



Date: 11<sup>th</sup> February, 2026

<b>National Stock Exchange of India Limited,</b> Exchange Plaza, Plot No. C/1, G Block, Bandra Kurla Complex, Bandra (East), Mumbai - 400051  Scrip Symbol: <b>SHREEPUSHK</b>	<b>BSE Limited,</b> Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai - 400001  Scrip Code: <b>539334</b>
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Dear Sir/Madam,

**Subject: Investor Presentation – Q3 and 9M FY26**

Pursuant to Regulation 30 read with Regulation 46 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor presentation on the Q3 and 9M FY26 Performance of the Company.

The said presentation is also available on the website of the Company i.e. <http://www.shreepushkar.com>.

This is for your information and records.

Thanking you.

Yours faithfully,  
**For Shree Pushkar Chemicals & Fertilisers Limited**

**Pankaj Manjani**  
Company Secretary & Compliance Officer  
Encl.: as above



• Speciality Textile Dyes

.....Stable, Sustainable & Smart Chemistry Company.....

• Dyes Intermediates • Acids • Power • Animal Health & Nutrition



• Fertilisers

Works at - B- 102 / 103, D – 25, B – 97, D - 18, D - 10, MIDC Lote Parshuram, Taluka Khed, Dist. Ratnagiri  
Maharashtra, India.

GOTS / Approved

email: [info@shreepushkar.com](mailto:info@shreepushkar.com) • [www.shreepushkar.com](http://www.shreepushkar.com)

ZDHC gateway / Registered



**SHREE PUSHKAR**  
CHEMICALS & FERTILISERS LTD.

(BSE: 539334 | NSE: SHREEPUSHK)

## **Q3 and 9M FY26 Earnings Presentation**

**February 2026**

# Shree Pushkar: A Unique Zero Waste Company

## Division

### Fertilisers (48% FY25 Revenue)



#### Fertilisers

- Single Super Phosphate (SSP)
- Sulphate Of Potash
- Soil Conditioner
- Nitrogen Phosphorus Potassium (NPK)
- Complex Fertiliser (NPKS) (Upcoming)
- Farmers through 800 distributors across India

## Products

### Chemicals (52% FY25 Revenue)



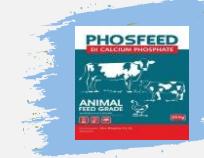
#### Dye Intermediates

- K- Acid
- Meta Ureido Aniline
- Vinyl Sulphone
- H- Acid
- R-Salt
- Manufacturers of Synthetic Dyes



#### Dye Stuff

- Specialty Dyes (Reactives)
- Bluesign Certification
- ZDHC Certification
- Dyeing of textiles, particularly for cellulosic fibers (cotton, flax, and wool)



#### Animal Health & Nutrition

- Animal Health Nutrition supplement feed
- ISI Certification
- Cattle & Poultry Feed manufacturers

### Acid Complex



#### Acid Complex

- Sulphuric Acid
- Oleum 23% & 65%
- Chloro Sulphonic Acid
- Thyonil Chloride
- Fertilisers Business
- Chemicals Business

## Customers

### 5,90,200 MTPA

(10,40,200 MTPA Post Expansion)

- Units 2,4 & 6 at Ratnagiri (Unit 6 - under expansion)
- Unit 7 at Deewanganj
- Unit 8 at Meghnagar (under expansion)
- Unit 9 at Hisar

### 1,27,460 MTPA

(1,99,460 MTPA Post Expansion)

- Units 1,3,5 & 6 at Ratnagiri (Unit 5 & 6 - under expansion)



**ZDHC gateway / Registered**



#### Existing Facilities

- 2 plants at Ratnagiri
- 1 plant at Hisar

#### Upcoming Facilities

- 2 plant at Ratnagiri
- 1 plant at Meghnagar

## Operations

### 7,17,660

Total Capacity (MTPA)

### 9.5 MW DC

Ahilyanagar  
Solar Power Plants

### 806.3

FY25 Revenue (Rs Cr)

### 11.6%

FY25 ROE

### 14.2%

FY25 ROCE

### (0.02)x

Net Debt/Equity

\* Unit 6 at Ratnagiri serves both Chemicals and Fertilisers divisions

## Zero-Waste, Integrated Manufacturing Model

- Interlinked manufacturing setup anchored by the Acid Complex, enabling seamless by-product utilization across divisions
- Integrated operations optimizing resource and raw material utilization while strengthening cost efficiency across the value chain
- Waste Heat Recovery Power Plant and zero-effluent discharge system improve energy utilization and promote sustainability

## Strategic Expansion & Self-Funded Growth

- Strategic growth plan at Meghnagar Unit 8, adding 3,00,000 MTPA capacity for the Complex Fertilisers
- Projects underway at Ratnagiri Units 5 and 6 adding 1,50,000 MTPA and 72,000 MTPA capacities across Fertilisers and Chemicals
- Growth to be funded through internal accruals and preferential allotment, reflecting strong cash flows and disciplined capital allocation

## Comprehensive Manufacturing & Distribution Network

- Manufacturing platform with 9 facilities across Maharashtra, Madhya Pradesh, and Haryana
- Multi-location presence near key end-use markets supported by 800+ distributors and 14 offices across India for wider market reach
- Geographical presence provides strong coverage across the northern, central, and parts of eastern and southern regions of India

## Sustainability-Led Efficiency & Renewables

- Established renewable base with an operational solar plant in Maharashtra generating 9.5 MWDC of energy
- Expansion underway with two additional solar units in Maharashtra and Haryana respectively, taking total capacity to 20.6 MWDC
- Renewable power and sustainability initiatives focused on zero-liquid discharge reduce grid dependence and carbon footprint

## Operational Efficiency & Financial Performance

- Sales volume of ~2.5 lakh MTPA across Chemicals and Fertilisers demonstrates scale and capacity utilisation
- FY25 Revenue Rs. 806 Cr (+11% YoY); EBITDA ₹83.9 Cr (+38% YoY; 10.4% margin); PAT ₹58.6 Cr (+58% YoY)
- FY25 ROE of 11% and ROCE of 14%, reflecting profitability and capital efficiency
- Maintains Rs. 176.75 Cr in non-lien deposits as on 31<sup>st</sup> December 2025



**Mr. Punit Makharia**  
Chairman and Managing Director

**4,50,000 MTPA**

Additional fertiliser capacity

**72,000 MTPA**

Additional chemical capacity

**11.1 MWDC**

Additional solar capacity

**Funding**

Internal accruals & preferential issue

*"Shree Pushkar continues to build on its momentum, delivering another quarter of strong performance. The Company delivered Revenue from Operations of Rs. 249 Cr, reflecting a growth of 14.6% YoY, driven by an increase in volumes sold and sales in the Chemical business. From a profitability perspective, we achieved EBITDA of Rs. 22 Cr, reflecting a margin of 8.9%, and a PAT of Rs. 18 Cr, a margin of 7.3%.*

*Regarding an update on our growth investment plans, Ratnagiri Unit 5 and Unit 6 are scheduled for commissioning in Q4 FY26. Additionally, at Meghnagar Unit 8, the Company has completed the land acquisition, commenced civil work, and is in the process of placing orders for critical plant and machinery.*

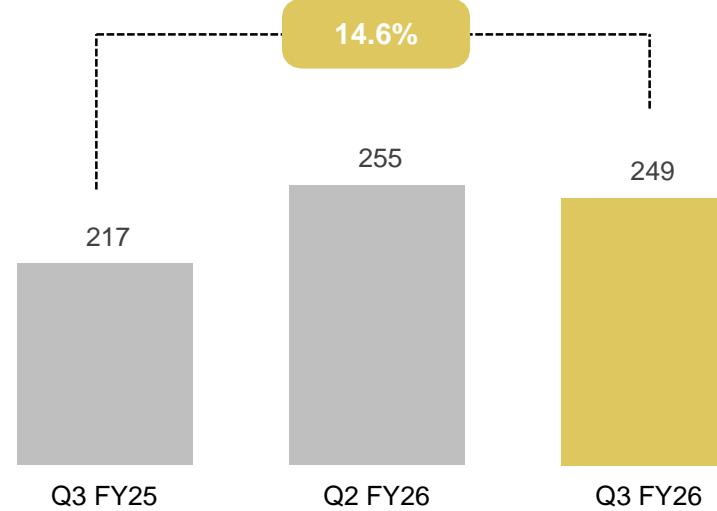
*Shree Pushkar is also committed to driving sustainable growth alongside its expansion plans. In line with this commitment, the Company currently operates a 9.5 MWDC solar plant, with capacity being expanded through two additional installations. Upon completion, the total solar capacity will reach 20.6 MWDC. These initiatives are a key part of our strategy to enhance energy self-reliance, reduce carbon emissions, and ensure long-term sustainability.*

