	<u>7.83</u>	<u>13.20</u>
9 BANK BALANCES OTHER THAN CASH AND CASH EQUIVALENTS		
a) Unpaid dividend accounts	1.24	1.39
b) Term deposits with original maturity for more than 3 months but less than 12 months *	137.00	658.34
	<u>138.24</u>	<u>659.73</u>
* Includes Bank Deposits designated as Margin Money against the Letter of Credits / Bank Guarantees issued by Company's Bankers	73.95	228.92
10 OTHER CURRENT FINANCIAL ASSETS		
a) Export Incentive Receivable *	0.75	1.30
b) Derivative Asset / Liability	0.07	-
	<u>0.82</u>	<u>1.30</u>
* Includes scrips / scrolls received pending utilisation		
11 CURRENT TAX ASSET (NET)		
Income tax (Net of provisions)	0.92	-
	<u>0.92</u>	<u>-</u>
12 OTHER CURRENT ASSETS		
A. Advances other than Capital Advances:		
a) Advances for purchase of goods and services	11.09	12.64
b) Advance to Employees	0.39	1.68
B. Others		
a) Prepaid expenses	2.44	2.37
b) Balance with Government Authorities		
- GST Receivable	-	51.69
c) Other receivable #	2.20	1.56
	<u>16.12</u>	<u>69.94</u>
# includes refund receivable under the erstwhile VAT Act	0.69	0.69
# includes dues from SPB Equity Shares Trust	0.83	0.12

SESHASAYEE PAPER AND BOARDS LIMITED

13 EQUITY SHARE CAPITAL

₹ crores

	As at 31-03-2026	As at 31-03-2025
Authorised		
20 00 00 000 - Equity Shares of ₹ 2 each	40.00	40.00
3 00 00 000 - Cumulative Redeemable Preference Shares of ₹ 10 each	30.00	30.00
	70.00	70.00
Issued, Subscribed and Fully paid up:		
6 30 67 560 Equity Shares of ₹ 2 each *	12.61	12.61
Less : Adjustment for shares held by SPB Equity Shares Trust (Refer Note No.1.13)	0.57	0.57
	12.04	12.04

a) Reconciliation of shares outstanding at the beginning and at the end of the year

	As at 31-03-2026		As at 31-03-2025	
	No of Shares	₹ crores	No of Shares	₹ crores
At the beginning of the year *	63067560	12.61	63067560	12.61
Change During the Year	-	-	-	-
At the end of the year *	63067560	12.61	63067560	12.61

* 580 Equity Shares of M/s Seshasayee Paper and Boards Limited held by the wholly owned subsidiary is deducted herewith from the total issued, subscribed and paid up capital of the Company both as at 31.03.2026 and as at 31.03.2025.

b) Terms / rights attached to Equity Shares

The Equity Shares of the Company having face value of ₹ 2 per share rank pari passu in all respects, including voting rights, dividend entitlement and repayment of capital.

c) Details of shareholders holding more than 5% Equity Shares in the Company

Name of Share Holders	As at 31-03-2026		As at 31-03-2025	
	No. of Shares	% of Share holding	No. of Shares	% of Share holding
(a) Tamilnadu Industrial Investment Corporation Limited	9000000	14.270	9000000	14.270
(b) Ponni Sugars (Erode) Ltd (Associate)	8840905	14.018	8840905	14.018
(c) Synergy Investments Pte Ltd	7738475	12.270	7738475	12.270
(d) Time Square Investments (P) Ltd	6442502	10.215	6387502	10.128
(e) Atyant Capital India Fund I	3383140	5.364	3383140	5.364

SESHASAYEE PAPER AND BOARDS LIMITED

d) Shareholding of Promoters

S. No.	Promoter name	As at 31-03-2026			As at 31-03-2025		
		No. of Shares	% of total shares	Change in %	No. of Shares	% of total shares	Change in %
1	Ponni Sugars (Erode) Limited	8840905	14.018	—	8840905	14.018	—
2	Synergy Investments Pte Limited	7738475	12.270	—	7738475	12.270	—
3	Time Square Investments Private Limited	6442502	10.215	0.087	6387502	10.128	0.015
4	Dhanashree Investments Private Limited	3040047	4.820	0.121	2963307	4.699	0.019
5	Ultra Investments and Leasing Co.Pvt Ltd	927280	1.470	0.001	926480	1.469	—
6	High Energy Batteries (India) Limited	106645	0.169	—	106645	0.169	0.087
7	SPB Projects and Consultancy Limited	11360	0.018	—	11360	0.018	—
8	N Gopalaratnam	78155	0.124	—	78155	0.124	—
9	K S Kasi Viswanathan **	0	0.000	-0.005	2910	0.005	—
10	Rajam Kasi Viswanathan **	3410	0.005	0.005	0	0.000	—
		27188779	43.110	0.209	27055739	42.901	0.121

The above % holdings of Share Capital and the reconciliation of Share Capital is presented without netting off the shares held by SPB Equity Shares Trust.

** Due to demise of Sri K S Kasi Viswanathan and subsequent transmission of shares held by him, his wife Mrs. Rajam Kasi Viswanathan has become part of Promoter / Promoter Group of Company.

14 OTHER EQUITY

Please refer (B) OTHER EQUITY in CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Description of nature and purpose of each reserve :

General Reserve

General Reserve is created from time to time by way of transfer of profits from retained earnings for appropriation purposes. General Reserve is created by a transfer from one component of Equity to another and is not an item of Other Comprehensive Income. It is a free reserve created by the Company and is available for distribution to the shareholders of the Company.

Capital Reserve

Capital Reserve primarily represents gain on Business Combination of a capital nature and is not available for dividend declaration.

Securities Premium Account

Securities Premium account records the premium component on issue of shares and can be utilised in accordance with the provisions of Companies Act, 2013.

Cash Flow Hedge Reserve

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recorded in Other Comprehensive Income and are accumulated as 'cash flow hedge reserve'. This reserve will be transferred to Statement of Profit and Loss, on expiry / settlement / closure / ineffectiveness of the hedge.

