HCC/SEC/AGM/2026 July 24, 2026

BSE Limited The Corporate Relationship Dept, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400 001 Scrip Code : 500185, 974246, 974247, 974249 & 974250	**National Stock Exchange of India Ltd.** Exchange Plaza, Bandra-Kurla Complex, Bandra (East), Mumbai-400 051 Symbol : HCC

Dear Sir / Madam,

Sub : Annual Report for the Financial Year 2025-26 and Notice of 100th Annual General Meeting of the Company

We wish to inform you that the 100th Annual General Meeting ("AGM") of the Members of the Company is scheduled to be held on Tuesday, August 18, 2026, at 11:00 a.m. through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM").

Pursuant to Regulations 29, 30, 34, 50(2), 51 and 53 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Annual Report of the Company for the Financial Year 2025-26 along with the Notice convening the 100th AGM is enclosed.

The Annual Report along with the Notice of the 100th AGM is being sent through electronic mode to the Members today. The Company is providing the Members facility to exercise their right to vote on resolutions proposed to be passed at the AGM by electronic means through National Securities Depository Limited ("NSDL"). A person, whose name is recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the cut-off date i.e. Tuesday, August 11, 2026, shall be entitled to avail electronic voting facility. The remote e-Voting period commences on Friday, August 14, 2026, (9:00 a.m.) and ends on Monday, August 17, 2026 (5:00 p.m.).

Due to a typographical error in the covering letter accompanying the previously submitted Annual Report, the Financial Year was inadvertently mentioned as 2024-25 instead of 2025-26. The Annual Report itself remains unchanged. Accordingly, a revised filing has been made solely to correct the Financial Year mentioned in the covering letter.

The Annual Report is also available on the website of the Company and can be accessed at https://hccindia.com/uploads//reports/0_41059200_1784874418_HCC_Annual_Report_2025-26.pdf

We request you to kindly take the above on record.

Yours sincerely,
For **Hindustan Construction Company Ltd.**

NITESH KUMAR JHA

Digitally signed by NITESH KUMAR JHA
DN: c=IN, o=PERSONAL, title=1979,
pseudonym=ebcd2c690280495281de1c520fcccf9f,
2.5.4.20=85a282acf1b74a6ba8d538e01089e6d1b58b675e59040a9af4e4f835f71cc335, postalCode=410210,
st=Maharashtra,
serialNumber=ea422f12d8f4e8778bf2857e9d6c0509df9788526f7246d5a89164fa23df53e6, cn=NITESH KUMAR JHA
Date: 2026.07.24 14:48:35 +05'30'

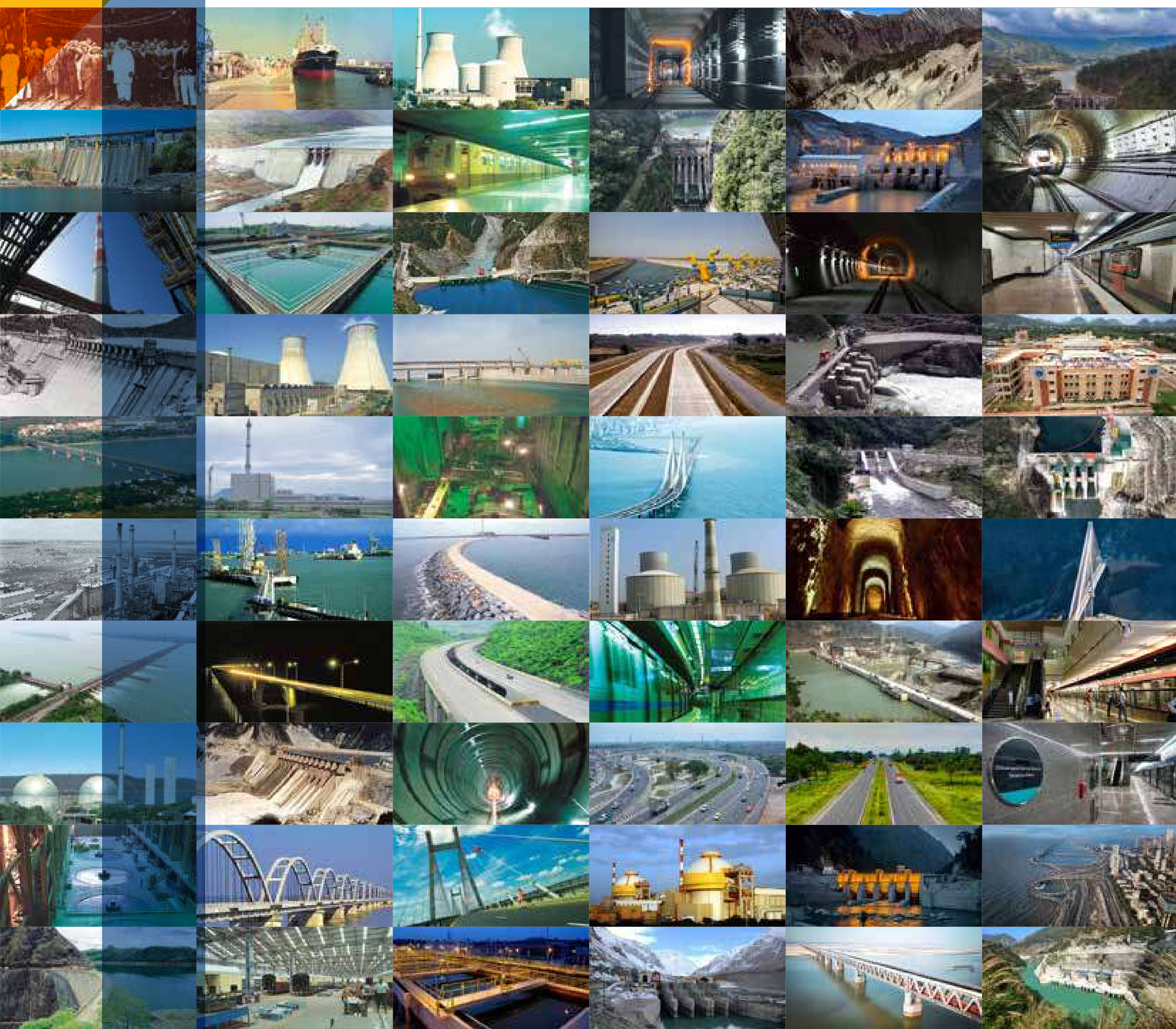
Nitesh Kumar Jha
Company Secretary

Encl.: As above

Annual Report 2025-26

A Century of
BUILDING FOR BHARAT

HCC



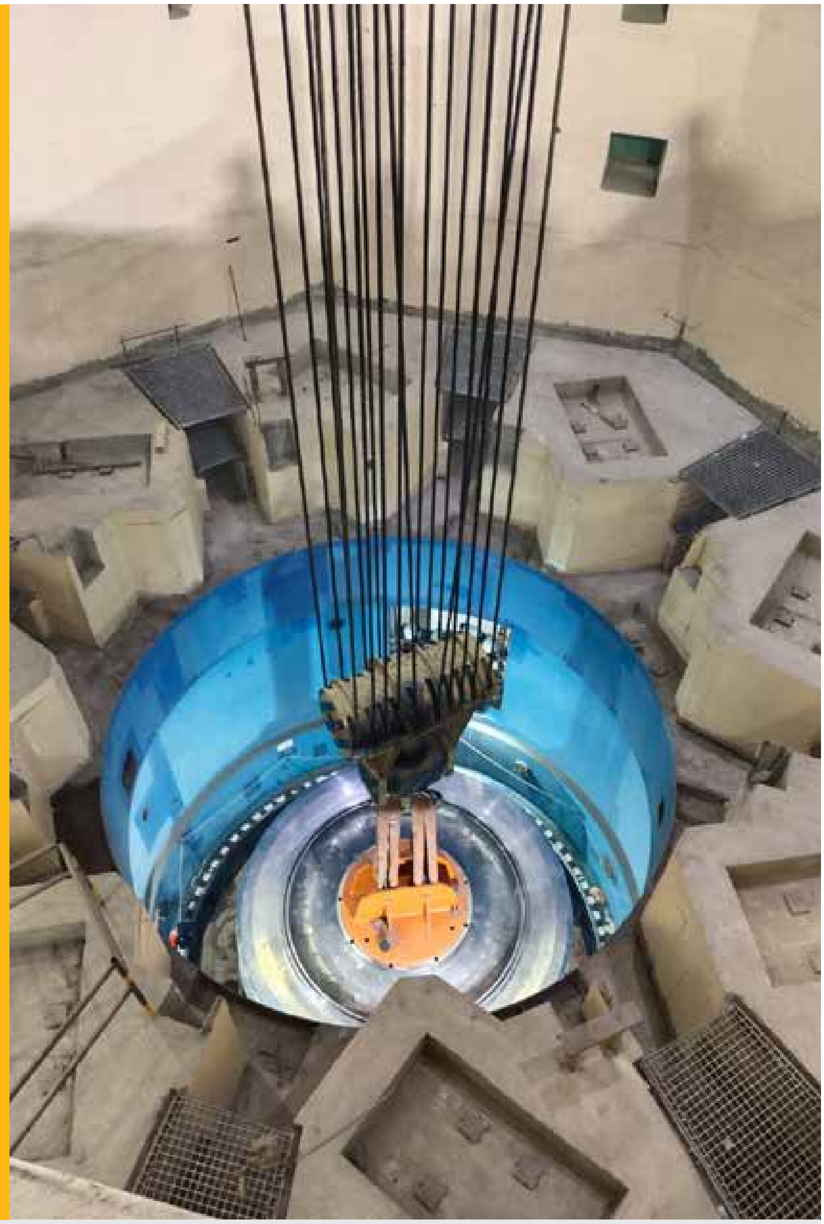
Our Founder

Seth Walchand Hirachand

HCC 100

EST. 1926

Contents



Highlights 2025-26

- Completed 100 years of operations on January 27, 2026.
- EPC revenue at ₹3,937.3 crore in FY26 (FY25: ₹4,801.1 Cr in FY25)
- Standalone EBITDA margin remain healthy at 16.1%.
- Standalone net profit increased 142% YoY to ₹205.8 crore, driven by stronger operational performance, cost discipline and sustained margins.
- Debt reduction by 38% YoY to ₹1,995 crore, with an annual reduction in future interest cost of ₹112 crore.
- ₹1,000 crore rights issue was subscribed 200%, showing strong investor confidence.
- Order book closed at ₹12,971 crore, supported by new orders worth approximately ₹5,910 crore during the year.
- Key project completions include: Mumbai Coastal Road, Mumbai Metro Line 3 & Tehri Pumped Storage Project.

HCC'S MAJOR PROJECTS

☐ Completed projects
● Projects in progress
▲ New projects

ANDHRA PRADESH
- ☐ Cavern for Crude Oil Storage, Vishakhapatnam
- ☐ Godavari Barrage at Rajahmundry
- ☐ Godavari Railway Bridge
- ☐ Polavaram - Right Main Canal
- ☐ Tata Memorial Centre, Hospital
- ☐ Vizag Monolith, West Wall Protection

ARUNACHAL PRADESH
- ☐ Pare Hydro Power Project

ASSAM
- ☐ Bogibeel Rail-cum-Road Bridge
- ☐ Brahmaputra Bridge
- ● NH-37 - Numaligarh to Jorhat Highway
- ☐ NH-54 - Maibang to Nirmbanglo Highway

BIHAR
- ☐ Ganga Bridge at Mokameh
- ☐ Munger Rail-cum-Road Bridge
- ☐ Muzaffarpur Thermal Power Plant
- ● Sahibganj Manihari Bridge
- ☐ Sone Barrage
- ☐ Sone Bridge

CHATTISGARH
- ☐ Bhilai Steel Plant

DELHI
- ☐ Delhi Faridabad Elevated Expressway
- ☐ DMRC - Airport Metro Express Line
- ☐ DMRC - Dwarka to Najafgarh
- ☐ DMRC - Janakpuri West to Palam Station
- ☐ DMRC - Janakpuri West to RK Ashram Corridor
- ☐ DMRC - Netaji Subhash Place to Shalimar Bagh
- ☐ DMRC - Vishwa Vidyalaya to ISBT
- ☐ Flyover linking existing Munirka flyover to Army RR Hospital

GOA
- ☐ Goa Barge Berth at Marmugoa

GUJARAT
- ● Bhadbhut Barrage
- ☐ Kachchh Branch Canal
- ☐ Kakrapar Atomic Power Project
- ☐ Kalol Mehsana Gas Pipeline
- ☐ Mehsana to Palanpur Highway
- ☐ Saurashtra Branch Canal
- ☐ Swarnim Gujarat Kutch Water Grid

HARYANA
- ☐ Hathnikund Barrage
- ☐ Panipat Chimney

HIMACHAL PRADESH
- ☐ Chamera Hydro Power Project, Stage I
- ☐ Chamera Hydro Power Project, Stage III
- ☐ Kashang Hydro Power Project
- ☐ Nathpa Jhakri Hydro Power Project
- ☐ Sainj Hydro Power Project
- ☐ Sawra Kuddu HRT

JAMMU & KASHMIR
- ☐ Access Road Tunnel to Sawalkote Hydro Power Project
- ☐ AnjiKhad Cable Stayed bridge
- ☐ Tunnel T13
- ☐ Kishanganga Hydro Power Project
- ☐ Mughal Road
- ☐ Pir Panjal Tunnel
- ☐ Salal Hydro Power Project
- ☐ T49A Tunnel - Dharam-Qazigund
- ☐ Uri-II Hydro Power Project

JHARKHAND
- ☐ Chandil Dam
- ☐ Grand Trunk Road Improvement Project

KARNATAKA
- ☐ Bangalore Metro Reach 5, Pkg 3
- ☐ Cavern for Crude Oil Storage, Padur
- ☐ Yettinahole Project

KERALA
- ☐ Brahmapuram Diesel Power Plant
- ☐ Dam across Idamalayar
- ☐ Lower Periyar Hydro Power Project
- ☐ Sebarigiri Dam
- ☐ Wellington Bridge, Cochin

LADAKH
- ☐ Chutak Hydro Power Project
- ☐ Nimoo Bazgo Hydro Power Project

MADHYA PRADESH
- ☐ Bistan Lift Irrigation Scheme
- ☐ Road Bridge over River Indravati
- ☐ Satpura Thermal Power Station
- ☐ Tons Hydro Power Project
- ● Indore Metro Package IN-05R

MAHARASHTRA
- ● Agardanda Creek Bridge Project
- ☐ Bandra-Worli Sea Link
- ☐ BARC - Integrated Nuclear Recycle Plant, Tarapur
- ☐ Bhama Askhed Pipeline
- ☐ Bhandup Pipeline
- ☐ Bhandup Water Treatment Complex
- ● Bhivpuri Pumped Storage Project
- ☐ Bhorghat Tunnel
- ▲ CIDCO - Raw Water Tunnel & WTP
- ☐ DGNP Dry-Dock and Wharves
- ☐ Factory Civil Works for Premier Automobiles Limited
- ☐ Ghatkopar High Level Tunnel
- ▲ Goregaon Mulund Link Road Phase IV
- ☐ Koyna Hydro Power Project Stage I to IV
- ☐ Middle Vaitarna Water Pipeline
- ● Mumbai-Ahmedabad High Speed Rail Pkg C1
- ● Mumbai Coastal Road – Pkg II

- ● Mumbai Metro Line 3: UGC-02
- ☐ Mumbai Metro One
- ☐ Mumbai-Pune Expressway
- ☐ NH-3 MP/Maharashtra Border - Dhule Highway
- ☐ NH-4 - Satara Kolhapur Highway
- ☐ Nhava Sheva WTP Works, Raigadh
- ☐ Residential Buildings, Anushaktinagar
- ☐ Trombay Chimney Works
- ☐ Vaitarna Dam
- ☐ Water Supply Tunnel from Bhandup to Charkop, Mumbai
- ☐ Water Tunnel between E Moses Road and Ruparel College, Mumbai
- ☐ Water Tunnel between Sewri and Futka
- ☐ Water Tunnel from Maroshi to Ruparel College, Mumbai

MANIPUR

- ☐ Imphal Kangchup Tamenglong Road
- ● Parallel safety tunnel of T-12
- ☐ Railway Tunnel No.1 between Jiribam and Tupul
- ☐ Railway Tunnel No. 3 between Jiribam and Tupul
- ☐ Railway Tunnel No. 10 between Jiribam and Tupul
- ☐ Railway Tunnel No. 12 between Jiribam and Tupul
- ● Railway Tunnel No. 12 between Tupul and Imphal
- ▲ Railway Tunnel No.28 on Tupul – Imphal line

MIZORAM

- ● Single Line BG Tunnel - 14A
- ☐ Single Line BG Tunnel - 15A

NAGALAND

- ▲ Single line BG Tunnel 9, 11, 13, 16

ORISSA

- ☐ Aditya Aluminium Project
- ☐ Dam at Upper Kolab
- ☐ Naraj Barrage, New Cuttack
- ☐ Paradip Port Road

PUNJAB

- ☐ 140 m High Chimney at Ropar
- ☐ Rail Coach Factory at Kapurthala

RAJASTHAN

- ☐ East-West Corridor Project
- ● Nokha Water Supply project
- ● Parwan Dam & Tunnel
- ☐ Rajasthan Atomic Power Project, Units 1 & 2
- ☐ Rajasthan Atomic Power Project, Units 3 & 4
- ☐ Rajasthan Atomic Power Project, Units 5 & 6
- ☐ Rajasthan Atomic Power Project, Units 7 & 8

TAMIL NADU

- ☐ Chennai Bypass
- ● Chennai Metro Rail - Phase II, Corridor 4 - ECV02
- ● Chennai Metro Rail – Phase II, Corridor 4 – ECV03
- ☐ Ennore Port
- ● Fast Reactor Fuel Cycle Facility, Kalpakkam
- ☐ Residential Buildings, Anupuram
- ☐ Kadamparai Pumped Storage Project
- ☐ Kudankulam Nuclear Power Project, Units 1 & 2
- ☐ Lower Mettur Hydro Power Project
- ☐ Navamalai Irrigation Tunnel
- ☐ Tirupur Water Supply Project
- ☐ Upper Nirar Irrigation Tunnel

TELANGANA

- ☐ JCR Devadula Lift Irrigation Scheme Phase I
- ☐ JCR Devadula Lift Irrigation Scheme Phase II
- ☐ North-South Corridor NHDP Phase II Package AP-8
- ☐ Pranahita Chevella Lift Irrigation Scheme
- ☐ Ramagundam Thermal Power Project

UTTAR PRADESH

- ☐ Allahabad Bypass
- ☐ Gomti Aqueduct
- ☐ Maneri Bhali Hydroelectric Power Project
- ☐ Naini Cable Stayed Bridge
- ☐ Narora Atomic Power Project
- ☐ NH - 28 - Lucknow Muzaffarpur Highway
- ☐ Rihand Dam
- ☐ Sai Aqueduct
- ☐ Sharda and Ghogra Barrages
- ☐ Varanasi Bridge
- ☐ Yamuna Hydro Power Project

UTTARAKHAND

- ☐ Dhauliganga Hydro Power Project
- ● Rishikesh-Karnaprayag New BG line - Pkg 9
- ● Tapovan Vishnugad Hydro Power Project
- ● Tehri Pumped Storage Project
- ● Vishnugad Pipalkoti Hydro Power Project

WEST BENGAL

- ☐ Elevated Road from Park Circus to E.M. Bypass, Kolkata
- ☐ Farakka Barrage
- ☐ Golden Quadrilateral Road Project - Kolaghat to Kharagpur
- ☐ Haldia Docks Project
- ☐ Kalyani Bridge
- ☐ Kolkata Metro
- ☐ Mahananda Barrage
- ☐ NH-34 - Bahrampore - Farakka Highway
- ☐ NH-34 - Farakka - Raiganj Highway
- ● NH-34 - Bahrampore – Farakka Highway Major Maintenance
- ☐ Purulia Pumped Storage Project
- ☐ Teesta Barrage
- ☐ Teesta Low Dam - Stage IV

BHUTAN

- ☐ Dagachhu Hydro Power Project
- ☐ Kurichhu Hydro Power Project
- ☐ Nikachhu Hydro Power Project
- ☐ Punatsangchhu Hydro Power Project
- ☐ Tala Hydro Power Project

CHAIRMAN'S LETTER

Dear Shareholder,

As HCC completes one hundred years, I write to you with gratitude, pride and conviction.

A century in business is not merely a passage of time. It is evidence of relevance, resilience and character. Institutions endure only when they continue to serve a larger purpose across generations, technologies, markets and national priorities.

HCC has done so.

For one hundred years, HCC has been part of India's infrastructure story. Across bridges, dams, tunnels, hydroelectric projects, nuclear facilities, metros, expressways and urban infrastructure, the Company has built assets that have shaped the physical foundations of modern India. Many of these projects are no longer seen merely as construction achievements. They have become part of the nation's everyday life.

That is the privilege of our business. It is also its responsibility. Our centenary is therefore not only a moment to look back with pride. It is a moment to ask what HCC must become in its second century.

The World in Transition

The world is being reshaped by geopolitical realignment, supply chain diversification, climate imperatives, energy transition, urbanisation and rapid technological change. In this environment, infrastructure is once again central to national strength. It is no longer viewed only as public expenditure; it is productive capacity, resilience and competitiveness.

India stands at the centre of this transformation. For HCC, the opportunity is not merely that India will build more. The opportunity is that India will need companies capable of building what is difficult. That has always been HCC's strength.

The construction industry is entering a new era. Projects are becoming larger and more complex, while skilled manpower, supply chains, safety expectations, environmental obligations and time pressures are all becoming more demanding. The traditional model of construction will not be enough.

The future will belong to companies that combine engineering judgement with technology. These technologies are not optional embellishments. They are tools to overcome the real constraints of the industry. Technology will not replace engineers. It will make good engineering more powerful. It will allow us to plan better, see risks earlier, improve productivity, reduce waste, protect workers and deliver projects with greater certainty. It will also make possible engineering solutions that appear difficult, uneconomical or impractical today.

HCC's task is clear: to combine its century of construction knowledge with the technologies and execution systems of the future.

Our Heritage and Responsibility

HCC's confidence in the future comes from a century of evidence. The Company has built more than 370 bridges, spanning almost every major river in India, while also executing landmark infrastructure projects across international markets. It has executed projects in mountains, rivers, cities, valleys and complex geological conditions. HCC's history has rarely been about easy construction. It has been about accepting difficult assignments and finding engineering answers.

In our business, reputation is not built by words. It is built in concrete, steel, rock, water and time. That heritage must now be carried forward through sharper execution, stronger risk management, greater use of technology and continued commitment to what I have often described as **Responsible Construction**. Responsible Construction means building with respect — for the environment, communities, workers, safety, quality, public purpose and future generations. For me, it also means recognising that our responsibility does not end when a project is completed. It continues through the life of the asset we have created, in how reliably it serves its purpose, supports communities and stands the test of time. As infrastructure becomes larger and more complex, this responsibility will only grow.

Our centenary celebrations reminded us of this legacy. Employees and project teams across the country came together through a special townhall and live webcast. The illumination of the Bandra-Worli Sea Link, one of HCC's most iconic engineering landmarks was a powerful reminder that some projects outgrow the companies that build them. They become part of the public imagination.

Progress During the Year

During FY2025–26, HCC made important progress in strengthening its financial position. Supported by operational improvements and successful capital raising initiatives, the Company substantially reduced debt and improved liquidity. This is significant. Financial resilience gives us the ability to invest in capability, manage volatility and build for the long term.

Operationally, the year reflected HCC's continued engineering capability. The successful delivery of Mumbai Metro Line 3 marked a major contribution to one of India's most complex underground metro systems. The completion of the Anji Khad Cable-Stayed Railway Bridge demonstrated India's growing confidence in complex bridge engineering. The inauguration of the Mumbai Coastal Road project added another important milestone in urban mobility infrastructure. Across hydroelectric and pumped storage projects, HCC continued to contribute to India's clean energy transition and long-term energy security.

The Second Century

As HCC enters its second century, our ambition must not be size for its own sake. Our ambition must be to become better: better in engineering, better in execution, better in technology adoption, better in capital discipline and better in creating long-term value.

We must build a more technology-enabled HCC. We must use data to see projects more clearly, digital tools to reduce uncertainty, automation to improve safety and productivity, and advanced planning systems to control time and cost. We must invest in people who can combine engineering experience with digital fluency.

Though HCC is a private enterprise, I have always believed that in many ways it belongs to India. The infrastructure we build becomes part of the nation's long-term development story. That gives our work meaning beyond contracts and balance sheets.

We enter our second century with pride in our past, realism about the present and confidence in the future. The qualities that carried HCC for one hundred years: courage, resilience, engineering excellence and integrity remain essential. What must now change is the speed, discipline and technological capability with which we apply them.

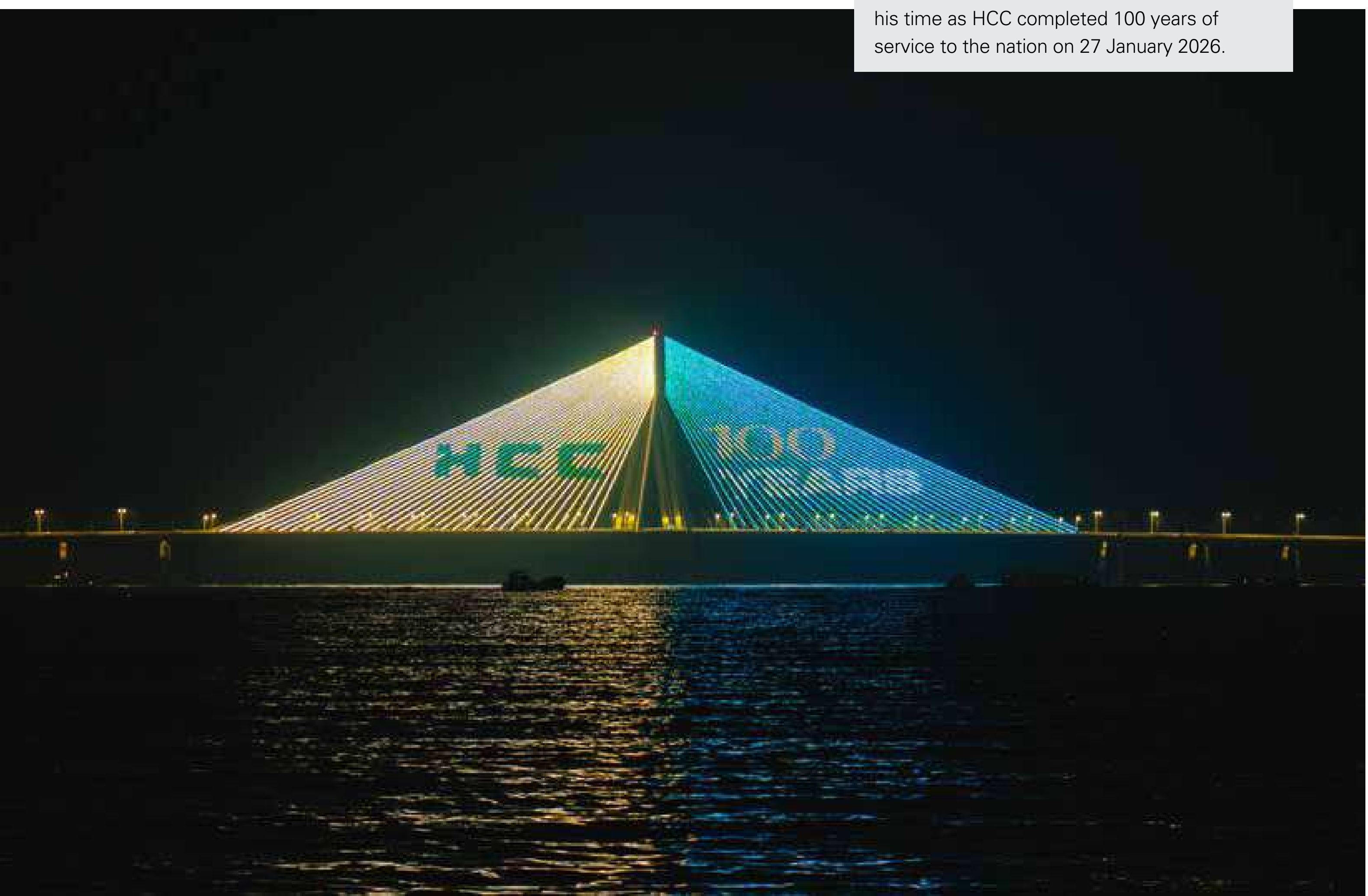
Our commitment is clear: to build responsibly, execute with excellence, embrace the future of engineering and create enduring value for the nation and for our shareholders

I thank you for your continued trust, confidence and support.

Yours sincerely,

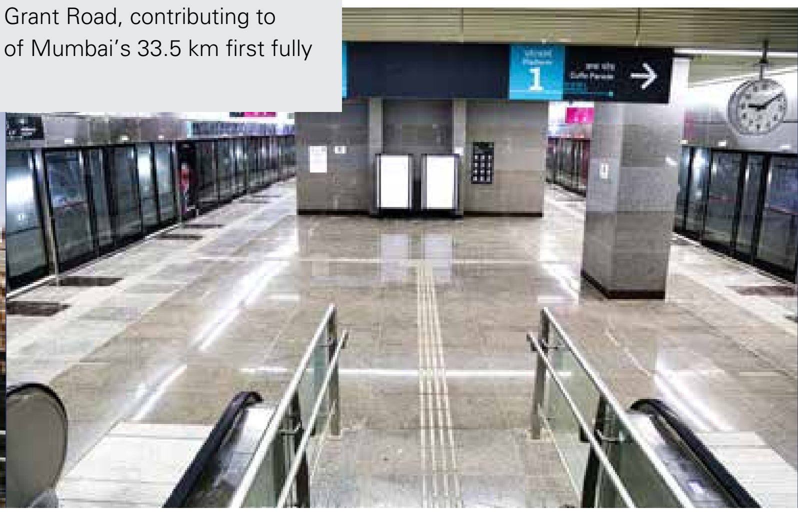
Ajit Gulabchand
Chairman

HCC at 100: Hon'ble Prime Minister of India, Shri Narendra Modi honoured us with his time as HCC completed 100 years of service to the nation on 27 January 2026.



PROJECTS UPDATE

Mumbai Metro - Line 3 (Aqua Line): HCC delivered the 4.1 km underground twin-tunnel section between CSMT and Mumbai Central, including the underground stations at CSMT, Kalbadevi, Girgaon and Grant Road, contributing to the successful commissioning of Mumbai's 33.5 km first fully underground metro corridor.

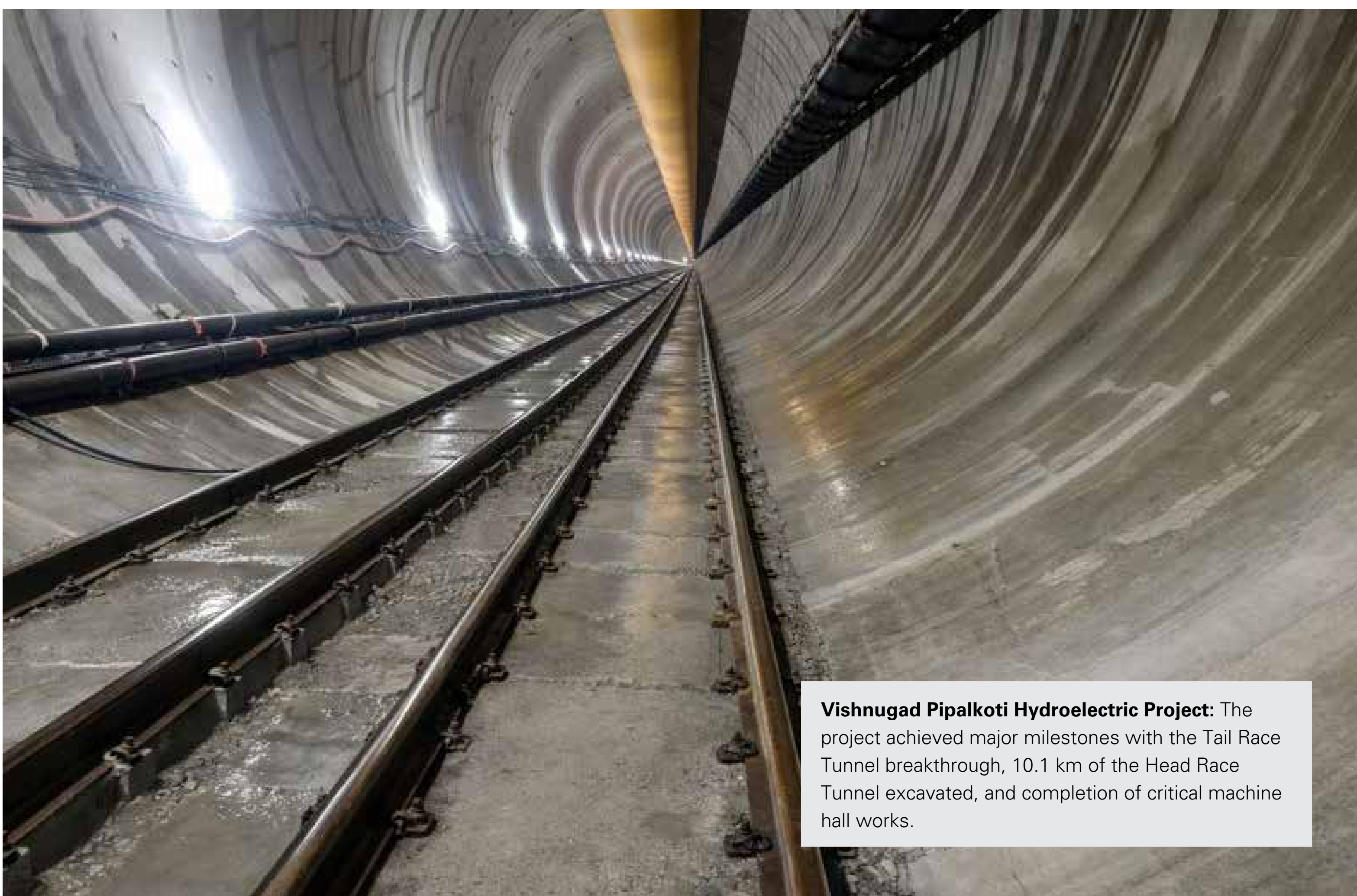


PROJECTS UPDATE

Tehri Pumped Storage Plant: The 1,000 MW Tehri Pumped Storage Plant was fully commissioned making it India's largest operational pumped storage project and a key enabler for renewable energy integration.

Tapovan Vishnugad Hydroelectric Project: The successful breakthrough between HRT Faces 2 and 3 marked a major construction milestone.

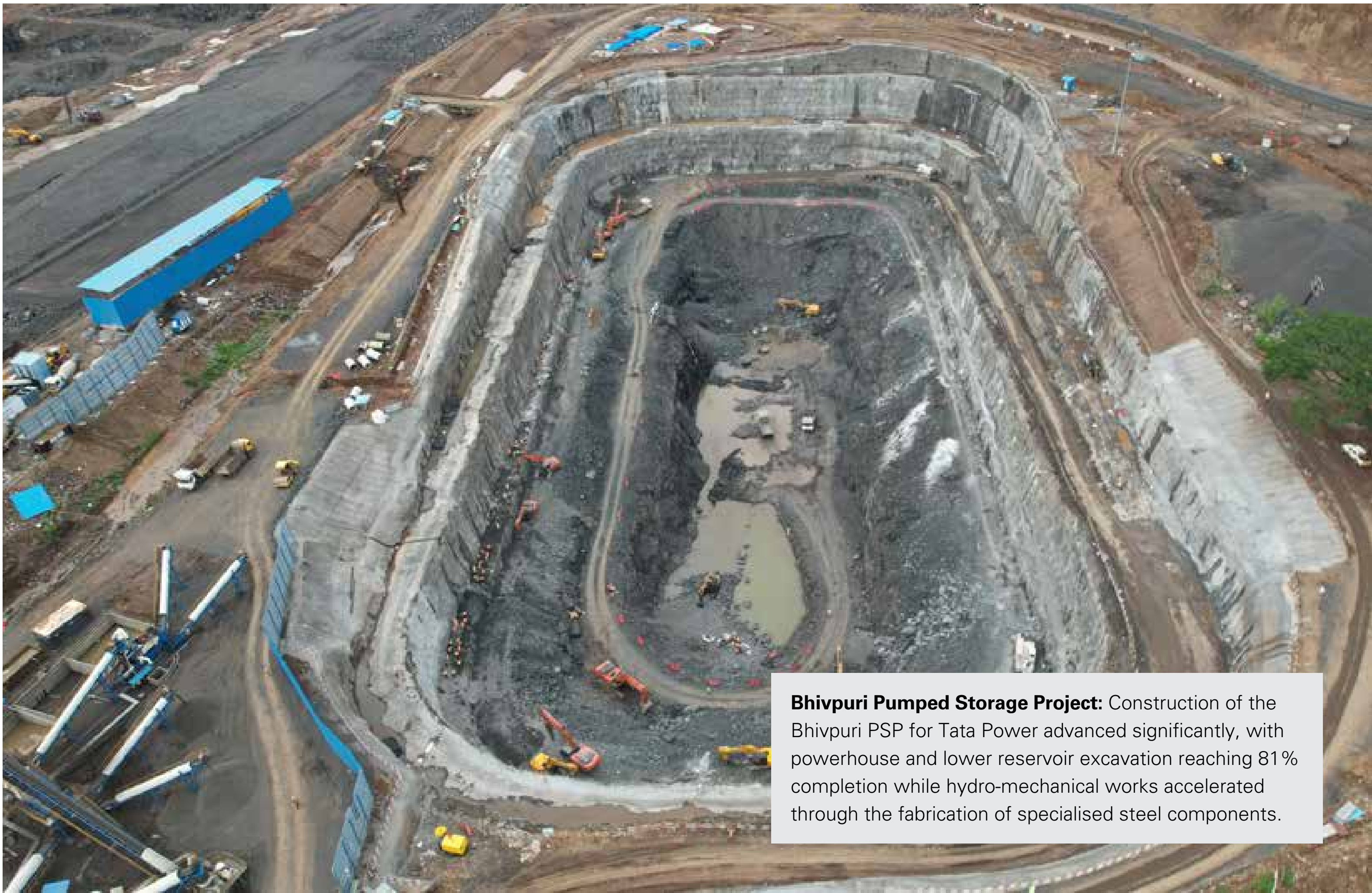
Indore Metro – Package IN-05R: Work progressed on Indore's first underground metro corridor with station construction, utility diversions and the casting of 1,000 precast tunnel lining rings, while TBM preparations advanced for mechanised tunnelling.