*The Company has also incorporated a subsidiary in Bangladesh, Dyecol Bangladesh Limited. This subsidiary will serve as the representative and marketing office for the Company and will carry out related business activities in the country.*

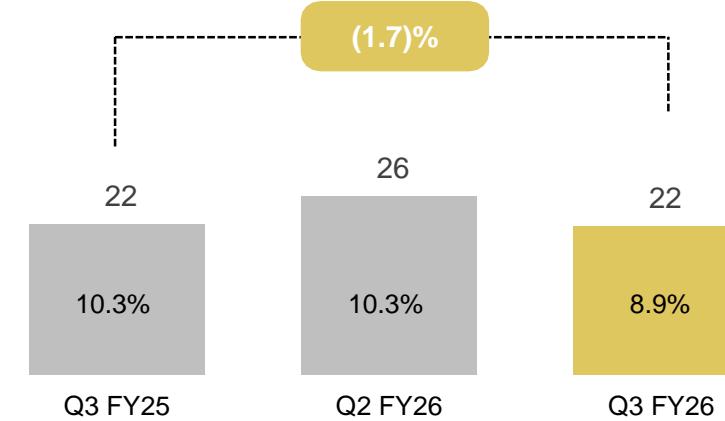
*During the quarter, the Company carried out a preferential allotment to the promoter. This marks the third preferential allotment by the Company, underscoring the promoter's continued confidence in Shree Pushkar's future prospects and its ongoing strategic growth plan."*