	As at 31-03-2026	As at 31-03-2025
	₹ crores	₹ crores
15 OTHER FINANCIAL LIABILITIES		
(Non-Current Financial Liabilities)		
Security deposits	15.67	16.88
	15.67	16.88
16 PROVISIONS		
(Non-Current Liabilities)		
a) Provision for Employee Benefits:		
Provision for Leave Encashment and Retirement Benefit	14.44	13.57
b) Others:		
Provision for Generation tax *	8.11	8.11
	22.55	21.68
* Provisions made during the Year	1.23	1.16
* Settled during the Year	1.23	1.16

SESHASAYEE PAPER AND BOARDS LIMITED

17 DEFERRED TAX LIABILITY (NET)

₹ crores

Particulars	As at 01-04-2025	Recognised in		As at 31-03-2026
		Statement of P&L during 2025-26	OCI 2025-26	
Deferred Tax Liabilities				
Difference between WDV of PPE as per the books of accounts and Income Tax Act, 1961.	125.01	(-) 1.15	—	123.86
Deferred Tax Assets				
Expenses allowable for tax purpose on payment basis	(-) 6.35	(-) 1.23	—	(-) 7.58
Taxes on Items of Other Comprehensive Income	11.11	—	(-) 2.71	8.40
Deferred Tax Liability	129.77	(-) 2.38	(-) 2.71	124.68

Particulars	As at 01-04-2024	Recognised in		As at 31-03-2025
		Statement of P&L during 2024-25	OCI 2024-25	
Deferred Tax Liabilities				
Difference between WDV of PPE as per the books of accounts and Income Tax Act, 1961.	126.59	(-) 1.58	—	125.01
Deferred Tax Assets				
Expenses allowable for tax purpose on payment basis	(-) 6.81	0.46	—	(-) 6.35
Taxes on Items of Other Comprehensive Income	7.88	—	3.23	11.11
Deferred Tax Liability	127.66	(-) 1.12	3.23	129.77

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026 ₹ crores	As at 31-03-2025 ₹ crores
18 BORROWINGS		
Secured loans repayable on demand		
From Banks		
PCFC / Export Packing Credit	—	81.86
	<u>—</u>	<u>81.86</u>
Please refer Note No.36(B)(3)(i) for security details for the Short-term Borrowings		
19 TRADE PAYABLES		
a) Total outstanding dues of Micro and Small Enterprises	40.93	48.19
b) Total Outstanding dues of creditors other than Micro and Small Enterprises	198.07	198.45
	<u>239.00</u>	<u>246.64</u>
Unbilled and accrued expenses / liabilities included under 'Not Due'	66.26	97.14
Unadjusted credits, adjustable against Trade Receivables, grouped under Trade Payables	37.63	22.94
* For dues to Related Parties - (refer note 38)		
19 (i) The classification of the suppliers under Micro, Small and Medium Enterprises Development Act, 2006 is made on the basis of information made available to the Company.		
(ii) Disclosure requirement as required under Micro, Small and Medium Enterprises Development Act, 2006 is as follows		

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026	As at 31-03-2025
a) Principal amount and the interest due thereon remaining unpaid to each supplier at the end of each accounting year.	40.93	48.19
b) Interest paid by the Company in terms of section 16 of Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year.	Nil	Nil
c) Interest due and payable for the year of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro, Small and Medium Enterprises Development Act, 2006.	Nil	Nil
d) Interest accrued and remaining unpaid at the end of each accounting year	Nil	Nil
e) Interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise	Nil	Nil

19 (iii) - Trade Payables - Ageing Schedule as on 31-03-2026

₹ crores

Particulars	Not Due	Outstanding from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Micro and Small Enterprises (MSE)	40.93	-	-	-	-	40.93
(ii) Others	182.38	14.25	0.72	0.71	0.01	198.07
(iii) Disputed dues - MSE	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-
Total	223.31	14.25	0.72	0.71	0.01	239.00

Trade Payables Ageing Schedule as on 31-03-2025

₹ crores

Particulars	Not Due	Outstanding from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Micro and Small Enterprises (MSE)	48.19	-	-	-	-	48.19
(ii) Others	188.64	7.97	1.00	0.34	0.50	198.45
(iii) Disputed dues - MSE	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-
Total	236.83	7.79	1.00	0.34	0.50	246.64

SESHASAYEE PAPER AND BOARDS LIMITED

	As at 31-03-2026	As at 31-03-2025
	₹ crores	₹ crores
20 OTHER FINANCIAL LIABILITIES		
(Current Financial Liabilities)		
Interest Accrued but not due	—	0.11
Unpaid Dividends *	1.24	1.39
Others:		
- Payable for capital expenditure	2.87	1.62
- Security Deposit	2.40	0.66
- Retention Monies	5.23	6.59
- Employees dues	25.12	12.34
- Fair valuation of derivatives	—	1.46
	<u>36.86</u>	<u>24.17</u>
* Dues for transfer to IEPF as at the end of the year	Nil	Nil
21 OTHER CURRENT LIABILITIES		
Other liabilities:		
(a) Advances received from Customers #	1.22	1.37
(b) Statutory Liabilities	8.41	4.38
	<u>9.63</u>	<u>5.75</u>
# Revenue recognised during the year from the Opening Advances	1.37	2.02
22 CURRENT PROVISIONS		
Provision for Employee Benefits:		
Provision for Gratuity, Leave Encashment and Retirement Benefit	9.06	3.48
	<u>9.06</u>	<u>3.48</u>
23 CURRENT TAX LIABILITIES		
Income Tax (net) **	2.41	3.14
	<u>2.41</u>	<u>3.14</u>
** Net of provision for uncertainty expected in allowance of incomes claimed as not taxable.	2.69	2.69

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026		Year ended 31-03-2025	
	₹ crores	₹ crores	₹ crores	₹ crores
24 REVENUE FROM OPERATIONS				
A) REVENUE FROM SALE OF PRODUCTS				
Paper and Paper Boards				
India	1502.61		1454.71	
Rest of the World	157.86		243.51	
		1660.47		1698.22
Stock in Trade				
India		29.78		32.11
Service - Rent				
India		0.28		0.27
		1690.53		1730.60
Break-up of Revenue from Sale of Products and Services - Transacted Price and adjustments				
Sales Value at Transacted price		1802.03		1838.29
Less : Adjustments:				
Cash Discount		35.88		36.41
Other Discounts / Incentives		75.62		71.28
		111.50		107.69
		1690.53		1730.60
B) OTHER OPERATING INCOME				
Export Benefits / Incentives		3.00		4.99
Others		16.92		18.79
		19.92		23.78
		1710.45		1754.38
25 OTHER INCOME				
(a) Interest Income				
- On financial assets carried at Amortised Cost		46.63		60.21
- On Income tax refund		—		4.19
(b) Dividend Income from Equity Investments measured at fair value through OCI		1.73		1.33
(c) Others		0.39		2.87
		48.75		68.60

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026		Year ended 31-03-2025	
	₹ crores	₹ crores	₹ crores	₹ crores
26 COST OF MATERIALS CONSUMED				
Raw material				
i) Wood	517.40		505.99	
ii) Bagasse	37.21		26.62	
iii) Purchased Pulp	132.08		196.76	
iv) Waste Paper	69.09		65.15	
	<u>755.78</u>		<u>794.52</u>	
Feeding and other Charges	10.70		9.67	
		766.48		804.19
Chemicals & Consumables @		301.52		300.21
Packing Materials		38.05		39.58
		<u>1106.05</u>		<u>1143.98</u>
@ Includes provision for non-moving inventory		0.60		0.55
@ Reversal of Write down of inventory		Nil		Nil
27 PURCHASES OF STOCK-IN-TRADE				
Notebook & Paper		1.16		7.16
Petroleum Products		27.02		26.76
		<u>28.18</u>		<u>33.92</u>
28 CHANGES IN INVENTORIES OF FINISHED GOODS, STOCK-IN-TRADE AND WORK-IN-PROGRESS				
Opening stock				
- Finished goods	137.72		91.57	
- Work-in-Progress	17.48		9.61	
- Stock-in-Trade	3.37		0.58	
		<u>158.57</u>		101.76
Closing stock				
- Finished goods	120.70		137.72	
- Work-in-Progress	28.63		17.48	
- Stock-in-Trade	2.61		3.37	
		<u>151.94</u>		158.57
		<u>6.63</u>		<u>(-) 56.81</u>
29 EMPLOYEE BENEFITS EXPENSE				
Salaries and wages		86.19		96.92
Contribution to Provident & other Funds (Refer Note No.1.7)		8.97		8.54
Staff welfare Expenses		8.41		7.86
		<u>103.57</u>		<u>113.32</u>