Vishnugad Pipalkoti Hydroelectric Project: The project achieved major milestones with the Tail Race Tunnel breakthrough, 10.1 km of the Head Race Tunnel excavated, and completion of critical machine hall works.

Agardanda Creek Bridge: Construction progressed steadily on the 4.31 km Agardanda Creek Bridge, with 94 piles completed and 216 precast segments cast, advancing one of Maharashtra's most significant coastal bridge projects.

Parwan Gravity Dam: With the project reaching 95% completion, HCC introduced innovative precast RCC spillway bridge girders.



Bhivpuri Pumped Storage Project: Construction of the Bhivpuri PSP for Tata Power advanced significantly, with powerhouse and lower reservoir excavation reaching 81% completion while hydro-mechanical works accelerated through the fabrication of specialised steel components.

COMPANY INFORMATION

BOARD OF DIRECTORS

Ajit Gulabchand | Chairman

Arjun Dhawan | Vice Chairman & Managing Director
(w.e.f. June 26, 2025)

Santosh Janakiram | Independent Director

Mukul Sarkar | Nominee Director

Dr. Mita Dixit | Independent Director

Aditya Pratap Jain | Non-Executive Director

Ramesh Subramanyam | Independent Director

Nakul Pasricha | Additional Independent Director
(w.e.f. July 10, 2026)

Jaspreet Bhullar | MD & CEO
(upto June 23, 2025)

Arun Karambelkar | Independent Director
(upto November 2, 2025)

Mahendra Singh Mehta | Independent Director
(upto May 22, 2026)

KEY MANAGERIAL PERSONNEL

Rahul Shukla | Chief Financial Officer
(w.e.f. June 1, 2025)

Girish Gangal | Chief Financial Officer
(upto May 31, 2025)

Nitesh Kumar Jha | Company Secretary

STATUTORY AUDITORS

Mukund M. Chitale & Co., Chartered Accountants

REGISTRAR & SHARE TRANSFER AGENTS

MUFG Intime India Private Limited
C-101, 1st Floor, 247 Park,
Lal Bahadur Shastri Marg, Vikhroli West,
Mumbai – 400083

REGISTERED OFFICE

Hincon House, Lal Bahadur Shastri Marg, Vikhroli (West),
Mumbai- 400 083

MANAGEMENT DISCUSSION & ANALYSIS

INTRODUCTION

Hindustan Construction Company Limited ("HCC" or "the Company") is among India's oldest and most experienced engineering and construction companies, with a proven track record in executing complex infrastructure projects across the transportation, hydropower, nuclear, marine, water and industrial sectors. FY 2025–26 marked HCC's centenary year, a milestone that reflects one hundred years of engineering excellence, innovation and contribution to India's infrastructure development. As the Company enters its second century, it does so with a greater sense of responsibility. With deep capabilities in tunnelling, underground works, bridges, dams, hydroelectric structures and difficult-terrain construction, and an integral commitment to quality, safety and sustainable next practices, HCC continues to occupy a differentiated position in India's infrastructure ecosystem.

MACROECONOMIC REVIEW

India remained the world's fastest-growing major economy during FY2025–26, with real GDP growth estimated at approximately 7.4%. Growth continued to be driven by resilient domestic consumption, sustained public capital expenditure and a steady recovery in private investment. Inflation moderated within the Reserve Bank of India's target range, the banking system remained well capitalised, and credit growth continued to support investment activity.

India also became the world's fourth-largest economy during the year, underscoring its growing economic significance. Despite an uncertain global backdrop marked by geopolitical tensions, trade fragmentation and supply chain realignment, the country's macroeconomic fundamentals remained resilient, supported by prudent fiscal management and continued infrastructure-led development.

India's Infrastructure Investment Cycle

Infrastructure remains central to India's long-term growth strategy. Public capital expenditure has risen consistently over recent years, with the Union Budget 2026–27 providing ₹12.2 lakh crore for capital investment, complemented by initiatives such as PM Gati Shakti, the National Infrastructure Pipeline and sector-specific programmes across transport, energy, urban infrastructure and water. Together, these programmes continue to generate opportunities across transportation, tunnels, bridges, hydropower, pumped storage, metro systems, ports and water infrastructure.

SECTOR OUTLOOK

Roads and Highways

India's roads and highways programme remains one of the world's largest infrastructure development initiatives. With over 6.3 million kilometres of roads, India has the world's second-largest road network. Over the past decade, the National Highway network has expanded by nearly 60%, from 91,287 km in 2013–14 to approximately 146,200 km as of March 2025.

The focus has progressively shifted from expanding connectivity to developing higher-quality infrastructure through access-controlled expressways, economic corridors, logistics corridors and improved last-mile connectivity. Operational expressways have expanded from just 93 km in 2014 to over 3,000 km in 2025, while the length of four-lane and above National Highways has more than doubled during the same period.

Under Bharatmala Pariyojana Phase-I, highway projects covering 34,800 km were approved, of which 26,425 km had been awarded and 21,783 km completed by December 2025. Together with continued investments in border roads, coastal connectivity and multimodal logistics corridors, these programmes are expected to sustain demand for technically complex infrastructure, including bridges, tunnels, viaducts and difficult-terrain engineering.

Urban Infrastructure

Rapid urbanisation continues to reshape India's infrastructure priorities. With nearly 40% of India's population expected to live in urban areas by 2036, investments in urban mobility, water systems and public infrastructure are accelerating. Metro rail has emerged as one of the country's most significant urban infrastructure success stories. India's operational metro network has expanded from 248 km in 2014 to approximately 1,095 km by 2025, while the number of cities served has increased from five to twenty-six, making India one of the world's fastest-growing metro markets.

Government support has remained strong, with annual budgetary allocations for metro rail increasing from ₹5,798 crore in FY2013–14 to ₹29,550 crore in FY2025–26. Continued investment in metro systems, multimodal transport integration and transit-oriented development is expected to sustain opportunities across underground stations, tunnelling, elevated corridors and complex urban infrastructure.

Mumbai Coastal Road Project, Maharashtra

Energy:

Bhivpuri PSP Project, Maharashtra

India's energy sector is undergoing one of its most significant structural transformations, driven by the dual objectives of energy security and decarbonisation. The country has committed to achieving 500 GW of non-fossil fuel generation capacity by 2030 and net-zero emissions by 2070.

As of January 2026, India's installed power generation capacity stood at approximately 520.5 GW, of which 272 GW, or more than 52%, comprised non-fossil fuel sources. Renewable energy continues to expand rapidly, with installed solar capacity surpassing 150 GW following a record addition of 44.6 GW during FY2025–26.

As renewable penetration increases, investment in transmission, energy storage and grid-balancing infrastructure is becoming increasingly important. Pumped storage hydropower is expected to play a pivotal role in ensuring grid stability, with the Central Electricity Authority identifying potential exceeding 200 GW across the country. This represents one of India's most significant emerging infrastructure opportunities over the coming decade.

Nuclear Infrastructure

Nuclear energy is also expected to assume a larger role in India's long-term energy mix. The Government has announced an ambitious target of 100 GW of nuclear capacity by 2047, compared with approximately 8.2 GW currently in operation, creating long-term opportunities for specialised civil engineering, nuclear-grade structures and high-specification construction.

Railways

Indian Railways continues to execute one of the largest railway modernisation programmes globally. Planned capital expenditure of approximately ₹2.93 lakh crore for FY2026–27 is directed towards network expansion, dedicated freight corridors, station redevelopment, signalling, electrification and safety enhancement.

The National Rail Plan 2030 seeks to increase rail's share of freight transportation from around 27% to 45%, significantly improving logistics efficiency while reducing carbon emissions. Continued investment in bridges, tunnels, multimodal logistics parks, dedicated freight corridors and high-capacity rail infrastructure is expected to support sustained demand for technically complex civil engineering projects.

Ports

India's ports sector continues to expand alongside rising trade volumes, manufacturing growth and increasing integration with global supply chains. During FY2025–26, major ports handled a record 915 million tonnes of cargo, representing growth of more than 7% over the previous year.

The Sagarmala Programme continues to drive port-led development, with 845 projects valued at approximately ₹6.06 lakh crore, of which 315 projects had been completed by 2026. Alongside dedicated freight corridors and multimodal logistics initiatives, these investments are strengthening India's logistics ecosystem and generating opportunities across marine structures, breakwaters, berths, port connectivity, coastal infrastructure and industrial development.

Water and Irrigation

Water infrastructure is becoming increasingly important as India addresses the combined challenges of urbanisation, agricultural productivity, industrial growth and climate resilience. Government investment continues across irrigation, dams, water conveyance systems, flood management and urban water infrastructure.

Parwan Gravity Dam, Madhya Pradesh

The Pradhan Mantri Krishi Sinchayee Yojana (PMKSY), with an approved outlay of ₹93,068 crore for the 2021–26 period, remains a key programme supporting irrigation expansion, water-use efficiency and sustainable water management. At the same time, increasing investments in river-linking projects, urban water supply, wastewater treatment and climate-resilient infrastructure are expected to support long-term demand for dams, tunnels, underground water conveyance systems and other complex hydraulic engineering works.

HCC STRATEGIC DEVELOPMENTS

HCC's long-term priorities build on its demonstrated capability in executing complex infrastructure projects. As HCC enters its second century, it is reinforcing its future readiness through adoption of advanced construction practices, expansion into new segments such as urban mobility and industrial buildings, while investing in machination and digital tools that help drive innovation and increase productivity. Financially, the Company remains focused on maintaining a healthy balance sheet alongside strong risk management, as it readies itself for future growth.

Engineering Leadership and Order Book Growth

Engineering, procurement and construction (EPC) continues to be the core of HCC's business, reflecting its engineering leadership and extensive experience in executing technically complex infrastructure projects. India remains the Company's primary market, where it continues to leverage its establishment and track record across each Indian state. Concurrently, HCC continues to evaluate opportunities in international markets, including Bhutan, Nepal and the Middle East.

The Company's order book strengthened modestly during the year from ₹11,188 crore to ₹12,971 crore. During the year, HCC secured new orders worth approximately ₹8,828 crore (Company's share was ₹5,636 crore in joint venture). The Company also maintained a strong execution pipeline, with bids under evaluation of over ₹35,000 crore and an overall pipeline exceeding ₹50,000 crore, indicating highly visible and large opportunities across transportation, hydro and urban infrastructure.

While government projects continue to dominate the order book, HCC is increasingly engaging with private sector developers, particularly in pumped storage hydro projects and industrial projects. The Company follows strong risk management practice while pricing its tenders, focusing on pedigreed clients and projects with balanced contractual terms, thereby maintaining a high order book quality.

Industry & Global Engagements

HCC leadership is actively engaged in global and national infrastructure dialogue. The Company contributes to the World Economic Forum's Global Commission on Nature-Positive Cities and the Engineering & Construction Strategy Officers Group. In India, HCC leadership is active in industry initiatives led by the Confederation of Indian Industry (CII) and the Construction Federation of India (CFI).

Capital Raising

During the year, HCC strengthened its capital base through a Promoter Group led ₹1,000 crore rights issue, which was subscribed 200%, reflecting strong investor confidence in the Company's strategic direction. The capital raised has helped the Company significantly deleverage its balance sheet as well as improved liquidity for future growth.

Balance Sheet Transformation

HCC continues to clinically execute its deleveraging strategy aimed at improving its bottom line, bettering its credit rating and boosting free cash for growth. During FY2025–26, the Company achieved debt prepayments of approximately ₹1,500 crore, resulting in a 38% YoY reduction in debt to ₹1,995 crore, supported largely by capital raising initiatives, and internal accruals (the full impact of these prepayments is not reflected in FY26; pro forma annual interest cost savings of approximately ₹112 crore are expected to accrue in FY27).

The Company is planning additional prepayment of its debt through claim settlements, arbitration proceeds and asset monetisation, which are expected to further strengthen its financial position.

RISK MANAGEMENT:

HCC considers risk management to be an integral part of its business strategy and corporate governance framework. The Company follows an enterprise-wide approach to identifying, assessing and managing risks that could affect its strategic objectives, operational performance, financial position and stakeholder interests. The framework supports timely identification of emerging risks and opportunities, protection of business assets, compliance with applicable laws and regulations, and sustainable value creation for shareholders.

Risk management is embedded across the organisation, with risks identified and evaluated at both the enterprise and project levels. Key risks are assessed based on their likelihood and potential impact, following which appropriate mitigation measures are implemented and periodically reviewed. The framework covers strategic, operational, financial, contractual, order book, execution and project delivery risks, with operating teams and functional heads responsible for implementing and monitoring mitigation actions as part of their day-to-day responsibilities.

Governance and Oversight:

The Risk Management Committee of the Board oversees the Company's risk management framework and reviews key enterprise risks, mitigation measures and the effectiveness of the overall framework at least twice during the year. As on March 31, 2026, the Committee comprised five members and met on May 15, 2025 and December 10, 2025. Further details of the Committee's composition and meetings are provided in the Corporate Governance Report.

OPERATIONS REVIEW

During FY2025–26, Hindustan Construction Company Limited ("HCC") maintained execution momentum across a diversified portfolio spanning transportation, metro rail, hydroelectric infrastructure and urban development. Operational priorities remained focused on timely delivery, productivity enhancement, cost optimisation, safety performance and disciplined working capital management.

The Company's operational performance was supported by improved execution efficiency, reflected in EBITDA margins of ~14.9% in Q1 FY26, ~16.1% in Q2 FY26, ~15.2% in Q3 FY26 and ~18.2% in Q4 FY26, indicating stable margin performance across the year.

Transportation and Metro Infrastructure

Transportation remained a key execution segment, with continued progress across metro rail, railway and urban mobility projects.


Mumbai Metro Line 3, Maharashtra

In the metro segment, the Company achieved a significant milestone with the successful delivery and inauguration of the Mumbai Metro Line 3 (UGC-02 package) by the Hon'ble Prime Minister in October 2026. The project included the execution of key underground stations such as CST, Kalbadevi, Girgaon and Grant Road. Spanning 33.5 km underground, Metro Line 3 connects Aarey to Cuffe Parade, significantly enhancing north–south connectivity and serving over 1.3 million passengers daily. HCC executed four underground stations—CSMT, Kalbadevi, Girgaon and Grant Road—along with twin bored tunnels extending over 3,115 metres.

Progress was also recorded in emerging metro systems. At the Indore Metro project, piling works and station construction activities advanced across multiple locations, while excavation activities commenced at key stations. The Company also commenced execution of the Patna Metro Rail Project (Packages 05 & 06), establishing its footprint in Bihar through its first project in the State and contributing to the development of Bihar's first metro rail system.

During the year, the Company delivered a landmark achievement in railway infrastructure with the successful completion and inauguration of the Anji Khad cable-stayed bridge by the Hon'ble Prime Minister. As India's first cable-stayed railway bridge, the structure features a 193-metre-high pylon, twice as high as the Bandra Worli Sea Link and among the tallest of its kind in the country) and represents a significant engineering accomplishment in complex terrain. The project underscores HCC's expertise in executing technically challenging infrastructure and reinforces its leadership in delivering iconic, high-impact national projects.

The Company also secured and initiated execution of railway packages during the year, including projects from Northern Frontier Railways, reinforcing its presence in rail infrastructure. Urban transport infrastructure execution remained strong, with the Mumbai Coastal Road project becoming one of the marquee urban infrastructure projects delivered in FY 25-26. Construction also progressed steadily on the 4.31 km Agardanda Creek Bridge, one of Maharashtra's most significant coastal bridge projects, creating a new gateway across the Konkan coast.

Hydro, Water and Underground Works

HCC continued to make steady progress across its hydroelectric and underground infrastructure portfolio, leveraging its established technical capabilities.

At the Vishnugad Pipalkoti Hydroelectric Project, tunnelling progress improved progressively during the year, reaching ~8.5 km of the total 12.1 km headrace tunnel reflecting consistent advancement in underground works.


Vishnughad PipalKoti HEP, Uttarakhand

The Tehri Pumped Storage Project (PSP) achieved multiple milestones during the year, including commercial operation of Units 5 and 6 and synchronisation of Unit 7 with the grid indicating progressive commissioning of capacity.


Anji Khad Cable-Stayed Bridge, Jammu & Kashmir


Tehri Pumped Storage Project, Uttarakhand

Execution also progressed across other pumped storage projects, including Bhivpuri PSP, where excavation and civil works across key structures continued in line with project schedules.

Project Execution Excellence

Operational excellence remained a key management priority during the year, supported by strengthened project planning, rigorous milestone monitoring and improved resource deployment across sites. Consistent EBITDA margins through the year reflected greater cost discipline, a favourable project mix and improved operating efficiencies. The Company continued to optimise procurement, subcontractor management and equipment utilisation to mitigate cost pressures and support timely project delivery. Safety and quality remain integral to project execution, particularly given the scale and technical complexity of HCC's operations.

MANAGEMENT SYSTEMS

HCC's Integrated Management System (IMS) is aligned with international standards ISO 9001:2015 for Quality Management, ISO 14001:2015 for Environmental Management and ISO 45001:2018 for Occupational Health and Safety. The framework promotes consistency, operational efficiency and continual improvement across the Company's projects and functions.

Implementation is supported by periodic management reviews and a structured programme of internal and external audits across project sites and the Head Office. During FY2025–26, HCC successfully completed the recertification of its IMS following audits of key Head Office functions and selected projects across the hydro, transportation and nuclear sectors. The certifications were renewed for a further three years.

The Company continued to reinforce its QHSE culture through training and awareness programmes across project sites. Initiatives included automated external defibrillator (AED) and cardiopulmonary resuscitation (CPR) training, first-aid and fire-safety programmes, environmental initiatives and employee recognition programmes. HCC also observed key national and international awareness days relating to safety, quality, health, water and the environment.

Industry Recognitions in FY 2025–26:

- December 2025: The DC-06 Project received the **Sustainability Excellence Award** from the Institution of Engineers (India).
- December 2025: The DC-06 Project was also honoured with the **IEI Industry Excellence Award** by the Institution of Engineers (India).
- December 2025: Vishnugad Pipalkoti HEP and the Mumbai Coastal Road Project were awarded a Certificate of Merit by the National Safety Council for notable achievements in **Occupational Safety & Health.**
- April 2026: The Tata Bhivpuri PSP Project received appreciation from Tata Power Company Limited for achieving **2.58 million safe man-hours** during FY2026.

KEY SUBSIDIARIES

HCC INFRASTRUCTURE COMPANY LTD.

HCC Infrastructure Company Ltd. (HICL) functions as the infrastructure development and investment platform of Hindustan Construction Company Limited for projects executed under the Public-Private Partnership (PPP) framework. The Company undertakes infrastructure development through various concession models, including Build-Operate-Transfer (BOT), Build-Own-Operate-Transfer (BOOT) and Hybrid Annuity Model (HAM), contributing to the creation of long-term infrastructure assets across India.

HUMAN RESOURCES

HCC's people strategy is centred on building a technically capable, safety-conscious and future-ready workforce. As a company executing complex infrastructure projects across diverse geographies and technical domains, HCC places strong emphasis on talent development, leadership continuity, employee engagement, capability building and workplace safety. HCC, a pioneer in infrastructure development, has long been recognised as an employer of choice in the Indian construction industry. We regard our people as our most valuable asset and have continuously strengthened our work culture, systems and policies to support their growth, engagement and well-being.

With a workforce of nearly 8,000 employees, we remain committed to promoting diversity across gender, region and ability. To build a future-ready talent pipeline, we continue to attract high-calibre professionals from premier engineering and management institutes across the country.

Our inclusive philosophy extends to creating employee-friendly infrastructure at project sites and providing young professionals with cross-functional exposure to prepare them for future leadership responsibilities. We continue to maintain one of the highest retention rates among campus hires in the industry.

We invest significantly in capability building through a balanced mix of technical, functional and behavioural learning and development programmes. These initiatives are delivered in collaboration with domain experts and specialised institutions. Our robust performance management framework, powered by SAP SuccessFactors, enables objective assessments, helping recognise, reward and retain high performers.

Employee engagement remains central to our people agenda, with celebrations of festivals, national events, project milestones and employee achievements organised across locations. Our POSH policy reinforces a respectful, safe and gender-neutral workplace, supported through regular awareness and sensitisation sessions.

HCC remains focused on nurturing talent, fostering inclusion and building an agile organisation equipped for the future.

FINANCIAL REVIEW

Table 1: Abridged Profit and Loss account of HCC

(₹ crore)

	Standalone	
	FY 26	FY 25
Income from Operations	3937.25	4,801.1
Other Income	99.35	98.0
Total Income	4036.6	4,899.1
Construction Cost(incl. material)/ Other Exp.	2,972.59	3,551.4
Employees Cost	331.42	316.7
EBITDA (excluding Other Income)	633.24	933.0
EBITDA margin (%) (excluding Other Income)	16.08%	19.43%
Finance Cost	436.30	506.4
Depreciation	25.20	64.7
Exceptional items - Gain / (Loss)	2.18	-
Profit / (Loss) Before Tax and Exceptional Items	271.09	460.0
Profit / (Loss) Before Tax after Exceptional Items	273.27	460.0
Tax expense	67.46	375.1
Profit / (Loss) After Tax	205.81	84.9
Other comprehensive income / (loss)	(10.84)	(7.1)
Total Comprehensive Income (after Tax)	194.97	77.8

Key Financial Ratios

	Standalone		Reason for variance above than 25%
	FY 26	FY 25	
Debtors Turnover Ratio (in times)	1.22	1.74	Varia-tion is less than 25%
Inventory Turnover Ratio (in times)	19.83	24.68	Varia-tion is less than 25%
Interest Coverage Ratio (in times)	1.95	2.40	Owing to decrease in EBITDA and oper-ating in-come
Current Ratio	1.23	1.31	Varia-tion is less than 25%
Debt Equity Ratio	0.27	0.79	Owing to re-duction in debt and in-crease in net worth on account of profit for the year and capital raised during the year.
Operating Profit Margin (%)	16.08	19.43	Owing to decrease in EBITDA and oper-ating in-come
Net Profit Margin^ (%)	5.23	1.77	Owing to in-crease in net profit for the year due to the re-duction of tax expenses.
Return on Net Worth	6.67	4.47	Owing to in-crease in net worth on account of capital raised during the year and in-crease in net profit af-ter tax due to re-duction in tax expense.

^ Before Other comprehensive income/(loss), net of tax

CORPORATE SOCIAL RESPONSIBILITY

HCC's approach to corporate social responsibility is aligned with its commitment to sustainable development and the well-being of communities around its operations. In accordance with Section 135 and Schedule VII of the Companies Act, 2013, the Company has established a formal CSR Policy, supported by its Integrated Management System. Its initiatives focus on sustainability reporting, water stewardship, disaster relief and response, HIV/AIDS awareness and community development.

HCC also contributes to the broader dialogue on sustainable infrastructure and urban development. Arjun Dhawan, Vice Chairman & Managing Director, serves as a member of the World Economic Forum's Global Commission on Nature-Positive Cities, which brings together leaders from government, business, civil society and academia to advance resilient, inclusive and nature-positive urban development

SUSTAINABILITY REPORTING

HCC has published fourteen sustainability reports to date, aligned with the Global Reporting Initiative framework and independently assured. Sustainability considerations are integrated across the Company's operations, with emphasis on water conservation, waste management, occupational health and safety, responsible resource use and inclusive community development.

HCC is a member of the United Nations Global Compact and the TERI World Business Council for Sustainable Development and is a signatory to global initiatives including Caring for Climate and The CEO Water Mandate.

WATER STEWARDSHIP

HCC was the first Indian company to endorse the United Nations Global Compact's CEO Water Mandate. The Company monitors water consumption across its project sites and applies the 4R principle—Reduce, Reuse, Recycle and Recharge—to improve water-use efficiency and reduce freshwater consumption.

Water conservation measures include the treatment and reuse of water, groundwater recharge and watershed-management initiatives. During periods of scarcity, HCC also supports communities around its project locations with access to drinking water. Through these sustained efforts, the Company has maintained a water-positive status for nine consecutive years.

DISASTER RELIEF AND RESPONSE

HCC leverages its engineering expertise, project-management capabilities, trained personnel and access to heavy equipment to support emergency response and relief efforts. Its project teams have mobilised during natural disasters to assist with evacuation, restoration of access and immediate relief.

HCC is a founding member of the World Economic Forum's Disaster Resource Partnership, which facilitates coordinated private-sector support during natural disasters. Since 2004, the Company has contributed to rescue and relief efforts in India and internationally.

HIV/AIDS AWARENESS

Recognising the vulnerability of migrant and construction workforces, HCC conducts HIV/AIDS awareness programmes across its project sites. Awareness and sensitisation sessions are integrated with workplace health and safety initiatives to encourage preventive healthcare and reduce stigma.

COMMUNITY DEVELOPMENT

HCC undertakes community-development initiatives in areas surrounding its project locations, with a focus on education, healthcare, local infrastructure and livelihood enhancement. These initiatives are designed to respond to local needs and contribute to inclusive development and improved quality of life.

INTERNAL CONTROLS AND THEIR ADEQUACY

HCC has established a comprehensive system of internal controls designed to support operational efficiency, safeguard assets and ensure the accuracy and integrity of financial and operational information. The framework provides for appropriate authorisation, accurate recording of transactions, regulatory compliance and reliable reporting to support informed decision-making.

The effectiveness of the control environment is supported by a structured internal audit programme, periodic management reviews and clearly defined policies, procedures and accountability mechanisms. Internal audit observations and recommended corrective actions are reviewed by management and reported to the Audit Committee, as appropriate.

OUTLOOK

As HCC enters its second century, the Company does so with a significantly strengthened balance sheet, strong risk management, improving execution capabilities and a favourable infrastructure investment environment. India's infrastructure investment cycle is expected to remain favourable over the medium term, supported by continued public capital expenditure, urbanisation, energy transition, logistics modernisation and water security requirements. HCC is well positioned to participate in opportunities in transportation, metro rail, hydroelectric works, pumped storage, tunnels, bridges, nuclear infrastructure and complex urban infrastructure. The Company's priorities will remain focused on profitable order acquisition, accelerated execution, improved cash generation, working capital discipline, balance sheet strengthening and selective participation in technically complex projects where HCC enjoys a competitive advantage. Supported by its engineering expertise and century-long experience in delivering some of India's most complex infrastructure projects, HCC believes it is well positioned to participate in the country's next phase of infrastructure development while creating sustainable long-term value for all stakeholders.

CAUTIONARY STATEMENT

Statements in this Management Discussion and Analysis describing the Company's objectives, projections, estimates and expectations may constitute forward-looking statements within the meaning of applicable laws and regulations. Actual results may differ materially from those expressed or implied. Factors that could impact performance include changes in the infrastructure sector, shifts in India's political and economic environment, fluctuations in exchange rates, amendments to tax laws, litigation, labour relations and variations in interest costs.

REPORT ON CORPORATE GOVERNANCE

COMPANY'S PHILOSOPHY

Hindustan Construction Company Ltd. ('the Company' or 'HCC') has always been committed to develop sustainable value for all its stakeholders including customers, employees, shareholders, suppliers, regulatory authorities and the communities that it operates in. In this pursuit, the Company believes in managing and conducting business by adopting strong value systems.

This involves institutionalizing the highest standards of corporate governance across business activities, which is based on the principles of accountability, transparency, responsibility, and fairness in all aspects of its operations. This is the cornerstone of HCC's business philosophy.

The Company has an active and independent Board that provides supervisory and strategic advice and direction. The entire governance system is supported by well-structured systems and procedures that ensure well-informed decision making across different levels of management.

This Chapter reports the Company's compliance with the Regulation 34(3) read with Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the SEBI Listing Regulations') as given below:

I. BOARD OF DIRECTORS

a) Composition of the Board

The Board of Directors ('The Board') has an optimum combination of Executive and Non-Executive Directors, which includes a Woman Independent Director and is in conformity with the provisions of the Companies Act, 2013 ('the Act') and Regulation 17 of the SEBI Listing Regulations.

Composition of the Board as on March 31, 2026

Category	No. of Directors
Chairman (Non-Executive)	1
Vice Chairman & Managing Director	1
Independent Directors (including Woman Independent Director)	4
Non-Executive Director	1
Nominee Director	1

All the Directors possess the requisite qualifications and experience in general corporate management, finance, banking, law, operations and other allied fields enabling them to contribute effectively.

Except for Mr. Ajit Gulabchand and Mr. Arjun Dhawan, who are related inter-se, the other Directors of the Company are not related to each other.

b) Number of Board Meetings

The Board met 5 times during the financial year 2025-26. The Meetings were held on May 8, 2025, June 26, 2025, August 7, 2025, November 6, 2025 and February 12, 2026. The maximum time gap between any two consecutive meetings did not exceed one hundred and twenty days.

c) Directors' attendance record and details of Directorships / Committee Positions held

None of the Directors on the Board is a Member of more than ten Board Committees as per regulation 26(1) of the SEBI Listing Regulations or act as Chairman of more than five such Committees and none of the Directors serves as an Independent Director in more than seven listed companies.

Table 1 below gives the names and categories of Directors, their attendance at the Board Meetings held during the year and at the last Annual General Meeting as also the number of Directorships and Board Committee positions held by them.

Table 1: Details of the Directors as on March 31, 2026

Name of the Director(s)	Category	No. of Board Meetings held during FY 2025-26	No. of Board Meetings attended during FY 2025-26	Whether attended last AGM held on August 12, 2025	No. of Directorships of other public companies*	Committee positions**		Whether having any pecuniary or business relation with the Company
						Chairman	Member	
Ajit Gulabchand##	Promoter, Chairman Non-Executive Director	5	5	Yes	3	-	2	None
Arjun Dhawan##	Vice Chairman & Managing Director#	5	5	Yes	1	-	1	None
Santosh Janakiram	Independent Director	5	4	Yes	2	2	2	None
Mahendra Singh Mehta	Independent Director	5	3	Yes	1	-	2	None
Mukul Sarkar	Non-Executive Nominee Director (Exim Bank) (Lender)	5	4	No	2	-	-	None
Dr. Mita Dixit	Woman Independent Director	5	5	Yes	3	1	4	None
Aditya Pratap Jain	Non-Executive Director	5	5	Yes	-	-	1	None
Ramesh Subramanyam	Independent Director	5	5	Yes	2	1	1	None
Jaspreet Bhullar^	Managing Director & Chief Executive Officer	5	1	NA	-	-	-	None
Arun Karambelkar^^	Independent Director	5	3	Yes	-	-	-	None

*Excludes private limited companies, foreign companies and companies registered under Section 8 of the Companies Act, 2013.

**Chairmanship / Membership of Audit Committee and Stakeholders Relationship Committee in public companies excluding private limited companies, foreign companies and companies under Section 8 of the Companies Act, 2013, has been considered.

#Mr. Arjun Dhawan, Executive Vice Chairman was appointed as Vice Chairman & Managing Director of the Company with effect from June 26, 2025.

##Mr. Arjun Dhawan is son-in-law of Mr. Ajit Gulabchand.

^Mr. Jaspreet Bhullar ceased to be Managing Director & Chief Executive Officer with effect from June 23, 2025.

^^Mr. Arun Karambelkar ceased to be an Independent Director upon his demise with effect from November 2, 2025.

d) Information to the Board

The Company provides information as set out in Regulation 17 read with Part A of Schedule II of the SEBI Listing Regulations to the Board and the Board Committees to the extent applicable.

A detailed agenda folder is sent to each Director within the timeline prescribed under the Act and the SEBI Listing Regulations. All the agenda items are appended with necessary supporting information and documents (except for price-sensitive information, which are circulated separately before the Meeting) to enable the Board to take informed decisions.

The Annual Financial Statements of the Unlisted Subsidiary Companies are reviewed by the Audit Committee.

Pursuant to Regulation 24 of the SEBI Listing Regulations, the Minutes of the Board Meetings and a statement of all significant transactions and arrangements entered into by the Company's Unlisted Subsidiary Companies are placed before the Board.

e) Directors with pecuniary relationship or business transaction with the Company

During the financial year 2025-26, Directors were not having pecuniary relationship or business transaction with Company except receipt of salary, perquisites, allowances and sitting fees.

Additional Information related to Directorship in other listed entities as on March 31, 2026 as per the SEBI Listing Regulations

Name of the Director(s)	Name of other Listed entities	Category of Directorship
Ajit Gulabchand	-	-
Arjun Dhawan	-	-
Santosh Janakiram	Clean Max Enviro Energy Solution Limited Ador Welding Ltd.	Independent Director Independent Director
Mahendra Singh Mehta	Lloyds Metals and Energy Ltd.	Independent Director
Mukul Sarkar	Jain Irrigation Systems Ltd.	Nominee Director
Dr. Mita Dixit	Anuh Pharma Ltd. Shetron Limited	Independent Director Independent Director
Aditya Pratap Jain	-	-
Ramesh Subramanyam	-	-

f) Remuneration to Directors

Table 2 gives the details of remuneration paid to Directors for the financial year ended March 31, 2026.

The Company did not advance loans to any of its Directors during the financial year 2025-26.

Table 2: Remuneration paid to Directors during the financial year ended March 31, 2026

Name of the Director(s)	Salaries, Perquisites & Allowances* (₹)	Sitting fees** (₹)	Total (₹)
Ajit Gulabchand (Chairman)	1,50,00,000	24,00,000	1,74,00,000
Arjun Dhawan (Vice Chairman & Managing Director)#	9,00,00,000	-	9,00,00,000
Santosh Janakiram (Independent Director)	-	9,00,000	9,00,000
Mukul Sarkar (Nominee Director)~	-	4,00,000	4,00,000
Dr. Mita Dixit (Woman Independent Director)	-	10,00,000	10,00,000
Aditya Pratap Jain (Non-Executive Director)	-	10,00,000	10,00,000
Ramesh Subramanyam (Independent Director)	-	17,00,000	17,00,000
Jaspreet Bhullar (Managing Director and Chief Executive Officer)^	3,41,76,673	-	3,41,76,673
Arun Karambelkar (Independent Director)^^	-	3,00,000	3,00,000
Mahendra Singh Mehta (Independent Director)	-	12,00,000	12,00,000
Total	**13,91,76,673**	**89,00,000**	**14,80,76,673**

*Excludes ₹7,50,000 towards Company's contribution to Provident Fund and Superannuation Fund being exempt under the provisions of Income Tax Act, 1961 and provision for use of Company's car.

**Sitting fees comprises payment made to Non-Executive Directors for attending Board Meetings and / or Committee Meetings.

#Mr. Arjun Dhawan, Executive Vice Chairman was appointed as Vice Chairman & Managing Director of the Company with effect from June 26, 2025.

~In case of Mr. Mukul Sarkar, the sitting fees for attending Board Meetings were paid to EXIM Bank.

^Mr. Jaspreet Bhullar ceased to be Managing Director & Chief Executive Officer with effect from June 23, 2025.

^^Mr. Arun Karambelkar ceased to be an Independent Director upon his demise with effect from November 2, 2025.

g) Details of Equity Shares / Stock options held by the Non-Executive Directors

The details of the Equity Shares / Stock options held by the Non-Executive Directors as on March 31, 2026, are given in Table 3 below.