# Q3 FY26 Consolidated Financial Highlights

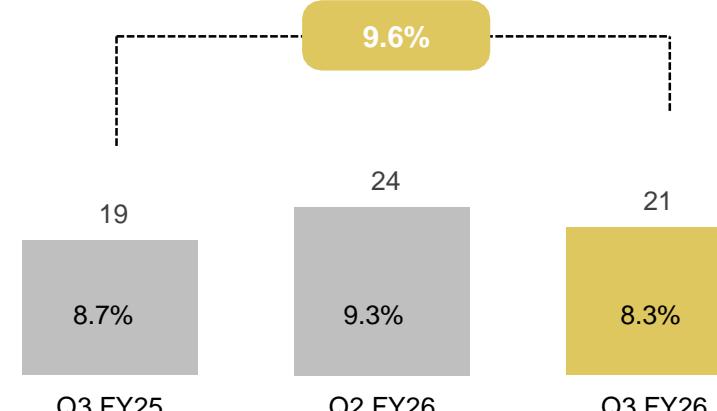
## Revenue



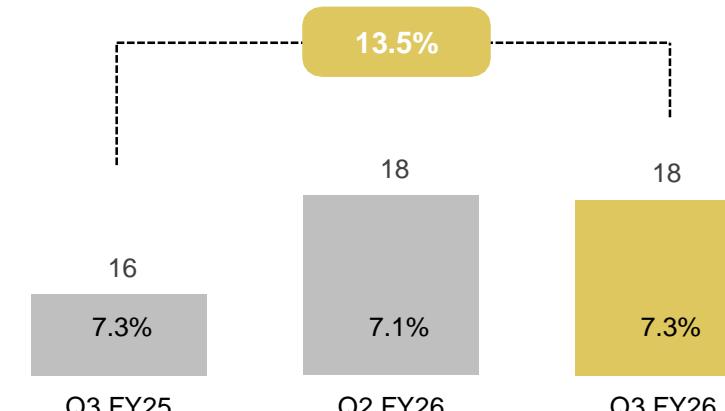
## EBITDA and Margin



## EBIT and Margin

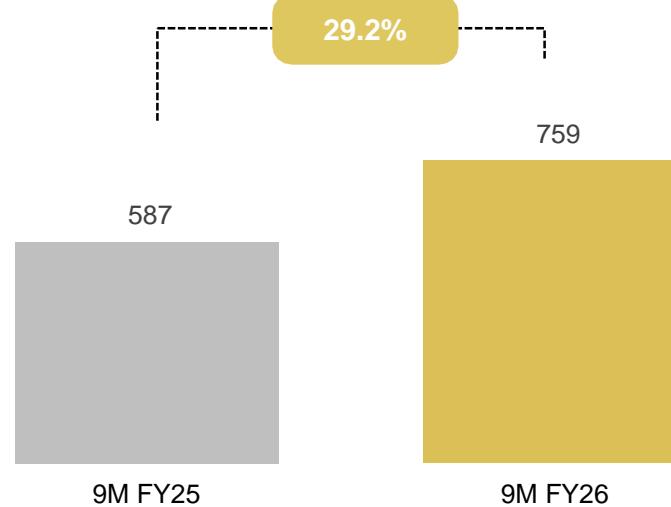


## PAT and Margin

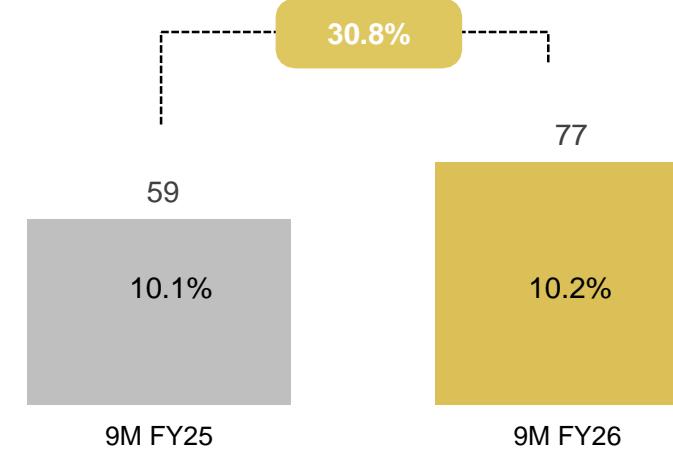


# 9M FY26 Consolidated Financial Highlights

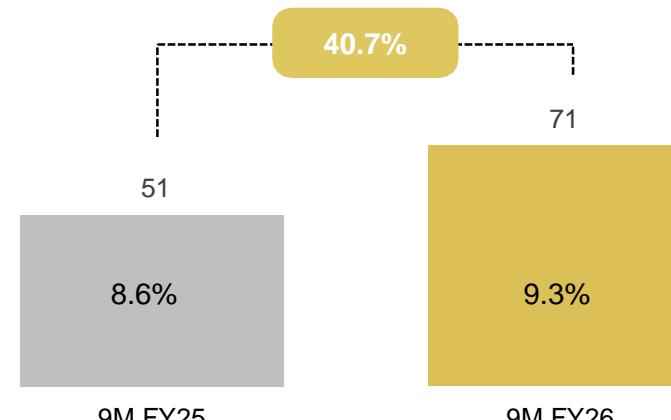
## Revenue



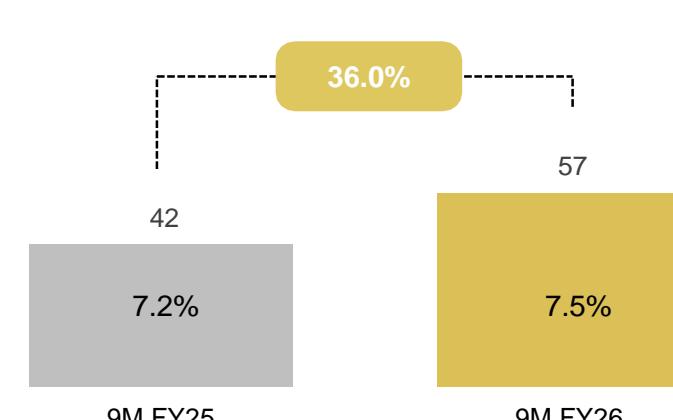
## EBITDA and Margin



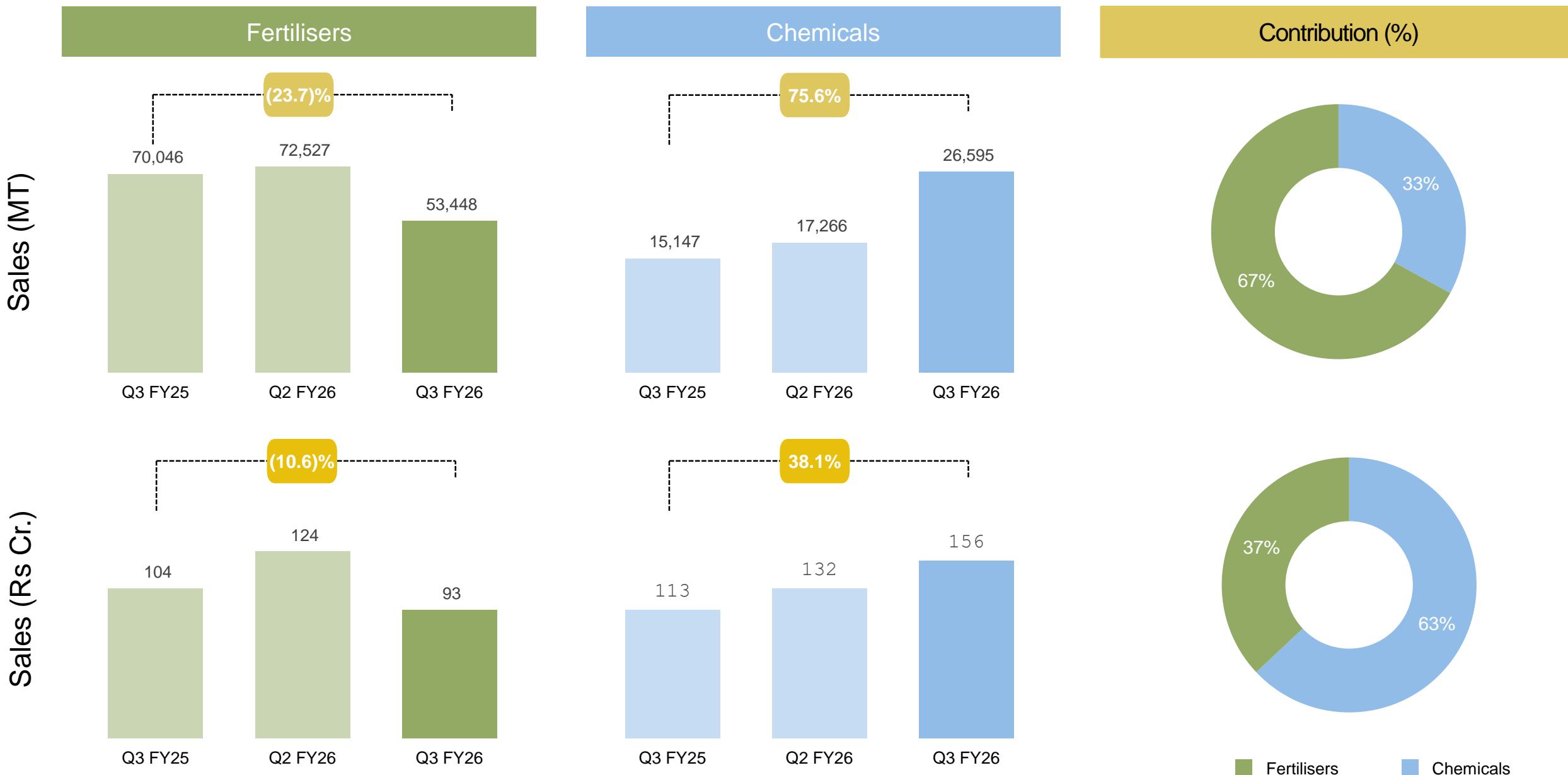
## EBIT and Margin



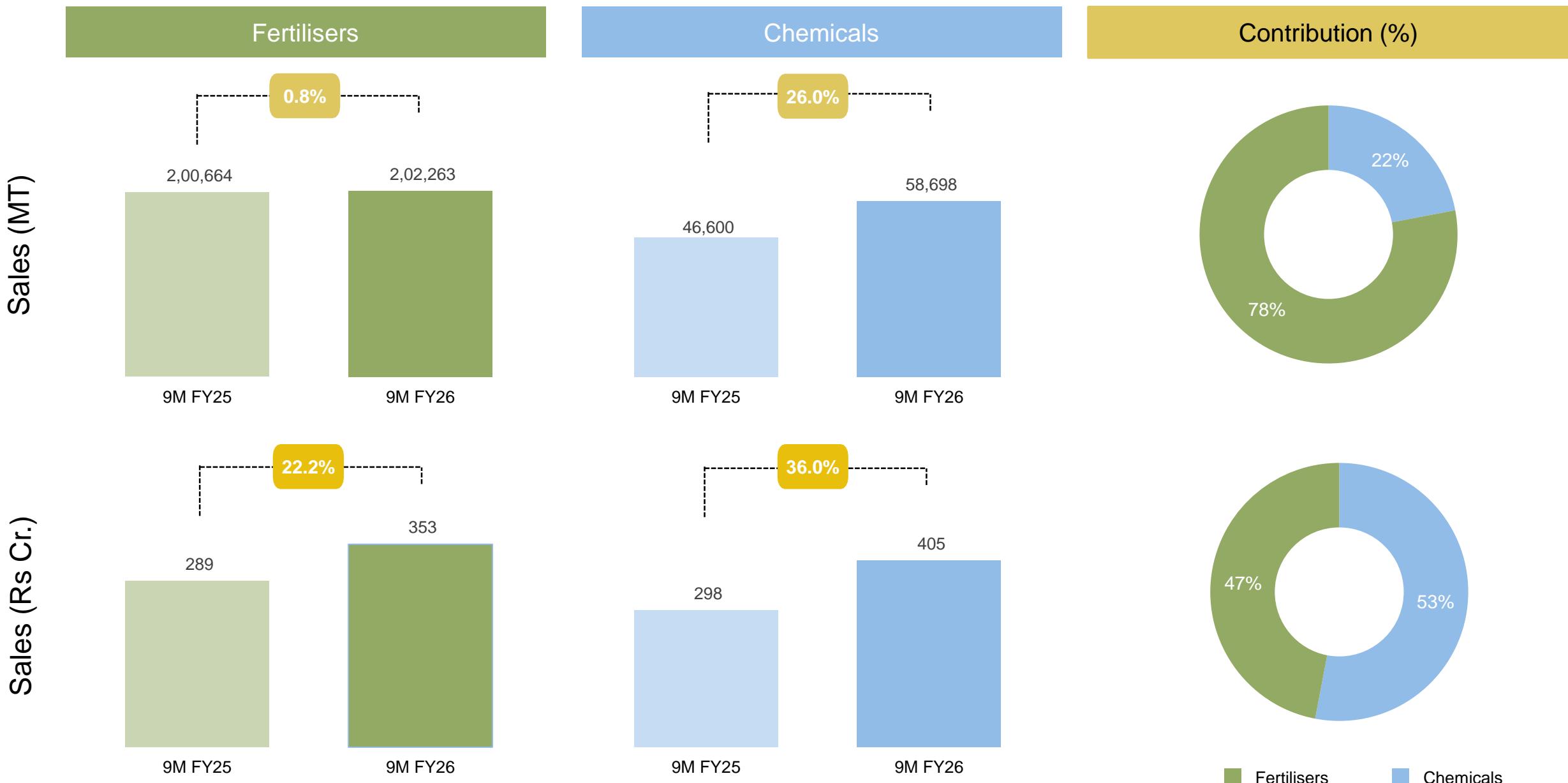
## PAT and Margin



# Q3 FY26 Consolidated Segmental Highlights



# 9M FY26 Consolidated Segmental Highlights



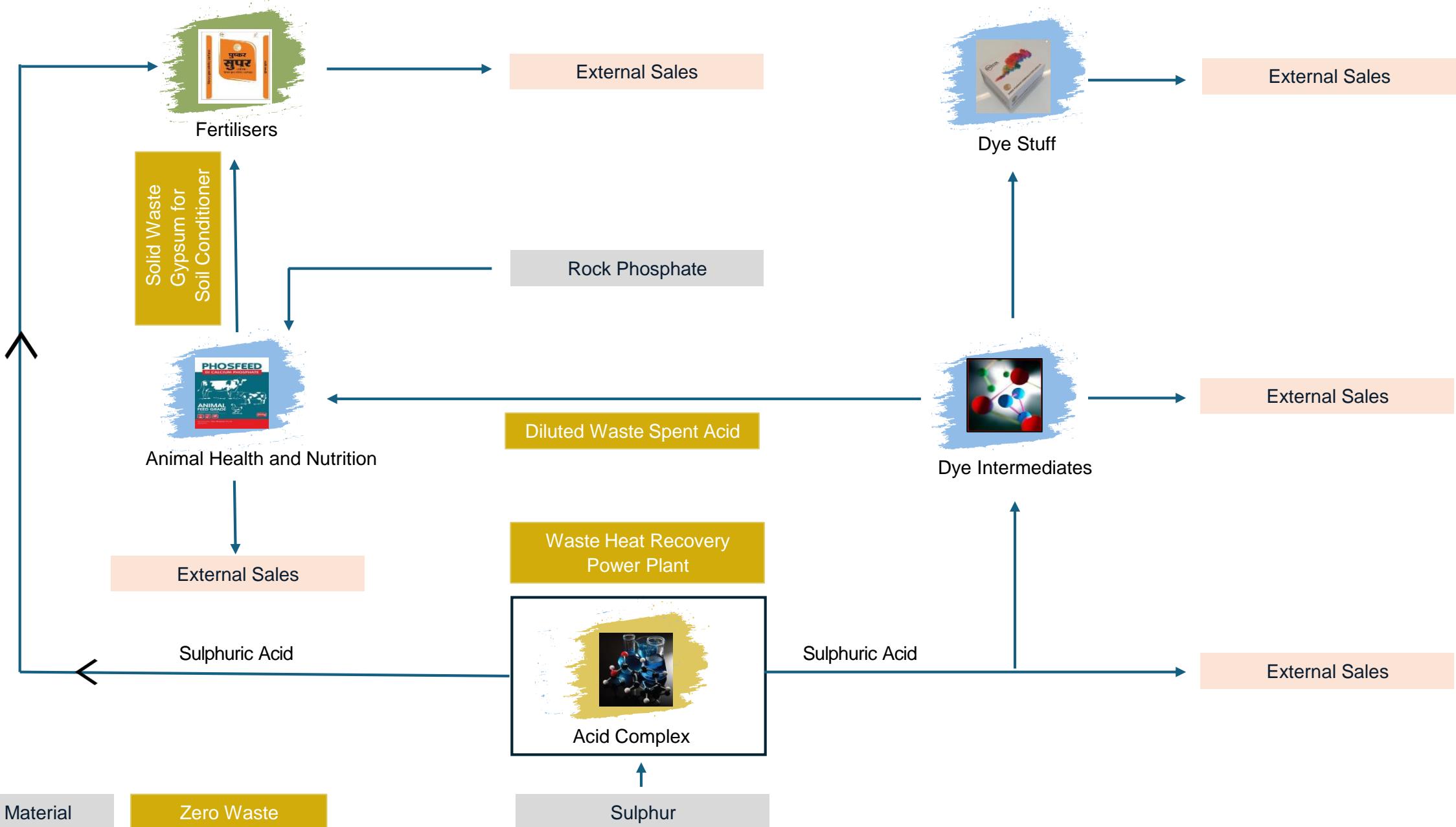
# Q3 and 9M FY26 Consolidated Profit and Loss Statement

Profit & Loss Statement (Rs. Cr)	Q3 FY26	Q3 FY25	Y-o-Y	Q2 FY26	Q-o-Q	9M FY26	9M FY25	Y-o-Y
<b>Revenue from Operations</b>	<b>248.9</b>	<b>217.1</b>	<b>14.6%</b>	<b>255.1</b>	<b>(2.4)%</b>	<b>758.5</b>	<b>586.9</b>	<b>29.2%</b>
Cost of Materials Consumed	189.1	129.3		152.0		492.3	383.3	
Changes in Inventories	(19.6)	10.4		18.5		18.4	(8.1)	