SESHASAYEE PAPER AND BOARDS LIMITED

	Year ended 31-03-2026		Year ended 31-03-2025	
	₹ crores	₹ crores	₹ crores	₹ crores
30 FINANCE COSTS				
Interest on financial liabilities carried at amortised cost (Effective interest rate method)				
- Interest on borrowings	3.28		3.80	
Interest on Security Deposits measured at amortised Cost	2.01		2.03	
Exchange differences regarded as an adjustment to borrowing costs	3.45		2.55	
Other borrowing costs	0.02		0.05	
	<u>8.76</u>		<u>8.43</u>	
31 DEPRECIATION AND AMORTISATION EXPENSE				
Depreciation on Property, Plant and Equipment (Refer Note No. 2)	44.61		44.89	
Amortisation on Intangible assets (Refer Note No. 2(B))	0.37		0.35	
Depreciation on investment property (Refer Note No. 2(C))	0.03		0.04	
	<u>45.01</u>		<u>45.28</u>	
32 OTHER EXPENSES				
Power and Fuel				
- Purchased Power	55.74		76.97	
- Consumption of Fuel	147.29		165.51	
- Generation Tax	1.24		1.17	
		<u>204.27</u>		243.65
Repairs and Maintenance				
- Buildings	6.62		6.59	
- Plant & Machinery	35.88		44.54	
- Others	5.32		3.60	
		<u>47.82</u>		54.73
Insurance	5.46		3.94	
Rent, Rates and Taxes	8.01		4.67	
Selling and Distribution Expenses	63.15		60.16	
Net foreign exchange loss	3.25		1.26	
Auditors' remuneration (Refer Note No. 34 (A))	0.37		0.37	
Corporate Social Responsibility expenses (Refer Note No. 34 (C))	6.43		6.76	
Miscellaneous	31.34		33.02	
	<u>370.10</u>		<u>408.56</u>	

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	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
33 TAX EXPENSE		
(A) The major components of Income Tax expense for the year are as under:		
Tax expenses recognised in the Statement of Profit and Loss		
Current Tax		
Current tax on the Taxable income for the year	26.28	34.60
Tax relating to earlier years	—	(-) 10.16
	26.28	24.44
Deferred Tax comprises:		
Deferred Tax Liability on account of depreciation	(-) 1.15	(-) 1.58
Disallowance of expenses Under Section 43B and other temporary difference	(-) 1.23	0.46
	(-) 2.38	(-) 1.12
Total Tax Expense	23.90	23.32
(B) Reconciliation of Tax expense and the accounting profit for the year is as under:		
Enacted income tax rate in India applicable to the Company *	25.17%	25.17%
Profit Before Tax	90.90	126.30
Tax expenses on Profit Before Tax at the enacted income tax rate in India	22.88	31.79
Tax effect of the amounts which are not deductible / (taxable) in calculating taxable income		
Tax on CSR activities	1.62	1.70
Tax On Dividend deducted u/s 80 M	(-) 0.43	(-) 0.33
Tax relating to earlier years	—	(-) 10.16
Other Differences	(-) 0.17	0.32
	1.02	(-) 8.47
Total Tax for the Year	23.90	23.32
Effective rate of tax	26.29%	18.46%
* Rate as per section 115 BAA of Income Tax Act, 1961.		
(C) Taxes on items of OCI:		
A Items that will not be reclassified to Profit or Loss		
Income Tax on Remeasurement of Defined Benefit Plans	0.70	(-) 0.47
Income Tax on Net Fair Value Gain/ (Loss) on Investment in Equity Instruments ^	2.01	(-) 2.76
B Items that will be reclassified to Profit or Loss	—	—
	2.71	(-) 3.23

^ includes ₹ 2.40 crores on account of tax recomputation due to change in rate of tax from 11.44% to 14.30% during FY 2024-25.

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	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
34 (A) PAYMENT TO AUDITORS		
Statutory Audit fees	0.27	0.27
Taxation Matters	0.02	0.02
Certification work	0.08	0.08
	0.37	0.37

34 (B) CWIP AGEING SCHEDULE

CWIP ageing Schedule as on 31-03-2026 :

		Amount in CWIP for a period of				₹ crores
Sl. No.	CWIP	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
1	Projects in Progress	47.43	41.53	3.76	0.19	92.91
2	Projects temporarily suspended	-	-	-	-	-
		47.43	41.53	3.76	0.19	92.91

CWIP ageing Schedule as on 31-03-2025 :

		Amount in CWIP for a period of				₹ crores
Sl. No.	CWIP	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
1	Projects in Progress	63.12	4.82	3.15	-	71.09
2	Projects temporarily suspended	-	-	-	-	-
		63.12	4.82	3.15	-	71.09

Project with cost/time overrun - Nil (Previous year Nil)

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	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
34 (C) CORPORATE SOCIAL RESPONSIBILITY EXPENSES		
Disclosure with regard to CSR activities		
(i) Gross amount required to be spent by the Company during the year	6.35	6.59
(ii) amount of expenditure incurred	6.43	6.76
(a) Construction/acquisition of any asset	2.86	1.71
(b) On purposes other than (ii) (a) above	3.57	5.05
(iii) shortfall at the end of the year	—	—
(iv) total of previous years shortfall	—	—
(v) reason for shortfall	NA	NA
(vi) nature of CSR activities		
a) Expenditure on running of schools and contribution to other educational institutions	2.65	2.92
b) Providing infrastructure facilities in nearby villages	1.19	1.28
c) Supply of drinking water to nearby villages	1.03	1.18
d) Promoting health care including preventive health care	0.87	1.27
e) Others	0.69	0.11
(vii) details of related party transactions	Nil	Nil
(viii) where a provision is made with respect to a liability incurred by entering into a contractual obligation, the movements in the provision during the year shall be shown separately	NA	NA

34. (D) ADDITIONAL REGULATORY INFORMATION:

a. Borrowings secured against current assets

The Quarterly returns or statements of current assets filed by the Company with Banks or financial statements are in agreement with the books of account.

b. Utilisation of borrowed funds and share Premium thro' intermediaries or for benefit of third party beneficiaries.