Table 3: Details of Equity Shares / Stock options held by Non-Executive Directors as on March 31, 2026

Name of the Director(s)	No. of Equity Shares	No. of Stock Options
Ajit Gulabchand	21,17,294	Nil
Santosh Janakiram	Nil	Nil
Mahendra Singh Mehta	Nil	Nil
Mukul Sarkar	Nil	Nil
Dr. Mita Dixit	Nil	Nil
Aditya Pratap Jain	Nil	Nil
Ramesh Subramanyam	Nil	Nil

h) Code of Conduct

The Board has laid down two separate Codes of Conduct ('Code(s)')- one for the Non-Executive Directors including Independent Directors and the other for Executive Directors and Senior Managerial Personnel ('Senior Management'). These Codes have been placed on the Company's website – www.hccindia.com. The Codes lay down the standard of conduct which is expected to be followed by the Directors and Senior Management in their business dealings and in particular, on matters relating to integrity at the workplace in business practices and in dealing with stakeholders. A declaration that the Members of the Board and Senior Management have affirmed compliance with the Code of Conduct of the Board of Directors and Senior Management for the financial year ended March 31, 2026, has been signed by Mr. Arjun Dhawan, Vice Chairman & Managing Director of the Company and the same is annexed to this Report.

i) Familiarisation Programme for Independent Directors

The Company has a familiarisation programme for the Independent Directors with regard to their roles, rights and responsibilities in the Company. It provides details regarding the nature of the industry in which the Company operates, the business models of the Company etc. which aims to provide insight to the Independent Directors to understand the business of the Company. Upon induction, the Independent Directors are familiarized with their roles, rights, and responsibilities.

The details of the familiarisation programme for Independent Directors are available on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Policy%20for%20Familiarisation%20Program%20for%20Independent%20Directors.pdf

j) Criteria for making payment to Non-Executive Directors

The Non-Executive Directors are paid sitting fees of ₹1,00,000 each for attending the Meetings of the Board and its Committees, which are within the limits laid down by the Act read with relevant Rules thereunder. In respect of Mr. Mukul Sarkar, Nominee Director, the sitting fees are paid to Exim Bank.

The Nomination and Remuneration Policy containing, inter-alia, criteria for making payment to Non-Executive Directors is available on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Nomination-and-Remuneration-Policy.pdf

k) Independent Directors' Meeting

In terms of the Schedule IV to the Act and Regulation 25 of the SEBI Listing Regulations, Independent Directors of the Company are required to hold at least one Meeting in a financial year without the attendance of Non-Independent Directors and Members of Management.

During the year under review, Independent Directors of the Company met separately on February 12, 2026, inter-alia, for –

- reviewing the performance of Non-Independent Directors and the Board of the Company as a whole.
- reviewing the performance of the Chairperson of the Company, taking into account the views of Executive and Non-Executive Directors.
- assessing the quality, content, and timeliness of flow of information between the Management and the Board that is necessary for the Board to effectively and reasonably perform its duties.

l) Detailed reasons for the resignation of an Independent Director who resigns before the expiry of his tenure along with a confirmation by such director that there are no other material reasons other than those provided

Not Applicable

II. BOARD COMMITTEES

Details of the role and composition of the Committees, including the number of Meetings held during the financial year and attendance at Meetings, are provided below:

a) Audit Committee

As on March 31, 2026, the Audit Committee comprised of 3 (three) Directors. All Members of the Audit Committee possess accounting and financial management knowledge.

The Senior Management team comprising of Vice Chairman & Managing Director, Chief Financial Officer, Chief Internal Auditor and the representative of the Statutory Auditors are invited for the Meetings of the Audit Committee. The Company Secretary is the Secretary to the Committee.

The Audit Committee met 5 times during the year, i.e., on May 8, 2025, June 26, 2025, August 7, 2025, November 6, 2025 and February 12, 2026. The details of the composition of the Committee and attendance at the Meetings are given in Table 4.

Table 4: Details of the composition of the Audit Committee and attendance at the Meetings during the financial year 2025-26

Name of the Director(s)	Category	Position	No. of Meetings Attended
Ramesh Subramanyam*	Independent Director	Chairman	4
Dr. Mita Dixit	Woman Independent Director	Member	5
Aditya Pratap Jain#	Non-Independent Director	Member	1
Mahendra Singh Mehta^	Independent Director	Chairman	3

*Appointed as a Member with effect from May 8, 2025 and subsequently appointed as the Chairman with effect from February 12, 2026.

#Ceased to be a Member with effect from May 8, 2025 and further re-appointed as a Member with effect from February 12, 2026.

^Ceased to be the Member and Chairman with effect from February 12, 2026.

Mr. Mahendra Singh Mehta, Chairman of Audit Committee was present in the Annual General Meeting of the Company held on August 12, 2025, to answer the Members' queries.

The terms of reference of the Audit Committee are reproduced below:

- Overseeing of the Company's financial reporting process and disclosure of its financial information to ensure that the financial statements are correct, sufficient, and credible.
- Recommendation for appointment, remuneration and terms of appointment of auditors of the Company.
- Approval of payment to statutory auditors for any other services rendered by them.
- Reviewing, with the Management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
    - Matters required to be included in the Directors' Responsibility Statement to be included in the Board's Report in terms of clause (c) of subsection (3) of Section 134 of the Act.
    - Changes, if any, in accounting policies and practices and reasons for the same.
    - Major accounting entries involving estimates based on the exercise of judgment by the Management.
    - Significant adjustments made in the financial statements arising out of audit findings.
    - Compliance with listing and other legal requirements relating to financial statements.
    - Disclosure of any related party transactions.
    - Modified opinion(s) in the draft audit report.
- Reviewing with the Management, quarterly financial statements before submission to the Board for approval.
- Reviewing with the Management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of public issue or rights issue or preferential issue or qualified institutions placement and making appropriate recommendations to the Board to take up steps in this matter.
- Review and monitor the auditor's independence and performance, and effectiveness of audit process.
- Approval or any subsequent modification of transactions of the Company with related parties.
- Scrutiny of inter-corporate loans and investments.
- Valuation of undertakings or assets of the Company, wherever it is necessary.
- Evaluation of internal financial controls and risk management systems.
- Reviewing with the Management, performance of the statutory and internal auditors and adequacy of the internal control systems.
- Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure, coverage and frequency of internal audit.
- Discussion with the internal auditors of any significant findings and follow-up thereon.
- Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board.
- Discussions with the statutory auditors before the audit commences, about the nature and scope of the audit as well as post-audit discussions to ascertain any area of concern.
- To look into the reasons for substantial defaults in the payment to depositors, debenture holders, members (in case of non-payment of declared dividends) and creditors.
- To review the functioning of the Whistle Blower mechanism / Vigil mechanism.
- Approval for appointment of CFO after assessing the qualifications, experience, and background, etc. of the candidate.
- Carrying out any other functions as specified in the terms of reference, as amended from time to time.

Review of Information by Audit Committee

- Review of the utilization of loans and / or advances from / investment by the holding Company in the subsidiary exceeding ₹100 crore or 10% of the asset size of the subsidiary, whichever is lower, including existing loans / advances / investments.
- To consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders.

Besides the above, the role of the Audit Committee includes mandatory review of the following information:

- Management Discussion and Analysis of financial condition and results of operations.
- Management letters / letters of internal control weaknesses issued by the statutory auditors, if any.
- Internal audit reports relating to internal control weaknesses.
- The appointment, removal, and terms of remuneration of the Chief Internal Auditor.
- Statement of deviations.
- Quarterly statements of deviation(s) including report of monitoring agency, if applicable, submitted to the stock exchange(s) in terms of Regulation 32(1) of the SEBI Listing Regulations.
- Annual statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice in terms of Regulation 32(7) of the SEBI Listing Regulations.

b) Nomination and Remuneration Committee

As on March 31, 2026, the Nomination and Remuneration Committee comprised of 3 (three) Directors. The Chief Human Resources Officer is invited for the Meetings. The Company Secretary is the Secretary to the Committee.

The Nomination and Remuneration Committee met twice during the financial year i.e., on May 8, 2025 and June 26, 2025. The details of the composition of the Committee and attendance at the Meeting are given in Table 5 below:

Table 5: Details of the composition of the Nomination and Remuneration Committee and attendance at the Meeting during the financial year 2025-26

Name of the Director(s)	Category	Position	No. of Meeting attended
Mahendra Singh Mehta	Independent Director	Chairman	2
Ajit Gulabchand	Chairman	Member	2
Santosh Janakiram	Independent Director	Member	2

The role of the Nomination and Remuneration Committee of the Company, inter-alia, is as under:

- Formulation of the criteria for determining qualifications, positive attributes and Independence of a Director and recommend to the Board a Policy, relating to the remuneration of the Directors, Key Managerial Personnel, and Senior Management Personnel.
- Evaluating the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an Independent Director.
- Formulation of criteria for evaluation of Independent Directors and the Board.
- Devising a policy on diversity of Board of Directors.
- Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board of Directors their appointment and removal.
- Recommending whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Directors.
- Recommending appointment of senior management and remuneration payable to them.

Performance Evaluation criteria for Independent Directors

Performance evaluation criteria for independent directors as approved by Nomination and Remuneration Policy is contained in the Nomination and Remuneration Policy which is available on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Nomination-and-Remuneration-Policy.pdf

Annual performance evaluation of the Non-independent Directors, Chairman and the Board as a whole was carried out by the Independent Directors in their separate Meeting held on February 12, 2026. The performance evaluation of the Independent Directors as well as of other Board Committees was carried out by the entire Board in its Meeting held on May 14, 2026.

c) Stakeholders Relationship Committee

As on March 31, 2026, the Stakeholders Relationship Committee comprised of 4 (four) Directors. Mr. Nitesh Kumar Jha, Company Secretary is the Compliance Officer of the Company.

The Stakeholders Relationship Committee met once during the year i.e., on February 12, 2026. The details of the composition of the Committee and attendance at the Meeting are given in Table 6 below:

Table 6: Details of the composition of the Stakeholders Relationship Committee and attendance at the Meeting during the financial year 2025-26

Name of the Director(s)	Category	Position	No. of Meeting attended
Santosh Janakiram	Independent Director	Chairman	0
Ajit Gulabchand	Chairman	Member	1
Arjun Dhawan	Vice Chairman & Managing Director#	Member	1
Ramesh Subramanyam*	Independent Director	Member	1

#Appointed as Vice Chairman & Managing Director of the Company with effect from June 26, 2025.

*Appointed as a Member with effect from May 8, 2025.

During the year under review, queries / complaints were received by the Company from members / investors / authorities, majority of which has been redressed / resolved to date, satisfactorily as shown in Table 7 below:

Table 7: Details of queries / complaints received and attended during the financial year 2025-26

Sr. No.	Nature of Query / Complaint	Pending as on April 01, 2025	Received during the above period	Redressed during the above period	Pending as on March 31, 2026*
1.	Transfer / Transmission / Duplicate	4	60	62	2
2.	Non-receipt of warrants	0	0	0	0
3.	Dematerialisation / Rematerialisation of Securities	0	7	7	0
4.	Complaints Received Through:				
	a. Directly from the Shareholders	0	0	0	0
	b. Consumer Forum / Court Case / Legal Notice	0	0	0	0
	c. Advocate	0	0	0	0
	d. SEBI	0	17	17	0
	e. Stock Exchanges	0	0	0	0
	f. NSDL, CDSL, MCA	0	1	1	0
	g. Any Other Governing Body	0	0	0	0
5.	Other Queries	0	40	39	1
	TOTAL	4	125	126	3

*Received in the last week of March 2026 and same have been resolved as on the date of this Annual Report to the satisfaction of the shareholders.

In accordance with the Act and SEBI Listing Regulations, the role of the Stakeholders Relationship Committee, inter-alia, is as under:

- Resolving the grievances of the security holders of the Company including complaints related to transfer / transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.
- Review of measures taken for effective exercise of voting rights by shareholders.
- Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar to an Issue and Share Transfer Agent.
- Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants / annual reports / statutory notices by the shareholders of the Company.
- Resolving grievances of debenture holders related to creation of charge, payment of interest / principal, maintenance of security cover and any other covenants.
- All other matters related to shares / debentures.

d) Corporate Social Responsibility (CSR) Committee

As on March 31, 2026, the CSR Committee comprised of 3 (three) Directors.

The role of the CSR Committee, inter-alia, is as under:

- Formulate and recommend to the Board, a Corporate Social Responsibility Policy in compliance with Section 135 of the Companies Act, 2013.
- Formulate and recommend to the Board, an annual action plan in pursuance of the CSR Policy, which shall include the following, namely:
  - (i) the list of CSR projects or programmes that are approved to be undertaken in areas or subject specified in Schedule VII of the Act.
  - (ii) the manner of execution of such projects or programmes as specified in the Act and Rules made thereunder.
  - (iii) the modalities of utilization of funds and implementation schedules for the projects or programmes.
  - (iv) monitoring and reporting mechanism for the projects or programmes; and
  - (v) details of need and impact assessment, if any, for the projects undertaken by the Company.
- Recommending the CSR expenditure to be incurred by the Company to the Board for its approval.
- Any other functions as may be assigned by the Board.

The CSR Committee met once during the year i.e., on February 12, 2026. The Minutes of the Meeting of the CSR Committee are noted by the Board.

The details of the composition of the Committee and attendance at the Meeting are given in Table 8 below:

Table 8: Details of the composition of the Corporate Social Responsibility (CSR) Committee and attendance at the Meeting during the financial year 2025-26

Name of the Director(s)	Category	Position	No. of Meeting attended
Ajit Gulabchand	Chairman	Chairman	1
Arjun Dhawan	Vice Chairman & Managing Director#	Member	1
Ramesh Subramanyam^	Independent Director	Member	1
Mahendra Singh Mehta*	Independent Director	Member	0

#Appointed as Vice Chairman & Managing Director of the Company with effect from June 26, 2025.

^Appointed as Member with effect from May 8, 2025.

*Ceased to be Member with effect from May 8, 2025.

The CSR Policy is available on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Corporate_Social_Responsibility_Policy.pdf

e) Risk Management Committee

As on March 31, 2026, the Risk Management Committee comprised of 5 (five) Members. The Risk Management Committee met twice during the year i.e., on May 15, 2025 and December 10, 2025 and the gap between the Meetings was not more than two hundred and ten days.

The details of the composition of the Committee and attendance at the Meetings are given in Table 9 below:

Table 9: Details of the composition of the Risk Management Committee and attendance at the Meetings during the financial year 2025-26

Name of the Director(s)	Category	Position	No. of Meetings attended
Arjun Dhawan#	Vice Chairman & Managing Director	Chairman	2
Santosh Rai^	Operations Director and Chief Business Officer	Member	2
Aditya Pratap Jain~	Non-Independent Director	Member	2
Rahul Shukla*	Chief Financial Officer	Member	1
Ramesh Subramanyam$	Independent Director	Member	0
Girish Gangal**	Chief Financial Officer	Member	1
Jaspreet Bhullar%	Managing Director & Chief Executive Officer	Member	1
Mahendra Singh Mehta@	Independent Director	Chairman	1

#Appointed as Vice Chairman & Managing Director of the Company with effect from June 26, 2025 and appointed as Chairman of the Committee with effect from May 14, 2026.

^Appointed as Member of the Committee with effect from May 8, 2025.

~Appointed as Member of the Committee with effect from May 8, 2025.

*Appointed as Member of the Committee with effect from June 1, 2025.

$Appointed as Member of the Committee with effect from May 14, 2026.

**Ceased to be Member of the Committee with effect from May 31, 2025.

%Ceased to be Member of the Committee with effect from June 23, 2025.

@Ceased to be Chairman of the Committee with effect from May 14, 2026.

In accordance with the Act and SEBI Listing Regulations, the role of the Risk Management Committee, inter-alia, is as under:

- To formulate a detailed risk management policy which shall include:
  - (i) A framework for identification of internal and external risks specifically faced by the listed entity, in particular including financial, operational, sectoral, sustainability (particularly, ESG-related risks), information, cyber security risks or any other risk as may be determined by the Committee.
  - (ii) Measures for risk mitigation including systems and processes for internal control of identified risks
  - (iii) 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, including evaluating the adequacy of risk management systems;
- To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;
- To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken;
- The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee.

Risk Management Framework

The Company has established a well-documented and robust risk management framework under the provisions of the Act.

Under this framework, risks are identified across all business processes of the Company on a continuous basis. Once identified, these risks are managed systematically by categorizing them into Enterprise Level Risk and Project Level Risk. These risks are further broken down into various subcategories of risks such as operational, financial, contractual, order book, project cost and time overrun etc. and proper documentation is maintained in the form of activity log registers, mitigation reports; and monitored by respective functional heads. Review of these risks and documentation is undertaken by Risk Management Committee regularly at agreed intervals.

III. COMPLIANCE

a) Senior Management:

Particulars of Senior Management including changes therein since the close of the previous financial year are mentioned in the table below:

Sr. No.	Name of Senior Management Personnel	Designation	Change since last financial year
1.	Rahul Shukla	Chief Financial Officer	Appointed w.e.f. June 1, 2025
2.	Nitesh Kumar Jha	Company Secretary and Compliance Officer	NA
3.	Girish Gangal	Chief Financial Officer	Retired w.e.f. May 31, 2025
4.	Santosh Kumar Rai	Operations Director and Chief Business Officer	NA
5.	Jyotirmoy Banerjee	Chief Human Resources Officer	NA
6.	Gurudas Naik	Executive Vice President – Contracts	NA
7.	Sanjay Dave	Operations Director	NA
8.	Vivek Shenoy	Vice President – Project Monitoring and Controls	NA
9.	Mohammad Azharuddin	Head – Procurement and Sub-Contracts	NA
10.	Praveen Shettigar	Chief Technology Officer and Head – Tendering	NA
11.	Dayananda Samuel	Operations Director	NA
12.	Arup Dutta	Vice President – Equipment	NA
13.	Manmeet Basson	Operations Director – Hydro	NA
14.	Siddhesh Redkar	Vice President – Legal & General Counsel	NA

b) Accounting treatment in preparation of Financial Statements

The Financial Statements of the Company have been prepared to comply in all material respects with the Indian Accounting Standards ('IND-AS') notified under the Companies (Accounting Standards) Rules, 2015.

c) Subsidiary Companies

In accordance with Regulation 24 of the SEBI Listing Regulations, following Companies were falling under the category of unlisted material subsidiary of the Company for the financial year 2025-26.

i. HCC Infrastructure Company Limited was incorporated on December 13, 2010. Vinodchandra R Shah & Co. Chartered Accountants was appointed as a Statutory Auditor of HCC Infrastructure Company Limited on September 27, 2024.

ii. H56 Immo AG (Formerly Steiner Eagle AG) was incorporated on December 13, 2024 in Zurich, Switzerland, MLR & Associates LLP was appointed as a Statutory

Auditor of H56 Immo AG on July 10, 2025. Mr. Santosh Janakiram, Independent Director of the Company was also Director on the Board of the H56 Immo AG, Switzerland.

The Minutes of the Board Meetings of the subsidiary companies are placed before the Board.

The details of all significant transactions and arrangements entered into by the unlisted subsidiary companies are periodically placed before the Board.

The Policy for determining "Material subsidiaries" is available on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Policy%20for%20Determining%20Material%20Subsidiaries.pdf

The details of the operations of the subsidiaries have been provided in the Board Report forming part of this Annual Report.

d) Code for Prevention of Insider Trading Practices and other Policies

"Code of Conduct for Prevention of Insider Trading (revised on August 05, 2024)" and the "Code of Practices and Procedures for Fair Disclosure of Unpublished Price-Sensitive Information" adopted in accordance with the SEBI (Prohibition of Insider Trading) Regulations, 2015 requires pre-clearance for dealing in the Company's securities and also allows the formulation of trading plan subject to certain conditions as mentioned in the said Regulations. It also prohibits the purchase or sale of Company's securities by the Designated persons, while in possession of unpublished price-sensitive information in relation to the Company and during the period when the trading window is closed. The Company Secretary is designated as the Compliance Officer for this Code.

e) CEO / CFO Certification

The Compliance Certificate for the financial year ended March 31, 2026, as required under the SEBI Listing Regulations, is signed by Vice Chairman & Managing Director and CFO of the Company and same is annexed to this Report.

f) Pledge of Equity Shares

The aggregate shareholding of the Promoters and Members of the Promoter Group as on March 31, 2026, was 43,79,13,180 equity shares of ₹1 each representing 16.72% of the paid-up equity share capital of the Company.

In aggregate, pledge has been created on 34,92,13,558 equity shares held by Promoter Companies, representing 13.33% of the paid-up equity share capital of the Company as on March 31, 2026.

g) Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The Company has always believed in providing a conducive work environment devoid of discrimination and harassment including sexual harassment. The Company has a well-formulated Policy on Prevention and Redressal of Sexual Harassment. The objective of the Policy is to prohibit, prevent and address issues of sexual harassment at the workplace. This Policy has striven to prescribe a code of conduct for the employees and all employees have access to the Policy document and are required to strictly abide by it. The Policy covers all employees, irrespective of their nature of employment and is also applicable in respect of all allegations of sexual harassment made by an outsider against an employee. The Company is also registered on SHeBox, an online complaint management system of the Government of India for reporting complaints of sexual harassment.

Number of complaints filed during the financial year: Nil

Number of complaints disposed of during the financial year: Nil

Number of complaints pending as on end of the financial year: Nil

The Company has duly constituted an Internal Complaints Committee in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules thereunder.

h) Chart / Matrix setting out the skills / experiences / competencies of the Board of Directors:

In compliance with the provisions of the SEBI Listing Regulations, the Board of Directors has identified the following skills / expertise / competencies with reference to its Business and Industry that are fundamental for the effective functioning of the Company:

Sr. No.	Skill Area
1	Strategic Thinking, Planning and Management
2	Leadership Traits
3	Accounting and Financial Management expertise
4	Expertise in Engineering and Construction, Infrastructure, Industrial Projects
5	Expertise in Transportation – Road, Bridges, Metros and urban transport system
6	Expertise in Hydro, Marine and Water projects
7	Expertise in Nuclear Power and Special Projects
8	Expertise in General Project Contracting
9	Expertise in Commerce, Fund Management, Legal, Communication, Economics
10	Information Technology / Digital Skills / additional skills

The Directors appointed on the Board are from diverse backgrounds and possess core skills / expertise / competencies with regard to the industries / fields from where they have come.

i) Credit Rating

During the year, CARE Ratings Ltd. (the Credit Rating Agency) has revised the ratings of bank facilities, Non-Convertible Debentures and Optionally Fully Convertible Debenture from CARE BB+; (Double B; Outlook: Positive) to CARE BBB-; Stable (Triple B Minus; Outlook: Stable). Further, Infomerics Valuation and Rating Ltd. (the Credit Rating Agency) has reaffirmed the ratings of IVR BBB- / Stable (Triple B Minus; Outlook: Stable) to bank facilities, Non-Convertible Debentures and Optionally Fully Convertible Debenture, ICRA Limited (the Credit Rating Agency) reaffirmed the ratings of debt securities to ICRA BB; Stable (Double B; Outlook: Stable) and CARE Ratings Ltd. (the Credit Rating Agency) has reaffirmed the ratings of CARE BBB-; Stable (Triple B Minus; Outlook: Stable) to bank facilities, Non-Convertible Debentures and Optionally Fully Convertible Debenture. Details of the credit ratings for debt instruments issued and bank facilities availed by the Company are mentioned as below:

Sr. No.	Nature of Instruments	Ratings
1.	Non-Convertible Debentures	CARE BBB-; Stable ICRA BB; Stable IVR BBB- Stable
2.	Bank Facilities	CARE BBB-; Stable / CARE A3 IVR BBB- Stable / IVR A3
3.	Optionally Fully Convertible Debenture	CARE BBB-; Stable IVR BBB- Stable

j) Disclosure by listed entity and its subsidiaries of 'Loans and advances in the nature of loans to firms / companies in which directors are interested by name and amount:

The necessary disclosures have been made in the Notes of Financial Statements for the financial year ended March 31, 2026.

IV. SHAREHOLDER INFORMATION

a) Disclosures regarding the Board of Directors

The Company has received declarations from all the Independent Directors of the Company confirming that they meet with the criteria of Independence as prescribed under the Act and the SEBI Listing Regulations. Based on the same, the Board has confirmed that in its opinion, the Independent Directors are meeting with the criteria of Independence and are Independent of the Management. Detailed profiles of the Directors seeking appointment / re-appointment in pursuance of the Act and the SEBI Listing Regulations read with Secretarial Standards-2 on General Meetings, as applicable are annexed to the Notice of the ensuing Annual General Meeting of the Company.

b) Means of Communication

In accordance with the SEBI Listing Regulations, the Company has maintained a functional website www.hccindia.com containing information about the Company and the same is updated from time to time. The quarterly and annual results are published in Business Standard (English) and Sakal (Marathi), which are national and local dailies respectively and also displayed on the Company's website. Official news releases and presentations made to institutional investors or to analysts, are also uploaded on the website of the Company.

The Company also disseminates to the Stock Exchanges (i.e., BSE and NSE), all mandatory information and price-sensitive / such other information, which in its opinion, are material and / or have a bearing on its performance / operations and issues press releases, wherever necessary, for the information of the public at large. A designated email ID has been created for Members' correspondence viz., secretarial@hccindia.com.

c) General Body Meetings

During the financial year 2025-26, the Annual General Meeting was held on August 12, 2025.

d) Postal Ballot and procedure

During the year, no resolution was passed through postal ballot. Also, no resolution is proposed to be passed through postal ballot.

e) General Shareholder Information

(Forthcoming Annual General Meeting)

Date:	August 18, 2026
Day:	Tuesday
Time:	11.00 a.m.
Venue:	Through Video Conferencing ("VC") or Other Audio-Visual Means ("OAVM") only

Last date for Receipt of Proxies

Not applicable as AGM will be held through Video Conferencing.

Financial Year

The financial year of the Company covers the financial period from April 1 to March 31.

During the financial year under review, the Board Meetings for approval of quarterly and annual financial results were held on the following dates:

1st Quarter Results:	:	August 7, 2025
2nd Quarter Results:	:	November 6, 2025
3rd Quarter Results:	:	February 12, 2026
4th Quarter & Annual Results:	:	May 14, 2026

The tentative dates of the Board Meetings for consideration of financial results for the financial year ending March 31, 2027, are as follows:

1st Quarter Results:	:	August 6, 2026
2nd Quarter Results:	:	November 5, 2026
3rd Quarter Results:	:	February 11, 2027
4th Quarter & Annual Results:	:	May 6, 2027

Listing

Presently, the equity shares of the Company are listed on BSE Limited (BSE) and National Stock Exchange of India Limited (NSE). The Company has paid the annual listing fees for the financial year 2026-27 to BSE and NSE.

Corporate Identification Number:

Corporate Identity Number (CIN) of the Company is L45200MH1926PLC001228.

Details of the AGM / EGM held in the last three years along with Special Resolutions passed thereat:

Day, Date & Time	Particulars of Special Resolutions passed
Annual General Meeting Wednesday, August 30, 2023, at 11.00 a.m. through Video Conferencing	1. Appointment of Mr. Arun Karambelkar (DIN: 02151606) Non-Executive-Non-Independent Director as an Independent Director of the Company 2. Re-appointment of Dr. Mita Dixit (DIN: 08198165), as an Independent Director of the Company 3. Alteration of existing Articles of Association of the Company to enable Nomination of Director by Debenture Trustee 4. Issue of Securities of the Company 5. Divestment of entire interest in Steiner Construction SA, Switzerland, a step-down material subsidiary of the Company by Steiner AG, Switzerland, a material subsidiary of the Company
Annual General Meeting Tuesday, September 17, 2024, at 11.00 a.m. through Video Conferencing	1. Re-appointment of Mr. N. R. Acharyulu (DIN: 02010249) as an Independent Director of the Company 2. Payment of Remuneration to Mr. Ajit Gulabchand (DIN: 00010827), Non-Executive Chairman of the Company 3. Issue of Securities of the Company
Extra ordinary General Meeting Tuesday, March 13, 2025, at 11.00 a.m. through Video Conferencing	1. Appointment of Mr. Ramesh Subramanyam (DIN: 02421481) as an Independent Director of the Company 2. Transfer of economic and beneficial interest in Arbitration Awards to a wholly-owned subsidiary of the Company 3. Advancing a sum up to ₹400 Crore by way of Inter-Corporate Deposit(s) to Prolific Resolution Private Ltd., an Associate Company
Annual General Meeting Tuesday, August 12, 2025, at 11.00 a.m. through Video Conferencing	1. Payment of revised Remuneration to Mr. Ajit Gulabchand (DIN: 00010827), Non-Executive Chairman of the Company 2. Appointment of Mr. Arjun Dhawan, Executive Vice Chairman as Vice Chairman & Managing Director of the Company 3. Approving the enhancement in the borrowing limits of the Company 4. Authorise the Board of Directors to create security interests over the undertaking or substantially the whole of the undertaking of the Company under Section 180(1)(a) of the Companies Act, 2013 5. Issue of Securities of the Company

Distribution of shareholding as on March 31, 2026

Distribution range of Shares	No. of Shares	Percentage	No. of Shareholders	Percentage
1 to 500	70238417	2.68	499392	66.81
501 to 1000	70768994	2.70	87569	11.71
1001 to 2000	97838781	3.74	64229	8.59
2001 to 3000	69460018	2.65	27159	3.63
3001 to 4000	48637296	1.86	13544	1.81
4001 to 5000	54434154	2.08	11622	1.55
5001 to 10000	156686604	5.98	21273	2.85
Greater than 10000	2051403798	78.31	22731	3.04
Total	**2,61,94,68,062**	**100.00**	**7,47,519**	**100.00**

Shareholding Pattern

Categories	As on March 31, 2026	
	No. of Shares	Percentage
Promoter and Promoter Group	43,79,13,180	16.72
Foreign Institutional Investors / FPIs – Corporation	28,60,98,387	10.92
Central Government / State Government	21,020	0.00
NBFCs registered with RBI / Insurance Companies / Other Financial Institutions	2,03,05,949	0.77
Mutual Funds / Alternate Investment Funds	1,93,07,778	0.73
Nationalised and other Banks	6,84,64,478	2.61
NRI / Foreign Nationals	3,62,92,382	1.39
Investor Education and Protection Fund Authority Ministry of Corporate Affairs	33,49,405	0.13
Others – Public	1,74,77,15,483	66.73
Total	**2,61,94,68,062**	**100.00**

List of Top 20 Shareholders of the Company as on March 31, 2026

Sr. No.	Name of the Shareholder	Category	No. of Shares	Percentage
1	Hincon Holdings Ltd	Promoter Company	216372356	8.26
2	Maharani Holdings Private Limited	Promoter Group Company	153609027	5.86
3	Hincon Finance Limited	Promoter Company	63539958	2.43
4	Mukul Mahavir Agrawal	Public	50000000	1.91
5	India Insight Value Fund	FPI (Corporate) – I	41400000	1.58
6	Vanguard Total International Stock Index Fund	FPI (Corporate) – I	30862431	1.18
7	Canara Bank-Mumbai	Nationalised Banks	29297546	1.12
8	Vanguard Emerging Markets Stock Index Fund, A Series of Vanguard International Equity Index Funds	FPI (Corporate) – I	28979257	1.11
9	Ishares Core MSCI Emerging Markets ETF	FPI (Corporate) – I	28364199	1.08
10	Government Pension Fund Global	FPI (Corporate) – I	27132024	1.04
11	Export- Import Bank of India	Non Nationalised Banks	24251091	0.93
12	Chetan Jayantilal Shah	Public	20000000	0.76
13	SBI General Insurance Company Limited	Insurance Companies	18988190	0.72
14	Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	FPI (Corporate) – I	15299775	0.58
15	SPDR Portfolio Emerging Markets ETF	FPI (Corporate) – I	12478687	0.48
16	Sanshi Fund-I	Alternate Invst Funds- III	11607967	0.44
17	Bank Of Baroda	Nationalised Banks	11224651	0.43
18	Abu Dhabi Investment Authority- Monsoon	FPI (Corporate) – I	8857398	0.34
19	Vanguard FTSE All-World Ex-Us Small-Cap Index Fund	FPI (Corporate) – I	7935758	0.30
20	Emerging Markets Small Capitalization Equity Index Non-Lendable Fund	FPI (Corporate) – I	7878926	0.30

Dematerialization of Shares and Liquidity

As on March 31, 2026, 2,61,59,32,280 equity shares representing 99.87 % of the total equity share capital of the Company, were held in dematerialised form with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). The break-up of equity shares held in Physical and Dematerialised form as on March 31, 2026, is given below:

Particulars	No. of Equity Shares	Percentage
Physical Segment	35,35,782	0.13
Demat Segment:-		
NSDL	1,67,22,01,055	63.84
CDSL	94,37,31,225	36.03
Total	**2,61,94,68,062**	**100.00**

The Promoters hold their entire equity shareholding in the Company in dematerialized form. The Company's equity shares are regularly traded on BSE and NSE.

Employees Stock Options (ESOPs)

3,71,748 stock options were granted to an eligible employee under the HCC Employee Stock Option Scheme 2008 ("HCC ESOP Scheme'') on March 16, 2023. Each option, when exercised, would entitle the holder to subscribe for one equity share of the Company of face value ₹1 each.

Out of these, 1,85,874 Equity Shares having face value of ₹1/- each were allotted on August 5, 2024 for cash at an issue price of ₹13.45 (including a share premium of ₹12.45 per share) and 92,937 Equity Shares having face value of ₹1/- each were allotted on August 7, 2025 for cash at an issue price of ₹13.45 (including a share premium of ₹12.45 per share), pursuant to the exercise of vested stock options. Further, 92,937 unvested stock options lapsed upon resignation of the said employee. Accordingly, 83,64,339 stock options were available for grant to eligible employees as on March 31, 2026.

Disclosures pursuant to provisions of the Companies (Share Capital and Debentures) Rules, 2014 read with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 are set out at Annexure I to the Board Report.

A certificate from BNP & Associates, Secretarial Auditors of the Company, certifying that the Company's ESOP Scheme has been implemented in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and the Resolution passed by the Members for approving the Scheme shall be placed in the ensuing Annual General Meeting.

Details regarding Listing and redemption of Debt Securities

During the year, the Company has not issued any debenture. Further, the Company has redeemed 2,426 Non-Convertible Debentures (NCDs) of ₹10,00,000 each, aggregating to ₹242.6 Crore carrying a coupon rate 0.01% p.a. during the financial year under review.

Following are the details of Debenture Trustee in respect of the non-convertible debt securities of the Company:

Axis Trustee Services Ltd.
Axis House, Bombay Dyeing Mill Compound,
Pandurang Budhkar Marg, Worli, Mumbai 400 025
Email id: debenturetrustee@axistrustee.in
Contact Person: Mr. Kumar Saminathan
Tel: 02262300418

Share Transfer system

With effect from April 01, 2019, requests for effecting transfer of physical securities are not processed by the Company / Registrar except to the extent permitted by SEBI. Requests for dematerialisation of shares are processed and confirmation is given to the respective depositories i.e., NSDL and CDSL within 21 days.

Address for Members' correspondence

Members are requested to correspond with the Registrar to an Issue and Share Transfer Agent at the below given address on all matters relating to non-receipt of Annual Report, payment of dividend and any other query relating to Equity Shares or Debentures of the Company.

Registrar to an Issue and Share Transfer Agents

MUFG Intime India Private Limited
(Formerly Link Intime India Private Limited)
Unit: Hindustan Construction Company Ltd.
C-101, 1st Floor, 247 Park, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai – 400083
Telephone: +91-22-810 811 8484
Email: csg-unit@in.mpms.mufg.com
Website: https://in.mpms.mufg.com

The Company has maintained an email ID i.e., secretarial@hccindia.com which is designated for investor correspondence for the purpose of registering any investor related complaints and the same has been displayed on the Company's website: www.hccindia.com

Members may contact the Compliance Officer and / or the Investor Relations Officer at the following address:

Compliance Officer:

Mr. Nitesh Kumar Jha, Company Secretary
Hindustan Construction Company Ltd.
Hincon House, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai- 400 083, India.
Tel: +91-22-2575 1000
Website: www.hccindia.com
Email: secretarial@hccindia.com

Investor Relations Officer:

Mr. Santosh Kadam
Hindustan Construction Company Ltd.
Hincon House, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai-400 083, India
Tel: +91-22-2575 1000
Website: www.hccindia.com
Email: secretarial@hccindia.com

f) Disclosure under Regulation 30 and 46 of SEBI Listing Regulations regarding certain agreements with the media companies

No agreement(s) have been entered with media companies and / or their associates which has resulted / will result in any kind of shareholding in the Company and consequently any other related disclosures viz., details of nominee(s) of the media companies on the Board of the Company, any management control or potential conflict of interest arising out of such agreements, etc. are not applicable. The Company has not entered into any other back-to-back treaties / contracts / agreements / MoUs or similar instruments with media companies and / or their associates.

g) Investor safeguards and other information

i. Dematerialisation of shares

Members are requested to convert their physical holdings to demat / electronic form through any of the registered Depository Participants (DPs) to avoid the hassles involved in dealing in physical shares such as possibility of loss, mutilation, etc. and also to ensure safe and speedy transaction in respect of the shares held.

ii. Transfer of Unclaimed Dividend and Equity Shares to Investor Education and Protection Fund (IEPF)

Pursuant to Section 124 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund Rules), 2016 ('the IEPF Rules'), during the year under review, no amount of unclaimed dividend and corresponding equity shares were due to be transferred to IEPF account.

iii. Update Address / E-Mail Address / Bank Details

To receive all communications / corporate actions promptly, Members holding shares in dematerialised form are requested to please update their address / email address / bank details with the respective DPs and in case of physical shares, the updated details have to be intimated to the Registrar to an Issue and Share Transfer Agents.

iv. Electronic Service of Documents to Members at the Registered Email Address

The Company shall send all documents to Members like General Meeting Notices (including AGM), Annual Reports and any other future communication (hereinafter referred as "documents") in electronic form, in lieu of physical form, to all those Members, whose email address is registered with Depository Participant (DP) / Registrar to an Issue and Share Transfer Agents (RTA) (hereinafter referred as "registered email address") and made available to the Company, which has been deemed to be the Member's registered email address for serving the aforesaid documents. Members holding shares in electronic form are requested to please inform any changes in their registered e-mail address to their DPs from time to time and Members holding shares in physical form have to write to MUFG Intime India Private Limited, RTA at its specified address.