<b>Gross Profit</b>	<b>79.3</b>	<b>77.4</b>	<b>2.4%</b>	<b>84.6</b>	<b>(6.3)%</b>	<b>247.8</b>	<b>211.7</b>	<b>17.1%</b>
<b>GP Margin %</b>	<b>31.9%</b>	<b>35.7%</b>		<b>33.2%</b>		<b>32.7%</b>	<b>36.1%</b>	
Employee Benefits Expense	13.9	14.1		13.3		38.4	37.1	
Other Expenses	43.3	40.8		45.1		131.9	115.3	
<b>EBITDA</b>	<b>22.1</b>	<b>22.4</b>	<b>(1.7)%</b>	<b>26.2</b>	<b>(15.9)%</b>	<b>77.4</b>	<b>59.2</b>	<b>30.8%</b>
<b>EBITDA Margin %</b>	<b>8.9%</b>	<b>10.3%</b>		<b>10.3%</b>		<b>10.2%</b>	<b>10.1%</b>	
Other Income	4.5	2.1		3.3		11.5	8.3	
Depreciation and Amortisation Expense	5.9	5.6		5.9		17.7	16.8	
<b>EBIT</b>	<b>20.7</b>	<b>18.9</b>	<b>9.6%</b>	<b>23.6</b>	<b>(12.5)%</b>	<b>71.3</b>	<b>50.7</b>	<b>40.7%</b>
Finance Costs	0.7	0.5		1.7		3.6	1.3	
<b>PBT</b>	<b>20.0</b>	<b>18.3</b>	<b>8.8%</b>	<b>21.9</b>	<b>(8.8)%</b>	<b>67.7</b>	<b>49.4</b>	<b>37.1%</b>
Total Tax Expense	1.9	2.4		3.7		10.4	7.3	
<b>Profit for the year</b>	<b>18.1</b>	<b>15.9</b>	<b>13.5%</b>	<b>18.2</b>	<b>(0.7)%</b>	<b>57.2</b>	<b>42.1</b>	<b>36.0%</b>
<b>PAT Margin %</b>	<b>7.3%</b>	<b>7.3%</b>		<b>7.1%</b>		<b>7.5%</b>	<b>7.2%</b>	

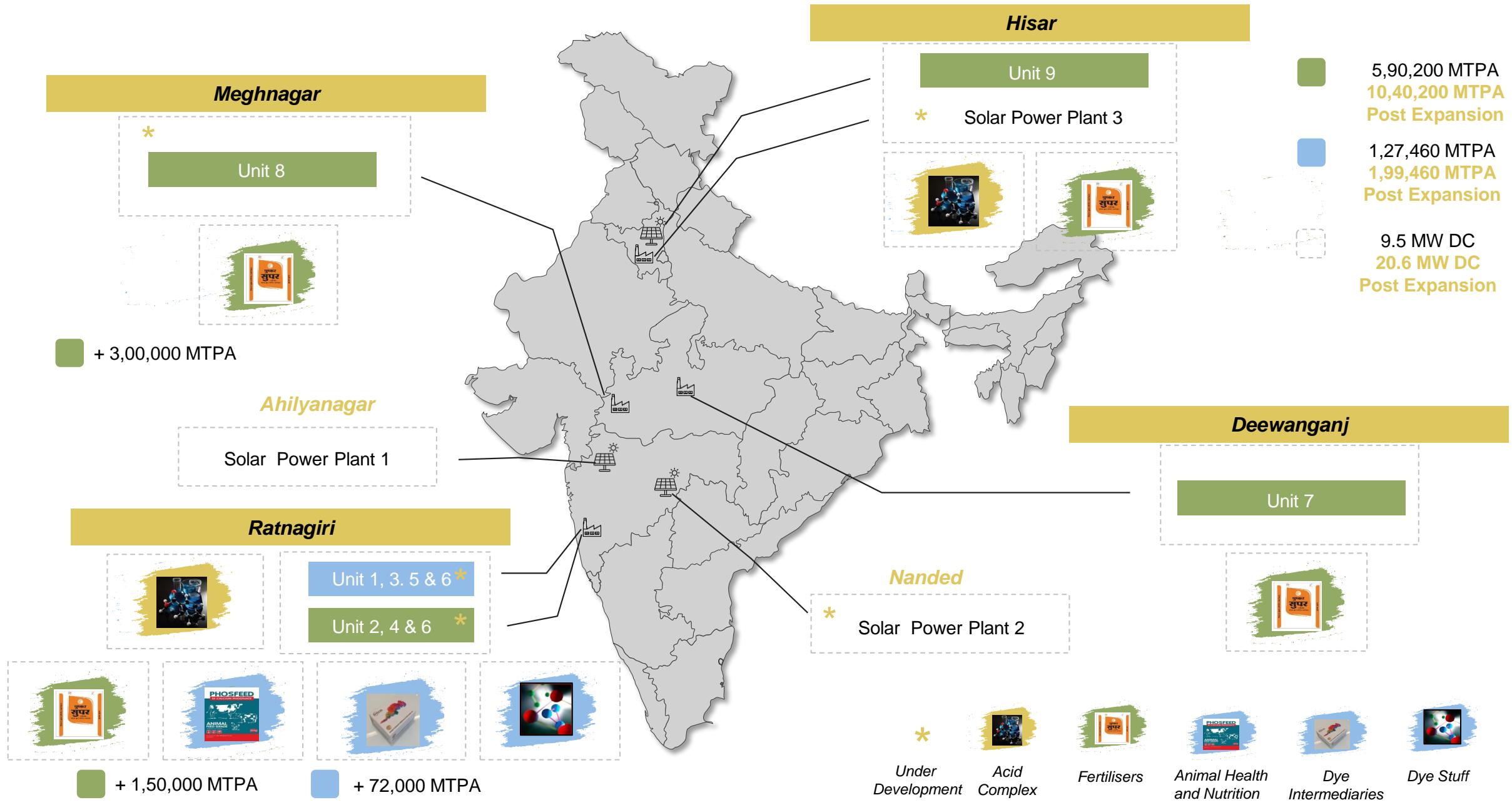
# Historical Consolidated Profit and Loss Statement