- i) 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 or any of such subsidiary and associates 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 or any of such subsidiary and associates ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- ii) No funds have been received by the Company, subsidiary and associate from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company subsidiary and associate 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. Fair value of investment property

Fair value as on 31-03-2026 is ₹ 59.82 Crores (Previous Year ₹ 59.69 Crores). Fair value is based on internal valuation and it is not based on valuation by a Registered Valuer as defined under Rule 2 of Companies (Registered Valuer and Valuation) Rules, 2017.

d. Other points

Sl. No.	Disclosure requirement as per amended Schedule III	Reason for non-disclosure
1	Revaluation of Property, Plant and Equipment and Right of use Assets	Not Applicable
2	Revaluation of intangible assets	Not Applicable
3	Loans or advances in the nature of loans are granted to promoters, directors, KMPs and the related parties	Nil
4	Intangible Assets under development	Nil
5	Details of benami property held	Nil
6	Willful defaulter	No
7	Relationship with struck off companies	Nil transaction
8	Compliance with number of layers of Companies	Not Applicable
9	Compliance with approved scheme (s) of Arrangement	Not Applicable
10	Undisclosed income	Nil
11	Details of Crypto Currency or Virtual Currency	The Company has not done any trade on / investment in Crypto Currency or Virtual Currency.
12	Shares in respect of each class in the company held by its holding company or its ultimate holding company including shares held by or by subsidiaries or associates of the holding company or the ultimate holding company in aggregate	NIL
13	Buy back of shares during preceding 5 Previous Years as at which the Balance Sheet is prepared	NIL
14	Shares have been reserved for issue under options and contracts/commitments for the sale of shares/ disinvestment.	NIL
15	Shares allotted as fully paid up pursuant to contracts without payment being received in cash, during preceding 5 Previous Years.	NIL
16	Shares allotted as fully paid up by way of bonus shares, during preceding 5 Previous Years.	NIL

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	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
35 CONTINGENT LIABILITIES AND COMMITMENTS		
(A) Holding Company		
a. Contingent Liabilities		
Claims against the company not acknowledged as debts:		
(i) Demands for various years relating to Central excise, Customs duty, Service tax, VAT and GST contested in appeal (Refer Note -1 given below)	1.57	7.05
(ii) Differential duty on Coal imported and consequent penalty contested before CESTAT, Chennai	21.64	21.64
(iii) Demand by Public Works department based on Sanctioned quantity of water as against actual water drawn contested in writ petition before Hon'ble High Court of Madras.	33.31	31.76
(iv) Demand towards energy charges(Start-up Power) as per TNERC order contested in writ petition before Hon'ble High Court of Madras.	—	4.63
(v) Partial Disallowance of the claim w.r.t arm's length price and consequent disallowance under Section 80IA of the Income Tax Act, 1961.	—	11.72
(vi) Demand raised by GST and Central Excise Department - 5 years Audit observations on Input tax credit disputed, Applicability of RCM on Import of Service and Dispute on GST on Canteen Services	—	8.13
(vii) Other - Demand contested.	—	0.18
b. Commitments		
(i) Estimated amount of contracts remaining to be executed on capital account and not provided for	48.21	43.81
Note - 1 - Includes the following :		
a) Alleged Irregular Availment of CENVAT Credit of CVD on Import Coal; matter pending before CESTAT, Chennai	0.00	5.11
b) Disputed Service Tax Credit b/fd into GST Tran -1 Credit; Fresh demand raised by GST Authorities post settlement under Sabkha Viswas Scheme; matter pending before Hon'ble High Court of Madras.	1.29	1.29
c) DEPB licences purchased and utilised were disallowed; matter pending before CESTAT, Chennai	—	0.37
d) Others	0.28	0.28
(B) Subsidiary Company	Nil	Nil
(C) Associate Company (Holding Company's share)		
a. Contingent Liabilities		
Claims against the company not acknowledged as debts:		
(i) Tariff for power production exceeding 60% PLF		
- Revenue recognised during the year	0.82	0.43
- Aggregate Revenue recognised till close of the year	2.76	1.94
(ii) Parallel operation charges		
- Derecognition of past liability	1.59	—
- Aggregate till close of the year	1.70	—
(iii) Others	—	—
b. Commitments		
(i) Contracts for purchase of Sugarcane	54.19	44.79
(ii) Estimated amount of contracts remaining to be executed on capital account and not provided for	1.36	0.86

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36 (A) CATEGORY - WISE CLASSIFICATION OF FINANCIAL INSTRUMENTS

₹ crores

	Refer Note	Fair Value Hierarchy	Non Current		Current	
			As at 31.03.2026	As at 31.03.2025	As at 31.03.2026	As at 31.03.2025
Financial Assets measured at Fair Value through Profit or Loss (FVTPL)			—	—	—	—
Financial Assets measured at Fair Value through Other Comprehensive Income (FVTOCI)						
Investments in quoted equity shares *	3(A)(a)	Level-1	150.54	163.96	—	—
Investments in Unquoted equity shares	3(A)(b)	Level-3	0.11	0.11	—	—
Financial Assets measured at cost / amortised cost						
Trade Receivables	7		—	—	190.14	148.16
Cash and Cash Equivalents	8		—	—	7.83	13.20
Bank balances other than Cash And Cash Equivalents	9		—	—	138.24	659.73
Other Financial Asset	4/10	Level-1, 3	506.20	25.30	0.82	1.29
Financial Liabilities measured at Fair Value through Profit and Loss			—	—	—	—
Financial Liabilities measured at cost / amortised cost						
Borrowings from Banks	18		—	—	—	81.86
Trade Payables	19		—	—	239.00	246.64
Other Financial Liabilities	15/20					
Interest accrued			—	—	0.00	0.11
Unpaid / Unclaimed Dividend			—	—	1.24	1.39
Payable towards capital expenditure			—	—	2.87	1.62
Security Deposit		Level-1	15.67	16.88	2.40	0.66
Retention Monies			—	—	5.23	6.59
Employees Dues			—	—	25.12	12.34
Fair Valuation of Derivatives			—	—	—	1.46

** Investments in these equity shares are not held for trading. Upon the application of IndAS 109-Financial instruments, the Company has chosen to measure these investments in equity instruments at FVTOCI irrevocably as the management believes that presenting fair value gains and losses relating to these Investments in the Profit or Loss may not be indicative of the performance of the Company.*

1. The fair value of quoted investment in quoted equity shares measured at quoted price.
2. In case of trade receivables, cash and cash equivalents, trade payables, short term borrowings and other financial assets and liabilities it is assessed that the fair values approximate their carrying amounts largely due to the short-term maturities of these instruments.
3. The fair values of the financial assets and financial liabilities included above have been determined in accordance with 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 counterparties.

36 (B) FINANCIAL RISK MANAGEMENT - OBJECTIVES AND POLICIES

The Company's operational activities expose to various financial risks i.e. market risk, credit risk and risk of liquidity. The Company realises that risks are inherent and integral aspect of any business. The primary focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance.

The Company's financial assets comprise mainly of cash and cash equivalents, other balances with banks, trade receivables, other receivables and investments.

The Company has financial risk exposure in the form of market risk, credit risk and liquidity risk. The risk management policies of the Company are monitored by the Risk Management Committee of the Board of Directors. The present disclosure made by the Company summarizes the exposure to the financial risks.