It may be noted that the Annual Report of the Company is available on the Company's website, www.hccindia.com for ready reference.

v. Newspaper advertisement

The Company has, through the newspaper advertisements informed the investors who had purchased physical shares of the Company prior to April 1, 2019, to avail the Special Window open up to February 4, 2027, for re-lodgement of transfer deed / transfer & dematerialisation of physical shares of the Company

vi. Presentations to institutional investors / analysts

Detailed presentations are made to institutional investors and financial analysts on the Company's quarterly, half-yearly as well as annual financial results and are sent to the Stock Exchanges. These presentations, audio recordings and transcript of the meetings are available on the website of the Company.

vii. Website

The Company's website, (www.hccindia.com) contains a separate dedicated section 'Investor Call Recordings' where shareholders' information is available.

h) Plant locations- Not Applicable

V. OTHER DISCLOSURES

1. There were no material related party transactions entered by the Company that may have a potential conflict with the interests of the Company. The Company has formulated a policy on Related Party Transactions and the said Policy is available on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Policy_for_Related_Party_Transactions.pdf
2. There were no non-compliances by the Company and no instances of penalties and strictures imposed on the Company by the Stock Exchanges or SEBI or any other statutory authority on any matter related to the capital market during the last three years.
3. The Company promotes ethical behaviour in all its business activities and has put in place a mechanism for reporting illegal or unethical behaviour. The Company has a Whistle Blower Policy under which the employees are free to report violations of applicable laws and regulations. None of the personnel has been denied access to the Audit Committee. The same is placed on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Vigil_Mechanism_Policy.pdf
4. The Company has complied with the corporate governance requirements specified in Regulations 17 to 27 and the mandatory requirements under Schedule II and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI Listing Regulations as amended.

5. The Company is not dealing in commodities and hence disclosure relating to commodity price risks and commodity hedging activities is not applicable.

6. The Company has complied with the discretionary requirements with respect to Internal Audit and Office for Non-Executive Chairman.

7. There is no non-compliance of any requirement of Corporate Governance Report as per Part C of Schedule V of the SEBI Listing Regulations.

8. The Policy for determining material subsidiaries is available on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Policy%20for%20determining%20Material%20Subsidiaries.pdf

9. Details of utilization of funds raised through Qualified Institutions Placement as specified under Regulation 32 (7A) of the SEBI Listing Regulations as follows:

Sr.	Original Object	Modified Object, if any	Original Allocation	Modified allocation, if any	Funds Utilised	Amount of Deviation / Variation according to applicable object
1	Repayment and / or pre-payment, in full or in part, of certain outstanding borrowings availed by our Company, Associates and / or Joint Venture	NA	390.00	0.00	390.00	0.00
2	Augmenting working capital requirements	NA	150.00	0.00	150.00	0.00
3	Payment of issue expenses	NA	37.14	0.00	33.12*	0.00
4	Payment towards general corporate purposes	NA	22.86	0.00	26.88*	0.00

*As stated in the Objects section of the Placement Document, the unutilized Issue Expenses of ₹4.02 cr have been utilized towards general corporate purposes.

10. A certificate from BNP & Associates, Company Secretary in practice, 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 the Board / Ministry of Corporate Affairs or any such statutory authority, is annexed to this Report.

11. There are no shares lying in the demat suspense account or unclaimed suspense account of the Company as on March 31, 2026 and hence, the details of the same are not provided.

12. Details relating to fees paid to the Statutory Auditors are given in Notes to the Standalone Financial Statements for the year ending March 31, 2026.

13. There were no instances during the year where Board has not accepted recommendation given by the Committees.

14. There are no outstanding global depository receipts or American depository receipts or warrants.

Auditors' Certificate on compliance with the conditions of Corporate Governance

The Company has obtained a Certificate from its Statutory Auditors regarding compliance of the conditions of Corporate Governance, as stipulated in the SEBI Listing Regulations, which is annexed with this Report and shall be sent to all the Members of the Company and the Stock Exchanges along with the Annual Report of the Company.

CERTIFICATION BY CEO AND CFO UNDER REGULATION 17(8) OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

The Board of Directors of Hindustan Construction Company Ltd.

We have reviewed the financial statements and the cash flow statement of Hindustan Construction Company Ltd. for the year ended March 31, 2026 and that to the best of our knowledge and belief:

a) (i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading.

(ii) these statements together present a true and fair view of the Company's affairs and are in compliance with existing Accounting Standards, applicable laws and regulations.

b) There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violates the Company's Code of Conduct.

c) We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of the internal control systems of the Company pertaining to financial reporting and have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take for rectifying these deficiencies.

d) We have indicated to the Auditors and the Audit Committee:

i. significant changes in internal control over financial reporting during the year.

ii. significant changes in accounting policies made during the year and the same have been disclosed in the notes to the financial statements; and

iii. instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

Rahul Shukla
Chief Financial Officer

Arjun Dhawan
Vice Chairman & Managing Director

Place: Mumbai
Date: May 14, 2026

DECLARATION UNDER REGULATION 34(3) READ WITH PART D OF SCHEDULE V OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To,
The Members,
Hindustan Construction Company Ltd.

I hereby declare that all the Directors and the Senior Management of the Company have affirmed compliance with their respective Codes for the financial year ended March 31, 2026.

For Hindustan Construction Company Ltd.

Arjun Dhawan
Vice Chairman & Managing Director

Place: Mumbai
Date: May 14, 2026

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To,
The Members of
Hindustan Construction Company Limited
Hincon House, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai- 400083

We, BNP & Associates, Practicing Company Secretaries ,have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Hindustan Construction Company Limited, having CIN: L45200MH1926PLC001228 and having its registered office at Hincon House, Lal Bahadur Shastri Marg, Vikhroli (West), Mumbai – 400083 (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C clause 10(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verification (including verification of Director Identification Number (DIN) status as per the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company and its officers, we hereby certify that none of the Directors on the Board of the Company as stated below, have been debarred or disqualified from being appointed or continuing as Directors of the Company by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or by any other statutory regulatory authority for the Financial year ended March 31, 2026.

Sr. No	DIN	Name of the Directors	Designation	Date of Appointment*
1	00010827	Mr. Ajit Gulabchand	Chairman	March 3, 1983
2	01778379	Mr. Arjun Dhawan	Vice Chairman and Managing Director	April 1, 2017**
3	08115375	Mr. Aditya Pratap Jain	Non-Executive Non-Independent Director	June 7, 2023
4	00893700	Mr. Mukul Sarkar	Nominee Director	February 6, 2020
5	06801226	Mr. Santosh Janakiram Iyer	Independent Director	June 17, 2019
6	08198165	Dr.(Ms.) Mita Dixit	Independent Director	February 6, 2020
7	02421481	Mr. Ramesh Narayanswamy Subramanyam	Independent Director	December 16, 2024
8	00019566	Mr. Mahendra Singh Mehta	Independent Director	June 17, 2019

*Dates of appointment of Directors, incorporated above, are as appearing on MCA Portal.

**Appointed as Managing Director with effect from June 26, 2025

Ensuring the eligibility of every Director for appointment / continuity on the Board is the responsibility of the Management of the Company. We further state that this certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management of the Company has conducted the affairs of the Company.

For BNP & Associates
Company Secretaries
[Firm Regn. No. 2014MH037400]
[PR NO.: 7353/2025]

Sujata Chattopadhyay
Partner
FCS No.: 8983 / COP No.: 13498
UDIN: F008983H000360941

Place: Mumbai
Date: May 14, 2026

INDEPENDENT AUDITORS' CERTIFICATE ON CORPORATE GOVERNANCE

To the Members of Hindustan Construction Company Limited

1. This certificate is issued in accordance with the terms of our engagement letter dated April 4, 2026 with Hindustan Construction Company Limited (hereafter referred as "Company")

2. We have examined the compliance of conditions of corporate governance by Hindustan Construction Company Limited for the financial year ended on March 31, 2026 as stipulated in Regulation 17 to 22, clause (b) to (i) of Regulation 46(2), and paragraph C and D of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'),as amended from time to time.

Management's Responsibility

3. The compliance of conditions of corporate governance stipulated in the listing regulations is the responsibility of the management of the Company. This responsibility includes the designing, implementing and maintaining operating effectiveness of internal control to ensure compliance with the conditions of corporate governance as stipulated in the Listing Regulations.

Auditor's Responsibility

4. Pursuant to the requirements of the Listing Regulations, our responsibility is to express a reasonable assurance in the form of an opinion as to whether the Company has complied with the conditions of corporate governance as stated in paragraph 2 above. Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the 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 relevant records of the Company in accordance with the applicable Generally Accepted Auditing Standards in India, the Guidance Note on Certification of Corporate Governance issued by the Institute of Chartered Accountants of India ('ICAI') , and 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.

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

Opinion:

7. Based on our examination as aforesaid and to the best of our information and according to the explanations provided to us, in our opinion, the Company has complied, in all material respects, with the conditions of corporate governance as stipulated in the SEBI Listing Regulations for the financial year ended March 31, 2026.

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

Restriction on use:

9. This certificate is issue solely for the purpose of complying with the aforesaid regulations and may not be suitable for any other purpose.

For **Mukund M Chitale & Co.**
Chartered Accountants
Firm's Registration No: 106555W

(Saurabh Chitale)
Partner
M.NO: 111383
UDIN: 26111383PHYEFR9308

Place: Mumbai
Date: May 14, 2026

BOARD'S REPORT

To,
The Members of Hindustan Construction Company Ltd.

1. Report

The Board of Directors ("The Board") is pleased to present the 100th Annual Report together with the Annual Audited Financial Statements for the financial year ended March 31, 2026.

2. Financial Highlights (As per IND AS)

Standalone (₹ in crore)

	Year ended March 31, 2026	Year ended March 31, 2025
Income from Operations	3,937.25	4,801.05
Profit before Finance Cost, Depreciation and Amortisation, Exceptional Items, Other Income and Tax	633.24	932.98
Less: Finance Costs	436.30	506.36
Depreciation and amortisation	25.20	64.65
Exceptional Items – gain	2.18	0
Add: Other Income	99.35	98.03
Profit / (Loss) before Tax	273.27	460.00
Less: Tax Expense	67.46	375.08
Profit/(Loss) after Tax	205.81	84.92
Add: Other Comprehensive Income	-10.84	-7.10
Total Comprehensive Income / (Loss) carried to Other Equity	**194.97**	**77.82**

3. Dividend

In order to conserve the resources, the Board has not recommended any dividend for the financial year ended March 31, 2026.

4. Transfer to Reserves

During the year under review, no amount was proposed to be transferred to the general reserve of the Company.

5. Strategic Developments

HCC's long-term priorities build on its demonstrated capability in executing complex infrastructure projects. As HCC enters its second century, it is reinforcing its future readiness through adoption of advanced construction practices, expansion into new segments such as urban mobility and industrial buildings, while investing in machination and digital tools that help drive innovation and increase productivity. Financially, the Company remains focused on maintaining a healthy balance sheet alongside strong risk management, as it readies itself for future growth.

Engineering Leadership & Order Book Growth

Engineering, procurement and construction (EPC) continues to be the core of HCC's business, reflecting its engineering leadership and extensive experience in executing technically complex infrastructure projects. India remains the Company's primary market, where it continues to leverage its establishment and track record across each Indian state. Concurrently, HCC continues to evaluate opportunities in international markets, including Bhutan, Nepal and the Middle East.

The Company's order book strengthened modestly during the year from ₹11,188 crore to ₹12,971 crore. During the year, HCC secured new orders worth approximately ₹8,828 crore (Company's share was ₹5,636 crore in joint venture). The Company also maintained a strong execution pipeline, with bids under evaluation of over ₹35,000 crore and an overall pipeline exceeding ₹50,000 crore, indicating highly visible and large opportunities across transportation, hydro and urban infrastructure.

While government projects continue to dominate the order book, HCC is increasingly engaging with private sector developers, particularly in pumped storage hydro projects and industrial projects. The Company follows strong risk management practice while pricing its tenders, focusing on pedigreed clients and projects with balanced contractual terms, thereby maintaining a high order book quality.

Industry & Global Engagements

HCC leadership is actively engaged in global and national infrastructure dialogue. The Company contributes to the World Economic Forum's Global Commission on Nature-Positive Cities and the Engineering & Construction Strategy Officers Group. In India, HCC leadership is active in industry initiatives led by the Confederation of Indian Industry (CII) and the Construction Federation of India (CFI).

6. **Share Capital of the Company**

As on March 31, 2026, the paid-up Equity Share Capital of the Company was ₹2,61,94,68,062/- comprising of 2,61,94,68,062 Equity Shares having face value of ₹1/- each.

During the year under review, following Equity Shares were allotted by the Company:

Type of Issue	Date of Allotment	Number of Equity Shares of face value of ₹1 each	Issue Price	Amount raised (₹ in crore)
ESOP	August 7, 2025	92,937	13.45	0.12
Rights Issue	December 23, 2025	79,99,91,900	12.50	999.99
Total		**80,00,84,837**		**1,000.11**

7. **Operations**

The Company achieved turnover of ₹3,937.25 crore during financial year 2025-26 as compared to ₹4,801.05 crore during financial year 2024-25 and secured 7 contracts aggregating to ₹8,828 crore (Company's Share was ₹5,636 crore) in joint venture.

8. **Subsidiaries and Associate Companies**

HCC Infrastructure Company Ltd.

HCC Infrastructure Company Ltd. (HICL) functions as the infrastructure development and investment platform of Hindustan Construction Company Limited for projects executed under the Public-Private Partnership (PPP) framework. The Company undertakes infrastructure development through various concession models, including Build-Operate-Transfer (BOT), Build-Own-Operate-Transfer (BOOT) and Hybrid Annuity Model (HAM), contributing to the creation of long-term infrastructure assets across India.

During the year under review, HCC Operations & Maintenance Limited (Step-Down Subsidiary) was amalgamated into Badarpur Faridabad Tollway Limited (Step-Down Subsidiary) pursuant to Order passed by Hon'ble NCLT Mumbai and filed with Ministry of Corporate Affairs on September 30, 2025.

The details as required under Rule 8 of the Companies (Accounts) Rules, 2014 regarding the performance and financial position of the Subsidiaries, Associates and Joint Ventures of the Company are provided in Form AOC-1, which forms part of the Consolidated Financial Statements of the Company for the financial year ended March 31, 2026.

The Company's policy for determining material subsidiaries can be accessed by weblink https://hccindia.com/uploads/Investors/Policy%20for%20determining%20Material%20Subsidiaries.pdf

9. **Public Deposits**

The Company has not accepted any deposit falling under Chapter V of the Companies Act, 2013 ("The Act") during the year under review. There were no such deposits outstanding at the beginning and end of the financial year 2025-26.

10. **Particulars of Loans, Guarantees and Investments**

Particulars of Loans, Guarantees and Investments made during the year as required under the provisions of Section 186 of the Act are given in the notes to the Financial Statements forming part of this Annual Report.

Disclosures pursuant to Para A of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") have been made in the notes to the Financial Statements forming part of this Annual Report.

11. **Employee Stock Option Scheme (ESOP)**

3,71,748 stock options were granted to an eligible employee under the HCC Employee Stock Option Scheme 2008 ("HCC ESOP Scheme'') on March 16, 2023. Each option, when exercised, would entitle the holder to subscribe for one Equity Share of the Company of face value ₹1/- each.

Out of these, 1,85,874 Equity Shares having face value of ₹1/- each were allotted on August 5, 2024 for cash at an issue price of ₹13.45 (including a share premium of ₹12.45 per share) and 92,937 Equity Shares having face value of ₹1/- each were allotted on August 7, 2025 for cash at an issue price of ₹13.45 (including a share premium of ₹12.45 per share), pursuant to the exercise of vested stock options.

Further, 92,937 unvested stock options lapsed upon resignation of the said employee. Accordingly, 83,64,339 stock options were available for grant to eligible employees as on March 31, 2026.

Disclosures pursuant to provisions of the Companies (Share Capital and Debentures) Rules, 2014 read with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 are set out at **Annexure I** to this Report.

A certificate from BNP & Associates, Secretarial Auditors of the Company, certifying that the Company's ESOP Scheme has been implemented in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and the Resolution passed by the Members for approving the Scheme shall be placed in the ensuing Annual General Meeting.

12. Consolidated Financial Statements

In accordance with the Act and implementation requirements of Indian Accounting Standards ("IND-AS") on accounting and disclosure requirements and as prescribed by the SEBI Listing Regulations, the Annual Audited Consolidated Financial Statements are provided in this Annual Report.

Pursuant to Section 129(3) of the Act, a statement containing the salient features of the Financial Statements of the Subsidiaries, Associates and Joint Ventures of the Company in the prescribed Form AOC-1 is annexed to this Annual Report.

Pursuant to Section 136 of the Act, the Financial Statements of the Subsidiaries are available on the website of the Company under the Investors Section and can be accessed by weblink https://www.hccindia.com/investors/subsidiary-companies-financial-statements

13. Corporate Governance

The Company is committed to maintain the highest standards of Corporate Governance and adheres to the Corporate Governance requirements as stipulated by the Securities and Exchange Board of India ("SEBI").

The report on Corporate Governance as prescribed in the SEBI Listing Regulations forms an integral part of this Annual Report. The requisite certificate from the Statutory Auditors of the Company confirming compliance with the conditions of Corporate Governance along with a declaration signed by Vice Chairman & Managing Director of the Company stating that the Members of the Board and Senior Management have affirmed the compliance with Code of Conduct of the Board and Senior Management, is attached to the report on Corporate Governance.

14. Directors

Mr. Arjun Dhawan, Executive Vice Chairman was appointed as the Vice Chairman & Managing Director of the Company, for a period of 5 (five) consecutive years with effect from June 26, 2025, not liable to retire by rotation and approved by the Members of the Company at the 99th Annual General Meeting held on August 12, 2025.

Mr. Jaspreet Bhullar has ceased to be MD & CEO of the Company with effect from June 23, 2025.

Mr. Arun Karambelkar, Non-Executive, Independent Director of the Company ceased to be Director upon his demise on November 2, 2025.

Mr. Aditya Pratap Jain, Non-Executive, Non-Independent Director of the Company is liable to retire by rotation at the ensuring 100th Annual General Meeting and, being eligible, has offered himself for re-appointment.

Brief profiles of the Directors seeking appointment / re-appointment has been given as an annexure to the Notice of the ensuing 100th AGM.

The Independent Directors of the Company viz. Mr. Santosh Janakiram, Mr. Mahendra Singh Mehta, Dr. Mita Dixit and Mr. Ramesh Subramanyam have furnished the declarations to the Company confirming that they meet the criteria of Independence as prescribed under Section 149 of the Act and Regulation 16(1)(b) read with Regulation 25(8) of the SEBI Listing Regulations and the Board has taken on record the said declarations after undertaking due assessment of the veracity of the same.

The Company has also received Form DIR-8 from all the Directors pursuant to Section 164(2) and Rule 14(1) of the Companies (Appointment and Qualification of Directors) Rules, 2014.

15. Key Managerial Personnel

Mr. Girish Gangal retired from the position of Chief Financial Officer with effect from May 31, 2025 and Mr. Rahul Shukla was appointed as Chief Financial Officer in his place with effect from June 1, 2025.

As on March 31, 2026, the following persons were the Key Managerial Personnel ("KMP") of the Company pursuant to Section 2(51) and Section 203 of the Act read with the Rules framed thereunder:

i. Mr. Arjun Dhawan, Vice Chairman & Managing Director*

ii. Mr. Rahul Shukla, Chief Financial Officer$

iii. Mr. Nitesh Kumar Jha, Company Secretary and Compliance Officer

Notes

*Appointed as Vice Chairman & Managing Director w.e.f. June 26, 2025.

$Appointed as Chief Financial Officer of the Company w.e.f. June 1, 2025.

16. Board Committees

The Board had constituted / re-constituted various Committees in compliance with the provisions of the Act and the SEBI Listing Regulations. All decisions pertaining to the constitution of Committees, appointment of Members and fixing of terms of reference / role of the Committees are taken by the Board. The details of the role and composition of these Committees, including the number of Meetings held during the financial year and attendance at these Meetings are provided in the Corporate Governance Section of this Annual Report.

17. Meetings

A calendar of Board Meetings, Annual General Meeting and Committee Meetings is prepared and circulated in advance to the Directors of the Company. The Board met 5 times during the financial year 2025-26 on May 8, 2025, June 26, 2025, August 7, 2025, November 6, 2025 and February 12, 2026. The maximum time gap between any two consecutive Meetings did not exceed one hundred and twenty days.

18. Familiarisation Program of Independent Directors

In compliance with the requirements of the SEBI Listing Regulations, the Company has put in place a familiarization program for Independent Directors to familiarize them with their role, rights and responsibility as Directors, the operations of the Company, business overview etc. The details of the familiarization program are explained in the Corporate Governance Report and the same is also available on the website of the Company and can be accessed by weblink https://hccindia.com/uploads/Investors/Policy%20for%20Familiarisation%20Program%20for%20Independent%20Directors.pdf

19. A statement regarding opinion of the Board with regard to integrity, expertise and experience (including the proficiency) of the Independent Directors appointed during the year

The Company has received declaration from the Independent Directors that they meet the criteria of independence as prescribed under Section 149 of the Act and Regulation 16(1)(b) read with Regulation 25(8) of the SEBI Listing Regulations. In the opinion of the Board, they fulfil the condition for appointment / re-appointment as Independent Directors on the Board and possess the attributes of integrity, expertise and experience as required to be disclosed under Rule 8(5)(iiia) of the Companies (Accounts) Rules, 2014.

20. Independent Directors' Meeting

In terms of Schedule IV of the Act and Regulation 25 of the SEBI Listing Regulations, Independent Directors of the Company are required to hold at least one Meeting in a financial year without the attendance of Non-Independent Directors and Members of Management.

During the year under review, Independent Directors met separately on February 12, 2026, inter-alia, for

- Reviewing the performance of Non-Independent Directors and the Board of Directors as a whole.
- Reviewing the performance of the Chairperson of the Company, taking into account the views of Executive and Non-Executive Directors.
- Assessing the quality, quantity and timelines of flow of information between the Company Management and the Board of Directors that is necessary for the Board of Directors to effectively and reasonably perform its duties.

21. Performance Evaluation

Pursuant to the applicable provisions of the Act and the SEBI Listing Regulations, the Board has carried out an Annual Evaluation of its own performance, performance of the Independent Directors and the working of its Committees based on the evaluation criteria specified by Nomination and Remuneration Committee for performance evaluation process of the Board, its Committees and Directors.

The Board's functioning was evaluated on various aspects, including, inter-alia, the structure of the Board, Meetings of the Board, functions of the Board, degree of fulfilment of key responsibilities, establishment, and delineation of responsibilities to various Committees and effectiveness of Board processes, information and functioning.

The Committees of the Board were assessed on the degree of fulfilment of key responsibilities, adequacy of Committee composition and effectiveness of Meetings. The Directors were evaluated on aspects such as attendance, contribution at Board / Committee Meetings and guidance / support to the management outside Board / Committee Meetings.

As mentioned earlier, the performance of Non-Independent Directors, Board as a whole and the Chairman were evaluated in a separate Meeting of Independent Directors. The same was also discussed in the Board Meeting. Performance evaluation of Independent Directors was done by the entire Board, excluding the Independent Director being evaluated.

22. Criteria for selection of candidates for appointment as Directors, Key Managerial Personnel and Senior Management Personnel

The Nomination and Remuneration Committee has laid down well-defined criteria, in the Nomination and Remuneration Policy, for selection of candidates for appointment as Directors, Key Managerial Personnel and Senior Management Personnel.

The said Policy is available on the Company's website and can be accessed by weblink https://hccindia.com/uploads/Investors/Nomination-and-Remuneration-Policy.pdf

23. Remuneration Policy for Directors, Key Managerial Personnel and Senior Management Personnel

The Nomination and Remuneration Committee has laid down the framework for remuneration of Directors, Key Managerial Personnel and Senior Management Personnel in the Nomination and Remuneration Policy recommended by it and approved by the Board. The Policy, inter-alia, defines Key Managerial Personnel and Senior Management Personnel of the Company and prescribes the role of the Nomination and Remuneration Committee. The Policy lays down the criteria for identification, appointment and retirement of Directors and Senior Management and lays down the framework in relation to remuneration of Directors, Key Managerial Personnel and Senior Management Personnel. The Policy also provides for the criteria for determining qualifications, positive attributes and independence of Director and lays down the framework on Board diversity.

The said Policy is available on the Company's website and can be accessed by weblink https://hccindia.com/uploads/Investors/Nomination-and-Remuneration-Policy.pdf

24. Corporate Social Responsibility Policy

Corporate Social Responsibility ("CSR") provisions as contained in the Section 135 of the Act are applicable to the Company. However, no CSR amount was required to be spent on CSR activities during the financial year ended March 31, 2026.

A brief outline of the CSR Policy as recommended by the CSR Committee and approved by the Board and the initiatives undertaken by the Company on CSR activities during the year are set out in **Annexure II** of this Report in the prescribed format.

The said Policy is available on the Company's website and can be accessed by weblink https://hccindia.com/uploads/Investors/Corporate_Social_Responsibility_Policy.pdf

25. Related Party Transactions

The related party transactions attracting the compliance under the Companies Act, 2013 and / or the SEBI Listing Regulations were placed before the Audit Committee and / or Board and / or Members for necessary review / approval.

The routine related party transactions were placed before the Audit Committee for its omnibus approval. A statement of all related party transactions entered was presented before the Audit Committee on a quarterly basis, specifying the nature, value and any other related terms and conditions of the transactions.

There are no details to report in Form AOC-2 with respect to the contracts / arrangements / transaction with related parties in terms of Section 134(3)(h) read with Section 188 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014 for the financial year 2025-26.

The Related Party Transaction Policy is available on the Company website and can be accessed by weblink https://hccindia.com/uploads/Investors/Policy%20for%20Related%20Party%20Transactions.pdf

26. Business Responsibility and Sustainability Report

Pursuant to the provisions of Regulation 34(2)(f) of the SEBI Listing Regulations, Business Responsibility and Sustainability Report for the financial year 2025-26 in the format prescribed by the SEBI is furnished at **Annexure III** of this Report.

27. Directors' Responsibility Statement

In accordance with the provisions of Section 134(3) of the Act, the Directors confirm that:

a) in the preparation of the annual accounts, the applicable accounting standards had been followed along with proper explanation relating to material departures, if any.

b) the selected accounting policies were applied consistently and the Directors made judgments 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 year ended on that date;

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

d) the annual accounts have been prepared on a going concern basis.

e) the internal financial controls have been laid down to be followed by the Company and such controls are adequate and are generally operated effectively during the year.

f) proper systems to ensure compliance with the provisions of all applicable laws have been devised and such systems are adequate and are operating effectively.

The Statutory Auditors have opined that the Company has in, all material respects, maintained adequate internal financial controls over financial reporting and that they were operating effectively.

28. Industrial Relations

The industrial relations continued to be generally peaceful and cordial during the year under review.

29. Transfer of Unclaimed Dividend and Equity Shares to Investor Education and Protection Fund (IEPF)

Pursuant to the applicable provisions of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), all unpaid or unclaimed dividends are required to be transferred by the Company to IEPF, after the completion of seven years. Further, according to the IEPF Rules, the shares on which dividend has not been paid or claimed by the shareholders for seven consecutive years or more shall also be transferred to IEPF. During the year under review, there were no unclaimed dividend or Equity Shares due to be transferred to the IEPF Authority pursuant to IEPF Rules.

30. Particulars of Employees and other additional information

Disclosure pertaining to remuneration and other details as required under Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is annexed to the Report as **Annexure IV**. In terms of proviso to Section 136(1) of the Act, the Report and Accounts are being sent to the Members, excluding statement containing particulars of top 10 employees and the employees, drawing remuneration in excess of limits prescribed under Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 which forms part of this Report. The said statement is open for inspection. Any Member interested in obtaining a copy of the same may write to the Company Secretary at secretarial@hccindia.com.

31. Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

The information relating to the Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo as required to be disclosed under the Companies (Accounts) Rules, 2014 is given in **Annexure V** forming part of this Annual Report.

32. Secretarial Standards

The Company has complied with the Secretarial Standards issued by the Institute of Company Secretaries of India on Board Meetings and General Meetings.

33. Statutory Auditors

The Members of the Company, at their 98th Annual General Meeting ("AGM") held on September 17, 2024, had approved the appointment of M/s. Mukund M Chitale & Co., Chartered Accountants, Mumbai, bearing Firm Registration No. 106655W, for term of 5 consecutive years, as the Statutory Auditors of the Company, to hold office from the conclusion of that AGM until the conclusion of the 103rd AGM to be held in the year 2029.

34. Board's Comments on Statutory Auditors' Qualifications

The explanations on the qualifications / observations / matter of emphasis given by the Statutory Auditors in their Audit Reports have been provided in the respective Notes to the Standalone and Consolidated Financial Statements.

35. Secretarial Audit

Secretarial Audit of the Company for the financial year 2025–26 was conducted by M/s. BNP & Associates, Company Secretaries in Practice and that of HCC Infrastructure Company Limited (Material Subsidiary) was conducted by M/s. Vinay Angane & Associates, Company Secretaries in Practice, in accordance with the provisions of Section 204 of the Companies Act, 2013. The respective Secretarial Auditors' Reports are annexed to this Annual Report as **Annexure VI**.

The Secretarial Auditor's observations are self-explanatory.

36. Cost Audit

The Company is maintaining the accounts and cost records as specified by the Central Government under sub-section (1) of Section 148 of the Act and Rules made thereunder.

In compliance with the provisions of Section 148 of the Act, the Board had at its Meeting held on August 7, 2025, appointed M/s. Joshi Apte & Associates, Cost Accountants as Cost Auditors of the Company for the financial year 2025-26.

In terms of the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014, the remuneration of the Cost Auditors is required to be ratified by the Members. Accordingly, necessary resolution is proposed at the 100th Annual General Meeting for ratification of the remuneration payable to the Cost Auditors for financial year 2025-26.

37. Risk Management

The Company has established a well-documented and robust risk management framework under the provisions of the Act. Under this framework, risks are identified across all business processes of the Company on a continuous basis. Once identified, these risks are managed systematically by categorizing them into Enterprise Level Risk & Project Level Risk. These risks are further broken down into various subcategories of risks such as operational, financial, contractual, order book, project cost and time overrun etc. and proper documentation is maintained in the form of activity log registers, mitigation reports, and monitored by respective functional heads. Review of these risk and documentation is undertaken by Risk Management Committee regularly at agreed intervals. Further, the Risk Management Committee has been assigned the roles and responsibilities as specified in Schedule II of the SEBI Listing Regulations.

38. Internal Control Systems and their adequacy

The Company has an adequate system of internal control to ensure that the resources are used efficiently and effectively so that:

- assets are safeguarded and protected against loss from unauthorized use or disposition.
- all significant transactions are authorised, recorded and reported correctly.
- financial and other data are reliable for preparing financial information.
- other data are appropriate for maintaining accountability of assets.

The internal control is supplemented by an extensive internal audit program and review by management along with documented policies, guidelines and procedures.

39. Internal Financial Controls and their adequacy

The Company has in place adequate internal financial controls commensurate with the size, scale and complexity of its operations. The Company has policies and procedures in place for ensuring proper and efficient conduct of its business, 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. The Company has adopted accounting policies, which are in line with the Accounting Standards and the Act.

40. Whistle Blower Policy / Vigil Mechanism

The Company has adopted a Whistle Blower Policy to provide a formal mechanism to the Directors and Employees to report their concerns about unethical behaviour, actual or suspected fraud or violation of the Company's Code of Conduct or Ethics Policy. The Policy provides for adequate safeguards against victimization of employees who avail of the mechanism and provides for direct access to the Chairman of the Audit Committee. It is affirmed that no person has been denied access to the Audit Committee.

The said Policy is available on the Company website and can be accessed by weblink https://hccindia.com/uploads/Investors/Vigil_Mechanism_Policy.pdf

41. Prevention of Sexual Harassment

The Company has always believed in providing a conducive work environment devoid of discrimination and harassment including sexual harassment. The Company has a well formulated Policy on Prevention and Redressal of Sexual Harassment. The objective of the Policy is to prohibit, prevent and address issues of sexual harassment at the workplace. This Policy has striven to prescribe a code of conduct for the employees and all employees have access to the Policy document and are required to strictly abide by it. The Policy covers all employees, irrespective of their nature of employment and is also applicable in respect of all allegations of sexual harassment made by an outsider against an employee.

Number of complaints filed during the financial year: Nil

Number of complaints disposed of during the financial year: Nil

Number of complaints pending as on end of the financial year: Nil

The Company has duly constituted an Internal Complaints Committee in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules thereunder.

42. Reporting of Frauds

There was no instance of fraud during the year under review, which required the Statutory Auditors to report under Section 143(12) of the Act and the Rules made thereunder.

43. Significant and material Orders passed by the Regulators/Courts, if any

There are no significant or material Orders passed by the Regulators or Courts or Tribunals which would impact the going concern status of the Company and its future operations.

44. Material changes and commitment if any, affecting financial position of the Company from the end of financial year till the date of the Report

There have been no material changes and commitments affecting the financial position of the Company which have occurred between the end of the financial year to which the Financial Statements relate and the date of this Report.

45. Annual Return

The Company has uploaded Annual Return on the website of the Company and can be accessed by weblink https://www.hccindia.com/investors.

46. Green Initiatives

In line with the Green Initiatives, the Notice of 100th Annual General Meeting of the Company is being sent to all Members whose email addresses are registered with the Company / Depository Participant(s). Members who have not registered their e-mail addresses, are requested to register their e-mail IDs with their Depository Participant(s) / Company's Registrar and Share Transfer Agents, MUFG Intime India Pvt Ltd.

47. Dividend Distribution Policy

Dividend Distribution Policy of the Company endeavours for fairness, consistency and sustainability while distributing profits to the Members and same is attached to this Report as **Annexure VII**.

48. Compliance with the provisions relating to the Maternity Benefits Act, 1961

The Company has complied with the provisions relating to the Maternity Benefits Act, 1961.

49. Other Disclosures

During the year under review:

- no proceedings are admitted under the Insolvency and Bankruptcy Code, 2016 and there is no instance of one-time settlement with any Bank or Financial Institution;
- no shares with differential voting rights and sweat equity shares have been issued;
- there has been no change in the nature of business of the Company.

50. Acknowledgement

The Directors would like to acknowledge and place on record their sincere appreciation to all Stakeholders, Clients, Financial Institutions, Banks, Central and State Governments, the Company's valued Investors and all other Business Partners, for their continued co-operation and support extended during the year.

The Directors also recognize and appreciate the efforts and hard work of all the employees of the Company and their continued contribution to promote its development.

For and on behalf of Board of Directors

Ajit Gulabchand
Chairman

Registered Office:
Hincon House, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai 400 083

Place: Mumbai
Date: May 14, 2026

ANNEXURE I TO THE BOARD'S REPORT

DISCLOSURE PURSUANT TO THE COMPANIES (SHARE CAPITAL AND DEBENTURES) RULES, 2014 AND SEBI (SHARE BASED EMPLOYEE BENEFITS) REGULATIONS, 2014 AS AT MARCH 31, 2026

No.	Particulars	Details
a)	No. of Options outstanding (for grant) at the beginning of the year	82,71,402 (Eighty-Two Lakh Seventy-One Thousand Four Hundred Two)
b)	No. of Options granted during the year	Nil
c)	Pricing formula	NA
d)	Vesting Requirements	NA
e)	Maximum term / exercise period of the Options granted	NA
f)	No. of Options vested	Nil
g)	No. of Options exercised	92,937 (Ninety Two Thousand Nine Hundred and Thirty Seven)
h)	No. of shares arising as a result of exercise of Options	92,937 (Ninety Two Thousand Nine Hundred and Thirty Seven)
i)	Money realized by exercise of Options	₹12,50,002.65 (Rupees Twelve Lakhs Fifty Thousand Two Rupees and Thirty Paisa)
j)	No. of Options lapsed	92,937 (Ninety-Two Thousand Nine Hundred and Thirty Seven)
k)	Variation in the terms of Options	Nil
l)	No. of Options in force (in the hands of employee) at the end of the year	Nil
m)	No. of Options exercisable (in the hands of employee) at the end of the year	Nil
n)	Balance Options available for grant	83,64,339 (Eighty-Three Lakh Sixty-Four Thousand Three Hundred and Thirty Nine)
o)	Employee wise details of stock options granted, during the financial year ended March 31, 2026, to:	
	(i) senior managerial personnel:	Nil
	(ii) Any other employee to whom 5% or more of option granted:	Nil
	(iii) Identified employees who were granted option, during any one year, equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the Company at the time of grant:	Nil

For and on behalf of Board of Directors

Ajit Gulabchand
Chairman

Registered Office:
Hincon House,
Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai 400 083

Place: Mumbai
Date: May 14, 2026

ANNEXURE II TO THE BOARD'S REPORT

REPORTING ON CORPORATE SOCIAL RESPONSIBILITY (CSR)

1. **A brief outline of the CSR Policy of the Company:**

   The Corporate Social Responsibility (CSR) Policy as recommended by the CSR Committee and approved by the Board of Directors of the Company on June 23, 2021 is available on the Company's website and can be accessed by weblink: https://hccindia.com/uploads/Investors/Corporate_Social_Responsibility_Policy.pdf

   HCC is aware of the social responsibilities that accompany its leadership status. The Company remains steadfast in pursuing holistic growth with responsibility towards the people and the environment. The Company's CSR philosophy is 'Do Good to Do Well and Do Well to Do Good.