Profit & Loss Statement (Rs. Cr)	FY25	FY24	FY23	FY22	FY21	FY20
<b>Revenue from Operations</b>	<b>806.3</b>	<b>726.2</b>	<b>684.0</b>	<b>584.0</b>	<b>354.9</b>	<b>346.3</b>
Cost of Materials Consumed	557.4	464.0	431.1	375.5	199.6	209.6
Changes in Inventories	(48.0)	17.1	(0.1)	(17.7)	12.4	4.8
<b>Gross Profit</b>	<b>296.9</b>	<b>245.1</b>	<b>253.1</b>	<b>226.2</b>	<b>142.9</b>	<b>131.9</b>
<b>GP Margin %</b>	<b>36.8%</b>	<b>33.8%</b>	<b>37.0%</b>	<b>38.7%</b>	<b>40.3%</b>	<b>38.1%</b>
Employee Benefits Expense	51.3	47.2	42.4	38.2	27.0	24.9
Other Expenses	161.7	137.2	142.3	108.3	72.7	56.7
<b>EBITDA</b>	<b>83.9</b>	<b>60.7</b>	<b>68.4</b>	<b>79.7</b>	<b>43.2</b>	<b>50.3</b>
<b>EBITDA Margin %</b>	<b>10.4%</b>	<b>8.4%</b>	<b>10.0%</b>	<b>13.6%</b>	<b>12.2%</b>	<b>14.5%</b>
Other Income	10.8	10.7	7.9	7.2	6.7	3.3
Depreciation and Amortisation Expense	22.6	21.6	18.5	14.1	12.6	11.5
<b>EBIT</b>	<b>72.0</b>	<b>49.8</b>	<b>57.8</b>	<b>72.7</b>	<b>37.3</b>	<b>42.1</b>
Finance Costs	2.3	1.6	2.2	2.0	1.5	2.1
<b>PBT</b>	<b>69.7</b>	<b>48.2</b>	<b>55.6</b>	<b>70.8</b>	<b>35.9</b>	<b>40.0</b>
Total Tax Expense	11.1	11.2	18.3	15.2	7.3	4.3
<b>Profit for the year</b>	<b>58.6</b>	<b>37.1</b>	<b>37.2</b>	<b>55.5</b>	<b>28.5</b>	<b>35.7</b>
<b>PAT Margin %</b>	<b>7.3%</b>	<b>5.1%</b>	<b>5.4%</b>	<b>9.5%</b>	<b>8.0%</b>	<b>10.3%</b>

# Shree Pushkar: A Unique Zero Waste Company



# Integrated Manufacturing: 9 Facilities and 3 Solar Plants (1/2)



# Integrated Manufacturing: 9 Facilities and 3 Solar Plants (2/2)

## Fertilisers



Unit 2: Ratnagiri, Maharashtra



Unit 4: Ratnagiri, Maharashtra



Unit 6: Ratnagiri, Maharashtra



Unit 7: Deewanganj, M.P.



Unit 8: Meghnagar, M.P.\*



Unit 9: Hisar, Haryana

## Chemicals



Unit 1: Ratnagiri, Maharashtra



Unit 3: Ratnagiri, Maharashtra



Unit 5: Ratnagiri, Maharashtra

## Solar



Solar Power Plant 1  
Ahilyanagar, Maharashtra



Solar Power Plant 2 \*  
Nanded, Maharashtra



Solar Power Plant 3 \*  
Hisar, Haryana

# Strategic Growth Investments



	Fertilisers	Fertilisers	Chemicals	Chemicals	Solar Power	
Units / Plants	Unit 8 *		Unit 6 *	Unit 5 *	Solar Power Plant 2 *	Solar Power Plant 3 *
Location	Meghnagar, Madhya Pradesh		Ratnagiri, Maharashtra	Ratnagiri, Maharashtra	Nanded, Maharashtra	Hisar, Haryana
Capex Planned (Rs. Cr)	350		110	38	37	6
Capex Incurred (Rs. Cr)	27		50	36	30	5
Capex Outstanding	323		60	2	7	1
Upcoming Capacity	3,00,000 MTPA	1,50,000 MTPA	66,000 MTPA	6,000 MTPA	10 MW DC	1.1 MW DC
Rationale	Complex Fertilisers	Complex Fertilisers	Acid Complex	Capacity Expansion	Under 'Open access scheme'	Captive Consumption
Target Completion Date	March 2028		February 2026	February 2026	February 2026	February 2026

**Rs 541 Cr**  
Total Capex Planned

**Rs 148 Cr**  
Total Capex Incurred

**Rs 393 Cr**  
Total Capex Outstanding

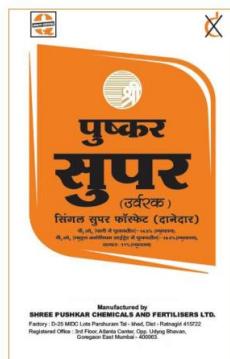
**4,50,000 MTPA**  
Additional Fertiliser capacity

**72,000 MTPA**  
Additional Chemical capacity

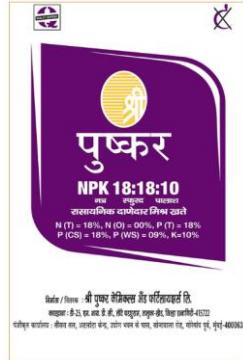
**11.1 MW DC**  
Additional Solar capacity

**Funding**  
Internal accruals & preferential issue

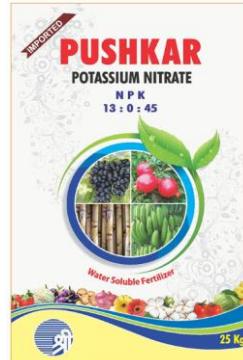
## Balanced fertilizer portfolio driving growth across product categories and geographies



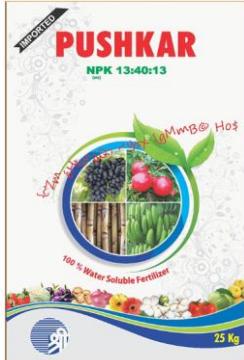
## Single Super Phosphate



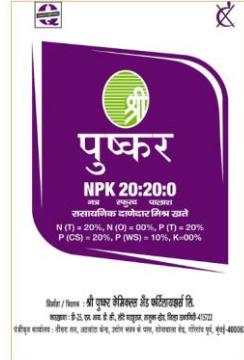
**NPK 18:18:10**



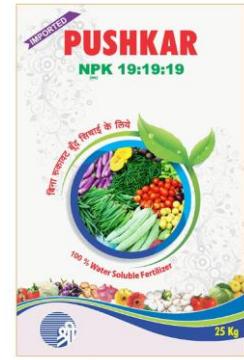
**NPK 13:0:45**



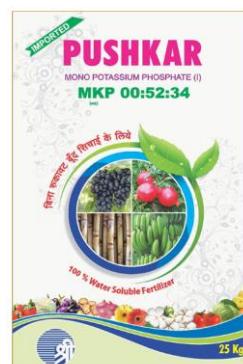
**NPK 13:40:13**



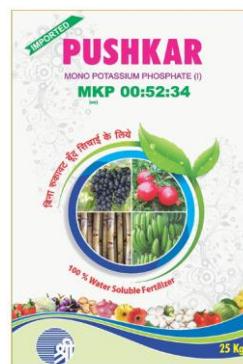
**NPK 20:20:0**



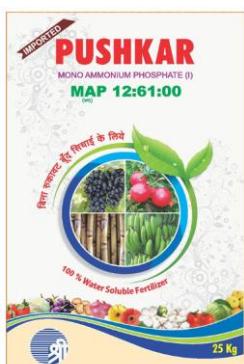
**NPK 19:19:19**



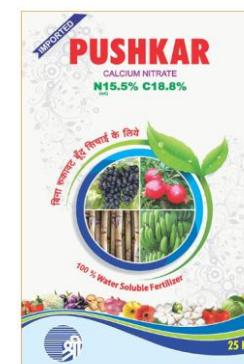
MPK 13:0:45



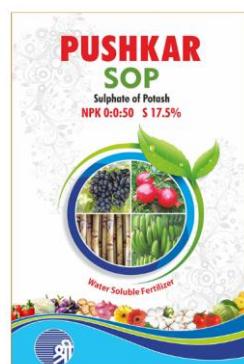
MPK 00:52:34



MAP 12:61:00



## Calcium Nitrate



## Sulphate of Potash

For more details of our products, please visit :