1. Market Risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Financial instruments affected by market risk include loans and borrowings, deposits, investments, and derivative financial instruments. Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Regular interaction with bankers, intermediaries and the market participants help us to mitigate such risk.

a) Interest Rate Risk exposure

The risk is that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's financial liabilities comprise mainly of trade payables and other payables. The Company has NIL Term Loan and working capital borrowings from Banks / any Financial Institutions as on March 31, 2026 (Term Loan Outstanding as on 31.03.2025 : NIL; Working Capital PCFC Loans Outstanding as on 31.03.2025 : ₹ 81.86 crores). Hence the Company doesn't have any financial liability and allied risk on this account. The Company has not entered into any of the interest rate swaps.

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The exposure of the Company's borrowing to interest rate changes at the end of the reporting period are as follows:

	31-Mar-2026	31-Mar-2025
	₹ crores	₹ crores
Variable Rate Borrowings	—	81.86
Fixed Rate Borrowings	—	—
	—	81.86

As at the end of the reporting period, the company had the following variable rate borrowings outstanding.

	31-Mar-2026	31-Mar-2025
i. Weighted average interest rate (%)	—	4.9
ii. Balance (₹ crores)	—	81.86
iii. % of Total Loan	—	100

The Company is however exposed to the risk of interest rate fluctuations on the rate of return on fixed deposits of ₹ 612.27 crores as on 31.03.2026 (excluding accrued interest), maintained by the company with State Bank of India (SBI), HDFC Bank Limited and Kotak Mahindra Bank (Fixed Deposit balance as at 31.03.2025 – ₹ 642.23 crores).

Interest Rate Sensitivity analysis

	Impact on Profit before tax	
	31-Mar-2026	31-Mar-2025
	₹ crores	₹ crores
Interest rates - increase by 50 basis points	(-) 0.29	(-) 0.30
Interest rates - decrease by 50 basis points	0.29	0.30

The Company's investment in fixed deposit with banks is only on Fixed Interest Rate Terms and hence, there is no exposure to future interest rate movement.

b) Foreign currency risk exposure

The Company imports coal, pulp, waste paper and other stores & spares for which payables are denominated in foreign currency. The Company is exposed to foreign currency risk on these transactions. The Company, in general, follows a conservative and sound policy by entering into simple Forward Exchange Contracts to hedge the foreign currency risk whose maturity is coterminous with the maturity period of the foreign currency liabilities (underlying).

The Company had Foreign Exchange liability for US \$ 9.33 Mn as on 31st March 2026 (Previous Year –US \$ 19.20 Mn) of which US \$ 4.20 Mn (Previous Year –US \$ 9.64 Mn) is hedged with forward contracts, leaving US \$ 5.13 Mn (Previous Year –US \$ 9.56 Mn) as unhedged but fully matched with unhedged anticipated export collections.

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The Company is also exposed to foreign currency risk on its Exports. As on March 31, 2026, the Company had Export Receivables in Foreign Currency amounting to US \$ 1.59 Mn. (Previous Year –US \$ 2.49 Mn), of which US \$ 0.5 Mn (Previous Year: US \$ Nil Mn) is hedged with forward contracts on cash flow basis. The company has a Forex policy dealing specifically with measurement and reporting of both “Net unhedged exposures” and “Stop loss” limits. The compliance to this policy on a daily basis is audited by the Internal Auditor and reported to the Audit Committee.

Forward Contract Obligations pending as at the end of the reporting period:

	As at 31-03-2026 Mn US \$	As at 31-03-2025 Mn US \$
Payment Obligations, towards Imports, hedged with Forward Contracts under		
- Fair Value Approach	4.2	9.64
- Cash Flow Approach	–	–
Export Realizations hedged with Forward Contract under		
- Fair Value Approach	–	–
- Cash Flow Approach	0.50	–

c) Commodity price risk

The Company is exposed to the movement in price of key input materials in domestic and international markets. The Company has in place policies to manage exposure to fluctuations in the prices of the key raw materials used in operations. The Company manages fluctuations in raw material price through hedging in the form of advance procurement when the prices are perceived to be low, in order to keep raw material prices under check, to the extent possible.

d) Other price risk

Other price risk is the risk that the fair value of a financial instruments will fluctuate due to changes in market traded prices. The Company’s equity investment in its subsidiary and associate is for strategic purposes and not held for trading. They are carried at cost and are hence not subjected to price related risk. Other investments in equity instruments are held with a view to hold them for a long-term basis and not held for trading. The investments are in fundamentally strong companies and temporary fluctuations in price do not attribute any investment risk. (Refer Note No.3 for details on Investments)

e) Competition and Price risk

The Company faces competition from local and foreign competitors. Nevertheless, it believes that it has competitive advantage in terms of the wide spread of product offerings, good quality products and continuous upgrading its expertise to meet the needs of its customers.

2. Credit Risk

The credit risk refers to risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. Credit risk arises primarily from financial assets such as trade receivables, other balances with banks and other receivables.

The credit risk arising from the exposure of investing in other balances with banks and bank balances is limited and there is no collateral held against these because the counterparties are public sector banks / AAA rated private sector banks.

The Company sells its products through appointed indentors. The Company has established a credit policy under which every indentor is analysed individually for creditworthiness. Each indentor places security deposit in the Company, based on the quota allocated to him. Though the invoices are raised on the individual customer, the indentor is responsible for the collection and in case of default by the customer, the dues from the customer are withheld / adjusted against the payables to indentor. Over 20% of the receivables as on 31.03.2026 (Previous Year 26%) is covered by the credits available with the Company against indentors account. The balance receivables are insured with Trade Credit Insurance programs offered by a premier Indian Insurance Company. Thus, the credit risk is mitigated in full.

Exports are, in general, made against advances received or terms with payment against documents. The Company has also covered the residual risk with a credit insurance from a premier Indian Insurance Company. Hence, the credit risk in respect of its exports is fully covered.

For trade receivables, as a practical expedient, the Company computes the credit loss allowance if there is life-time expected credit losses.

3) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. Liquidity risk may result from an inability to sell a financial asset quickly to meet obligations when due. The Company's exposure to liquidity risk arises primarily from mismatches of maturities of financial assets and liabilities.

The Company manages the liquidity risk by (i) maintaining adequate and sufficient cash and cash equivalents including investments in fixed deposits with banks (ii) making available the funds from realizing timely maturities of financial assets to meet the obligations when due. The management monitors rolling forecast of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows. Also, the Company manages the liquidity risk by projecting cash flows considering the level of liquid assets necessary to meet the obligations by matching the maturity profiles of financial assets and financial liabilities and monitoring balance sheet liquidity ratios. Further, the liquidity risk management involves matching the maturity profiles of financial assets and financial liabilities.

i. Financial arrangements

The Company has access to the following undrawn borrowing facilities at the end of the reporting period:

	31-Mar-2026	31-Mar-2025
	₹ crores	₹ crores
Expiring within one year	240.00	158.14
Expiring beyond one year	—	—
	240.00	158.14

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The Company makes an annual / long term financial plan so as to ensure there are no maturity mismatches in settlement of liabilities.