2. **Composition of CSR Committee:**

Name of the Director(s)	Category	Position	Number of Meeting held during the year	Number of Meeting attended during the year
Mr. Ajit Gulabchand	Chairman	Chairman	1	1
Mr. Arjun Dhawan	Vice Chairman & Managing Director	Member	1	1
Mr. Ramesh Subramanyam	Independent Director	Member	1	1

3. **Provide the web link where the Composition of the CSR Committee, CSR Policy and CSR projects approved by the Board are disclosed on the Company's website:**

   CSR Committee:

   https://www.hccindia.com/investors/board-committees

   CSR Policy:

   https://hccindia.com/uploads/Investors/Corporate_Social_Responsibility_Policy.pdf

   CSR Projects:

   https://www.hccindia.com/our-commitment/sustainability

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

5. (a) **Average net profit of the Company as per Section 135(5):** Nil

   (b) **Two percent of average net profit of the Company as per Section 135(5):** Nil

   (c) **Surplus arising out of the CSR Projects or programmes or activities of the previous financial years:** Nil

   (d) **Amount required to be set-off for the financial year, if any:** Nil

   (e) **Total CSR obligation for the financial year [(b)+(c)-(d)]:** Nil

6. (a) **Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):** Nil

   (b) **Amount spent in Administrative overheads:** Nil

   (c) **Amount spent on Impact Assessment, if applicable:** Not Applicable

   (d) **Total amount spent for the Financial Year [(a)+(b)+(c)]:** Nil

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

Total Amount Spent for the Financial Year. 2025-26 (in ₹)	Amount Unspent (in ₹)				
	The total amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per the second provision to section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
Not Applicable					

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

Sr. No.	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the Company as per Section 135(5)	Nil
(ii)	Total amount spent for the Financial Year 2025-26	Nil
(iii)	Excess amount spent for the Financial Year 2025-26 [(ii)-(i)]	Nil
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

7. (a) Details of Unspent CSR amount for the preceding three financial years:

Sr. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135(6) (in ₹)	Balance Amount in Unspent CSR Account Section 135 (in ₹)	Amount spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(6), if any.		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of transfer		
Not Applicable								

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: No

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

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

Sr. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity / Authority / beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
Not Applicable							

9. 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

Arjun Dhawan
Vice Chairman
& Managing Director

Ajit Gulabchand
Chairman
and Chairman of CSR Committee

Registered Office:
Hincon House,
Lal Bahadur Shastri Marg, Vikhroli (West),
Mumbai 400 083

Place: Mumbai
Date: May 14, 2026

ANNEXURE III TO THE BOARD'S REPORT

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

SECTION A: GENERAL DISCLOSURES

1) Details of the Listed Entity

1. Corporate Identity Number (CIN) of the Listed Entity: L45200MH1926PLC001228
2. Name of the Listed Entity: Hindustan Construction Company Ltd.(HCC)
3. Year of Incorporation: 1926
4. Registered Office Address: Hincon House, Lal Bahadur Shastri Marg, Vikhroli West, Mumbai 400083
5. Corporate Address: Hincon House, Lal Bahadur Shastri Marg, Vikhroli West, Mumbai 400083
6. E-mail: contactus@hccindia.com
7. Telephone: +91 22 25751000
8. Website: www.hccindia.com
9. Financial year for which Report is prepared: 2025-26
10. Name of the Stock Exchange(s) where shares are listed:
    a. National Stock Exchange of India Limited (NSE)
    b. BSE Limited (BSE)
11. Paid-up Capital: ₹261.94 crore
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR Report:

Particulars	Details
Name	Mr. Soubhik Mitra
Designation	General Manager – Corporate Communications
Telephone Number	+91 22 2575 1353
Email ID	secretarial@hccindia.com

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).

    The disclosures under this Report have been made on a standalone basis. The reporting scope encompasses HCC's project sites and offices across India.

    Some of the Business Responsibility and Sustainability (BRS) initiatives of the Company are also extended to its Subsidiary / Associate Companies, and they are also encouraged to participate in the Company's BRS initiatives.

14. Name of assurance provider- None
15. Type of assurance obtained- N/A

2) Products/Services

16. Details of business activities:

Description of Main Activity	Description of Business Activity	% of Turnover of the Entity
Infrastructure	Engineering, Procurement and Construction of Roads, Railways, Metros, Elevated Corridors, Water Supply and Distribution, Irrigation Projects, Hydel Power, Nuclear Power and Process Plants.	100%

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

NIC Code			Products/Services	% of total Turnover contributed
Group	Class	Sub Code		
421	4210	42101	Construction and maintenance of motorways, streets, roads, other vehicular and pedestrian ways, highways, bridges, tunnels and subways	41.46
422	4220	42201	Construction and maintenance of power plants	42.45
422	4220	42204	Construction and maintenance of water main and line connection, water reservoirs including irrigation system (canal)	10.04

3) Operations

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

Location	Number of projects	Number of offices	Total
National	26	2	28
International	1		1

19. Markets served by the Entity:

a. Number of locations

Locations	Number
National (No. of States)	11
International (No. of Countries)	1

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

Nil

c. A brief on types of customers

HCC is engaged in the engineering and construction of large infrastructure projects, many of which are of national importance. It develops and executes technically complex, high-value projects that span across diverse segments such as transportation, power, marine projects, irrigation and water supply, special buildings and industrial plants.

Majority of HCCs clients are State and Central Government departments, Ministries and local Municipal Bodies.

4) Employees

20. Details as at the end of Financial Year:

a. Employees and Workers (including differently abled):

Particulars	Total (A)	Male		Female	
		No. (B)	% (B/A)	No. (C)	% (C/A)
Employees					
Permanent (D)	888	833	93.81%	55	6.19%
Other than permanent (E)	37	36	97.30%	1	2.70%
Total Employees (D+E)	**925**	**869**	**93.95%**	**56**	**6.05%**
Workers					
Permanent (F)	2,570	2,570	100.00%	-	-
Other than permanent (G)	4,432	4,432	100.00%	-	-
Total Workers (F+G)	**7,002**	**7,002**	**100.00%**	**-**	**-**

b. Differently abled Employees and Workers:

Particulars	Total (A)	Male		Female	
		No. (B)	% (B/A)	No. (C)	% (C/A)
Employees					
Permanent (D)	1	1	-	-	-
Other than permanent (E)	0		-	-	-
Total Employees (D+E)	**1**	**1**			
Workers					
Permanent (F)	-	-	-	-	-
Other than permanent (G)	-	-	-	-	-
Total Workers (F+G)	**-**	**-**	**-**	**-**	**-**

21. Participation / Inclusion / Representation of women

	Total (A)	No. and Percentage of Female	
		No. (B)	% (B/A)
Board of Directors	8	1	12.5%
Key Management Personnel	2	-	-

22. Turnover rate for Permanent Employees and Workers

	FY 25-26 (Turnover rate in current FY in %)			FY 24-25 (Turnover rate in previous FY in %)		
	Male	**Female**	**Total**	Male	Female	Total
Permanent Employees	20.05%	11.67%	19.46%	23.41%	1%	24.89%
Permanent Workers	-	-	-	-	-	-

5) Holding, Subsidiary and Associate Companies (including Joint Ventures)

23. Names of Holding / Subsidiary / Associate Companies / Joint Ventures

Sr. No.	Name of the Subsidiary/Associate Companies (A)	Indicate whether Subsidiary / Associate	% 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	HCC Contract Solutions Limited	Subsidiary	100	No
2	HCC Infrastructure Company Limited	Subsidiary	100	No
3	Highbar Technologies Limited	Subsidiary	100	No
4	HRL (Thane) Real Estate Limited	Subsidiary	100	No
5	HRL Township Developers Limited	Subsidiary	100	No
6	Maan Township Developers Limited	Subsidiary	100	Yes
7	Panchkutir Developers Limited	Subsidiary	100	No
8	Badarpur Faridabad Tollway Limited	Subsidiary	100	No
9	Narmada Bridge Tollways Limited	Subsidiary	100	No
10	HCC Mauritius Enterprises Limited	Subsidiary	100	No
11	HCC Mauritius Investments Limited	Subsidiary	100	No
12	H56 Immo AG	Subsidiary	100	No
13	HCC Operations and Maintenance Limited (Upto September 30, 2025)	Subsidiary	100	No
14	Prolific Resolution Private Limited	Joint venture	49	No
15	Highbar Technocrat Limited	Associate	49	No

#Including Holding through subsidiary companies.

6) CSR Details

24. i. Whether CSR is applicable as per section 135 of Companies Act, 2013: Yes

 ii. Turnover (in ₹): 3,937.25 crore

 iii. Net worth (in ₹): 3,086.68 crore

7) Transparency and Disclosures Compliances

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

Stakeholder group from whom complaint is received	Grievance redressal mechanism in place (Yes/No)	**FY 26 Current Financial Year**			FY 25 Previous Financial Year		
	(If Yes, then provide weblink for grievance redress policy)#	**Number of complaints filed during the year**	**Number of complaints pending resolution at close of the year**	**Remark**	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remark
Shareholders	Yes	125	3	Resolved	226	4	Resolved
Employees and workers	Yes	-	-	-	-	-	-
Customers*	Yes	-	-	-	-	-	-
Value chain partners	-	-	-	-	-	-	-
Other (Anonymous emails/letters)	-	-	-	-	-	-	-

#The Policies guiding HCC's conduct with all its stakeholders including grievance mechanism are available on the Company's Website. The link to the policies: https://hccindia.com/investors/hcc-code

*Customer satisfaction score of 93.20% in FY25-26.

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

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

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (indicate positive or negative implications)
1	Customer experience & satisfaction	O	-	-	Positive
2	Corporate Governance	R	-	Policy revision / upgradation / Board review (Refer to Principle–1)	Negative
3	Business Ethics	R	-	Vigil Mechanism Policy and its deployment. The Company has a Vigil Mechanism Policy for its Employees, Vendors and Channel Partners, for further details refer to Principle–1	Negative
4	Employee & workforce engagement, welfare	O	-	-	Positive
5	Health & safety	R	-	Training / awareness / technological upgradation / review at senior level and Board committee. HCC is committed to achieve 'ZERO reportable injuries' at each work front. For more details refer to Principle–3	Negative

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (indicate positive or negative implications)
6	Human rights & labour conditions	R	-	HCC has always been committed to foster a culture of caring and trust. Training on various issues related to human rights are covered under new employee induction, EHS training, Code of Conduct etc. For more details, refer to Principle 3.	Negative
7	Skilled manpower	O/R	-	Skill-based trainings is imparted to Workers based on the needs. For further details refer to Principle 3 on training given to Employees for skill upgradation.)	Positive / Negative
8	Sustainable supply chain	O/R	-	Supplier / Vendor Code of Conduct (COC) covers EHS and Human Rights parameters to be adhered to and supply chain partners must sign the COC as a part of the contract documents.	Positive / Negative
9	Talent management, attrition, retention, and development	O/R	-	For details, refer to chapter on Human Resources in the MD&A section.	Positive / Negative
10	Climate action	O	-	-	Positive
11	Diversity, inclusion & equal opportunity	O	-	-	Positive
12	Data security, privacy, and cybersecurity	R	-	Policy and deployment, audits / Cyber Security Assurance Framework	Negative
13	Quality of products and project delivery	O/R	-	For details, refer to chapter on Operations overview in the MDNA section.	Positive
14	Brand management	O	-	-	Positive
15	Water, waste & hazardous material management	O/R	-	For details, refer to Principle 6.	Positive / Negative
16	Social engagement & impact	O	-	-	Positive

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

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

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

P 3 Businesses should respect and promote the well-being of all Employees, including those in their value chains.

P 4 Businesses should respect the interests of and be responsive to all its stakeholders.

P 5 Businesses should respect and promote human rights.

P 6 Businesses should respect and make efforts to protect and restore the environment.

P 7 Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

P 8 Businesses should promote inclusive growth and equitable development.

P 9 Businesses should engage with and provide value to their consumers in a responsible manner.

Disclosure Questions			P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management process											
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	Y	Y	Y	Y
	c.	Web Link of the Policies, if available	https://www.hccindia.com/public/investors/list-of-corporate-policies								
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, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your Entity and mapped to each principle. SEBI (Listing obligation and Disclosure Requirements) Regulations, 2015		ISO14001 and ISO45001	ISO45001	IIRC IR Principle	Indian labour codes	ISO14001	-	IIRC IR Principle	IIRC IR Principle	
5	Specific commitments, goals and targets set by the Entity with defined timelines, if any.		-	-	-	-	-	-	-	-	-
6	Performance of the Entity against the specific commitments, goals, and targets along-with reasons in case the same are not met.		-	-	-	-	-	-	-	-	-

We advocate efforts to achieve 'ZERO reportable injuries' at each work front.

Governance, leadership and oversight

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

   HCC believes in environmental transparency and disclosing its activities' economic, environmental, and social impacts through sustainability reports. It had published thirteen sustainability reports prepared in accordance with the Global Reporting Initiative guidelines.

   One of HCC's overarching sustainability priorities is designing and building infrastructure in an environmentally responsible manner. Its Integrated Management System reflects the commitment to improving environmental, safety and quality performance in ways that go beyond regulatory compliance. The Company is also conscious of material consumption and water footprint and encourages energy-efficient practices.

   The Company is a member of UN Global Compact (UNGC), TERI-World Business Council on Sustainable Development and signatory to various UNGC initiatives, including 'Caring for Climate' and 'The CEO Water Mandate'.

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility Policy(ies).

Name of Director	Mr. Arjun Dhawan
Designation	Vice Chairman & Managing Director
DIN	01778379

9. Does the Entity have a specified Committee of the Board / Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.

   Yes, the Company's CSR Committee is responsible for decision making on sustainability related issues.

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)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	All the policies of the Company are approved by the Board and reviewed periodically or on a need basis by the CSR Committee as a part of ESG review. During the review, the effectiveness of the Policies is evaluated and necessary amendments to Policies and procedures are implemented.																	
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	The Company complies with the extant regulations and principles as are applicable.																	

11.

	P1	P2	P3	P4	P5	P6	P7	P8	P9
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.	Yes. ISO certification body has conducted audit in various Head Office functions and projects on different subjects such as ISO 9001, ISO14001. During the audit process they check working of the related policies of the Company. This is undertaken by reviewing checking policy elements, procedures and action plans etc.								

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

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

NA – Data not available

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.

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	-	Business, strategy, risk, and updates of laws	-
Key Managerial Personnel	-	Business, strategy, risk, and updates of laws	-
Employees other than BOD and KMPs	3 programmes	POSH training	100%
Workers	1,08,183 hours of training	HSE training	100% (HSE induction training is mandatory for all workers before commencing work)

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:

The Company had no monetary and non-monetary 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 FY 2025–26 based on materiality thresholds.

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

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

3. Of the instances disclosed in Question 2 above, details of the Appeal / Revision preferred in cases where monetary or non-monetary action has been appealed: Not applicable

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

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

Yes, The Company has 'zero tolerance' of any practice that may be classified as corruption, bribery or giving or receipt of bribes. The Code of Conduct of the Company serves as a guide for all Executive Directors, Senior Management Personnel and Functional Heads including Members of the core Management Team for ensuring compliance with applicable anti-bribery laws, rules and regulations.

The Code of Conduct is disclosed on the Website of the Company at https://www.hccindia.com/investors/hcc-code.

5. Number of Directors / KMPs / Employees / Workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery / corruption:

There have been no cases involving disciplinary action taken by any law enforcement agency on the charges of bribery / corruption against Directors / KMPs / Employees / Workers that have been brought to the Company's attention.

	FY 25-26 (Current Financial Year)	FY 24-25 (Previous Financial Year)
Directors	-	-
KMPs	-	-
Employees	-	-
Workers	-	-

6. Details of complaints with regards to conflict of interest:

	FY 25-26 (Current Financial Year)		FY 24-25 (Previous Financial Year)	
	Number	**Remarks**	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	-	-	-	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	-	-	-	-

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators / law enforcement agencies / judicial institutions, on cases of corruption and conflicts of interest.

Not applicable

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

	FY 25-26 (Current Financial Year)	FY 24-25 (Previous Financial Year)
Number of days of accounts payables	294.56	243.91

9. Openness of business

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

Parameter	Metrics		**FY 25-26 (Current Financial Year)**	FY 24-25 (Previous Financial Year)
Concentration of Purchases	a.	Purchases from trading houses as % of total purchases	-	-
	b.	Number of trading houses where purchases are made from	-	-
	c.	Purchases from top 10 trading houses as % of total purchases from trading houses	-	-
Concentration of Sales	a.	Sales to dealers / distributors as % of total sales	-	-
	b.	Number of dealers / distributors to whom sales are made	-	-
	c.	Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	-	-
Share of RPTs in	a.	Purchases (Purchases with related parties / Total Purchases)	-	-
	b.	Sales (Sales to related parties / Total Sales)	0.56%	2.20%
	c.	Loans & advances (Loans & advances given to related parties / Total loans & advances)	100%	100%
	d.	Investments (Investments in related parties / Total Investments made)	99%	98%

Leadership Indicators

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

Total number of awareness programmes held	Topics/principles covered under the Training	% age of value chain partners covered (by value of business done with such partners) under the awareness programmes
51,661 participants	Health, safety and environment trainings and awareness	100% of training achieved vs target training.

*% given against of total manpower trained vs target training for FY2024-25. The training covers all the manpower at site.

2. Does the Entity have processes in place to avoid / manage conflict of interests involving Members of the Board? (Yes/No) If yes, provide details of the same.

   Yes, the company has a detailed policy known as the Code of Conduct, the purpose of which is to ensure that "Senior Management shall observe high standards of ethical conduct, fairness and integrity and shall work to the best of their ability, responsibility and judgement in a manner that is in consonance with the best interests of the Company and its stakeholders".

   More details of the same can be found at https://hccindia.com//uploads/corporate/Code-of-Conduct.pdf

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

Essential Indicators

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

	Current FY FY25-26 (Cr)	Previous FY FY24-25 (Cr)	Details of improvements in environmental and social impacts
R&D	-	-	-
Capex	-	-	-

   HCC conducts R&D linked to environmental and social initiatives, however currently the expenditures are not tracked.

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

   Yes, the Company has implemented a sourcing framework whereby all new and existing supply chain partners are subject to a mandatory assessment covering environmental, health, safety, and sustainability parameters before onboarding.

   Additionally, compliance with the Supplier/Vendor Code of Conduct, which specifies key HSE requirements, is mandatory for all value chain partners, and acceptance of the Code is incorporated as a contractual requirement. To further strengthen adherence, a vendor evaluation system is in place for periodic monitoring and assessment of supplier compliance.

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

   Before onboarding, all value chain partners are required to undergo an evaluation through a questionnaire covering HSE and sustainability criteria, ensuring that all inputs are assessed from a sustainable sourcing perspective.

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.

   Construction activities produce distinct categories of waste as by-products. The Company has implemented defined procedures to manage these wastes in full compliance with applicable regulatory requirements, ensuring their safe handling and disposal throughout both the construction and operational phases.

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.

   Extended Producer Responsibility (EPR) is not applicable to the Company, as its core business involves construction and related services, and it does not manufacture consumer products.

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?

   No, the Company has not undertaken a formal Life Cycle Assessment (LCA). However, a life cycle perspective is considered for major products prior to procurement, and the corresponding assessments are maintained in documented form.

NIC Code	Name of Product / Service	% of Total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by Independent external agency (Yes/No)	Results communicated in public domain (Yes / No). If yes, provide the web-link.
-	-	-	-	-	-

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along with action taken to mitigate the same.

   Not Applicable.

Name of Product / Service	Description of the risk/concern	Action Taken
-	-	-

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 25-26	FY 24-25
Fly ash and Ground Granulated blast-furnace Slag in place of Cement	6.25%	8.82%
Crushed sand in place of Natural Sand	99.99%	99.47%

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

   Not applicable as the Company does not have any specific consumer product and there is no product reclamation at the end of the product life. However, the waste material generated at the operation and project sites are safely disposed as per the applicable regulatory requirements.

	FY25-26 (Current Financial Year)			FY 24-25 (Previous Financial Year)		
	Re-used	**Re-cycled**	**Safely Disposed**	Re-used	Re-cycled	Safely Disposed
Plastics (including packaging) (MT)	-	-	20.10	-	-	240.00
E-waste (Nos.)	-	-	671.00	-	-	309.00
Hazardous Waste a) Used Oil (KL) b) MS Empty Drums (Nos.)	-	-	30.39 410.00	-	-	25.40 1,328.00
Other Waste a) Cement bags (MT) b) Steel Scrap (MT)	-	-	13.35 5,136.81	-	-	550.00 11,473.00

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
NA	NA

NA: Not applicable

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

Essential Indicators

1. a. Details of measures for the well-being of employees:

Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	833	833	100%	833	100%	-	-	-	-	-	-
Female	55	55	100%	55	100%	3	5.45%	-	-	-	-
Total	**888**	**888**	**100%**	**888**	**100%**	**-**	**-**	**-**	**-**	**-**	**-**
Other than Permanent employees											
Male	36	36	100%	36	100%	-	-	-	-	-	-
Female	1	1	100%	1	100%	-	-	-	-	-	-
Total	**37**	**37**	**100%**	**37**	**100%**	**-**	**-**	**-**	**-**	**-**	**-**

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

Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent workers											
Male	2,570	2,570	100%	2,570	100%	-	-	-	-	-	-
Female	-			-		-	-	-	-	-	-
Total	**2,570**	**2,570**	**100%**	**2,570**	**100%**						
Other than Permanent workers											
Male	4,432	4,432	100%	4,432	100%						
Female	-			-		-	-	-	-	-	-
Total	**4,432**	**4,432**	**100%**	**4,432**	**100%**	**-**	**-**	**-**	**-**	**-**	**-**

- Permanent workers are being paid medical allowance @ 25 days basic salary per Annum.
- For the Health Insurance of the other than Permanent workers free first-aid is provided.

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

	FY 25-26 (Current Financial Year)	FY 24-25 (Previous Financial Year)
Cost incurred on well-being measures as a % of total revenue of the company	0.02	0.02

2. Details of retirement benefits, for Current FY and Previous FY.

Benefits	**FY 25-26 Current Financial Year**			FY 24-25 Previous Financial Year		
	No. of employees covered as a % of total employees	**No. of workers covered as a % of total workers**	**Deducted and deposited with the authority (Y/N/N.A)**	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	Y	100%	100%	Y
ESI	0%	100%	N	0%	100%	N
NPS	13.30%	NA	Y	-	-	-

3. Accessibility of workplaces

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

Yes, most of the Company's permanent office buildings and manufacturing locations are accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016.

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

Yes, the Company has an Equal Opportunity Policy as per the Rights of Persons with Disabilities Act, 2016. This policy is available on Company's intranet portal.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender*	Permanent employees		Permanent workers#	
	Return to work rate (%)	Retention rate (%)	Return to work rate (%)	Retention rate (%)
Male	100%	-	-	-
Female	100%	-	-	-
TOTAL	**100%**	**-**	**-**	**-**

*Gender-wise breakup for permanent Employees and Workers not available.

#The Company is putting a process in place to compile the above data for Permanent workers for FY27.

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent Workers	Yes, we have a dedicated team of personnel officers stationed at all our sites. All grievances raised by employees are resolved as per the established guidelines.
Other than Permanent Workers	
Permanent Employees	The Company has a mechanism accessible to all employees to raise their complaints and grievances which are addressed by HR. The grievances can be also raised either through whistle-blower system through dedicated mail or may contact the HR Team.
Other than Permanent Employees	

7. Membership of Employees and Workers in Association(s) or Unions recognised by the Listed Entity:

Category	**FY 25-26 (Current Financial Year)**			FY 24-25 (Previous Financial Year)		
	Total employees / worker in respective category (A)	**No. of employees / Workers in respective category, who are part of association(s) or Union (B)**	**% (B / A)**	Total employees / worker in respective category (A)	No. of employees / Workers in respective category, who are part of association(s) or Union (B)	% (B / A)
Permanent Employees						
Male	-	-	-	-	-	-
Female	-	-	-	-	-	-
Permanent Workers						
Male	2,570	2,570	100%	2,996	2,996	100%
Female	-	-	-	-	-	-

8. Details of training given to employees and workers:

Category	FY 25-26 Current Financial Year					FY 24-25 Previous Financial Year				
	Total (A)	On Health and safety measures		On Skill Upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees										
Male	869	-	-	344	39.58%	853	59	7%	-	-
Female	56	-	-	45	80.35%	57	-	-	-	-
Total	**925**	**-**	**-**	**389**	**42.05%**	**910**	**59**	**6%**	**-**	**-**
Workers										
Male	-	-	-	-	-	6.864	409	5.96%	-	-
Female	-	-	-	-	-				-	-
Total	**-**	**-**	**-**	**-**	**-**	**6.864**	**409**	**5.96%**	**-**	**-**

Training on various issues related to human rights are covered under new employee induction and EHS training.

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

Category	FY 25-26 Current Financial Year			FY 24-25 Previous Financial Year		
	Total (A)	Total (B)	% (B / A)	Total (C)	Total (D)	% (D / C)
Employees						
Male	833	725	87%	853	726	85%
Female	55	50	91%	57	55	96%
Workers (Permanent)	-	-	-	-	-	-
Male	-	-	-	-	-	-
Female	-	-	-	-	-	-

10. Health and safety management system:

1. Whether an occupational health and safety management system has been implemented by the Entity? (Yes/No). If yes, the coverage of such system?

   Yes, the Company has established an Integrated Management System incorporating Occupational Health & Safety (ISO 45001), Quality (ISO 9001), and Environmental Management (ISO 14001) standards. The HSE Management System outlines the key requirements for systematic implementation, monitoring, and control across the organization.

2. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the Entity?

   The Company carries out risk assessments for routine and non-routine project activities through HIRAC (Hazard Identification, Risk Assessment and Control) and EAI (Environmental Aspects and Impacts) during the planning stage. These assessments identify potential risks and define appropriate control measures for safe execution of activities. In addition, the Proactive Safety Observation Programme (PSOP) is implemented to identify root causes of potential incidents, near misses, unsafe acts, and unsafe conditions, facilitating timely preventive actions. Regular reporting of unsafe conditions and behaviours further strengthens continuous hazard identification and risk mitigation at the workplace.

3. Whether you have processes for Workers to report work related hazards and to remove themselves from such risks.

   Yes, the Company has established procedures that allow workers to report work-related hazards and remove themselves from hazardous situations.

4. Do the Employees/Workers of the Entity have access to non-occupational medical and healthcare services?

   Yes, the Company provides employees and workers with access to medical and healthcare services for non-occupational needs.

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

Safety Incident/Number	Category	**FY 25-26 Current Financial Year**	FY 24-25 Previous Financial Year
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	-	-
	Workers	0.44	0.72
Total recordable work-related injuries	Employees	-	-
	Workers	12	21
No. of fatalities	Employees	-	-
	Workers	-	3
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	-
	Workers	-	-

12. Describe the measures taken by the Entity to ensure a safe and healthy workplace.

    The Company ensures a safe and healthy workplace through a structured HSE management system comprising project-specific safety plans, risk assessments, and defined control measures. Key initiatives include mandatory safety inductions, toolbox talks, PPE demonstrations, and periodic internal and external audits. In addition, proactive initiatives such as the Proactive Safety Observation Programme (PSOP) and Behaviour-Based Safety (BBS) programmes further strengthen workplace safety culture and enhance overall safety performance across project sites.

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

Benefits	**FY 25-26 Current Financial Year**			FY 24-25 Previous Financial Year		
	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 and safety	-	-	-	-	-	-
Others	-	-	-	-	-	-

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	HCC has robust External and Internal audit process in line with (ISO 9001:2015, ISO 45001 and ISO 14001) and it covers all construction projects and offices. At least one External audit and two internal audits are conducted in a financial year for all such sites/ offices.

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.

    Corrective actions are implemented following detailed investigations conducted by internal experts to identify root causes. Risks are subsequently reassessed, and the effectiveness of corrective measures is reviewed and verified by senior management. Key learnings from such incidents are communicated across the organization to strengthen awareness and prevent recurrence of similar events.

Leadership Indicators

1. Does the Entity extend any life insurance or any compensatory package in the event of death of (A) Employees (B) Workers

   The Company extends life insurance coverage in the event of death of its Employees and Workers.

2. Provide the measures undertaken by the Entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

   Adherence to the applicable statutory provisions including payment and deduction of statutory dues is incorporated in the contract agreement with the value chain partners. The Company makes sure that all the relevant clauses dealing with statutory compliance are validated and honoured by both sides.

3. Provide the number of Employees / Workers having suffered high consequence work- related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

Benefits	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	
	FY25-26 (Current FY)	FY24-25 (Previous FY)	**FY25-26 (Current FY)**	FY24-25 (Previous FY)
Employees	-	-	-	-
Workers	-	-	-	-

4. Does the Entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment?

   The Company extends all possible support to employees whose careers might have ended due to retirement or retrenchment. The benefits extended are in accordance with the local laws.

5. Details on assessment of value chain partners (supply chain partners):

% of value chain partners (by value of business done with such partners) that were assessed	
Health and safety practices	100%
Working Conditions	A procedure is in place to assess the working conditions of value chain partners.

6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

   As per the internal EHS audit procedure and assessment carried out, all the observations and non-conformances are properly recorded and notified for closeout. Once closeouts are done, they are recorded with details of closeouts. These details can be retrieved from respective sites, manufacturing units and operations.

   All the suppliers and contractors of the Company are evaluated on their safety infrastructure processes and strengths before awarding a contract. The continued monitoring and measuring of suppliers and contractors ensure a comprehensive safe environment. This is further enhanced with regular refresher training sessions and capacity-building programmes. In addition, periodic site visits by the senior management and site audits improve the EHS performance.

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.

   HCC has systematically identified, prioritised, and engaged with a diverse set of stakeholders considering the present and potential impacts of its business on them and vice versa. In line with its business models, the Company has identified the following as key stakeholder groups:

Stakeholders	Basis of Identification
Customers / Clients:	Government owned enterprises (central and state) contribute to majority of the Company's current orderbook, hence they are the largest clients for the businesses. In addition to providing the business, they also determine policies for various areas as well as determine the plans for various sectors.
Suppliers / Subcontractors:	EPC have significant dependence on supply chain partners for sourcing of key raw materials e.g., cement, aggregates, steel and other materials for construction projects and outsourcing activities such as low-end civil works in construction projects. To maintain sustainable growth, these partners are key elements in meeting the delivery and cost objectives for various contracts.
Employees and workforce:	Construction is a labour-intensive activity, and HCC employs over 25,000 workers in addition to >1,100 of its own employees. Hence, their skills development, health and well-being are important for the Company's ongoing and future operations.
Investors and Shareholders:	Investors and shareholders make an important contribution to the growth of the Company by providing financial resources. They also play an important role through exercise of their voting rights with respect to important plans of the Company.

Stakeholders	Basis of Identification
JV Partners:	Partnership development is a critical management approach in the strategic business sector, minimizing business risk during the bid and project execution.
Local Communities:	HCC helps catalyse socio-economic development of communities around its project sites at various locations across the country. Focus is on underprivileged and marginalized sections to enable them to bring them on-par with others.

2. List stakeholder groups identified as key for your Entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable and Marginalized Group (Yes/No)	Channels of Communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers / Clients:	No	Business interactions, client satisfaction surveys	Quarterly	Customer satisfaction and feedback, project delivery, timeline, challenges faced during execution.
Suppliers / Subcontractors:	No	One-on-one engagement continuously to fulfil the requirements and resolve the issues.	As and when required	Need and expectation, schedule, supply chain issues, need for awareness and other training, their regulatory compliance, EHS performance etc.
Media	No	Press Releases, Quarterly Results, Annual Reports, stock exchange filings and corporate website, Access information and media interactions	As and when required	Performance reporting, good practices, project show cases, etc are discussed and reported.
Employees & workforce:	No	regular communications, newsletter HCC News, emailer E&C connect, employee intranet, departmental meetings, training programs, and structured performance management system.	As and when required	Employees' growth and benefits, their expectation, volunteering, career growth, professional development and continuing education and skill training etc.
Investors and Shareholders:	No	Press Releases, dedicated email ID for Investor Relations, Quarterly Results, Annual Reports, AGM (Shareholders interaction), Quarterly investor presentation, Investors meets, stock exchange filings and corporate website.	As and when required	To understand their need and expectation which are material to the Company. Key topics are company's financial performance etc.
JV Partners:	No	Business interactions	As and when required	To understand their need and expectations which are material to the Company.
Local Communities:	Yes. (Some of the Company's CSR Project Beneficiaries)	Direct engagement and through the Company's CSR project implementation partners (NGOs)	As and when required	Their expectations and feedback on impact / success of CSR project and further scope of community engagement.

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 Company has established several committees to oversee and manage areas related to Environmental, Social, and Governance (ESG) issues. Among these are the Corporate Social Responsibility (CSR) Committee, the Risk Management Committee, and the Stakeholders Relationship Committee. In accordance with their respective terms of reference, these statutory and internal committees convene regularly to review the company's performance in their designated areas.

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

   Yes, Stakeholder consultation is actively utilized to support the identification and management of environmental and social topics. Specifically, structured consultation and participation processes are in place for both employees and workers. For workers, representatives regularly participate in monthly committee meetings where they present their concerns for discussion. Management addresses these issues directly, ensuring that workers' voices are heard and acted upon. Additionally, suggestion boxes are strategically placed at various project sites, providing workers with an accessible platform to express their concerns. These suggestions are carefully reviewed during project meetings, and appropriate actions are taken to resolve any issues raised.

   Similarly, regular meetings are held with employees to gather their input on environmental and social topics. These inputs are systematically documented and discussed by the project management team, who then implement relevant measures in response to the feedback received. This ongoing dialogue ensures that the policies and activities of the entity are continuously informed by the perspectives and concerns of its stakeholders.

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

   NIL

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 25-26 (Current Financial Year)**			FY 24-25 (Previous Financial Year)		
	Total (A)	**No. of employee / workers covered (B)**	**% (B / A)**	Total (C)	No. of employee / workers covered (D)	% (D / C)
Employees						
Permanent	888	-	-	883	-	-
Other than permanent	37	-	-	27	-	-
Total Employees	**925**	**-**	**-**	**910**	**-**	**-**
Workers						
Permanent	2,570	-	-	2,148	-	-
Other than permanent	4,432	-	-	4,716	-	-
Total Workers	**7,002**	**-**	**-**	**6,864**	**-**	**-**

Training on various issues related to human rights like POSH etc.

2. Details of minimum wages paid to Employees and Workers, in the following format:

Category	**FY 25-26 Current Financial Year**					FY 24-25 Previous Financial Year *				
	Total (A)	**Equal to Minimum Wage**		**More than Minimum Wage**		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	**% (B / A)**	**No. (C)**	**% (C / A)**		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees Permanent										
Male	833	-	-	-	-	-	-	-	-	-
Female	55	-	-	-	-	-	-	-	-	-
Other than Permanent										
Male	36	-	-	-	-	-	-	-	-	-
Female	1	-	-	-	-	-	-	-	-	-
Workers Permanent										
Male	2,570	-	-	2,570	100%	2,148	-	-	2,148	100%
Female	-	-	-	-	-	-	-	-	-	-
Other than Permanent										
Male	4,432	4,432	100%	-	-	4,716	4,716	100%	-	-
Female	-	-	-	-	-	-	-	-	-	-

*100% coverage of employees and workers towards payment of equal to / more than minimum wages.