<https://www.almanacblanks.com/first-100-days/>

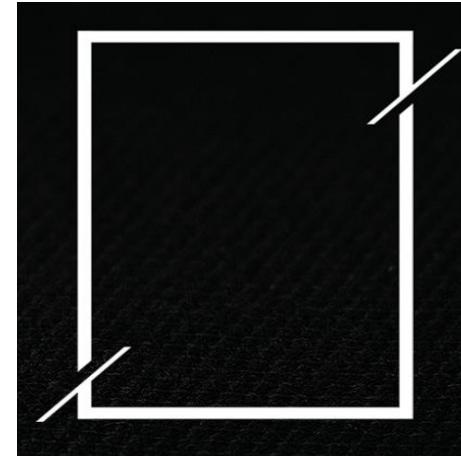
## Color Series



Royal Blue Series

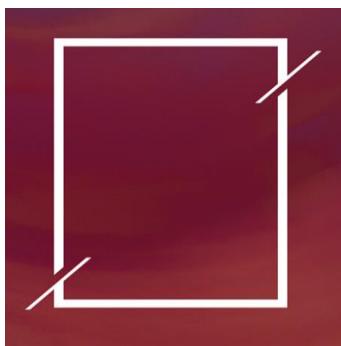


Turquoise Blue Series



Blank Series

## Reactive Dyes



CELF Reactive Dyes



CELF & PR Reactive Dyes



DR Reactive Dyes



SS Reactive Dyes

# Board Of Directors



**Mr. Punit Makharia**  
Chairman and  
Managing Director



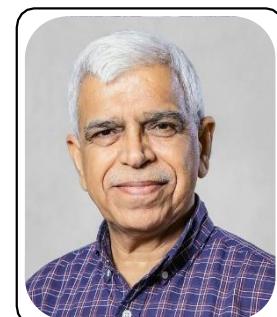
**Mr. Gautam Makharia**  
Joint Managing Director



**Mr. Ramakant Nayak**  
Non-Executive Non-Independent Director



**Mr. Ishtiaq Ali**  
Non-Executive Independent Director



**Mr. Satpal Arora**  
Non-Executive Independent Director



**Mrs. Barkharani Nevatia**  
Non-Executive Independent Director

 Audit Committee

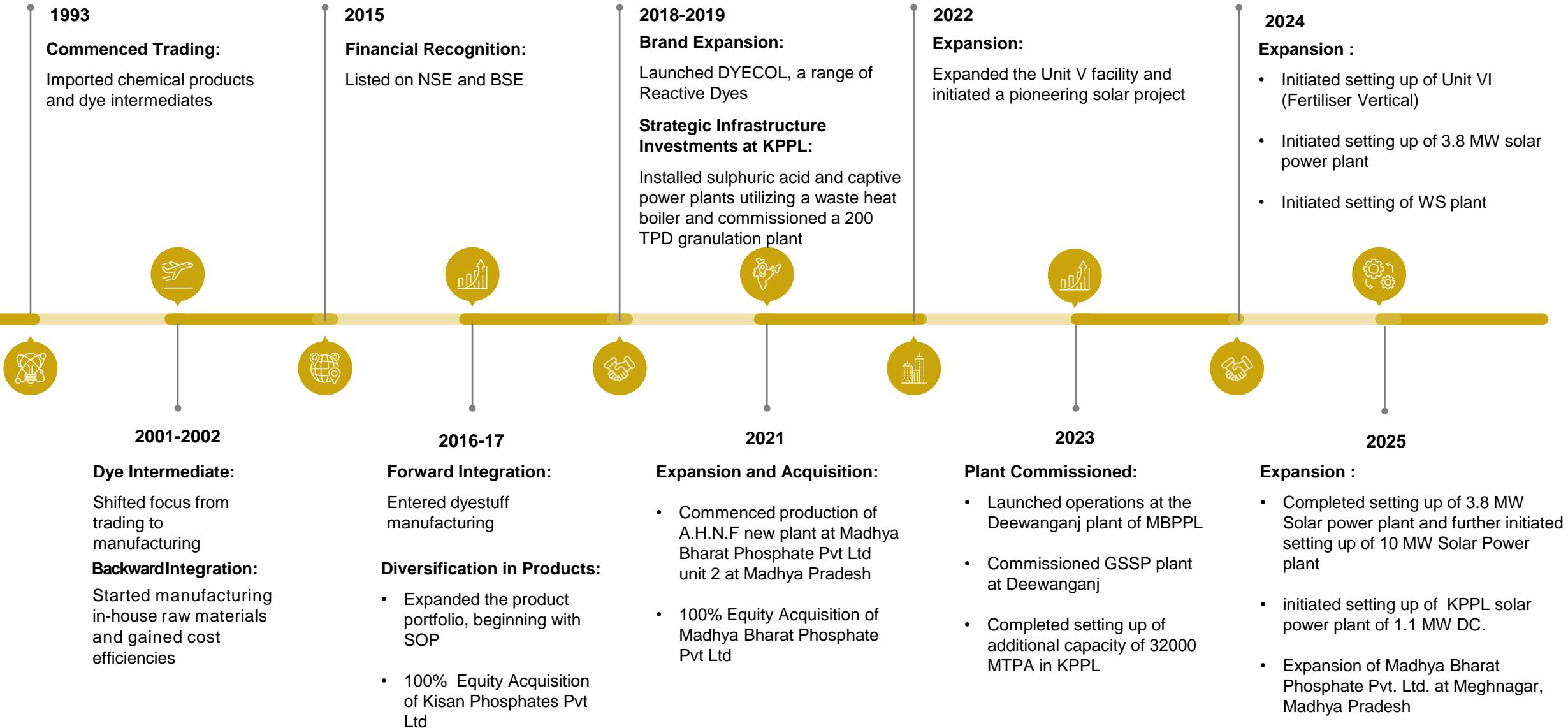
 Corporate Social Responsibility Committee