Working Capital borrowing facilities (₹ 25 crores, ₹ 150 crores and ₹ 40 crores of Fund Based Limits sanctioned by HDFC, State Bank of India and Kotak Mahindra Bank Limited respectively; ₹ 25 crores and ₹ 50 crores of Non-Fund Based Limits sanctioned by HDFC and State Bank of India respectively) secured by :

- Hypothecation of stocks of Raw Materials, Stores, Spares, Chemicals and others, including Goods-in-Transit, Stock-in-Trade, Stock-in-Process, Finished Goods and Book Debts of the Company
- Second charge, by way of hypothecation of movable fixed assets of the Company, consisting of plant and machinery, fixtures and fittings.

Period and amount of default in respect of above said borrowing facilities: NIL

The Company is not a Large Corporate as per the applicability criteria given under the Chapter XII of SEBI Operational Circular SEBI/HO/DDHS/P/CIR/2021/ 613 dated August 10, 2021 (as updated on 13th April 2022).

- ii) The table below summarises the maturity profile remaining contractual maturity period at the Balance Sheet date for its non-derivative financial assets and liabilities-

As at 31st March 2026

₹ crores

Particulars	0-1 year	1-3 years	More than 3 years	Total
Financial assets				
Trade receivables	190.14	-	-	190.14
Fixed deposit	137.02	489.36	-	626.38
Investments	-	-	305.03	305.03
Others	17.66	-	-	17.66
Financial Liabilities				
Trade payables	239.00	-	-	239.00
Borrowings	-	-	-	-
Others	36.86	-	15.67	52.53

As at 31st March 2025

₹ crores

Particulars	0-1 year	1-3 years	More than 3 years	Total
Financial assets				
Trade receivables	148.16	-	-	148.16
Fixed deposit	658.36	9.63	-	667.99
Investments	-	-	277.53	277.53
Others	1.30	-	15.66	16.96
Financial Liabilities				
Trade payables	246.64	-	-	246.64
Borrowings	81.86	-	-	81.86
Others	24.17	-	16.88	41.05

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36 (C) CAPITAL MANAGEMENT

The Company adheres to a cautious capital management that seeks to trigger growth creation and maximization of shareholders' value. For the purpose of the Company's capital management, capital includes issued capital and all other equity reserves attributable to the shareholders of the Company. The Company has been funding its growth and acquisition plans and working capital requirements through a balanced approach of internal accruals and external debt from banks. The Company monitors the capital structure on the basis of net debt to equity ratio and maturity profile of the overall debt component of the Company.

The following table summarises the capital of the Company:

Particulars	Refer Note	As at 31-03-2026	As at 31-03-2025
		₹ crores	₹ crores
Equity		2041.97	1988.39
Debt		-	81.86
Cash and Bank Balances **		634.19	681.17
Cash and Bank Balances (Net off Debt)		634.19	599.31
Total Capital (Equity - Net Cash and Bank Balance)		1407.78	1389.08
Net Debt to Capital Ratio		0%	0%
** Cash and Bank Balances break up :			
(i) Cash and Cash Equivalents	8	7.83	13.20
(ii) Bank balances other than (i) above	9	138.24	659.73
(iii) Bank Deposits with more than 12 months Maturity	4b	489.36	9.63
		<u>635.43</u>	<u>682.56</u>
Less : Unpaid Dividend account balance	9a	1.24	1.39
		<u>634.19</u>	<u>681.17</u>

NOTE 36 (D): DIVIDEND

Dividend on equity shares paid during the year	15.77	31.53
Total	<u>15.77</u>	<u>31.53</u>

Proposed Dividend

The Board of directors at its meeting held on 12th May 2026 have recommended a payment of dividend of ₹ 2.00 per equity share of face value of ₹ 2 each for the financial year ended 31st March 2026. The same amounts to ₹ 12.61 crores.

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37 In respect of assets taken on lease no substantial risk and reward incidental to ownership of an asset has been obtained. All Lease agreements are cancellable at the option of the Company

Right to Use Assets	As on 31-03-2026	As on 31-03-2025
	₹ crores	₹ crores
Gross Block	0.14	0.14
Cumulative Depreciation	0.03	0.03
Liability at the end of the year :		
Current	—	—
Non-Current	—	—
Payment during the year	—	—

38 Information on Related party Transactions as Required by Ind AS 24-Related Party Disclosure.

A) Key Managerial Personnel- Whole Time Directors:

- Sri N Gopalaratnam, Chairman
- Sri Ganesh Balakrishna Bhadti, Executive Director (Operations & Projects)
- Sri S Srinivas, Director (Finance) and Secretary ^

^ Director appointed during the year

Non Executive Directors:

- Sri Mohan Verghese Chunkath, IAS (Retd.)
- Sri S Durgashankar
- Smt. Sheela Balakrishnan, IAS (Retd.)
- Dr C Chandramouli, IAS (Retd.)
- Sri TCA Renganathan
- Dr M SaiKumar, IAS *
- Sri Ritto Cyriac, IFS *
- Sri Kumar Jayant, IAS ^
- Sri Anurag Mishra, IFS ^
- Sri Ashish Kumar Srivatsava, IFS ^ *

* Directors retired during the year

^ Directors appointed during the year

Key Managerial Personnel - Other Employees: Nil

B) Entities where Directors have significant influence

- SPB Projects and Consultancy Limited (SPB-PC)
- Time Square Investments Private Limited (TSI)
- Dhanashree Investments Private Limited (DSI)
- Ultra Investments and Leasing Co. Private Limited (UIL)
- High Energy Batteries (India) Limited (HEB)
- SPB Equity Shares Trust
- WPS Pte Ltd, Singapore (Wholly owned subsidiary of Time Square Investments Private Limited)

SESHASAYEE PAPER AND BOARDS LIMITED

C) Transaction details (net of Taxes):

	Transaction amount		Amount outstanding on 31-03-2026
	2025-26 ₹ crores	2024-25 ₹ crores	
(a) Dhanashree Investments Private Limited			Liabilities : 0.304 (PY 0.296) crores Equity Shares (4.82%) (PY 4.70%)
- Rent and amenity charges	0.00	0.04	Payable : ₹ Nil (PY 0.003 crores)
- Dividend paid	0.74	1.48	
(b) Ultra Investments and Leasing Co. Private Limited			Liabilities : 0.093 crores Equity Shares (1.47%) ^^
- Reimbursement of expenses	-	0.001	
- Dividend paid	0.23	0.46	
(c) Time Square Investments Private Limited			Liabilities : 0.644 (PY 0.639) crores Equity Shares (10.22%) (PY 10.13%)
- Dividend paid	1.60	3.19	
(d) SPB Projects and Consultancy Limited			Assets : Investments in: 0.005 crores Equity Shares (16.67%) ^^
- Reimbursement of expenses	0.01	0.01	Liabilities : 0.0011 crores Equity Shares (0.02%) ^^
- Engineering and Technical Consultancy paid	0.89	0.78	
- Dividend paid	0.01	0.01	
(e) High Energy Batteries (India) Limited			Assets : Investments in: 0.161 (PY 0.159) crores Equity Shares (17.94%) (PY 17.80%)
- Sale of Goods			Liabilities : 0.01 crores Equity Shares (0.17%) ^^
- Dividend received	-	0.01	
- Dividend paid	0.03	0.03	
- Reimbursement of expenses	0.48	0.43	
- Transfer of Income	-	0.01	
(f) SPB Equity Shares Trust (Refer Note 1.13)			Liabilities : 0.284 crores Equity Shares (4.50%) ^^
- Dividend paid	0.71	1.42	Receivables : ₹ 0.83 crores ₹ 0.12 crs (31.03.2025)
- Transfer of Income	0.71	1.42	
(g) WPS Pte Ltd, Singapore			Liabilities : Nil
- Purchase of Materials	4.51	-	Receivables : Nil

^^ No change when compared to the balance as on 31.03.2025

SESHASAYEE PAPER AND BOARDS LIMITED

C) Transaction details (net of Taxes): (Contd.)