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

a. Median remuneration / wages:

Benefits	Male		Female	
	Number	Median remuneration / salary/ wages of respective category (In Rupees)	Number	Median remuneration / salary / wages of respective category (In Rupees)
Board of Directors (BOD) (Whole-time Directors)	2	5,25,00,000	-	-
Key Managerial Personnel	2	2,15,24,228	-	-
Employees other than BOD and KMP	865	13,20,111	56	12,81,006
Workers	2,570	-	-	-

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

	FY 25-26 (Current Financial Year)	FY 24-25 (Previous Financial Year)
Gross wages paid to females as % of total wages	4.8%	4.69%

4. Do you have a focal point (Individual / Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business?

The Company is compliant to all national and international norms and guidelines on human rights. The HR and IR team acts as the single point of contact for such issues.

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

Any grievances related to human rights issues may be reported to the HR / IR team directly in person or through email or a written grievance.

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

Benefits	FY 25-26 Current Financial Year			FY 24-25 Previous Financial Year		
	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	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human Rights related issues	-	-	-	-	-	-

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 25-26 (Current Financial Year)	FY 24-25 (Previous Financial Year)
Total Complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	-	-
Complaints on POSH as a % of female employees / workers	-	-
Complaints on POSH upheld	-	-

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

   We have established a host of policies like the Code of Conduct, Vigil mechanism, Prevention of Sexual harassment at the Workplace etc. that outline the various redressal mechanisms available to all employees. Additionally, there are elaborate guidelines which must be followed by the investigating authority to ensure that confidentiality is maintained and victimization is prevented.

9. Do human rights requirements form part of your business agreements and contracts?

   Yes. The Company adheres to the UNGC (United Nation Global Compact) principles which include Human Rights clauses.

10. Assessments for the year

% of your plants and offices that were assessed (by Entity or statutory authorities or third parties)	
Child labour	100%
Forced / involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	-

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

    We do not foresee any significant risks / concerns.

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances / complaints.

   No complaint received in FY2026 for human rights violation.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

   The Company adheres to the UNGC (United Nation Global Compact) principles which include Human Rights clauses. Further, the Company conducts regular audits and inspections through internal audit protocols by EHS and IR departments on EHS and human rights issues. The scope of audit covers all project sites and corporate 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?

   All of the permanent facilities and office buildings are accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016.

4. Details on assessment of value chain partners:

% of Value chain partners (by value of business done with such partners) that were assessed	
Child labour	-
Forced / involuntary labour	-
Sexual harassment	-
Discrimination at workplace	-
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

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:

	FY 25-26 (Current Financial Year)	FY 24-25 (Previous Financial Year)
From renewable sources		
Total electricity consumption (A) **(GJ)**	-	-
Total fuel consumption (B)	-	-
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C)	**-**	**-**
From non-renewable sources		
Total electricity consumption (D) (**GJ**)	1,44,533.95	1,26,670.27
Total fuel consumption (E) (**GJ**)	2,76,151.97	2,97,590.13
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F)	4,20,685.92	4,24,260.40
Total energy consumed (A+B+C+D+E+F)	**4,20,685.92**	**4,24,260.40**
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations)	**10.68**	**8.84**
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	218.18	178.50
Energy intensity in terms of physical output	-	-
Energy intensity (optional) – the relevant metric may be selected by the entity	-	-

Note: Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? (Y / N) If yes, name of the external agency : **No**

2. Does the Entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y / N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

   No. Not Applicable.

3. Provide details of the following disclosures related to water, in the following format:

Parameter	**FY 25-26 (Current Financial Year)**	FY 24-25 (Previous Financial Year)
Water withdrawal by source (in kilolitres)		
(i) Surface water	94,485	1,27,945
(ii) Groundwater	79,773	8,263
(iii) Third party water	48,907	2,03,592
(iv) Seawater / desalinated water	-	2,929
(v) Others	-	12,742
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**1,34,057**	**3,55,048**
Total volume of water consumption (in kilolitres)	**2,27,052**	**3,17,125**
Water intensity per rupee of turnover (Water consumed / turnover)	-	0.007
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	-	3.4
(Total water consumption / Revenue from operations adjusted for PPP)	**-**	**3.4**
Water intensity in terms of physical output	-	-

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 25-26 (Current Financial Year)**	FY 24-25 (Previous Financial Year)
Water discharge by destination and level of treatment (in kilolitres)	-	-
(i) To Surface water	-	-
- No treatment	20,102	40,416
- With treatment – please specify level of Treatment	37,491	4,199
(ii) To Groundwater	-	-
- No treatment	12,527	10,429
- With treatment – please specify level of Treatment	72,008	18,430
(iii) To Seawater	-	-
- No treatment	-	-
- With treatment – please specify level of Treatment	-	21,561
(iv) Sent to third-parties	-	-
- No treatment	-	70,057
- With treatment – please specify level of treatment	3,621	-
(v) Others	-	-
- No treatment	-	58,555
- With treatment – please specify level of Treatment	-	-
Total water discharged (in kilolitres)	**1,28,131**	**2,23,648**

All the plants under our scope have treatment facilities and operates under Zero Liquid Discharge (ZLD)

5. Has the Entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

No. The Company does not have any manufacturing facility, hence Zero Liquid discharge will not be applicable. However, at the project site, all the wastewater is treated and treated wastewater is recycled or reused as appropriate.

6. Please provide details of air emissions (other than GHG emissions) by the Entity, in the following format:

Parameter	Unit	**FY 25-26 (Current Financial Year)**	FY 24-25 (Previous Financial Year)
NOx	Tonnes	3.67	4.50
SOx	Tonnes	5.76	4.69
Particulate matter (PM)	Tonnes	0.33	0.09
Persistent organic pollutants (POP)	-	NA	NA
Volatile organic compounds (VOC)	-	NA	NA
Hazardous air pollutants (HAP)	-	NA	NA
Others – (ODS)	Tonnes	NA	NA

*NOx, SOx and PM emissions are estimated from annual diesel consumption using CPCB emission factors. SOx is based on fuel sulphur content.

NA- Not Applicable

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**

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity in the following format:

Parameter	Unit	**FY 25-26 (Current Financial Year)**	FY 24-25 (Previous Financial Year)
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, $N2_O$, HFC_s, PFC_s, SF_6, NF_3, if available)	Metric tonnes of CO_2 Equivalent	20,462.86	22,051.43
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N2O, HFC_s, PFC_s, SF_6, NF_3, if available)	Metric tonnes of CO_2 Equivalent	28,505.31	25,580.36
Total Scope 1 and Scope 2 emissions per rupee of turnover	Metric tonnes of CO_2 Equivalent Per R Bn	1.24	0.99
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)		25.40	24.70
Total Scope 1 and Scope 2 emission intensity in terms of physical output		-	-
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

8. Does the Entity have any project related to reducing Green House Gas emission? If yes, then provide details.

No.

9. Provide details related to waste management by the Entity, in the following format:

Parameter	**FY 25-26 (Current Financial Year)**	FY 24-25 (Previous Financial Year)
Total Waste generated		
Plastic waste (A) (in metric tonnes)	20.10	240
E-waste (B)	3.76	12.36
Bio-medical waste (C)	0.19	0.10
Construction and demolition waste (D)	29,213.0	2,000.0
Battery waste (E)s	0.57	3.06
Radioactive waste (F)	-	-

Parameter	**FY 25-26 (Current Financial Year)**	FY 24-25 (Previous Financial Year)
Other Hazardous waste. Please specify, if any. (G) a) Used Oil b) MS Drums	 26.74 3.48	 25.40 11.28
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)) a) Steel scrap b) Cement bags	 5136.81 13.35	 11,473.2 550.0
Total (A + B + C + D + E + F + G + H)	**34,418.26**	**14,315.40**
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	0.87	0.36
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	17.85	7.42
Waste intensity in terms of physical output		
Waste intensity (optional) – the relevant metric may be selected by the entity		
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		
(iv) Incineration	-	-
(v) Landfilling	-	-
(vi) Other disposal operations (Disposed through authorised vendors)	34,418.26	14,315.40

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.

    HCC is (ISO 14001:2015) certified, with the certification encompassing all operations, including offices, headquarters, construction sites, and temporary facilities. Under its Environmental Management System, the Company has established comprehensive procedures for waste management covering waste identification, segregation, collection, recycling, and safe disposal. The Company also focuses on minimizing the use of hazardous and toxic chemicals in its processes and has implemented appropriate measures for their safe handling, storage, and 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:

Sr. No.	Location of operations / offices	Type of Operations	Whether the conditions of environmental approval / clearance are being complied with? (Y / N) If no, the reasons thereof and corrective action taken, if any.
1	Agardanda Creek Bridge Project	Construction	The project falls under the Coastal Regulation Zone (CRZ). Environmental Clearance (EC) has been obtained which falls under the Client's scope.

The above selected projects mentioned herein are the Company's major construction projects.

12. Details of environmental impact assessments of projects undertaken by the Entity based on applicable laws, in the current financial year:

    The Company did not conduct any Environmental Impact Assessments (EIA) for projects or industrial facilities during FY 2025–26, as undertaking EIAs for construction projects falls under the scope of the project proponents. The Company ensures that all applicable regulatory approvals and clearances, including EIA approvals wherever required, are obtained by the proponent prior to commencement of construction activities.

Name and brief details of project	EAI notification no.	Date	Whether conducted by independent external agency (yes / no)	Results communicated in public domain (yes / no)	Relevant Web link
None	–	–	–	–	–

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).

    Yes, all Company projects and facilities comply with applicable environmental laws, regulations, and guidelines in India, including the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, the Environment Protection Act, and associated rules.

    If not, provide details of all such non-compliances, in the following format:

Sr. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non- compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
-	-	-	-	-
-	-	-	-	-

Leadership Indicators

Provide break-up of the total energy consumed (in Joules or multiples) from renewable and non-renewable sources, in the following format:

Parameter	**FY 25-26 (Current Financial Year) GJ**	FY 24-25 (Previous Financial Year) GJ
From renewable sources		
Total electricity consumption (A)	-	-
Total fuel consumption (B)	-	-
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C)	**-**	**-**
From non-renewable sources		
Total electricity consumption (D) {purchased electricity}	1,44,533.95	1,26,670.27
Total fuel consumption (E)	2,76,151.97	2,97,590.13
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F)	**4,20,685.92**	**4,24,260.40**

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**

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

   None.

   For each facility / plant located in areas of water stress, provide the following information:

   (i) Name of the area

   (ii) Nature of operations

   (iii) Water withdrawal, consumption and discharge in the following format:

Parameter	**FY 25-26 (Current Financial Year)**	FY 24-25 (Previous Financial Year)
Water withdrawal by source (in kilolitres)		
(i) Surface water	NA	NA
(ii) Groundwater	NA	NA
(iii) Third party water	NA	NA
(iv) Seawater / desalinated water	NA	NA
(v) Others	NA	NA
Total volume of water withdrawal (in kilolitres)	NA	NA
Total volume of water consumption (in kilolitres)	NA	NA
Water intensity (optional) – the relevant metric may be selected by the Entity	NA	NA
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water	NA	NA
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(ii) Into Groundwater	NA	NA
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iii) Into Seawater	NA	NA
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iv) Sent to third-parties	NA	NA
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(v) Others	NA	NA
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
Total water discharged (in kilolitres)	**NA**	**NA**

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. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	**FY25-26 (Current Financial Year)**	FY24-25 (Previous Financial Year)
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	NA	NA
Total Scope 3 emissions per rupee of turnover	Metric tonnes of CO_2 Equivalent / Billion INR	NA	NA
Total Scope 3 emission intensity – (optional) – the relevant metric may be selected by the Entity			

At present only Scope 1 and 2 emissions are being captured and calculated.

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**

3. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the Entity on biodiversity in such areas along with prevention and remediation activities.

   Currently, only one HCC project falls under the Coastal Regulation Zone (CRZ) Notification, 2011, as identified through the respective Environmental Impact Assessment (EIA) studies. All required Environmental Clearances (EC), approvals, and permits are in place. The Company ensures compliance with the stipulated EC conditions through regular submission of regulatory compliance reports. In addition, valid Consent to Establish (CTE) and Consent to Operate (CTO) have been obtained for batching plants, precast yards, fabrication yards, and other applicable industrial facilities associated with the project.

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sr. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along with summary)	Outcome of the initiative
1	Promoting sustainable construction	Reduction in CO2 impact by Using supplementary cementitious materials in concrete	GHG emission of 4775.12 Ton CO2eq saved due to usage of fly ash and GGBS instead of cement.
2	Deployment of electric vehicles for project operations	05 electric vehicles were deployed for project operations to promote cleaner mobility and reduce dependency on conventional fossil fuel.	Reduction in fossil fuel consumption, lower GHG emissions, and promotion of cleaner and sustainable mobility within project operations.
3	Server virtualization (HCI)	Migration of ~25 physical servers to 3 Nutanix servers.	Reduced energy consumption and improved IT efficiency.

5. Does the Entity have a business continuity and disaster management plan? Give details in 100 words / weblink

   The Company has established emergency preparedness plans at each project site to deal with the emergency situations. It also provides response procedures for preventing and mitigating the hazard & risk and environmental impacts arising from emergency situations including the provision for first aid.

   As the founder member of the Disaster Resource Partnership (DRP) formed at the World Economic Forum in 2004, HCC ensures that the core strengths and existing capacities of the Infrastructure and Urban Development community are mobilized during and after crisis to reduce suffering and save lives. HCC became a co-founder and regional coordinator of the Disaster Resource Network India in November 2002. DRN India's missions were to train private firm personnel in disaster relief, and to make plans and structures that could become operational in crises. When disaster strikes, we're the first responders with heavy equipment and satellite communication systems availability. Before external help arrives, we know what infrastructure has broken down, how to repair it and what the requirements are. With trained personnel in disaster response, we offer help to local authorities in rescue and relief operations.

   The plan is available on the Website of the Company at http://hccindia.com/about-us/beyond-bread/disaster-relief

6. Disclose any significant adverse impact to the environment, arising from the value chain of the Entity. What mitigation or adaptation measures have been taken by the Entity in this regard.

   No significant adverse impact has been reported from any value chain partners. A separate Code of Conduct (CoC) has been extended to vendors and service providers which covers the need for compliance with environmental regulations, health and safety, labour practices, minimum wages.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

   None

Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

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.

Sr. No.	Name of the trade and industry chambers / associations	Reach of trade and industry chambers / associations (State / National)
1	Confederation of Indian Industry (CII)	National
2	World Economic Forum (WEF)	Global
3	Construction Federation of India (CFI)	National
4	United Nations' Global Compact's CEO Water Mandate	Global
5	Young Presidents' Organization (YPO) Mumbai chapter	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:

   During the year, there were no such cases.

Name of authority	Brief of the case	Corrective action taken
-	-	-
-	-	-

Leadership Indicators

1. Details of public policy positions advocated by the Entity:

   HCC is represented by its Vice Chairman and Managing Director, Mr. Arjun Dhawan at several national and global, governmental, departmental and industries forums. The Company proactively engages with various stakeholders including industry chambers, associations, governments, and regulators and provides its inputs on various areas such as infrastructure development and construction, health, and safety, amongst others. The Company is committed to engage in the public policy advocacy process in a responsible and ethical manner.

Sr. No.	Public Policy Covered	Method restored for such advocacy	Whether information in public Domain	Frequency of review by Board	Web Link if available
-	-	-	-	-	-
-	-	-	-	-	-

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 detail of the project	SIA Notification Number	Date of Notification	Whether conducted by independent external agency	Results communicated in public domain	WebLink if available
NA	NA	NA	NA	NA	NA

   NA: Data not applicable

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your Entity, in the following format:

   Not applicable. No rehabilitation and resettlement were undertaken by the Entity during this reporting period.

Sr. No	Name of the project for which R&R is going	State	District	No. of Projects Affected families	% of PAFs covered by R&R	Amount paid to PAFs in the FY (in ₹)
-	-	-	-	-	-	-
-	-	-	-	-	-	-

3. Describe the mechanisms to receive and redress grievances of the community.

   At the Company's construction sites, public complaints are collected through suggestion box and mail. The complaints or grievances received from community is addressed by the site management involving the industrial and administration department and also the clients, as applicable. Any issue which is unresolved or needs management intervention is escalated to the respective business heads.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 25-26 Current Financial Year	FY 24-25 Previous Financial Year
Directly sourced from MSMEs / Small Producer	18%	18%
Directly from within India	86%	86%

   The data is for the three projects in Maharashtra state and the sourcing pattern remains similar for rest of India.

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.

	FY 25-26 Current Financial Year	FY 24-25 Previous Financial Year
Rural	88%	85.98%
Semi-urban	-	-
Urban	-	-
Metropolitan	12%	14.02%

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
No negative social impact has been identified in social impact assessment.	N.A.

   NA: Not available

2. Provide the following information on CSR projects undertaken by your Entity in designated aspirational districts as identified by government bodies:

Sr. No.	Aspirational District	Amount spent (In ₹)
-	-	-

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized / vulnerable groups?

   HCC is engaged in the business of construction and engineering and majority of the Company's procurement is of industrial origin and procured in bulk. The Company does not have a preferential procurement policy to purchase from suppliers comprising marginalized / vulnerable groups.

   (b) From which marginalized / vulnerable groups do you procure?

   Not Applicable.

   (c) What percentage of total procurement (by value) does it constitute?

   Not Applicable.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your Entity (in the current financial year), based on traditional knowledge:

   Not applicable as the Company does not have any intellectual properties owned or acquired by the Entity (in the current financial year), based on traditional knowledge.

Sr. No.	Intellectual Property based upon traditional knowledge	Owned / Acquired (Yes / No)	Benefit (Yes / No)	Benefits of calculating benefit share
-	-	-	-	-

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
-	-	-
-	-	-

6. Details of beneficiaries of CSR Projects:

Sr. No	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
-	-	-	-

   The Company's projects are designed to serve the beneficiaries from the underprivileged, marginalised, vulnerable and backward communities of the society.

Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner.

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

   The Company collects feedback forms from client / customer every six months as per the Company's established IMS documented information. Customers evaluate the performance and provide rating on the following parameters:

   - Designing / Detail Engineering
   - Planning
   - Construction Capability
   - Project Quality
   - Management

   Customer complaints are received through email, transmittal letter communications and verbal communications directly to project management teams. A complaint register is maintained for customers to record their complaints as per the established IMS documented information.

2. Turnover of products and / services as a percentage of turnover from all products / service that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product Safe and responsible usage Recycling and / or safe disposal	Not applicable as the Company does not have specific consumer product or product range.

3. Number of consumer complaints in respect of the following:

	FY 25-26 (Current Financial Year)		Remarks	FY 24-25 (Previous Financial Year)		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	-	-	-	-	-	-
Advertising	-	-	-	-	-	-
Cyber-security	-	-	-	-	-	-
Delivery of essential	-	-	-	-	-	-
Services	-	-	-	-	-	-
Restrictive Trade practices	-	-	-	-	-	-
Unfair Trade practices	-	-	-	-	-	-
Other						

4. Details of instances of product recalls on account of safety issues:
The Company does not have any specific consumer products, hence not applicable.

	Number	Reason for Call
Voluntary recalls	-	-
Forced recalls	-	-

5. Does the Entity have a framework / policy on cyber security and risks related to data privacy? If available, provide a web-link of the policy.

   Yes, the Company has a framework / policy on cyber security and risks related to data privacy and the said Policy is available on Company Intranet portal.

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.

   None.

7. Provide the following information relating to data breaches:

   a) Number of instances of data breaches along with impact

      There were no data breaches during the year.

   b) Percentage of data breaches involving personally identifiable information of customers-

      NIL

   c) Impact, if any, of the data breaches

      NIL

Leadership Indicators

1. Channels / platforms where information on products and services of the Entity can be accessed (provide web link, if available).

   The Company's business offerings can be found on the website: http://hccindia.com/.

2. Steps taken to inform and educate consumers about safe and responsible usage of products and / or services.

   The Company does not operate in B2C model. For projects, regular interaction with the client is conducted during the execution phase. The Company extends an opportunity to explain about its innovations, new technology and techniques that are implemented to enhance product quality and work methodology.

3. Mechanisms in place to inform consumers of any risk of disruption / discontinuation of essential services.

   During execution of construction projects and transport of heavy machinery, the clients and concerned departmental authorities are informed through transmittal letters and their permissions are sought for road closure, traffic diversion and isolation of essential services.

4. Does the Entity display product information on the product over and above what is mandated as per local laws? (Yes / No / Not Applicable) If yes, provide details in brief. Did your Entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the Entity, significant locations of operation of the Entity or the Entity as a whole? (Yes / No)

   Not applicable, as the Company operates in B2B model. The average customer satisfaction score during FY25-26 was 93.20%.

ANNEXURE IV TO THE BOARD'S REPORT

PARTICULARS OF EMPLOYEES PURSUANT TO SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

i. The ratio of the remuneration of each Director to the median remuneration of the employees of the company for the financial year

	%
Mr. Ajit Gulabchand, Chairman	1:11
Mr. Arjun Dhawan, Vice Chairman & Managing Director$	1:68
Mr. Jaspreet Bhullar, Managing Director & Chief Executive Officer*	1:33

ii. The percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the financial year.

Directors:	%
Mr. Ajit Gulabchand, Chairman	Nil
Mr. Arjun Dhawan, Vice Chairman & Managing Director$	50%
Mr. Jaspreet Bhullar, Managing Director & Chief Executive Officer*	6.09%

Key Managerial Personnel:	%
Mr. Rahul Shukla, Chief Financial Officer**	25%
Mr. Nitesh Kumar Jha, Company Secretary	3%
Mr.Girish Gangal, Chief Financial Officer#	0.00%

$Appointed as Vice Chairman & Managing Director w.e.f June 26, 2025.

**Appointed as Chief Financial Officer w.e.f June 1, 2025.

#Retired as Chief Financial Officer as on May 31, 2025.

*Resigned as MD & CEO w.e.f June 23, 2025.

iii. The percentage increase in the median remuneration of employees in the financial year: 8.27%.

iv. The number of permanent employees on rolls of the Company: 925 employees as on March 31, 2026.

v. Average percentiles 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 Salary Increase for KMPs (other than Chairman, Vice Chairman & Managing Director:	16.3%
Average Salary Increase for non KMPs:	7.3%

vi. Affirmation that the remuneration is as per the Remuneration Policy of the Company.

The remuneration paid to employees is as per the Nomination and Remuneration Policy of the Company.

For and on behalf of Board of Directors

Ajit Gulabchand
Chairman

Registered Office:
Hincon House,
Lal Bahadur Shastri Marg,
Vikhroli (West),
Mumbai 400 083

Place: Mumbai
Date: May 14, 2026

ANNEXURE V TO THE BOARD'S REPORT

INFORMATION AS PER SECTION 134 READ WITH RULE 8 OF THE COMPANIES (ACCOUNTS) RULES, 2014 FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

A. Conservation of Energy

Following energy conservation measures have been taken by the Company.

1) At HO:

Old and fused CFL and halogen light fittings at the Head Office were replaced with 362 Units of energy-efficient LED fixtures, resulting in reduced energy consumption and energy savings of 4,318 Watts.

2) At ACBP:

4 Units of 60W solar lights and 180 Units of energy-efficient LED lights were installed across the project site to promote energy conservation and improve energy efficiency.

3) At Patna Metro 5 & 6

- Anisabad office was designed to maximize the use of natural daylight, thereby minimizing the use of artificial lighting during daytime hours. This initiative resulted in an estimated daily energy saving of 11.2 kWh.
- 5 electric vehicles were deployed for project operations to promote cleaner mobility and reduce dependency on conventional fossil fuel.

4) At MML3:

- Old and fused CFL and halogen light fittings at the project were replaced with 120 Units energy-efficient LED fixtures
- Observance of Earth Hour on World Environment Day resulted in electricity savings of 124 kWh.

5) At Indore Metro:

A total of 370 Units of LED lights were installed across the project site to improve energy efficiency and reduce maintenance requirements.

6) At TVHEP:

- Existing sodium vapour lamps were replaced with 280 Units of energy-efficient LED lights to reduce energy consumption.
- A dedicated capacitor bank was installed and maintained at the Intake Area for power factor improvement and reduction in reactive power losses.

7) At FRFCF:

Existing halogen lamps were replaced with 345 Units of energy-efficient LED lights to reduce power consumption.

8) At Bhivpuri PSP

A total of 280 Units of energy-efficient LED light fixtures installed to improve energy efficiency and reduce maintenance requirements.

9) At Tehri:

Conventional light fittings at project office were replaced with 400 Units of energy-efficient LED lights to reduce energy consumption and improve operational efficiency.

10) At VPHEP:

Conventional light fittings at project office were replaced with 187 Units of energy-efficient LED lights to reduce energy consumption and improve operational efficiency.

B. Technology Absorption and initiatives:

1) At MML3:

Utilized 820 MT of Ground Granulated blast furnace Slag (GGBS) and 41.5 MT of fly ash in concrete as partial replacement of Portland cement, reducing consumption of natural raw materials, lowering GHG emissions, and improving durability, permeability resistance, plasticity, and sulphate resistance of concrete.

2) At VPHEP:

- Reused empty MS drum covers to create safety signboards, with approximately 1500 installed throughout the project site, supporting both sustainability and enhanced safety communication.
- Utilized 70,088 MT of Portland Slag Cement (PSC) in concrete to mitigate Alkali-Silica Reaction (ASR) and enhance durability. Additionally, 31 MT of fly ash was used as partial cement replacement to improve concrete performance and reduce environmental impact.

3) At ACBP:

- Installed HSD tank gateway/fuel monitoring systems on 500 kVA, 300 kVA, and 250 kVA DG sets/heavy equipment for effective fuel monitoring and energy conservation.
- Utilized 3,529 MT of GGBS in concrete to reduce clinker consumption, lower GHG emissions, and enhance concrete durability and sulphate resistance.

4) At Patna Metro 05 & 06:

Installed infrared sensor-based flushing systems in washroom urinals at Anisabad Office, reducing flush volume from 4L to 1L and achieving water savings.

5) At Indore Metro:

- Reused 80 Units of empty lubricant buckets to develop plant boundaries at the casting yard, promoting reuse and green development.

- Utilized 2,608 MT of fly ash as partial cement replacement in concrete.

6) At IGCAR FRFCF Project:

- Introduced 3 pneumatic nail guns in shuttering board fabrication to improve efficiency, reduce manual effort, and enhance workplace safety.

- Utilized 2,472 MT of fly ash as partial cement replacement in concrete.

7) At TVHEP:

Installed CCTV cameras with in-cabin display systems in LOCO driver cabins to provide clear visibility of the track during reverse movements, enhancing operational safety and monitoring.

8) At Bhivpuri PSP:

- Installed anti-tilting devices in 54 dumpers to improve vehicle stability and enhance safety during unloading operations.

- Utilized 348 MT of fly ash as partial cement replacement in concrete.

9) At Tehri PSP:

Utilized 115 MT of Portland Pozzolana Cement (PPC), containing fly ash, to improve long-term strength, reduce heat of hydration, and enhance resistance to chemical attack compared to OPC.

10) At Head Office:

a. IMS Department:

- Deployment of mobile-based application "Eagle Eye" for QHSE was rolled out to strengthen digitalization and enable real-time data capturing. The application covers modules such as work permit management, worker induction, and safety awareness, improving monitoring, accessibility, and operational efficiency.

- An AI-based CCTV camera pilot study was undertaken at VPHEP for automated identification of safety violations and unsafe practices, supporting proactive safety monitoring and improved compliance at site.

- Automated External Defibrillators (AEDs) were installed at project sites to enhance emergency preparedness and enable immediate response during cardiac emergencies, improving life-saving capability at workplaces.

b. Information Technology Department:

- Designed and deployed an SAP RA Bill Management system to standardize, automate, and ensure full transparency in Subcontracting / PRW/Equipment Hire Work Orders execution.

  The solution enables parameterized Work Order terms and conditions — including Retention, PBG, TDS, Labor Cess, advances, and material recovery etc — with RA Bill creation & approval, automated advance & material recovery and other deductions, Retention & PBG amount hold and release process, system-generated payment abstract, approval-based liability posting & invoice verification.

- We successfully migrated approximately 25 physical servers to virtual servers, consolidating all of them within just three physical Nutanix servers. This was accomplished with the help of Hyper Converged Infrastructure technology, resulting in substantial power savings and increased efficiency in our operations.

- Another noteworthy achievement is the development of our AI agents, known as 'HCC AI Assistance'. These agents have been meticulously trained on a wide array of HCC policies, IMS documents, HR guidelines, IT Helpdesk information, and general organizational knowledge. With their capabilities, they provide instant responses to queries that previously might have taken hours or even days to resolve, ultimately saving valuable productive time for our employees.

- We recently transformed our boardroom and conference rooms into modern collaboration spaces by upgrading from traditional setups to advanced UVC-enabled conferencing systems, complemented with interactive panels for seamless virtual meetings and dynamic whiteboarding, thereby enabling more engaging, efficient, and future-ready collaboration across teams.

- We have strengthened our cybersecurity posture by migrating our endpoint protection platform from Trend Micro to CrowdStrike Falcon, incorporating advanced capabilities such as exposure management and External Attack Surface Management (EASM), thereby enabling enhanced threat detection, proactive risk visibility, and comprehensive protection across all enterprise endpoints in line with evolving cyber security requirements.

C. Foreign Exchange earnings and outgo:

Total Foreign Exchange used and Earned	
Earnings in Foreign Currency	₹161.94 crore
Outgo in Foreign Currency	₹54.40 crore

ANNEXURE VI TO THE BOARD'S REPORT

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

For the financial year ended March 31, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members of,
Hindustan Construction Company Limited,
Hincon House, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai- 400083

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Hindustan Construction Company Limited having CIN:- L45200MH1926PLC001228** (hereinafter called the "the Company") for the financial year ended on March 31, 2026 (the "Audit Period"/ "Period under review"/ "Review Period").

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:

(i) **Our verification** of the Company's books, papers, minutes books, forms and returns filed, records provided through virtual data room / physically and other records maintained by the Company;

(ii) **Compliance certificates** confirming compliance with corporate laws applicable to the Company given by the Key Managerial Personnel / Senior Managerial Personnel of the Company and taken on record by the Company's Audit Committee / Board of Directors; and

(iii) **Representations** made, documents produced and information provided by the Company, its officers, agents and authorized representatives during our conduct of Secretarial Audit.

We hereby report that, in our opinion, during the Audit Period covering the financial year ended on March 31, 2026, the Company has:

(i) Complied with the statutory provisions listed hereunder; and

(ii) Board processes and compliance mechanisms are in place to the extent, in the manner and subject to the reporting made hereinafter.

1. COMPLIANCE WITH SPECIFIC STATUTORY PROVISIONS

We further report that:

1.1 We have examined the books, papers, minutes books, forms and returns filed and other records maintained by the Company during the year in terms of the applicable provisions / clauses of:

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

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

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

(iv) The Foreign Exchange Management Act, 1999 (FEMA) and the Rules / Regulations made thereunder to the extent of Overseas Direct Investments and External Commercial Borrowings;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act"):

(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015*;

(c) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(d) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations");

(e) The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 to the extent applicable;

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Act and dealing with client;

(g) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; and

(h) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

* The Company has also maintained a Structured Digital Database ("SDD") pursuant to the requirements of Regulations 3(5) and 3(6) of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

(vi) Secretarial Standards relating to meetings of Board of Directors and General Meetings issued by The Institute of Company Secretaries of India and notified by the Central Government under Section 118 (10) of the Act, which have mandatory application.

1.2 During the period under review:

(i) The Company has complied with all applicable provisions of all the aforesaid Acts, Rules, Regulations, Guidelines and Standards as mentioned above.

(ii) Generally complied with the applicable provisions / clauses of:

a) Board of Directors ("SS-1") which are applicable to the meetings of the Board of Directors and its Committees, held during the audit period. The compliance of the provisions of the Rules made under the Act with regard to participation of Directors through video conference for the meetings of the Board and its Committees and on General Meetings ("SS-2") and the 99th Annual General Meeting ("AGM") held on August 12, 2025.

1.3 During the audit period under review, provisions of the following Acts / Regulations were not applicable to the Company

(i) The Foreign Exchange Management Act, 1999 and the Rules / Regulations made thereunder to the extent of Foreign Direct Investment;

(ii) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; and

(iii) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018.

1.4 The Management has identified and confirmed that the following laws are specifically applicable to the Company:-

(i) Building and other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996;

(ii) Explosives Act, 1884 and Rules 2008 framed thereunder;

(iii) Gas Cylinder Rules, 2016;

(iv) Mines Act, 1952 and Rules framed thereunder;

(v) The Air (Prevention & Control of Pollution) Act, 1981 and Rules framed thereunder;

(vi) The Water (Prevention & Control of Pollution) Act, 1974 and Rules framed thereunder;

(vii) The Hazardous and Other Waste (Management, Handling & Transboundary Movement) Rules, 2016;

(viii) The Environment (Protection) Act, 1986 and Rules framed thereunder;

(ix) Petroleum Act, 1934 and Rules framed thereunder;

(x) The Electricity Act, 2003; and

(xi) The Factories Act, 1948.

A certificate signed by the Company Secretary of the Company, to the effect that due compliance has been ensured in respect of the above laws is placed before the Directors at each quarterly meeting of the Board, reliance on which has been placed by us.

2. BOARD PROCESSES OF THE COMPANY:

We further report that:

2.1 The Board of Directors of the Company as on March 31, 2026 comprised of:

(i) One Non-Executive Chairman – Mr. Ajit Gulabchand (DIN: 00010827);

(ii) One Executive Vice Chairman & Managing Director – Mr. Arjun Dhawan (DIN: 01778379);

(iii) One Non-Executive Nominee Director – Mr. Mukul Sarkar (DIN: 00893700);

(iv) One Non-Executive Non-Independent Director- Mr. Aditya Pratap Jain (DIN: 08115375);

(v) Four Non-Executive Independent Directors (including a Woman Independent Director) Mr. Mahendra Singh Mehta (DIN: 00019566); Mr. Santosh Janakiram (DIN: 06801226); Dr. Mita Dixit (DIN: 08198165) and Mr. Ramesh Subramanyam (DIN: 02421481).

2.2 The processes relating to the following changes in the composition of the Board of Directors, its committees, and Key Managerial Personnel during the audit period, were carried out in compliance with the provisions of the Act and Listing Regulations:

(i) Re-appointment of Mr. Aditya Pratap Jain DIN: 08115375), as a Non-Executive Non-Independent Director of the Company, liable to retire by rotation, by the Members of the Company at the 99th Annual General Meeting held on August 12, 2025.

(ii) Resignation of Mr. Jaspreet Singh Bhullar (DIN: 03644691) as Managing Director & Chief Executive Officer (MD & CEO) of the Company with effect from June 23, 2025.

(iii) Mr. Arjun Dhawan (DIN: 01778379), Executive Vice-Chairman of the company was appointed as Vice Chairman & Managing Director of the Company at the meeting of the Board of Directors held on June 26, 2025. The members approved the Mr. Dhawan's appointment as Vice Chairman & Managing Director at their 99th Annual General Meeting held on August 12, 2025.

(iv) The office of Non-Executive Independent Director Mr. Arun Karambelkar (DIN: 02151606) became vacant due to his demise on November 2, 2025.

(v) Retirement of Mr. Girish Gangal as Chief Financial Officer & Key Managerial Personnel (CFO & KMP) of the Company with effect from May 31, 2025.

(vi) Appointment of Mr. Rahul Shukla as the Chief Financial Officer & Key Managerial Personnel (CFO & KMP) of the company with effect from June 1, 2025

2.3 Adequate notice(s) with Agenda and the detailed notes to Agenda of at least seven days was given to all the Directors to enable them to plan their schedule for the meetings of the Board and its Committees, and where the meetings were held at shorter notice, due compliance was ensured, as required under the Act and the Secretarial Standard on meetings of the Board of Directors.

2.4 A system exists for Directors to seek and obtain further information and clarifications on the agenda items before the meetings to ensure their meaningful participation at the meetings.

2.5 We note from the minutes examined during the course of audit that, at the Board meetings held during the year:

(i) Decisions were taken through the majority of the Board; and

(ii) No dissenting views were expressed by any Board member on any of the subject matters discussed, which were required to be recorded as part of the minutes.

3. COMPLIANCE MECHANISM

There are reasonably adequate systems and processes prevalent in the Company, which are commensurate with its size and operations, to monitor and ensure compliance with all applicable laws, rules, regulations and guidelines.

We draw the attention of the members to the qualifications and emphasis of matter in the Independent Auditor's Report issued by the Statutory Auditors, M/s. Mukund M. Chitale & Co., dated May 14, 2026. The Management's response to these matters has been provided in the respective notes to the Standalone and Consolidated Financial Statements.

4. SPECIFIC EVENTS / ACTIONS

4.1 During the period under review, the following specific events / actions, having a major bearing on the Company's affairs took place:

(i) Allotment to Mr. Jaspreet Bhullar, Managing Director & Chief Executive Director (MD & CEO) of the Company, held office up to June 23, 2025, of 92937 Equity Shares of the Company having face value of ₹1/- each at an issue price of ₹13.45 (including premium per share of ₹12.45) each upon exercise of the Options vested with him under HCC Employee Stock Option Scheme, 2008.