 Risk Management Committee

 Nomination and Remuneration Committee

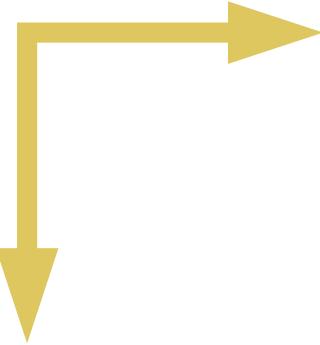
 Stakeholder's Relationship Committee

# Corporate Milestones: 1993 to 2025



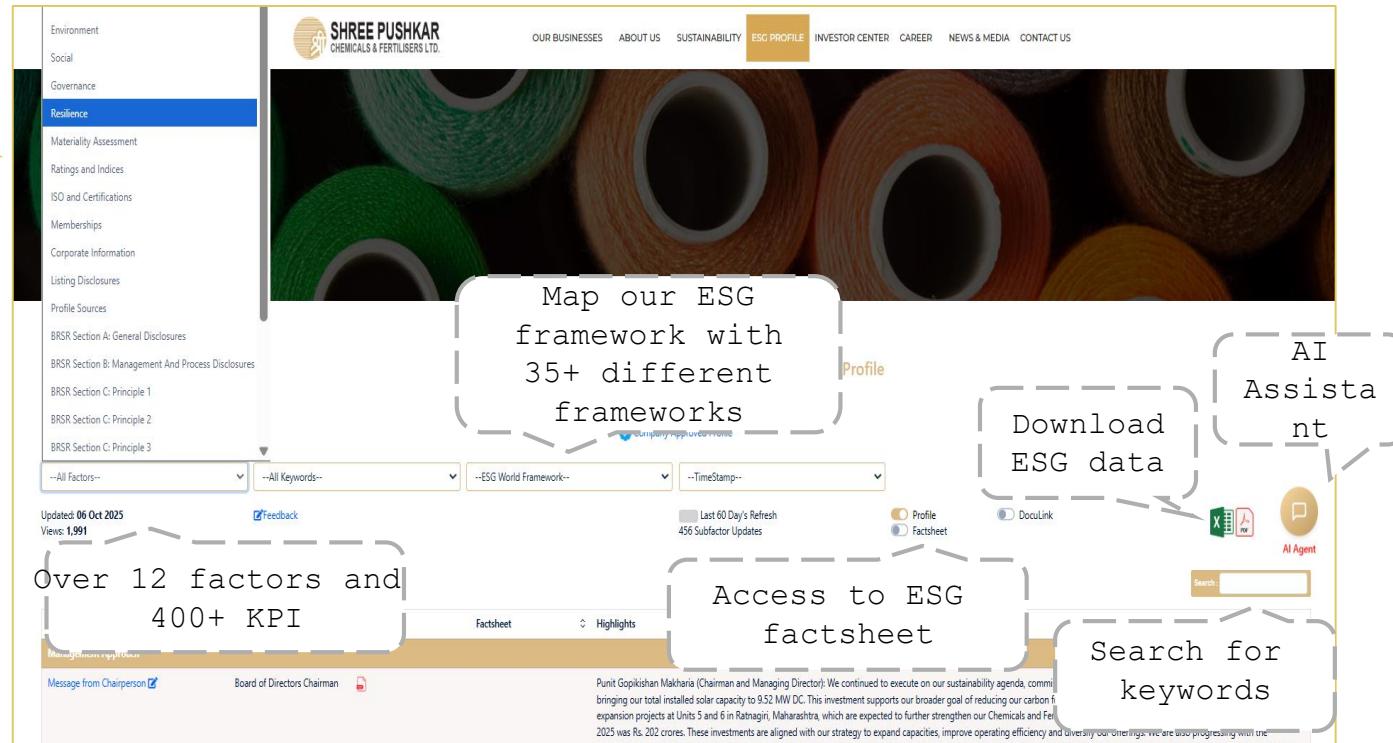
# Visit Our Real Time ESG Disclosure Platform

Click to access ESG Profile



Unique Zero Waste Company

<https://www.shreepushkar.com/>



Map our ESG framework with 35+ different frameworks

Download ESG data

Access to ESG factsheet

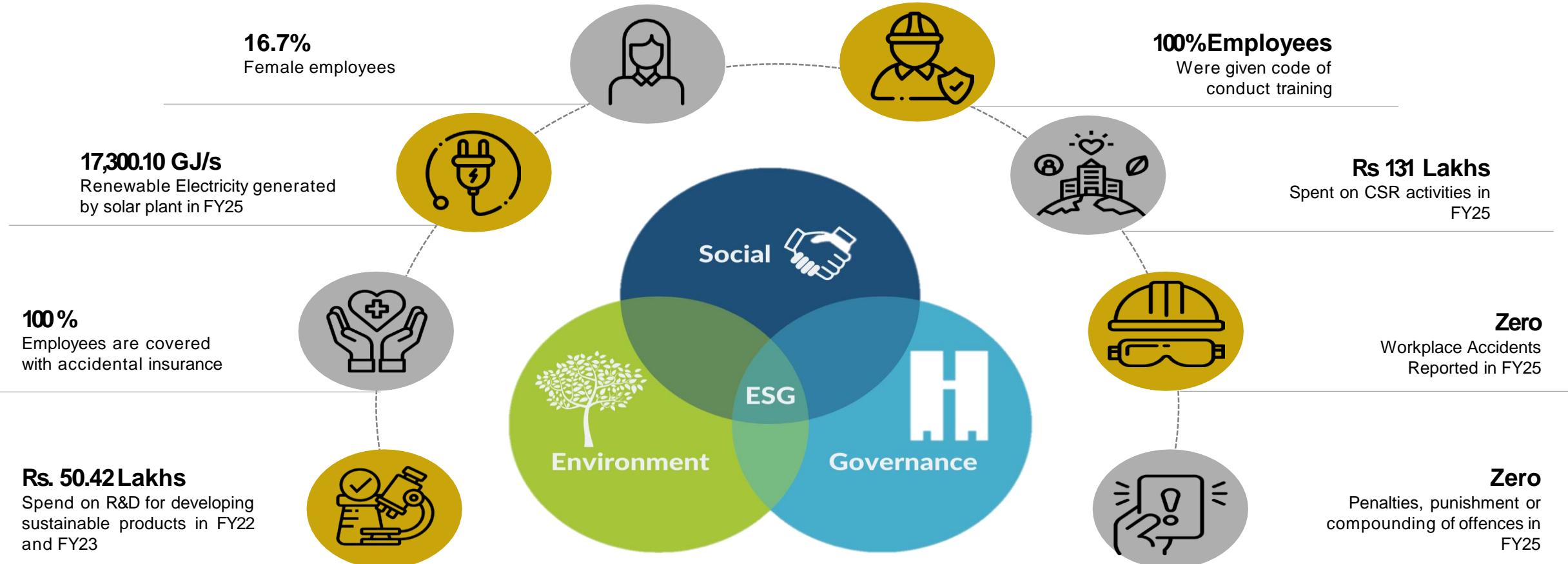
Search for keywords

With this new AI-powered enhancement, our ESG Profile now enables stakeholders to:

- Engage in real time through an interactive, OpenAI-powered chatbot
- Receive customised responses to ESG-related queries on disclosures, data, and performance
- Experience clear and transparent engagement throughout our ESG journey
- Copy and paste responses easily for use in reports, briefings, notes, and related documentation

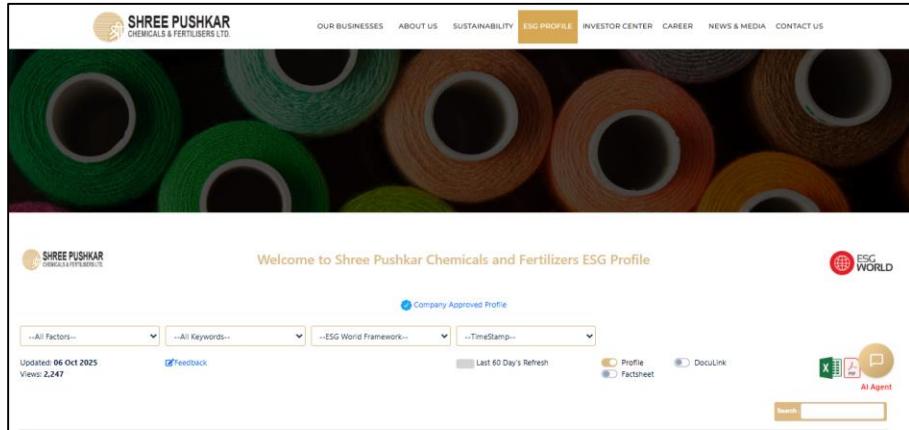
# ESG: Sustainability at its Core

We place sustainability high on our agenda as it is an integral part of our business strategy

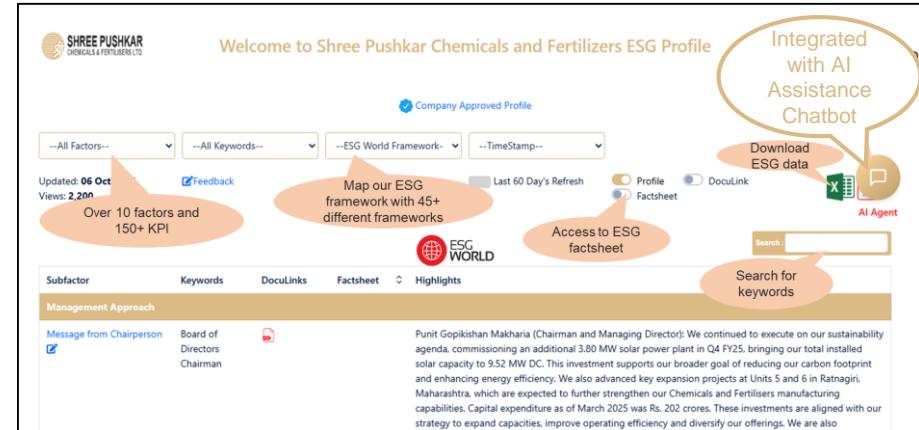


# AI - ESG Profile: 15 Factors and 493 Subfactors

Shree Pushkar Website



ESG Disclosure Platform



**Shree Pushkar ESG Profile Link** ([Click Here](#))

ESG Factors (15)