(h) Remuneration to Whole-time Directors :

	Sri N Gopalaratnam	Sri K S Kasi Viswanathan*	Sri Ganesh Balakrishna Bhadi	Sri S Srinivas #
	Chairman	Managing Director	Executive Director (Operations & Projects)	Director (Finance) and Secretary
	₹ crores	₹ crores	₹ crores	₹ crores
Current Year 2025-26				
Short term employee benefits	2.89	—	1.62	0.92
Post Employee benefits (gratuity) & Long term benefits (Superannuation fund)	0.19	—	0.04	0.02
Contribution to Provident Fund	0.12	—	0.08	0.04
	3.20	—	1.74	0.98
Payable as on 31-03-2026	1.24	—	0.48	0.26
* Office vacated due to his demise on 08.03.2025.				
# Appointed as Director (Finance) and Secretary w.e.f 10.05.2025				
Previous Year 2024-25				
Short term employee benefits	2.89	2.64	1.27	
Post Employee benefits (gratuity) & Long term benefits (Superannuation fund)	0.19	0.17	0.03	
Contribution to Provident Fund	0.12	0.10	0.06	
	3.20	2.91	1.36	
Payable as on 31-03-2025	1.06	0.93	0.37	
(i) Sitting fees and Commission to Non-Whole time Directors			2025-26	2024-25
			₹ crores	₹ crores
Sitting fees			0.50	0.50
Commission @			0.74	0.80
			1.24	1.30
Payable at the end of the year			0.65	0.68
@ Includes premium paid for Mediciam insurance policy taken by the Company for the benefit of Non-Executive Directors			0.04	0.06

SESHASAYEE PAPER AND BOARDS LIMITED

C) Transaction details (net of Taxes): (Contd.)

(j) Key Managerial Personnel - Other Employees :

	Sri S Srinivas Sr. Vice President - CFO & Company Secretary #		Sri K Narayanan ^ Company Secretary	
	2025-26	2024-25	2025-26	2024-25
	₹ crores	₹ crores	₹ crores	₹ crores
Short term employee benefits	0.06	0.61	—	0.19
Post Employee benefits (gratuity) and Long term benefits	0.01	0.02	—	0.01
Contribution to Provident Fund	-	0.04	—	0.01
	0.07	0.67	—	0.21
Payable at the end of the year	0.02	0.20	—	—

Appointed as Director (Finance) and Secretary w.e.f 10.05.2025 hence the remuneration as KMP (other Employee) pertains only to 39 days in FY 2025-26.

^ Vacated office on 31.12.2024.

39 EARNINGS PER SHARE

	Year ended 31-03-2026	Year ended 31-03-2025
Profit after Tax (₹ crores)	82.53	109.17
Weighted average no of Shares :		
Issued and paid-up Ordinary Shares as at beginning of the year *	63067560	63067560
Less : Investment by SPB Equity Shares Trust in the shares of the Company (Refer Note 1.13)	2840905	2840905
Weighted average number of shares as at period end for basic and diluted EPS	60226655	60226655
Basic earnings per share (₹)	13.70	18.13
Diluted earnings per Share (₹)	13.70	18.13

* 580 Equity Shares of M/s Seshasayee Paper and Boards Limited held by the wholly owned subsidiary is deducted herewith from the total issued, subscribed and paid up capital of the Company.

SESHASAYEE PAPER AND BOARDS LIMITED

40 Additional information on Net Assets and share of profits and other comprehensive income for year ended 31-03-2026

Name of the entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive Income		Share in total Comprehensive income	
	As % of consolidated net assets	Amount (₹ crores)	As % of consolidated profit or loss	Amount (₹ crores)	As % of consolidated OCI	Amount (₹ crores)	As % of consolidated Total Comprehensive Income	Amount (₹ crores)
Wholly owned Subsidiary								
- Esvi International (Engineers & Exporters) Limited	0.14	2.77	0.06	0.55	–	–	0.07	0.05
Associate								
- Ponni Sugars (Erode) Limited	6.29	128.40	18.82	15.53*	(-) 1.73	0.24	22.98	15.77

*The Company's share of profit from the Associate for the year amounting to ₹ 15.53 Crores (32.40% of net profits of the associate, after eliminating unrealised profits), as considered in the Consolidated Financial Statement, includes an amount of ₹ 16.73 Crores as share in exceptional item and net of ₹ 8.70 crores as share of tax expense relating to earlier years.

41 EMPLOYEE BENEFITS

(i) Defined Contribution Plans:

The Company makes Provident Fund and Superannuation Fund contributions which are defined contribution plans, for qualifying employees. Under the Schemes, the Company is required to contribute a specified percentage of the payroll costs to fund the benefits. The Company recognised ₹ 6.09 crores (Year ended March 31, 2025 ₹ 5.85 crores) for Provident Fund contributions and Nil (Year ended March 31, 2025 ₹ 0.27 crores) for Superannuation Fund contributions in the Statement of Profit and Loss. The contributions payable to these plans by the Company are at rates specified in the rules of the schemes.

(ii) Defined Benefit Plans:

Gratuity (Funded) and Retirement Benefit Scheme (Unfunded)

In respect of Gratuity, the most recent actuarial valuation of the plan assets and in respect of Gratuity and Retirement benefit Scheme the present value of the defined benefit obligation were carried out by actuarial valuation. The present value of the defined benefit obligation and the related current service cost and past service cost, were measured using the projected unit cost method. The following table sets forth the status of the Gratuity Plan and the Retirement benefit Scheme of the Company and the amount recognised in the Balance Sheet and Statement of Profit and Loss. The Company provides the gratuity benefit through annual contributions to the funds managed by the Life Insurance Corporation of India.

The Company is exposed to various risks in providing the above gratuity benefit and Leave encashment which are as follows:

41 EMPLOYEE BENEFITS (Contd.)

Interest Rate Risk:

The plan exposes the Company to the risk of fall in interest rates. A fall in interest rates will result in an increase in the ultimate cost of providing above benefit and will thus result in an increase in the value of the liability (as shown in financial statements).