(ii) The company, as a part of its commercial operations, has transferred ₹1,979 Crore the of Economic and beneficial interest in the arbitration award/s, for an aggregate value, to HCC Contract Solutions Limited, as per its agreement with them.

(iii) The Members of the Company, at their 99th Annual General Meeting held on August 12, 2025, have approved:

1) By way of a special resolution, the payment of revised remuneration to Mr. Ajit Gulabchand (DIN: 00010827), Non-Executive Chairman of the Company, for the Financial Year 2025-26, payable on a monthly basis, exceeding 50% of the aggregate remuneration paid / payable to all Non-Executive Directors of the Company and this revision in remuneration payable was reduced from ₹3,00,00,000/- (Rupees Three Crore Only) to ₹1,50,00,000/- (Rupees One Crore Fifty Lakhs Only), after taking into consideration the prevailing industry benchmarks.

2) By way of a Special Resolution, an increase in the overall borrowing limits of the Company, pursuant to Section 180(1)(c) of the Companies Act, 2013, up to an aggregate amount of ₹12,500,00,00,000/- (Rupees Twelve Thousand Five Hundred Crore Only), over and above the aggregate of the paid-up share capital, free reserves and securities premium of the Company, primarily for the purpose of availing non-fund-based facilities.

3) By way of a Special Resolution, authorized the creation of charge on the assets and undertakings of the Company, both present and future, under Section 180(1)(a) of the Companies Act, 2013, in respect of overall borrowings not exceeding ₹12,500,00,00,000/- (Rupees Twelve Thousand Five Hundred Crore Only), in relation to fund-based and non-fund-based facilities.

4) By way of Ordinary resolution, increase in the Authorised Share Capital of the Company from ₹210,00,00,000 (Rupees Two Hundred Ten Crore Only) divided into 20,00,00,000 (Two Hundred Crore Only) Equity Shares of ₹1/- each (Rupee One Only) and 1,00,00,000 (One Crore Only) Redeemable Preference Shares of ₹10/- to ₹300,00,00,000 (Rupees Three Hundred Crore Only) divided into 290,00,00,000 (Two Hundred Ninety Crore Only) Equity Shares of ₹1/- each (Rupee One Only) and 1,00,00,000 (One Crore Only) Redeemable Preference Shares of ₹10/- each (Rupees Ten Only) and also approved the Alteration to the Capital Clause of Memorandum of Association of the Company in consequence of the above increase in the Authorised Share Capital of the Company.

5) By way of a Special Resolution, authorized the Board of Directors of the Company to create, issue, offer and allot Equity Shares and / or Equity Shares through depository receipts including American Depository Receipts ("ADRs"), Global Depository Receipts ("GDRs") and / or Foreign Currency Convertible Bonds ("FCCBs"), Foreign Convertible Debentures ("FCDs"), Partly Convertible Debentures ("PCDs"), Optionally Convertible Debentures ("OCDs"), and / or other securities convertible into Equity Shares at a later date, at the option of the Company and / or the holder(s) of such securities or with or without detachable warrants with a right exercisable by the warrant holders to convert or subscribe to the Equity Shares or otherwise, whether rupee denominated or denominated in foreign currency (collectively referred as "Securities"), with or without a green shoe option, or issued / allotted through Qualified Institutions Placement ("QIP") in accordance with the applicable regulations of Securities and Exchange Board of India ("SEBI Regulations"), for an aggregate amount not exceeding ₹1,500 Crore (Rupees One Thousand Five Hundred Crore Only).

6) By way of an ordinary resolution, appointment of BNP & Associates, Practicing Company Secretaries (FRN: P2014MH037400) as the Secretarial Auditors of the Company, for a term of 5 (five) consecutive financial years, commencing from the financial year 2025-26 to the financial year 2029-30.

(iv) We are informed that the Company has carried out renewal / rollover of the existing Inter-corporate Deposits (ICDs) given to Wholly Owned Subsidiaries (situated in India and abroad) for further period up to March 31, 2027 from their respective due dates, with or without interest thereon, as per the terms of the respective ICDs during the FY 2025-26.

(v) The Board of Directors at its meeting held on May 8, 2025 and the Securities Issuance Committee at its meeting held on November 26, 2025 approved the raising of funds by way of a Rights Issue for an amount not exceeding ₹1,000 Crore (Rupees One Thousand Crore only). The Rights Issue opened on December 12, 2025 and closed on December 22, 2025. Pursuant thereto, 79,99,91,900 Equity Shares aggregating up to ₹999.99 Crore were allotted to the successful applicants on December 23, 2025 at an issue price of ₹12.50/- per Equity Share. These shares were listed on BSE and NSE, with effect from December 26, 2025.

(vi) Pursuant to the order dated March 23, 2021, issued by the Hon'ble High Court of Kerala ("the Court"), in the matter of Hindustan Construction Company Limited Vs Kerala State Electricity Board ("KSEB"), the Board of Directors of the Company at its meeting held on May 27, 2021, has granted approval for providing the Corporate Guarantee for an amount of ₹1,19,29,965/- (Rupees One Crore Nineteen Lakh Twenty-Nine Thousand Nine Hundred and Sixty-Five Only) in favour of "Principal Subordinate Judge of Thiruvananthapuram. Further as informed by the Company the matter is still pending for hearing and disposal by the Court.

(vii) We are informed that the Company is approaching the concerned authorities for the condonation of delay in discharging its commitments towards the payment for supply of equipment and services from overseas to the extent of ₹41.21 Crore during FY 2020-21.

(viii) As on March 31, 2026:

1) 4,579 Non-Convertible Debentures (listed) of having face value of ₹10,00,000/- each, aggregating to ₹4,57,90,00,000/- were outstanding; and

2) 27,56,500 Optionally Convertible Debentures of having face value of ₹1,000/- each, aggregating to ₹2,75,65,00,000/- were outstanding.

For **BNP & Associates**
Company Secretaries
[Firm Regn. No. P2014MH037400]
[PR No.:- 7353/2025]

Sujata Chattopadhyay
Partner
FCS No.: 8983 / COP No.:13498
UDIN: F008983H000360840

Date: May 14, 2026
Place: Mumbai

The members are requested to read this report along with our letter of even date annexed to this report as Annexure-A .

ANNEXURE A TO THE SECRETARIAL AUDIT REPORT FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

To,
The Members of,
Hindustan Construction Company Limited,
Hincon House, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai- 400083.

Our Secretarial Audit Report of even date is to be read along with this letter.

1. The Company's management is responsible for maintenance of secretarial records and compliance with the provisions of corporate and other applicable laws, rules, regulations and standards. Our responsibility is to express an opinion on the secretarial records produced for our audit.

2. We have followed such audit practices and processes as we considered appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records.

3. We have considered compliance related actions taken by the company based on independent legal / professional opinion obtained as being in compliance with law.

4. We have verified the secretarial records furnished to us on a test basis to see whether the correct facts are reflected therein. We have also examined the compliance procedures followed by the Company. We believe that the processes and practices we followed, provide a reasonable basis for our opinion.

5. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

6. We have obtained the management's representation about the compliance of laws, rules and regulations and happening of events, wherever required.

7. Our Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **BNP & Associates**
Company Secretaries
[Firm Regn. No. P2014MH037400]
[PR No.:- 7353/2025]

Sujata Chattopadhyay
Partner
FCS No.: 8983 / COP No.:13498
UDIN: F008983H000360840

Date: May 14, 2026
Place: Mumbai

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

For the financial year ended March 31, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members of,
HCC Infrastructure Company Limited,
Hincon House, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai- 400083

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by HCC Infrastructure Company Limited. Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing my opinion thereon.

Based on my verification of the HCC Infrastructure Company Limited's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended on March 31, 2026 complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by HCC Infrastructure Company Limited for the financial year ended on 31st March, 2026 according to the provisions of:

1) The Companies Act, 2013 (the Act) and the rules made there under;

2) The Depositories Act, 1996 and the Regulations and Bye-laws Framed thereunder;

I have also examined compliance with the applicable clauses of the Secretarial Standards issued by The Institute of Company Secretaries of India.

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

I further report that

The Board of Directors of the Company is duly constituted with Non-Executive Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were generally sent in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Majority decision is carried through while the dissenting member's views are captured and recorded as part of the minutes.

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

I further report that during the audit period there were no instances of:

(i) Public / Right / Preferential issue of Shares / Debentures / Sweat Equity, etc.

(ii) Redemption / Buy-back of securities

(iii) Major decision taken by the members in pursuance to Section 180 of the Companies Act, 2013.

(iv) Merger / amalgamation / reconstruction, etc.

(v) Foreign technical collaborations

For **Vinay Angane and Associates**
Company Secretaries
PR Certificate no. 4725/2023

Vinay Angane
Proprietor
ACS No.: 20937 / COP No.: 9837
UDIN:A020937H000768684

Date: July 7, 2026
Place: Mumbai

ANNEXURE A TO THE SECRETARIAL AUDIT REPORT FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

To,
The Members of,
HCC Infrastructure Company Limited,
Hincon House, Lal Bahadur Shastri Marg,
Vikhroli (West), Mumbai- 400083.

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

1. Maintenance of secretarial record 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 practice and processes as were appropriates to obtain reasonable assurance about the correctness of the contents of the secretarial records. The Verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of the financial records and Books of Accounts of the Company.

4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.

5. The Compliance of the Provision of Corporate and other applicable laws, rules and regulations, standards is the responsibility of management. Our examination was limited to the verification of the procedures on test basis.

6. The Secretarial Audit Report is neither an assurance as to future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **Vinay Angane and Associates**
Company Secretaries
PR Certificate no. 4725/2023

Vinay Angane
Proprietor
ACS No.: 20937 / COP No.: 9837
UDIN:A020937H000768684

Date: July 7, 2026
Place: Mumbai

ANNEXURE VII TO THE BOARD'S REPORT

DIVIDEND DISTRIBUTION POLICY

The Equity Shares of Hindustan Construction Company Limited (the 'Company') are listed on Bombay Stock Exchange Ltd. (BSE) and National Stock Exchange of India Ltd (NSE). As per the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the SEBI Listing Regulations'), as amended, the Company is required to formulate a Dividend Distribution Policy which shall be disclosed in its Annual Report and on its website.

The Board of Directors of the Company ("the Board") has approved the Dividend Distribution Policy of the Company ('the Policy") on February 2, 2017, which endeavours for fairness, consistency and sustainability while distributing profits to the Members.

The factors that will be considered while arriving at the quantum of dividend(s) payable shall be:

- Any current year profits and outlook in line with the development of internal and external environment.
- Operating cash flows and treasury position keeping in view the total debt to equity ratio.
- Possibilities of alternate deployment of cash for future growth, e.g. capital expenditure etc., which has a potential to create greater value for members in the long run.
- Providing for unforeseen events and contingencies with financial implications.

The Board may, as and when they consider it fit, recommend dividend, to the Members for their approval in the general meeting of the Company.

In case the Board proposes not to distribute the profit, the grounds thereof and information on utilization of the undistributed profit, if any, shall be disclosed to the Members in the Annual Report of the Company.

The dividend distribution shall be in accordance with the applicable provisions of the Companies Act, 2013, (the Act) Rules framed thereunder, if any, the SEBI (Listing Regulations), 2015 and any other legislations governing dividends and the Articles of Association of the Company, as in force and as amended from time to time.

The Board is authorised to change / amend this policy from time to time at its sole discretion and / or in pursuance of any amendments made in the Act, the SEBI Listing Regulations etc.

In the event of any conflict between the provisions of this policy and the Act / the SEBI Listing Regulations or any other statutory enactments, rules, the provisions of the Act / the SEBI Listing Regulations or statutory enactments, rules, as the case may be applicable, shall prevail.

The policy is made available on the Company's website and shall also be disclosed in the Company's Annual Report.

This Policy document does not solicit investments in the Company's securities nor is it an assurance of guaranteed returns (in any form), for investments in the Company's equity shares.

INDEPENDENT AUDITOR'S REPORT

To the Members of Hindustan Construction Company Limited

Report on the Audit of the Standalone Ind AS financial statements

Qualified Opinion

1. We have audited the accompanying standalone Ind AS financial statements of **Hindustan Construction Company Limited** (hereinafter referred to as 'the Company'), which comprise the standalone Balance Sheet as at 31st March 2026, the standalone Statement of Profit and Loss (including Other Comprehensive Income), the standalone Ind AS Statement of Cash Flow and the standalone Statement of Changes in Equity for the year then ended, and notes to the standalone Ind AS financial statements, including material accounting policy information and other explanatory information which includes 10 joint operations accounted on proportionate basis (Refer Annexure A for the list of joint operations).

2. In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of the reports of the other auditors on separate audited financial statements of joint operations referred to in paragraph 17 of the 'Other Matters' section below, except for the possible effects of the matters described in the Basis for Qualified Opinion section of our report, the aforesaid standalone Ind AS 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') specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015 and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31st March 2026, and its profit (including other comprehensive income), its cash flows and the changes in equity for the year ended on that date.

Basis for Qualified Opinion

3. As stated in:

   a) Note 32 to the standalone Ind AS financial statements, the Company's investments in subsidiaries as at 31st March 2026 includes investment in HCC Infrastructure Company Limited ('HICL'), its wholly owned subsidiary amounting to ₹ 1,152.77 crore, stated at cost. The subsidiary's consolidated net worth as at 31st March 2026 is substantially eroded but, the said investment is considered fully recoverable by the management on the basis of factors stated in the aforesaid note including a valuation report obtained from an independent valuer.

      However, in the absence of sufficient appropriate audit evidence to support the significant judgements and estimates applied by the management in the aforementioned valuation report, we are unable to comment upon the adjustments, if any, that are required to the carrying value of the aforesaid investment and consequential impact, if any, on the accompanying standalone Ind AS financial statements.

   b) Note 9.6 to the standalone Ind AS financial statements, the Company has recognised net deferred tax assets amounting to ₹ 173.91 crore as at 31st March 2026, which mainly includes deferred tax assets on carried forward unused tax losses/ unabsorbed depreciation and other taxable temporary differences on the basis of expected availability of future taxable profits for utilization of such deferred tax assets.

      However, in view of the history of losses recorded by the Company, we are unable to obtain sufficient appropriate audit evidence with respect to the projections for future taxable profits prepared by the management and therefore, are unable to comment on any adjustments that may be required to the carrying value of aforesaid net deferred tax assets as at 31st March 2026.

      Our audit report on the standalone audited financial statement of the Company for the year ended 31st March 2025 dated 8th May 2025 was also qualified in respect of the above matters.

4. We conducted our audit in accordance with the Standards on Auditing specified under section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Standalone Ind AS 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 Ind AS financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained together with the audit evidence obtained by the other auditors, in terms of their reports referred to in paragraph 17 of the "Other Matter" section below is sufficient and appropriate to provide a basis for our qualified opinion.

Emphasis of Matter

5. We draw attention to Note 33 to the standalone Ind AS financial statements, regarding the position relating to recoverability of unbilled work-in-progress (contract assets), current trade receivables and non-current trade receivables amounting to ₹ 115.71 crore, ₹ 24.21 crore and ₹ 57.52 crore, respectively, as at 31st March 2026, which represent receivables in respect of closed/ substantially closed/ suspended projects. The Company is at various stages of negotiation/ discussion with the clients or under arbitration/ litigation in respect of the aforementioned receivables.

Considering the contractual tenability, progress of negotiations/ discussions/ arbitration/ litigations and as legally advised in certain contentious matters, the management is confident of recovery of these receivables. Our opinion is not modified in respect of the above matter.

Key Audit Matters

6. Key audit matters are those matters that, in our professional judgment, and based on the consideration of the reports of the other auditors as referred to paragraph 17 of the 'Other Matters' section below, were of most significance in our audit of the standalone Ind AS financial statements of the current period. These matters were addressed in the context of our audit with reference to the standalone Ind AS financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

7. In addition to the matters described in the Basis for Qualified Opinion, we have determined the matters described below to be the key audit matter to be communicated in our report.

Key audit matter	How our audit addressed the key audit matter
Recognition of contract revenue, margin and contract costs (Refer note 22 to the standalone Ind AS financial statements)	
The Company's revenue primarily arises from construction contracts which, by its nature, is complex given the significant judgements involved in the assessment of identification and satisfaction of performance obligations. The Company recognizes contract revenue on the basis of stage of completion determined based on the proportion of contract costs incurred till balance sheet date, relative to the total estimated costs of the contract at completion. The recognition of contract revenue and the resultant profit/ loss therefore rely on estimates in relation to forecasted revenue and contract costs. These contract estimates are reviewed by the management on a periodic basis. In doing so, the management is required to exercise significant judgement in its assessment of the transaction price which may also include variable consideration pertaining to additional claims raised by the Company. The management is also required to exercise judgement to assess the completeness and accuracy of forecasted costs to complete. Changes in these estimates as contracts progress can result in material adjustments to revenue and margins. Considering high estimation uncertainty, complexities involved and material impact on the financial statement, this area has been considered a key audit matter in the current year audit.	Our audit procedures to address this key audit matter included, but were not limited to the following: • Obtained an understanding of the Company's revenue recognition processes and evaluated the appropriateness of the Company's accounting policy for revenue recognition in accordance with Ind AS 115 – Revenue from contracts with customers; • Evaluated the design and tested the operating effectiveness of key internal financial controls including those related to estimation of forecasted contract revenue and contracts costs; • For a sample of contracts, performed the following procedures: - inspected the underlying documents such as customer contract/ agreement and variation orders, if any, for the significant contract terms and conditions; - evaluated the identification of performance obligations as per the contract; - obtained an understanding of and evaluated the reasonableness of the assumptions applied in determining the forecasted revenue and cost to complete; - tested the existence and valuation of variable consideration with respect to the contractual terms and conditions and inspected the related correspondence with customers; - reviewed the legal and contracting experts' note and/ or legal opinion from independent legal counsel obtained by the management, if any;

Key audit matter	How our audit addressed the key audit matter
	- Tested the forecasted cost by obtaining executed purchase orders/ agreements/ relevant documents and evaluated the reasonableness of management judgements/ estimates; and - For cost incurred to date, tested samples by verifying underlying supporting documents; - Performing analytical procedures including project profitability analysis for reasonableness of revenue recognized; and • Evaluated the appropriateness and adequacy of the disclosures related to contract revenue and costs in the standalone Ind AS financial statements in accordance with the applicable accounting standards.

Information other than the Standalone Ind AS financial statements and Auditor's Report thereon

8. The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Board Report including annexures to Board's Report, Corporate Governance, Business Responsibility & Sustainability Report and Management Discussion & Analysis Report but does not include the standalone Ind AS financial statements and our auditor's report thereon. The Board Report, Report on Corporate Governance, Business Responsibility & Sustainability Report and Management Discussion & Analysis Report are expected to be made available to us after the date of this auditor's report.

   Our opinion on the standalone Ind AS financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

   In connection with our audit of the standalone Ind AS financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone Ind AS financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

   When we read the Board Report, Report on Corporate Governance, Business Responsibility & Sustainability Report and Management Discussion and Analysis Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Standalone Ind AS financial statements

9. The Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation and presentation of these standalone Ind AS 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 specified under section 133 of the Act 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 Ind AS financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

10. In preparing the standalone Ind AS financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

11. The Company's Management and the Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Standalone Ind AS financial statements

12. Our objectives are to obtain reasonable assurance about whether the standalone Ind AS 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 Standards on Auditing 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 Ind AS financial statements.

13. As part of an audit in accordance with Standards on Auditing, specified under section 143(10) of the Act we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone Ind AS financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to standalone Ind AS 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 management;

- Conclude on the appropriateness of managements and Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone Ind AS 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 Ind AS financial statements, including the disclosures, and whether the standalone Ind AS financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and

- Obtain sufficient appropriate audit evidence regarding the standalone Ind AS financial statements of the Company and its joint operations to express an opinion on the standalone Ind AS financial statements. We are responsible for the direction, supervision and performance of the audit of standalone Ind AS financial statements of the Company. For the joint operations included in the standalone Ind AS financial statements, which have been audited by the 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.

14. 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.

15. 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.

16. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone Ind AS 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 Matter

17. We did not audit the Ind AS financial statements of Ten (10) joint operations included in the standalone Ind AS financial statements of the Company whose Ind AS financial statements reflects Company's share of total assets of ₹ 371.41 crore as at 31 March 2026, and Company's share of total revenues of ₹ 421.04 crore, total net profit after tax of ₹ 42.52 crore, and total comprehensive income of ₹ 42.52 crore, and cash inflow (net) of ₹ 54.47 crore for the year then ended, as considered in the standalone Ind AS financial statements. These Ind AS financial statements have been audited by the other auditors whose reports have been furnished to us by the management, and our opinion on the standalone Ind AS financial statements, in so far as it relates to the amounts and disclosures included in respect of these joint operations, and our report in terms of sub-section (3) of section 143 of the Act in so far as it relates to the aforesaid joint operations, is based solely on the report of such other auditors.

    Our opinion above on the standalone Ind AS financial statements, and our report on other legal and regulatory requirements below, are not modified in respect of the above matters with respect to our reliance on the work done by and the reports of the other auditors.

Report on Other Legal and Regulatory Requirements

18. As required by section 197(16) of the Act based on our audit, and on the consideration of the reports of the

other auditors as referred to in paragraph 17 of the 'Other Matters' section above, we report that the Company has paid remuneration to its directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act.

19. As required by the Companies (Auditor's Report) Order, 2020 ('the Order') issued by the Central Government of India in terms of section 143(11) of the Act we give in the Annexure B a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

20. Further to our comments in Annexure B, as required by section 143(3) of the Act based on our audit, and on the consideration of the reports of the other auditors as referred to in paragraph 17 of the 'Other Matters' section above, we report, to the extent applicable, that:

    a) We have sought and except for the matters described in the Basis for Qualified Opinion section, obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the accompanying standalone Ind AS financial statements;

    b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books, except for the possible effects of the matters described in the Basis for Qualified Opinion section.

    c) The standalone Ind AS financial statements dealt with by this report are in agreement with the books of account;

    d) Except for the possible effects of the matters described in the Basis for Qualified Opinion section, in our opinion, the aforesaid standalone Ind AS financial statements comply with Ind AS specified under section 133 of the Act;

    e) The matters described in paragraph 3 of the Basis for Qualified Opinion section and paragraph 5 of Emphasis of Matter section, in our opinion, may have an adverse effect on the functioning of the Company;

    f) On the basis of the written representations received from the directors as on 31st March 2026 and taken on record by the Company's 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;

    g) The qualification relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph 3 of the Basis for Qualified Opinion section;

    h) With respect to the adequacy of the internal financial controls with reference to standalone Ind AS financial statements of the Company as on 31st March 2026 and the operating effectiveness of such controls, refer to our separate report in Annexure C wherein we have expressed a modified opinion; and

    i) With respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors as referred to in paragraph 17 above:

        i. The Company, as detailed in notes 6.1, 31, 32 and 33 to the standalone Ind AS financial statements, has disclosed the impact of pending litigations on its financial position as at 31st March 2026;

        ii. The Company, as detailed in notes 19.1 and 19.2 to the standalone Ind AS financial statements, has made provision as at 31st March 2026, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts;

        iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company during the year ended 31st March 2026 except for the cases mentioned in the note 18.1 to the standalone Ind AS financial statements.

        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 securities premium or any other sources or kind of funds) by the Company to or in any person or entity, including foreign entities ('the 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 ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;

            b. The management has represented that, to the best of its knowledge and belief, to the standalone Ind AS financial statements, no funds have been received by the Company from any person or entity, including foreign entities ('the 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 as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.

v. The Company has not declared or paid any dividend during the year ended 31st March 2026.

vi. Based on our examination which included test checks, the company has used an accounting software for maintaining its books of account for the financial year ended 31st March 2026, 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, for the period where audit trail (edit log) facility was enabled and operated throughout the year for the respective accounting software, we did not come across any instance of the audit trail features being tempered with.

Pursuant to the proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014, which came into effect from 1st April, 2024, and in accordance with the requirements of Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, we report that, based on our audit procedures and the information and explanations provided to us, the Company has duly maintained and preserved the audit trail, as per the applicable statutory requirements for record retention except for audit trail for database level where log any direct data changes for the period from 1st April 2024 to 2nd May 2024 is not available with the company.

For **Mukund M Chitale & Co**
Chartered Accountants
Firm's Registration No.: 106655W

S. M. Chitale
Partner
Membership No.: 111383
UDIN: 26111383ZEJZKN3618

Place: Mumbai
Date: May 14, 2026

ANNEXURE A

List of joint operations included in the standalone Ind AS financial statements

Sr. No.	Name of the entity
1.	HCC TPL Indore Metro Joint Venture
2.	TPL-HCC Bhivpuri PSP Joint Venture
3.	HCC- HDC Joint Venture
4	Kumagai – Skanska – HCC- Itochu Group
5.	HCC- L&T Purulia Joint Venture
6.	Alpine- Samsung- HCC Joint Venture
7.	Nathpa Jhakri Joint Venture
8.	Alpine- HCC Joint Venture
9.	HCC- Samsung Joint Venture CC 34
10.	HCC- VCCL Joint Venture

For **Mukund M Chitale & Co**
Chartered Accountants
Firm's Registration No.: 106655W

S. M. Chitale
Partner
Membership No.: 111383
UDIN: 26111383ZEJZKN3618

Place: Mumbai
Date: 14th May, 2026

ANNEXURE B REFERRED TO IN PARAGRAPH 19 OF THE INDEPENDENT AUDITOR'S REPORT OF EVEN DATE TO THE MEMBERS OF HINDUSTAN CONSTRUCTION COMPANY LIMITED ON THE STANDALONE IND AS FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2026

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit, and to the best of our knowledge and belief, we report that:

(i) a) A. The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment, capital work-in-progress and relevant details of right-of-use assets.

B. The Company has maintained proper records showing full particulars of intangible assets.

b) The Company has a regular programme of physical verification of its property, plant and equipment, capital work-in-progress and relevant details of right-of-use assets under which the assets are physically verified in a phased manner over a period of 3 years, which in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. In accordance with this programme, certain property, plant and equipment, capital work-in-progress and relevant details of right-of-use assets were verified during the year and no material discrepancies were noticed on such verification.

c) The title deeds of all the immovable properties held by the Company (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee), are held in the name of the Company.

d) The Company has adopted cost model for its Property, Plant and Equipment (including right-of-use assets) and intangible assets. Accordingly, reporting under clause 3(i)(d) of the Order is not applicable to the Company.

e) No proceedings have been initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 (as amended) and rules made thereunder.

(ii) a) The management has conducted physical verification of inventory at reasonable intervals during the year. In our opinion, the coverage and procedure of such verification by the management is appropriate and no discrepancies of 10% or more in the aggregate for each class of inventory were noticed as compared to book records.

b) The Company has not been sanctioned working capital limits by banks or financial institutions on the basis of security of current assets at any point of time during the year. Accordingly, reporting under clause 3(ii)(b) of the Order is not applicable to the Company.

(iii) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided advance in the nature of loans or stood guarantee or the Company has not made any investments in or provided any guarantees or provided any security to companies, firms, Limited Liability Partnerships or any other parties including but not limited to subsidiaries, Joint ventures and associates or promoters, related parties as defined in clause (76) of section 2 of the companies Act, 2013 during the year. The Company has provided loans during the year details of which are given below:

₹ in crores

Name of the party	Guarantee	Security	Loans	Advance in nature of Loans
Aggregate amount granted / provided during the year				
- Joint venture	-	-	400.00	-
Balance outstanding as at balance sheet				
- Joint venture	-	-	400.00	-

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, we are of the opinion that the loans provided during the year, is not prejudicial to the interest of the Company.

(c) In respect of loans granted by the Company, the schedule of repayment of principal and payment of interest has been stipulated but the principal and interest are currently not due for repayment since these has been renewed as stated in clause 3(iii)(e) below.

(d) There is no amount which is overdue for more than 90 days in respect of loans granted to such companies, firms, LLPs or other parties.

(e) The Company has granted loans which had fallen due during the year and such loans or advances in the nature of loans were renewed/ extended during the year. The details of the same have been given below:

Name of the party	Total loan amount granted during the year* (₹ In crores)	Aggregate amount of existing loans renewed or extended or settled by fresh loans (₹In crores)	Nature of extension (i.e., renewal/ extended/ fresh loan provided)	Percentage of the aggregate to the total loans or advances in the nature of loans granted during the year
HCC Infrastructure Company Limited	Nil	1,152.77	Renewal	Nil
Maan Township Developers Limited	Nil	19.12	Renewal	Nil
HRL Township Developers Limited	Nil	0.41	Renewal	Nil
Highbar Technologies Limited	Nil	2.39	Renewal	Nil
HCC Mauritius Enterprises Limited	Nil	164.89	Renewal	Nil
HCC Mauritius Investment Limited	Nil	90.22	Renewal	Nil
Prolific Resolution Private Limited	400.00	-	Fresh Loan	Nil

* Existing Loan renewed during the year.

(f) The Company has not granted any loan or advance in the nature of loan, which is repayable on demand or without specifying any terms or period of repayment.

(iv) The Company has not entered into any transaction covered under section 185 of the Act. As the Company is engaged in providing infrastructural facilities as specified in Schedule VI of the Act, provisions of section 186 except sub-section (1) of the Act are not applicable to the Company. In our opinion, and according to the information and explanations given to us, the Company has complied with the provisions of sub-section (1) of section 186 of the Act in respect of investments, as applicable.

(v) In our opinion, and according to the information and explanations given to us, the Company has not accepted any deposits or there are no amounts which have been deemed to be deposits within the meaning of sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, reporting under clause 3(v) of the Order is not applicable to the Company.

(vi) The Central Government has specified maintenance of cost records under sub-section (1) of section 148 of the Act in respect of the products of the Company. We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records and are of the opinion that, prima-facie, the prescribed accounts and records have been made and maintained. However, we have not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

(vii) a. In our opinion, and according to the information and explanations given to us, undisputed statutory dues including goods and services tax, sales-tax, service tax, duty of customs, duty of excise, income tax, value added tax, cess and other material statutory dues, as applicable, have generally been regularly deposited with the appropriate authorities, though provident fund have not generally been regularly deposited with the appropriate authorities and there have been significant delays in a large number of cases. Further, no undisputed amounts payable in respect thereof were outstanding at the year-end for a period of more than six months from the date they became payable.

b. According to the information and explanations given to us, there are no statutory dues referred in sub-clause (a) which have not been deposited with the appropriate authorities on account of any dispute except for the following:

Name of the Statute	Nature of the Dues	Gross amount (₹ In crores)	Amount Paid under Protest (₹ In crores)	Period to which the amount relates	Forum where dispute is pending
The Income Tax Act, 1961	Income Tax	6.30	-	AY 2016-17	CIT Appeal
The Central Sales Tax Act, 1956	Entry Tax	4.42	1.60	Multiple years from FY 2003-04 to FY 2017-18	Tribunal/ Appellate authority
		0.02	-	FY 2017-18	Assessment Officer upto Commissioner Level
	Central Sales Tax	11.24	-	FY 2004-05, FY 2010-11 and FY 2017-18	Assessment Officer upto Commissioner Level
	Value Added Tax	0.85	-	Multiple years from FY 2004-05 to FY 2017-18	Assessment Officer upto Commissioner Level
		3.84	-	FY 2012- 13	High Court
		37.97	0.04	Multiple years from FY 2004-05 to FY 2016-17	Tribunal/ Appellate authority
Goods and Services Tax Act, 2017	GST	85.41	-	FY 2020-21 and FY 2021-22	High Court
		7.38	0.55	FY 2017-18 & FY 20-21	Appellate Tax Tribunal
		5.28	-	F.Y.2019-20	Assessment Officer upto Commissioner Level
The Finance Act, 1994	Service Tax	5.22	0.33	Multiple years from FY 2008-09 to FY 2017-18	CESTAT
		45.96	1.66	FY 2009-10 and FY 2012-13	Supreme Court

(viii) According to the information and explanations given to us, no transactions were surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961) which have not been previously recorded in the books of accounts.

(ix) a. According to the information and explanations given to us, the Company has not defaulted in repayment of its loans or borrowings or in the payment of interest thereon to any lender.

b. According to the information and explanations given to us, including representation received from the management of the Company, and on the basis of our audit procedures, we report that the Company has not been declared a willful defaulter by any bank or financial institution or government or any government authority.

c. In our opinion and according to the information and explanations given to us, the Company has not raised any money by way of term loans during the year and there has been no utilisation during the current year of the term loans obtained by the Company during any previous years. Accordingly, reporting under clause 3(ix)(c) of the Order is not applicable to the Company.

d. In our opinion and according to the information and explanations given to us, the Company has not raised any funds on short-term basis during the year. Accordingly, reporting under clause 3(ix)(d) of the Order is not applicable to the Company.

e. In our opinion and according to the information and explanations given to us and on an overall examination of the standalone Ind AS 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, associates or joint ventures during the year. The balance outstanding as on 31st March 2026 is as follows:

Nature of fund taken	Name of lender	Amount involved (₹ In crores)	Name of the subsidiary, joint venture, associate	Relation	Nature of transaction for which funds were utilised
Inter-Corporate Deposit	Steiner India Limited	3.79	HCC Mauritius Enterprises Limited	Subsidiary	Repayment of term loan from bank
Inter-Corporate Deposit	Steiner India Limited	21.40	HCC Mauritius Investments Limited	Subsidiary	Repayment of term loan from bank

f) According to the information and explanations given to us, the Company has not raised any loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies.

(x) a. The Company has not raised any money by way of initial public offer or further public offer (including debt instruments), during the year. Accordingly, reporting under clause 3(x)(a) of the Order is not applicable to the Company.

b. In our opinion, money raised by way of right issue of equity shares during the year has been applied by the Company for the purposes for which they were raised and the company has complied with the requirements of section 42 and section 62 of the Act.

(xi) a. To the best of our knowledge and according to the information and explanations given to us, no fraud by the Company or no material fraud on the Company has been noticed or reported during the period covered by our audit.

b. According to the information and explanations given to us including the representation made to us by the management of the Company, no report under sub-section 12 of section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014, with the Central Government for the period covered by our audit.

c. According to the information and explanations given to us including the representation made to us by the management of the Company, there are no whistle-blower complaints received by the Company during the year.

(xii) The Company is not a Nidhi Company and the Nidhi Rules, 2014 are not applicable to it. Accordingly, reporting under clause 3(xii) of the Order is not applicable to the Company.

(xiii) In our opinion and according to the information and explanations given to us, all transactions entered into by the Company with the related parties are in compliance with sections 177 and 188 of the Act, where applicable. Further, the details of such related party transactions have been disclosed in the standalone Ind AS financial statements, as required under Indian Accounting Standard (Ind AS) 24, Related Party Disclosures specified in Companies (Indian Accounting Standards) Rules 2015 as prescribed under section 133 of the Act.

(xiv) a. In our opinion and according to the information and explanations given to us, the Company has an internal audit system which is commensurate with the size and nature of its business as required under the provisions of section 138 of the Act.

b. We have considered the reports issued by the Internal Auditors of the Company till date for the period under audit.

(xv) According to the information and explanation given to us, the Company has not entered into any non-cash transactions with its directors or persons connected with its directors and accordingly, reporting under clause 3(xv) of the Order with respect to compliance with the provisions of section 192 of the Act are not applicable to the Company.

(xvi) a. According to the information and explanations given to us, the provisions of section 45-IA of the Reserve Bank of India Act, 1934 are not applicable to the Company and hence reporting under clause 3 (xvi)(a) is not applicable to the Company.

b. The Company has not conducted any Non- Banking Financial or Housing Finance activities and hence reporting under clause 3 (xvi)(b) of the Order is not applicable to the Company.

c. As informed to us by the management, the Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India and hence reporting under clause 3 (xvi)(c) of the Order is not applicable to the Company.

d. As informed to us by the management, the Group does not have any CIC as part of the Group and hence reporting under clause 3 (xvi)(d) of the Order is not applicable to the Company;

(xvii) The Company has not incurred any cash losses in the current financial year as well as the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, reporting under clause 3(xviii) of the Order is not applicable to the Company.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information in the standalone Ind AS financial statements, our knowledge of the plans of the Board of Directors and management 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) According to the information and explanations given to us, the Company has met the criteria as specified under sub-section (1) of section 135 of the Act read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, however, in the absence of average net profits in the immediately three preceding years, there is no requirement for the Company to spend any amount under sub-section (5) of section 135 of the Act. Accordingly, reporting under clause 3(xx) of the Order is not applicable to the Company.

For **Mukund M Chitale & Co**
Chartered Accountants
Firm's Registration No.: 106655W

S. M. Chitale
Partner
Membership No.: 111383
UDIN: 26111383ZEJZKN3618

Place: Mumbai
Date: May 14, 2026

ANNEXURE C TO THE INDEPENDENT AUDITOR'S REPORT OF EVEN DATE TO THE MEMBERS OF HINDUSTAN CONSTRUCTION COMPANY LIMITED, ON THE STANDALONE IND AS FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2026

Independent Auditor's Report on the internal financial controls with reference to standalone Ind AS financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the standalone Ind AS financial statements of **Hindustan Construction Company Limited** ('the Company') as at and for the year ended 31st March 2026 we have audited the internal financial controls with reference to the standalone Ind AS financial statements of the Company as at that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The Company's Board of Directors is responsible for establishing and maintaining internal financial controls based on internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting ('the Guidance Note') issued by the Institute of Chartered Accountants of India ('the ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to standalone Ind AS financial statements

3. Our responsibility is to express an opinion on the Company's internal financial controls with reference to the standalone Ind AS financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to the standalone Ind AS financial statements, and the Guidance Note issued by the ICAI. 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 standalone Ind AS financial statements were established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to the standalone Ind AS financial statements and their operating effectiveness. Our audit of internal financial controls with reference to the standalone Ind AS financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone Ind AS financial statements, whether due to fraud or error.