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# ESG Quantitative Performance Metrics

FY2025

Environment (4)	Social (8)	Governance (4)	Others (4)
<b>17,300 GJ</b> Renewable Energy Consumed	<b>~85%</b> Employees covered under Gratuity	<b>Nil</b> Complaints Reported under Sexual Harassment	<b>50%</b> Independent Board of Directors
<b>0.000092 GJ/Revenue</b> Energy Intensity	<b>87.6%</b> Number of Trained Staff	<b>5%</b> Gross Salary Paid to Female Workforce	<b>16.7% Female</b> Board Composition
<b>81,497 KL</b> Amount of Water Withdrawn	<b>0.02%</b> Amount Spend on Employees Well-being	<b>Nil</b> Incident Management Reporting	<b>Nil</b> Penalty Disclosures
<b>23.21%</b> Environmental capex investment	<b>Rs. 13.18 Million</b> Spent on CSR Activities	<b>100%</b> Employees Accident Insurance Coverage	<b>Nil</b> Number of Data Breach Incidents
			<b>ZDHC</b> Zero Discharge of Hazardous Chemicals (ZDHC) Certified

*“We continued to execute on our sustainability agenda, commissioning an additional 3.80 MW solar power plant in Q4 FY25, bringing our total installed solar capacity to 9.52 MW DC. This investment supports our broader goal of reducing our carbon footprint and enhancing energy efficiency.”*

**Punit Makharia, Chairman and Managing Director**

## Environment (34)

1) Environment Strategy in Place	18) Transition to Renewable Energy
2) Environmental Reporting	19) Clean Technology Initiatives
<b>3) Environmental Capital Budgeting</b>	20) Amount of Air Pollution
4) Innovation and Product Stewardship	21) Air Pollution History
5) Low Carbon Products	22) Air Pollution Reduction Initiatives
6) GHG Reduction Initiatives	23) Reduction in Plastic Use
7) Amount of Water Usage	24) Amount of Waste Generated
8) Sources of Water	25) Amount of Hazardous Waste Generated
<b>9) Amount of Water Withdrawn</b>	26) Amount of Non-Hazardous Waste Generated
10) Water Usage History	27) Waste Generation History
11) Water Savings Initiatives	28) Waste Reduction Initiatives
12) Waste Water Safe Discharge	29) Recycling Waste
13) Energy Consumption	30) E-Waste Management
14) Energy Efficiency History	31) Eliminating Landfill Waste
15) Energy Efficiency Initiatives	32) Delays on Environmental Regulatory Requirements
<b>16) Energy Intensity</b>	33) Fuel Costs
<b>17) Renewable Energy Consumption</b>	34) Fuel Efficiency

## Social (73)

1) Social Strategy in Place	19) <b>Gross Salary Paid to Female Workforce</b>	37) <b>Number of Trained Staff</b>	55) Freedom of Association Allowed
2) Communication of Labour Policy	20) Staff Turnover Rate	38) Flexible Working Arrangements for Employees	56) Anti Discrimination Workplace
3) Supplier Responsibility Initiatives	21) Return to Work and Retention Rates for Parental Leave	39) <b>Fair Wage, Benefits and Contracts</b>	57) Anti Harassment Workplace and Unconscious Bias Training
4) Awareness Programs for Supply Chain	22) Health and Safety Policies	40) Family Rehabilitation and Employment Placements	58) Anti Harassment Workplace
5) Statutory Dues Compliance for Value Chain Partners	23) Health and Safety Initiatives	41) Minimum Wages Paid	59) <b>Complaints on Sexual Harassment on Workplace</b>
6) Supply Chain Assessment	24) Health and Safety Systems and Processes	42) Location Based Wages Paid for Job Creation	60) Board of Directors Training
7) Suppliers Code of Conduct	25) <b>Incident Management Reporting</b>	43) Compulsory Employer Pensions	61) Policy Breach Action Taken
8) Customer Responsibility Initiatives	26) Lost Time Injuries and Lost Time Frequency Rate	44) Fair Working and Living Conditions	62) Broader Education Initiatives
9) Customer Grievance Mechanism	27) Total Recordable Injury Frequency Rate	45) <b>Employee Well Being Programs</b>	63) Supporting Protected Classes
10) Product/Service Safety and Quality Metrics	28) Fatalities Reporting	46) <b>Amount Spend on Employees Well-being</b>	64) Effective Grievance Mechanisms
11) Product Recalls	29) Independent Health and Safety Verification	47) Employee Engagement Initiatives	65) People Policy
12) Board of Directors Gender Composition	30) Emergency Procedure Guidelines	48) Employee Performance Appraisal	66) Health and Safety Parameter in Supply Chain
13) Workforce Gender Composition	31) Maternity Leave Policy	49) Employee Performance Reviews	67) Human Rights and Modern Slavery Risk Management
14) Contractors Part of Workforce	32) Accessibility for Differently Abled Employees	50) Formal Employee Feedback Response	68) Customer Satisfaction Survey
15) Differently Abled Workforce	33) Labour Management Commitment	51) Respecting Employee Rights	69) Community Support Initiatives
16) Pay Performance Gap Management	34) Talent Attraction and Retention	52) Preventing Forced and Bonded Labour	70) <b>Community Investment Policy</b>
17) CEO to Employee Compensation Ratio	35) People Analytics for Strategic Workforce Planning	53) Preventing Child Labour	71) Wider Stakeholder Initiatives
18) Median Salary of Employees	36) Workforce Training	54) Collective Bargaining Allowed	72) Community Grievances Mechanism
			73) Total Donations Made and Philanthropy

## Governance (87)

1) Corporate Governance Policies	23) Non-Compliant Staff Actions	45) Board Independence Criteria	67) Family Ownership
2) Governance Oversight Framework	24) Strikes and Lockouts	46) Entrenched Board of Directors	68) Executive Shareholder Ownership
3) Board Oversight on Financial Statements	25) Accounts Payables Days	47) Average Tenure of Board Members	69) Material Executive Share Trading
4) Allocation of Duties and Responsibilities	26) Concentration of Purchases and Sales	48) Founders Represented on Board	70) Executive Pay Disclosures
5) Corporate Culture Management	27) Tax Transparency Disclosures	49) Audit Committee Composition	71) Executive Pay Performance Alignment Policies
6) Behaviour and Business Ethics	28) Material Controversies Identified	50) Audit Committee Gender Composition	
7) ESG Listing Disclosure Compliance	29) Concerns Identified in Audit Report	51) Remuneration Committee Composition	
8) Implementation of Codes of Conduct	30) Auditor's Report on Financial Statements	52) Remuneration Committee Gender Composition	
9) Scope of Policies and Practices	31) Standalone Financial Statements	53) Nomination Committee Composition	
10) Board Oversight on Sustainability Policies	32) Consolidated Financial Statements	54) Nomination Committee Gender Composition	
11) Dedicated Person for Risk Management	33) Auditor and Fee Disclosure	55) Risk Committee Gender Composition	
12) Risk Management Processes	34) CEO / Chairperson Separation	56) Risk Committee Composition	
13) Fraud Risk Control Policies	35) Directors / Senior Management Development Programs	57) CSR Committee Composition	
14) Anti Corruption Policy	36) Regular Self-Assessment of Board Performance	58) CSR Committee Gender Composition	
15) Anti Corruption Training	37) CEO and Board Compensation	59) Board Member Alternative Commitments	
16) Related Party Transactions	<b>38) Board Composition</b>	60) Financial Expertise on Audit Committee	
17) Anti Competitive Practices Controls	39) Board Overview	61) Audit Committee Oversight on Financial Statements	
18) Whistle Blower Policy	40) Disclosure of Board Age Ranges	62) Responsibilities of Audit Committee	
19) Dividend Distribution Policy	41) Board Skill Map Matrix	63) Conflicts of Interest	
<b>20) Penalty Disclosures</b>	42) Non-Executive Board of Directors	64) Government Controlling Stake	
Environmental, Social or Ethical Violations	<b>43) Independent Board of Directors</b>	65) Shareholder over 20% Ownership	
Environmental, Social or Ethical Litigation Claims	44) Board Independence Statement	66) Directors' Shareholder Ownership	
			<b>86) Number of Data Breach Incidents</b>
			87) Auditor Tenure

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