Investment Risk:

The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

Salary Escalation Risk:

The present value of the defined benefit plan is calculated with the assumption of salary increase rate of plan participants in future, based on past experience. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.

Demographic Risk:

The Company has used certain mortality and attrition assumptions in valuation of the liability. The Company is exposed to the risk of actual experience turning out adverse compared to the assumptions.

General description	Post employment benefit			
	Gratuity - Funded plan		Retirement benefit Scheme - Non Funded plan	
	31-03-2026	31-03-2025	31-03-2026	31-03-2025
	₹ crores	₹ crores	₹ crores	₹ crores
(i) Changes in Defined Benefit Obligations				
Present Value - opening balance	47.90	46.39	2.01	1.89
Current Service Cost	2.63	2.67	0.10	0.10
Past Service Cost	—	—	0.40	—
Interest Cost	3.13	3.16	0.13	0.13
Actuarial (Gain) / Loss	3.02	(-) 1.77	(-) 0.08	0.07
Benefits paid	(-) 3.48	(-) 2.55	(-) 0.16	(-) 0.18
Present value - closing balance	53.20	47.90	2.40	2.01
(ii) Changes in the Fair Value of Plan Assets				
Opening Balance	46.96	45.33	—	—
Expected Return	3.08	3.11	—	—
Actuarial (gain) / loss	0.16	0.16	—	—
Contributions by employer	0.23	0.91	0.16	0.18
Benefits paid	(-) 3.48	(-) 2.55	(-) 0.16	(-) 0.18
Closing Balance	46.95	46.96	—	—
Actual return	3.24	3.27	—	—

SESHASAYEE PAPER AND BOARDS LIMITED

41 EMPLOYEE BENEFITS (Contd.)

General description	Post employment benefit			
	Gratuity - Funded plan		Retirement benefit Scheme - Non Funded plan	
	31-03-2026	31-03-2025	31-03-2026	31-03-2025
	₹ crores	₹ crores	₹ crores	₹ crores
(iii) Amounts recognised in the Balance Sheet (as at year end)				
Present Value of Obligations	53.20	47.90	2.40	2.01
Fair Value of Plan Assets	46.95	46.96	—	—
Net Asset / (Liability) recognised	(-) 6.25	(-) 0.94	(-) 2.40	(-) 2.01
(iv) Expenses recognised in the Profit and Loss account statement				
Current Service Cost	2.63	2.67	0.10	0.10
Past Service Cost	—	—	0.40	—
Interest on obligation	0.05	0.05	0.13	0.13
Total included in Employee benefit expense	2.68	2.72	0.63	0.23
(v) Expenses recognised in Other Comprehensive Income				
Remeasurement on the net defined benefit liability				
- Actuarial Gain and Losses arising from changes in experience adjustment	(-) 5.00	2.56	(-) 0.01	(-) 0.04
- Actuarial Gain and Losses arising from changes in financial Assumption	1.98	(-) 0.79	0.09	(-) 0.03
Return on plan assets	0.16	0.16	—	—
Net cost in Other Comprehensive Income	(-) 2.86	1.93	0.08	(-) 0.07
Asset information				
- Insurer managed	100%	100%	NA	NA
Principal actuarial assumptions				
Mortality	Indian assured Lives Mortality (2012-14)			
Discount rate(%)	7.25	6.79	7.25	6.79
Future Salary increase (%)	8.00	8.00	NA	NA
Expected Rate of return of plan assets (%)	7.25	6.79	NA	NA
Expected average remaining working lives of employees (years)	11.00	11.10	NA	NA
Expected contribution (₹ in crores)	3.00			

41 EMPLOYEE BENEFITS (Contd.)

The Company pays contributions to the insurer as determined by them. The insurance company has invested the plan assets in Government Securities, Debt Funds, Equity shares, Mutual Funds and Money Market Instruments. The expected rate of return on plan assets based on expectation of the average long term rate of return expected on investments of the fund during the estimated term of the obligation. Significant actuarial assumptions for the determination of the defined benefit obligation are as discussed above.

The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The results of sensitivity analysis is given below:

General description	Post employment benefit			
	Gratuity - Funded plan		Retirement benefit Scheme -Non Funded plan	
	31-03-2026	31-03-2025	31-03-2026	31-03-2025
	₹ crores	₹ crores	₹ crores	₹ crores
Discount Rate				
- 0.5% Increase	51.18	44.47	2.31	1.93
- 0.5% decrease	55.36	48.28	2.50	2.09
Salary Growth Rate				
- 0.5% Increase	55.38	48.29	—	—
- 0.5% decrease	51.14	44.44	—	—
Attrition Rate				
- 0.5% Increase	53.15	46.21	—	—
- 0.5% decrease	53.25	46.42	—	—

Sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet.

The Company has purchased insurance policy, which is basically a year-on-year cash accumulation plan in which the interest rate is declared on yearly basis and is guaranteed for a period of one year. The insurance Company, as part of the policy rules, makes payment of all gratuity outgoes happening during the year (subject to sufficiency of funds under the policy). The policy, thus, mitigates the liquidity risk. However, being a cash accumulation plan, the duration of assets is shorter compared to the duration of liabilities. Thus, the Company is exposed to movement in interest rate (in particular, the significant fall in interest rates, which should result in a increase in liability without corresponding increase in the asset).

The Company's best estimate of the contribution expected to be paid to the plan during the next year is ₹ 3.00 crores (Previous year Actual ₹ 0.23 crores).

— SESHASAYEE PAPER AND BOARDS LIMITED —

42 SEGMENT REPORTING

The Chairman, who is also the Whole time Director and KMP of the Company, has been identified as the Chief Operating Decision Maker. The CODM has considered only Paper as the operating segment as defined under Ind AS 108. The Company's operations primarily relate to Sale of Paper and Paper Boards.

Geographic location of customers	Year ended 31-03-2026	Year ended 31-03-2025
	₹ crores	₹ crores
Revenue From Sale of Products		
India	1532.67	1487.09
Rest of the World	157.86	243.51
	1690.53	1730.6

The Assets and Liabilities of the Company can not be identified to a specific segment since they are common in nature to all the reported segments.

43 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved for issue by the Board of Directors at their meeting held on 12th May 2026.

For SURI & CO
Chartered Accountants
Regn. No.004283S

N GOPALARATNAM
(DIN : 00001945)
Chairman

SRI MOHAN VERGHESE CHUNKATH
(DIN : 01142014)

SRI S DURGASHANKAR
(DIN : 00044713)

SANJEEV ADITYA M
Membership No.229694
Partner
UDIN: 26229694DNYXXG3689

GANESH BALAKRISHNA BHADTI
(DIN : 9634741)
Executive Director (Operations &
Projects)

SMT SHEELA BALAKRISHNAN,
(DIN : 05180044)

SRI T.C.A RANGANATHAN
(DIN : 03091352)

Chennai
May 12, 2026

S SRINIVAS
(DIN : 09713128)
Director (Finance) & Secretary

DR C CHANDRAMOULI
(DIN : 00345124)
Directors