5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion on the Company's internal financial controls with reference to the standalone Ind AS financial statements.

Meaning of Internal Financial Controls with Reference to standalone Ind AS financial statements

6. A company's internal financial controls with reference to the standalone Ind AS financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the standalone Ind AS financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to the standalone Ind AS financial statements include 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 the standalone 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 authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the standalone Ind AS financial statements.

Inherent Limitations of Internal Financial Controls with Reference to the standalone Ind AS financial statements

7. Because of the inherent limitations of internal financial controls with reference to the standalone Ind AS financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to standalone Ind AS financial statements to future periods are subject to

the risk that the internal financial controls with reference to standalone Ind AS financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Qualified opinion

8. According to the information and explanations given to us and based on our audit, the following material weaknesses have been identified in the operating effectiveness of the Company's internal financial controls with reference to standalone Ind AS financial statements as at 31st March 2026:

a) The Company's internal financial control system towards estimating the carrying value of its investment in subsidiary company, as explained in Note 32 to the standalone Ind AS financial statements were not operating effectively which could potentially lead material misstatement in the carrying values of investments and dues recoverable from such subsidiary and its consequential impact on the earnings, other equity and related disclosures in the standalone Ind AS financial statements.

b) The Company's internal financial controls system with respect to assessing the recoverability of deferred tax assets, as explained in Note 9.6 to the standalone Ind AS financial statements, as per Ind AS 12 'Income Taxes' were not operating effectively, which could potentially lead to a material misstatement in the carrying value of deferred tax assets and its consequential impact on the earnings, other equity and related disclosures in the standalone Ind AS financial statements.

9. A 'material weakness' is a deficiency, or a combination of deficiencies, in internal financial controls with reference to the standalone Ind AS financial statements, such that there is a reasonable possibility that a material misstatement of the company's annual or interim Ind AS financial statements will not be prevented or detected on a timely basis.

10. In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to the standalone Ind AS financial statements as at 31st March 2026, based on internal control with reference to the standalone Ind AS financial statements established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI, and except for the possible effects of the material weaknesses described above on the achievement of the objectives of the control criteria, the Company's internal financial controls with reference to standalone Ind AS financial statements were operating effectively as at 31st March 2026.

11. We have considered the material weaknesses identified and reported above in determining the nature, timing, and extent of audit tests applied in our audit of the standalone Ind AS financial statements of the Company as at and for the year ended 31st March 2026, and these material weaknesses have affected our opinion on the standalone Ind AS financial statements of the Company, and we have issued a qualified opinion on the standalone Ind AS financial statements.

For **Mukund M Chitale & Co**
Chartered Accountants
Firm's Registration No.: 106655W

S. M. Chitale
Partner
Membership No.: 111383
UDIN: 26111383ZEJZKN3618

Place: Mumbai
Date: May 14, 2026

STANDALONE BALANCE SHEET AS AT MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

Particulars	Note No.	As at March 31, 2026	As at March 31, 2025
ASSETS			
Non-current assets			
Property, plant and equipment	3A	181.92	156.08
Right-of-use assets	3B	-	-
Capital work-in-progress	3C	19.33	6.63
Intangible assets	4	-	-
Financial assets			
Investments in subsidiaries and joint venture	5	1,355.63	1,453.80
Other investments	5A	18.37	31.07
Trade receivables	6	1,178.39	646.52
Loans	7	677.03	256.27
Other financial assets	8	22.16	17.24
Deferred tax assets (net)	9	173.91	204.90
Non-current tax assets (net)	9	56.67	66.70
Other non-current assets	10	52.46	53.23
Total non-current assets		**3,735.87**	**2,892.44**
Current assets			
Inventories	11	128.47	123.62
Financial assets			
Investments in subsidiaries and joint venture	5	55.83	134.85
Trade receivables	6	2,249.64	2,365.71
Cash and cash equivalents	12	306.03	545.47
Bank balances other than cash and cash equivalents	13	51.64	111.35
Other financial assets	8	286.26	282.74
Unbilled work-in-progress (contract assets)	14	1,939.35	2,144.85
Other current assets	10	140.36	216.84
Total current assets		**5,157.58**	**5,925.43**
TOTAL ASSETS		**8,893.45**	**8,817.87**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	15	261.95	181.94
Other equity	16	2,824.73	1,734.10
Total equity		**3,086.68**	**1,916.04**
Liabilities			
Non-current liabilities			
Financial liabilities			
Borrowings	17	648.31	1,044.75
Other financial liabilities	18	899.45	1,265.53
Provisions	19	51.36	41.50
Total non-current liabilities		**1,599.12**	**2,351.78**
Current liabilities			
Financial liabilities			
Borrowings	17	179.90	460.99
Trade payables	20		
- Total outstanding dues of micro enterprises and small enterprises		111.54	125.67
- Total outstanding dues of creditors other than micro enterprises and small enterprises		1,905.86	1,935.74
Other financial liabilities	18	877.04	1,013.29
Other current liabilities	21	1,100.81	996.23
Provisions	19	32.50	18.13
Total current liabilities		**4,207.65**	**4,550.05**
TOTAL EQUITY AND LIABILITIES		**8,893.45**	**8,817.87**

Notes forming an integral part of the standalone financial statements
As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand	DIN : 00010827	*Chairman*
Arjun Dhawan	DIN : 01778379	*Vice Chairman & Managing Director*
Ramesh Subramanyam	DIN : 02421481	*Audit Committee Chairman*
Rahul Shukla		*Chief Financial Officer*
Nitesh Jha	FCS No. 8436	*Company Secretary*

Place: Mumbai
Date : May 14, 2026

STANDALONE STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

Particulars	Note No.	**Year ended March 31, 2026**	Year ended March 31, 2025
Income			
Revenue from operations	22	3,937.25	4,801.05
Other income	23	99.35	98.03
Total income		**4,036.60**	**4,899.08**
Expenses			
Cost of materials consumed	24	526.51	564.22
Subcontracting expenses		1,973.33	2,520.62
Employee benefits expense	25	331.42	316.72
Finance costs	26	436.30	506.36
Depreciation and amortisation expenses	27	25.20	64.65
Other expenses	28	472.75	466.51
Total expenses		**3,765.51**	**4,439.08**
Profit/(loss) before exceptional items and tax		271.09	460.00
Exceptional items-gain (net)	29	2.18	-
Profit/(loss) before tax		**273.27**	**460.00**
Tax expense/(credit)			
Current tax expense/(credit)	9	26.45	(45.78)
Deferred tax expense/(credit)	9	41.01	420.86
Total tax expense/(credit)		**67.46**	**375.08**
Net profit/(loss) for the year		**205.81**	**84.92**
Other comprehensive income/(loss)			
Items that will not be reclassified to statement of profit or loss			
- Gain/(loss) on remeasurement of defined benefit plans		0.05	(1.64)
- Gain/(loss) on fair value of equity instruments		(12.69)	(6.85)
Income tax (expense)/credit relating to items that will not be reclassified to profit or loss	9	1.80	1.39
Other comprehensive income/(loss) for the year, net of tax		**(10.84)**	**(7.10)**
Total comprehensive income/(loss) for the year, net of tax		**194.97**	**77.82**
Earnings/(loss) per equity share of face value of ₹1 each	30		
Basic (in ₹)		0.93	0.44
Diluted (in ₹)		0.93	0.44

Notes forming an integral part of the standalone financial statements
As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand	DIN : 00010827	*Chairman*
Arjun Dhawan	DIN : 01778379	*Vice Chairman & Managing Director*
Ramesh Subramanyam	DIN : 02421481	*Audit Committee Chairman*
Rahul Shukla		*Chief Financial Officer*
Nitesh Jha	FCS No. 8436	*Company Secretary*

Place: Mumbai
Date : May 14, 2026

STANDALONE STATEMENT OF CASH FLOW FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

Particulars			Year ended March 31, 2026	Year ended March 31, 2025
A.	**CASH FLOW FROM OPERATING ACTIVITIES**			
	Profit/(loss) before tax		273.27	460.00
	Adjustments for:			
	Depreciation and amortisation expense		25.20	64.65
	Finance costs		436.30	506.36
	Interest income		(57.32)	(53.07)
	Gain on reversal of corporate guarantee liability (Refer note 29.1)		(49.09)	-
	Impact of changes in labour law (Refer note 29.2)		11.28	-
	Impairment of financial asset (Refer note 29.3)		35.63	-
	Financial guarantee income		(16.67)	(19.89)
	Employee stock option expenses		-	0.08
	Unrealised exchange gain on foreign currency translation (net)		(7.31)	(3.99)
	Profit on disposal of property, plant and equipment (net)		(16.66)	(3.59)
	Profit on sale of non current investment		-	(5.62)
	Loss allowance on financial assets		5.34	4.54
	Provision no longer required written back		(10.77)	(7.74)
			355.93	**481.73**
	Operating profit before working capital changes		629.20	941.73
	Adjustments for changes in working capital:			
	(Increase)/decrease in inventories		(4.85)	2.77
	(Increase)/decrease in trade receivables		(409.36)	(509.05)
	(Increase)/decrease in financial assets, other assets and unbilled work-in-progress		350.32	(177.30)
	Increase/(decrease) in trade payables, other financial liabilities, other liabilities and provisions		147.71	(178.79)
	Cash generated from/(used in) operations		**713.02**	**79.36**
	Direct taxes paid (net of refund)		(12.32)	(4.85)
	Net cash generated from/(used in) operating activities	**(A)**	**700.70**	**74.51**
B.	**CASH FLOW FROM INVESTING ACTIVITIES**			
	Purchase of property, plant and equipment (Refer note 2 below)		(77.88)	(16.65)
	Proceeds from sale of property, plant and equipment		14.03	21.78
	Proceeds from repayment of inter-corporate deposits (deemed investment)		141.56	0.12
	Proceeds from sale of non current investment		-	11.00
	Inter corporate deposit given		(400.00)	-
	Net (investments in)/proceeds from bank deposits		60.00	(72.22)
	Interest received		21.42	7.33
	Net cash generated from/(used in) investing activities	**(B)**	**(240.87)**	**(48.64)**

STANDALONE CASH FLOW STATEMENT FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

Particulars		Year ended March 31, 2026	Year ended March 31, 2025
C.	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Repayment of long-term borrowings	(687.58)	(226.05)
	Repayment of short-term borrowings (net)	-	(6.18)
	Proceeds from issue of equity shares, net of expenses (Refer note 15.6, 15.7 and 15.8)	967.45	905.90
	Finance costs paid	(978.95)	(387.44)
	Net cash generated from/(used in) financing activities (C)	**(699.08)**	**286.23**
	Net increase/(decrease) in cash and cash equivalents (A+B+C)	**(239.25)**	**312.10**
	Cash and cash equivalents at the beginning of the year	545.47	233.92
	Unrealised foreign exchange gain/(loss) (net)	(0.19)	(0.55)
	Cash and cash equivalents at the end of the year (Refer note 12)	**306.03**	**545.47**

Notes:

1) Cash flow statement has been prepared under the indirect method as set out in Indian Accounting Standard (Ind AS-7) Statement of Cash Flows.

2) Additions include movements of capital work-in-progress, capital advances and liability for capital goods, including intangible assets.

As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand	DIN : 00010827	*Chairman*
Arjun Dhawan	DIN : 01778379	*Vice Chairman & Managing Director*
Ramesh Subramanyam	DIN : 02421481	*Audit Committee Chairman*
Rahul Shukla		*Chief Financial Officer*
Nitesh Jha	FCS No. 8436	*Company Secretary*

Place: Mumbai
Date : May 14, 2026

STANDALONE STATEMENT OF CHANGES IN EQUITY AS AT AND FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

a) Equity share capital (equity shares of ₹1 each)

Particulars	Issued, subscribed and paid-up	
	Number	Amount
As at April 1, 2024	**1,513,028,244**	**151.31**
Issued during the year (Refer note 15.6, 15.7 and 15.8)	306,354,981	30.63
As at March 31, 2025	**1,819,383,225**	**181.94**
Issued during the year (Refer note 15.6, 15.7 and 15.8)	800,084,837	80.01
As at March 31, 2026	**2,619,468,062**	**261.95**

b) Other equity

Particulars	Reserves and surplus							Equity instruments at fair value through other comprehensive income	Total equity attributable to equity holders
	Capital reserve	Forfeited debentures account	Securities premium	Debenture redemption reserve	General reserve	Share option outstanding account	Retained earnings		
As at April 01, 2024	**15.19**	**0.02**	**2,568.76**	**54.99**	**174.38**	**0.20**	**(2,049.31)**	**5.54**	**769.77**
Profit for the year	-	-	-	-	-	-	84.92	-	84.92
Other comprehensive income/(loss) for the year(net of tax)	-	-	-	-	-	-	(1.23)	(5.87)	(7.10)
Issue of equity shares (net of share issue expenses and taxes) (Refer note 15.6, 15.7 and 15.8)	-	-	886.43	-	-	-	-	-	886.43
Transfer of debentures redemption reserve to general reserve	-	-	-	(54.99)	54.99	-	-	-	-
Transferred on account of exercise of stock option	-	-	0.14	-	-	(0.14)	-	-	-
Shared based payment expense (Refer note 25)	-	-	-	-	-	0.08	-	-	0.08
As at March 31, 2025	**15.19**	**0.02**	**3,455.33**	**-**	**229.37**	**0.14**	**(1,965.62)**	**(0.33)**	**1,734.10**
Profit for the year	-	-	-	-	-	-	205.81	-	205.81
Other comprehensive income/(loss) for the year (net of tax)	-	-	-	-	-	-	0.05	(10.89)	(10.84)
Issue of equity shares (net of share issue expenses and taxes) (Refer note 15.6, 15.7 and 15.8)	-	-	895.66	-	-	-	-	-	895.66
Transferred on account of exercise of stock option (Refer note 15.8 (a))	-	-	0.08	-	-	(0.08)	-	-	-
Transferred on account of lapse of stock option (Refer note 15.8 (a))	-	-	-	-	0.06	(0.06)	-	-	-
As at March 31, 2026	**15.19**	**0.02**	**4,351.07**	**-**	**229.43**	**-**	**(1,759.76)**	**(11.22)**	**2,824.73**

As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand	DIN : 00010827	*Chairman*
Arjun Dhawan	DIN : 01778379	*Vice Chairman & Managing Director*
Ramesh Subramanyam	DIN : 02421481	*Audit Committee Chairman*
Rahul Shukla		*Chief Financial Officer*
Nitesh Jha	FCS No. 8436	*Company Secretary*

Place: Mumbai
Date : May 14, 2026

NOTE 1 CORPORATE INFORMATION

Hindustan Construction Company Limited (hereinafter referred to as 'HCC' or 'Company')) is a public limited company incorporated and domiciled in India. HCC, having CIN L45200MH1926PLC001228, is principally engaged in the business of providing engineering and construction services. Its shares are listed on two recognised stock exchanges in India- the Bombay Stock Exchange and the National Stock Exchange. The registered office of the Company is located at Hincon House, LBS Marg, Vikhroli (West), Mumbai- 400 083, India.

The standalone audited financial statements ('the financial statements') of the Company and its joint operations for the year ended March 31, 2026 were authorised for issue in accordance with resolution of the Board of Directors passed on May 14, 2026.

NOTE 2 MATERIAL ACCOUNTING POLICY INFORMATION

i) Basis of preparation

The standalone financial statement of the company have been prepared to comply in all material respects with the Indian Accounting Standards ('Ind AS') as prescribed under Section 133 of the Companies Act, 2013 ('the Act') read with Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and guidelines issues by Securities and Exchange Board of India (SEBI) to the extent applicable.

The standalone financial statement have been prepared under the historical cost convention, with the exception of certain financial assets and liabilities, which have been measured at fair value, on an accrual basis of accounting.

The Company's financial statements are reported in ₹, which is also the Company's functional currency, and all values are presented in ₹ crore (₹ 0,000,000), except when otherwise indicated. Amount presented as '0.00*' are non-zero numbers rounded off in crore.

ii) Operating cycle for current and non-current classification

All the assets and liabilities have been classified as current or non-current, wherever applicable, as per the operating cycle of the Company as per the guidance set out in Schedule III to the Act. Operating cycle is the time between the acquisition of resources/assets for processing their realisation in cash and cash equivalents. Operating cycle for the business activities of the Company covers the duration of the specific project or contract or product line or service including the defect liability period, wherever applicable, and extends upto the realisation of receivables (including retention monies) within the credit period normally applicable to the respective project. Assets and liabilities other than those relating to specific project or contract or product line or service are classified as current if it is expected to realise or settle within 12 months after the balance sheet date.

iii) Accounting estimates

The preparation of the standalone financial statement, in conformity with the recognition and measurement principles of Ind AS, requires the management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities as at the date of financial statements and the results of operation during the reported period. Although these estimates are based upon management's best knowledge of current events and actions, actual results could differ from these estimates which are recognised in the period in which they are determined.

iv) Key accounting estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the standalone financial statement were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the standalone financial statement in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

a) Contract estimates

Refer note 2(xxi) below.

b) Variable consideration (claims)

The Company has claims in respect of cost over-run arising due to client caused delays, suspension of projects, deviation in design and change in scope of work etc., which are at various stages of negotiation/ discussion/arbitration/litigation with the clients. The realisability of these claims are estimated based on contractual terms, historical experience with similar claims as well as legal opinion obtained from internal and/or external experts, wherever necessary. Changes in facts of the case or the legal framework may impact realisability of these claims.

c) Valuation of investment in/ loans to subsidiaries/ joint ventures

The Company has performed evaluation of it's equity investments in subsidiaries and joint venture to assess whether there is any indication of impairment in the carrying value. Equity investments are tested for impairment, whenever events or changes in circumstances indicate that the carrying amount is higher than the recoverable amount. The recoverable amount is the higher of the asset's fair value less cost of disposal and value in use. When the fair value of investments in subsidiaries cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the discounted cash flow model. Similar assessment is carried for exposure of the nature of loans and interest receivable thereon. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. The calculation of value in use Judgements include considerations of inputs such as expected earnings in future years, liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of these investments.

d) Deferred tax assets

The realization of deferred tax assets is dependent upon the generation of future taxable income during the periods in which the temporary differences become deductible. Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies and the timing for expiration of such losses under applicable tax laws.

Based on the projections for future taxable income over the periods in which the deferred income tax assets are deductible, management believes that the Company will realize the benefits of those deductible differences. The amount of the deferred tax assets considered realizable, however, could be reduced in the near term if estimates of future taxable income during the carry forward period are reduced.

e) Provisions and contingent liabilities

A provision is recognised when the Company has a present obligation as result of a past event and it is probable that the outflow of resources will be required to settle the obligation, in respect of which a reliable estimate can be made. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates. The assessment of the existence, and potential quantum, of contingencies inherently involves the exercise of significant judgements and the use of estimates regarding the outcome of future events.

f) Defined benefit plans

The cost and present value of the gratuity obligation and compensated absences are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, attrition rate and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

v) Fair value measurement

The Company measures financial instruments, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, In the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. All assets and liabilities for which fair value is measured or disclosed in the standalone financial statement are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1- Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3- Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

For assets and liabilities that are recognised in the standalone financial statement on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

At each reporting date, the Management analyses the movements in the values of assets and liabilities which are required to be remeasured or re-assessed as per the Company's accounting policies. For this analysis, the Management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

vi) Property, plant and equipment (PPE)

PPE are stated at cost of acquisition including attributable interest and finance costs, if any, till the date of acquisition/installation of the assets less accumulated depreciation and accumulated impairment losses, if any.

Subsequent expenditure relating to PPE is capitalised only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to the Statement of Profit and Loss as incurred. The cost and related accumulated depreciation are eliminated from the financial statements, either on disposal or when retired from active use and the resultant gain or loss are recognised in the Statement of Profit and Loss in the same period.

When significant parts of plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Gains and losses on disposals of PPE are determined by comparing proceeds with carrying amount. These are accounted in the Statement of Profit and Loss under head ‘Other income’ and ‘Other expenses’.

vii) Capital work-in-progress

Capital work-in-progress, representing expenditure incurred in respect of assets under development and not ready for their intended use, are carried at cost. Cost includes related acquisition expenses, construction cost, related borrowing cost and other direct expenditure.

viii) Intangible assets

Intangible assets are recognised when it is probable that the future economic benefits that are attributable to the assets will flow to the Company and the cost of that assets can be measured reliably. Intangible assets are stated at original cost (net of tax/duty credit availed), if any, including borrowing cost capitalised for qualifying assets and reduced by accumulated amortisation and cumulative impairment, if any.

Intangible assets mainly comprise of license fees and implementation cost for software and other application software acquired/developed for in-house use.

ix) Non-current assets or disposal group held for sale

Non-current assets or disposal group (including liabilities directly associated with those assets of a disposal group) that are available for immediate sale and where the sale is highly probable of being completed within one year from the date of classification are considered and classified as assets held for sale. Non-current assets or disposal group held for sale are measured at the lower of carrying amount or fair value less costs to sell except financial assets within the scope of Ind AS 109- Financial Instruments. The determination of fair value less costs to sell includes use of management estimates and assumptions. The fair value of asset held for sale has been estimated using observable inputs such as price quotations.

x) Depreciation and amortisation

Depreciation is provided for property, PPE so as to expense the cost less residual value over their estimated useful lives on a straight-line basis, except Building and sheds which is depreciated using WDV method. Intangible assets are amortised from the date they are available for use, over their estimated useful lives.

The useful lives are as per Schedule II to the Act except in case of certain assets, where the useful life is based on technical evaluation by management.

Asset category	Useful life (in years)
Building and sheds	3 to 60
Plant and equipment	2 to 14
Furniture and fixtures	10
Vehicles	3 to 12
Office equipment	5
Speed boat	13
Computers	3
Intangible (Computer software)	3 to 5

The estimated useful life and residual values are reviewed at each financial year end and the effect of any change in the estimates of useful life/residual value is accounted on prospective basis.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Depreciation on additions to/deduction from, own assets is calculated pro-rata basis to the period of use.

xi) Investments in subsidiaries, joint ventures and associates

Investments in subsidiaries, joint ventures and associates are recognised at cost as per Ind AS 27- Separate Financial Statements, except where investments accounted for at cost shall be accounted for in accordance with Ind AS 105- Non-current Assets Held for Sale and Discontinued Operations, when they are classified as held for sale.

xii) 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.

Initial recognition and measurement

The Company recognizes financial assets and financial liabilities when it becomes a party to the contractual provisions of the instrument. All financial assets and financial liabilities are recognized at fair value on initial measurement, except for trade receivables which are initially measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities, which are not at fair value through profit or loss, are adjusted in to the fair value on initial recognition.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. The Company's business model refers to how it manages it's financial assets to generate cash flows. The business model determines whether the cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

a) Financial assets

i) Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in following categories:

- **Financial assets at amortised cost**

  Financial assets are subsequently measured at amortised cost if these financial assets are held within a business model with an objective to hold these assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Interest income from these financial assets is included in finance income using the effective interest rate ('EIR') method. Impairment gains or losses arising on these assets are recognised in the Statement of Profit and Loss.

- **Financial assets measured at fair value through Other Comprehensive Income**

  Financial assets are measured at fair value through Other Comprehensive Income ('OCI') if these financial assets are held within a business model with an objective to hold these assets in order to collect contractual cash flows or to sell these financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in the Statement of Profit and Loss.

  In respect of equity investments (other than for investment in subsidiaries and associates) which are not held for trading, the Company has made an irrevocable election to present subsequent changes in the fair value of such instruments in OCI. Such an election is made by the Company on an instrument-by-instrument basis at the time of transition for existing equity instruments/initial recognition for new equity instruments.

- **Financial assets measured at fair value through profit or loss (FVTPL)**

  Any financial asset which does not meet the criteria for categorization as financial asset at amortized cost or at FVTOCI, is classified as financial asset at FVTPL. Financial assets included within the FVTPL category are subsequently measured at fair value with all changes recognized in the statement of profit and loss.

ii) Impairment of financial assets

In accordance with Ind AS 109, the Company applies the expected credit loss ('ECL') model for measurement and recognition of impairment loss on financial assets and credit risk exposures. ECL is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the entity expects to receive (i.e., all cash shortfalls), discounted at the original EIR. Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12-month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

The Company follows 'simplified approach' for recognition of impairment loss allowance on trade receivables and contract assets. Simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECL at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

ECL impairment loss allowance (or reversal) recognised during the period is recognised as income/expense in the Statement of Profit and Loss.

iii) De-recognition of financial assets

The Company de-recognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all risks and rewards of ownership of the asset to another entity.

If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognizes its retained interest in the assets and an associated liability for amounts it may have to pay.

If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity, if any, is recognised in profit or loss, except in case of equity instruments classified as FVOCI, where such cumulative gain or loss is not recycled to statement of profit and loss.

b) Equity instruments and financial liabilities

Financial liabilities and equity instruments issued by the Company are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

I. Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments which are issued for cash are recorded at the proceeds received, net of direct issue costs. Equity instruments which are issued for consideration other than cash are recorded at fair value of the equity instrument.

II. Financial liabilities

i) Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

- **Financial liabilities at FVPL**

  Financial liabilities at FVPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVPL. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. Gains or losses on liabilities held for trading are recognised in the Statement of Profit and Loss.

- **Financial liabilities at amortised cost**

  After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in the Statement of Profit and Loss.

  Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Statement of Profit and Loss.

Where the Company issues optionally convertible debenture, the fair value of the liability portion of such debentures is determined using a market interest rate for an equivalent non-convertible debenture. This value is recorded as a liability on an amortised cost basis until extinguished on conversion or redemption of the debentures. The remainder of the proceeds is attributable to the equity portion of the instrument. This is recognised and included in shareholders' equity (net of income tax) and are not subsequently re-measured.

Where the term of a financial liability is re-negotiated and the Company issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognised in the Statement of Profit and Loss; measured as a difference between the carrying amount of the financial liability and the fair value of equity instrument issued.

- **Financial guarantee contracts**

Financial guarantee contracts issued by the Company are those contracts that require a payment to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. Financial guarantee contracts are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind AS 109 and the amount recognised less cumulative amortisation. Amortisation is recognised as finance income in the Statement of Profit and Loss.

ii) De-recognition of financial liabilities

Financial liabilities are de-recognised when the obligation specified in the contract is discharged, cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as de-recognition of the original liability and recognition of a new liability. The difference in the respective carrying amounts is recognised in the Statement of Profit and Loss.

c) Offsetting financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the Balance Sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis to realise the assets and settle the liabilities simultaneously.

xiii) Employee benefits

a) Defined contribution plan

Contributions to defined contribution schemes such as provident fund, employees' state insurance, labour welfare fund and superannuation scheme are charged as an expense based on the amount of contribution required to be made as and when services are rendered by the employees. Company's provident fund contribution, in respect of certain employees, is made to a government administered fund and charged as an expense to the Statement of Profit and Loss. The above benefits are classified as Defined Contribution Schemes as the Company has no further obligations beyond the monthly contributions.

b) Defined benefit plan

In respect of certain employees, provident fund contributions are made to a trust administered by the Company. The interest rate payable to the members of the trust shall not be lower than the statutory rate of interest declared by the Central Government under the Employees Provident Funds and Miscellaneous Provisions Act, 1952 and shortfall, if any, shall be made good by the Company. Accordingly, the contribution paid or payable and the interest shortfall, if any, is recognised as an expense in the period in which services are rendered by the employee.

The Company also provides for gratuity which is a defined benefit plan the liabilities of which is determined based on valuations, as at the balance sheet date, made by an independent actuary using the Projected Unit Credit Method. Re-measurement, comprising of actuarial gains and losses, in respect of gratuity are recognised in the OCI, in the period in which they occur and is not eligible to be reclassified to the Statement of Profit and Loss in subsequent periods. Past service cost is recognised in the Statement of Profit and Loss in the year of plan amendment or curtailment. The classification of the Company's obligation into current and non-current is as per the actuarial valuation report.

c) Leave entitlement and compensated absences

Accumulated leave which is expected to be utilised within next twelve months, is treated as short-term employee benefit. Leave entitlement, other than short term compensated absences, are provided based on a actuarial valuation, similar to that of gratuity benefit. However, as the Company does not have an unconditional right to defer settlement for these obligations, the above liabilities are presented as current. Re-measurement, comprising of actuarial gains and losses, in respect of leave entitlement are recognised in the Statement of Profit and Loss in the period in which they occur.

d) Short-term benefits

Employee benefits such as salaries, wages, bonus, incentive etc. falling due wholly within twelve months of rendering the service are classified as short-term employee benefits and are expensed in the period in which the employee renders the service.

xiv) Contract assets

Contract revenue earned in excess of certification are classified as contract assets (which the Company refer as unbilled work-in-progress). A contract asset is initially recognised for revenue earned from engineering and construction services because the receipt of consideration is conditional on successful completion of the service. Upon completion of the service and acceptance by the customer, the amount recognised as contract assets is reclassified to trade receivables.

xv) Contract liabilities

Certification in excess of contract revenue is classified as contract liabilities (which the Company refer to as due to customer). A contract liability is recognised if a payment is received, or a payment is due (whichever is earlier) from a customer before the Company transfers the related goods or services. Contract liabilities are recognised as revenue when the Company performs under the contract (i.e., transfers control of the related goods or services to the customer).

xvi) Inventories

The stock of construction materials, stores, spares and embedded goods and fuel is valued at cost or net realisable value, whichever is lower. However, these items are considered to be realisable at cost if the finished products in which they will be used, are expected to be sold at or above cost. Cost is determined on weighted average basis and includes all applicable cost of bringing the goods to their present location and condition. Revenue from sale of scrap material is presented as reduction from cost of materials consumed in the Statement of Profit and Loss.

xvii) Cash and cash equivalents

Cash and cash equivalents in the Balance Sheet comprises of cash at banks and on hand and short-term deposits with an original maturity of three month or less, which are subject to an insignificant risk of changes in value.

xviii) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker regularly monitors and reviews the operating result of the whole Company as one segment of "Engineering and Construction". Thus, as defined in Ind AS 108 "Operating Segments", the Company's entire business falls under this one operational segment, and consequently there are no additional disclosures to be furnished with respect to this single reportable segment. Further, the operation of the Company is carried out only in India. Hence no geographical information is separately provided.

xix) Borrowing costs

Borrowing costs consist of interest and other costs that the Company incurs in connection with the borrowing of funds. Also, the EIR amortisation is included in finance costs.

Borrowing costs relating to acquisition, construction or production of a qualifying asset which takes substantial period of time to get ready for its intended use are added to the cost of such asset to the extent they relate to the period till such assets are ready to be put to use. All other borrowing costs are expensed in the Statement of Profit and Loss in the period in which they incurred.

xx) Accounting of foreign exchange transaction

a) Initial recognition

Foreign currency transactions are initially recorded in the reporting currency, by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction. However, for practical reasons, the Company uses a monthly average rate if the average rate approximates the actual rate at the date of the transactions.

b) Conversion

Monetary assets and liabilities denominated in foreign currencies are reported using the closing rate at the reporting date. Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported using the exchange rate at the date of the transaction.

c) Treatment of exchange difference

Exchange differences arising on settlement/restatement of short-term foreign currency monetary assets and liabilities of the Company are recognised as income or expense in the Statement of Profit and Loss.

xxi) Revenue recognition

a) Contract Revenue

Revenue is recognized upon transfer of control of promised products or services to customers in an amount that reflects the consideration the Company expect to receive in exchange for those products or services. The Company derives revenues primarily from providing engineering and construction services.

The Company evaluates whether the performance obligations in engineering and construction services are satisfied at a point in time or over time. The performance obligation is transferred over time if one of the following criteria is met:

- As the entity performs, the customer simultaneously receives and consumes the benefits provided by the entity's performance.
- The entity's performance creates or enhances an asset (e.g., work in progress) that the customer controls as the asset is created or enhanced.
- The entity's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

For performance obligations in which control is not transferred over time, control is transferred as at a point in time.

For performance obligation satisfied over time, the revenue is recognised using input method by measuring the progress towards complete satisfaction of performance obligation.

The percentage-of-completion of a contract is determined by the proportion that contract costs incurred for work performed upto the reporting date bear to the estimated total contract costs. When there is uncertainty as to measurement or ultimate collectability, revenue recognition is postponed until such uncertainty is resolved.

Transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring good or service to a customer excluding amounts collected on behalf of a third party and is adjusted for variable considerations.

Advance payments received from contractee for which no services are rendered are presented as 'Advance from contractee'.

Due to the nature of the work required to be performed on many of the performance obligations, the estimation of total revenue and cost of completion is complex, subject to many variables and requires significant judgment. Variability in the transaction price arises primarily due to liquidated damages, price variation clauses, changes in scope, incentives, if any. The Company considers its experience with similar transactions and expectations regarding the contract in estimating the amount of variable consideration to which it will be entitled and determining whether the estimated variable consideration should be constrained. The Company includes estimated amounts in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is resolved. The estimates of variable consideration are based largely on an assessment of anticipated performance and all information (historical, current and forecasted) that is reasonably available.

Contract modifications are accounted for when additions, deletions or changes are approved either to the contract scope or contract price. The accounting for modifications of contracts involves assessing whether the services added to an existing contract are distinct and whether the pricing is at the standalone selling price. Services added that are not distinct are accounted for on a cumulative catch-up basis, while those that are distinct are accounted for prospectively, either as a separate contract, if the additional services are priced at the standalone selling price, or as a termination of the existing contract and creation of a new contract if not priced at the standalone selling price.

The Company presents revenues net of indirect taxes in its Statement of Profit and Loss.

Costs to obtain a contract which are incurred regardless of whether the contract was obtained are charged off in Statement of Profit and Loss immediately in the period in which such costs are incurred.

b) Interest on arbitration awards

Interest on arbitration awards, being in the nature of additional compensation as per the terms of the contract is recognised as other operating revenue that reflects the consideration the Company has received or expects to receive on favourable arbitration awards.

xxii) Other income

a) Interest income

Interest income (other than interest on income tax refund) is accrued on a time proportion basis, by reference to the principal outstanding and the applicable Effective Interest Rate (EIR).

b) Dividend income

Dividend is recognised when the right to receive the payment is established, which is generally when shareholders approve the dividend.

c) Other non-operating income

Other items of income are accounted as and when the right to receive such income arises and it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably.

xxiii) Interest in joint arrangements

As per Ind AS 111 - Joint Arrangements, investment in joint arrangement is classified as either Joint Operation or Joint Venture. The classification depends on the contractual rights and obligations of each investor rather than legal structure of the joint arrangement. The Company classifies its joint arrangements as Joint Operations.

The Company recognises its direct right to assets, liabilities, revenue and expenses of Joint Operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the standalone financial statement under the appropriate headings.

xxiv) Tax expenses

Tax expenses comprises of current tax expense and the net change in the deferred tax asset or liability during the year. Current and deferred taxes are recognised in the Statement of Profit and Loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively.

a) Current tax

Current income tax is recognised based on the estimated tax liability computed after taking credit for allowances and exemptions in accordance with the Income Tax Act, 1961. Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date. The Company has adopted new tax regime during the year ended March 31, 2026.

Current tax assets and tax liabilities are offset where the Company has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current income tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Current tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Company reflect the effect of uncertainty for each uncertain tax treatment by using either most likely method or expected value method, depending on which method predicts better resolution of the treatment.

b) Deferred tax

Deferred tax is determined by applying the Balance Sheet approach. Deferred tax assets and liabilities are recognised for all deductible temporary differences between the financial statements' carrying amount of existing assets and liabilities and their respective tax base. Deferred tax assets and liabilities are measured using the enacted tax rates or tax rates that are substantively enacted at the Balance Sheet date. The effect on deferred tax assets and liabilities of a change in tax rates is recognised in the period that includes the enactment date. Deferred tax assets are only recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Such assets are reviewed at each Balance Sheet date to reassess realisation. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and the deferred tax relate to the same taxable entity and the same taxation authority.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income (OCI) or in equity. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

In assessing the recoverability of deferred tax assets, the Company relies on the forecast assumptions used elsewhere in the financial statements and in other management reports, which, among other things, reflect the potential impact of upon the likely timing and the level of future taxable profits together with future tax planning strategies and the timing for expiration of such losses under applicable tax laws.

xxv) Leases

The Company's lease asset classes primarily consist of leases for vehicles and buildings. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange of the consideration.

At the date of the commencement of the lease, the Company recognises a right-of-use asset representing its right to use the underlying asset for the lease term and a corresponding lease liability for all the lease arrangements in which it is a lease, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the period of the lease.

The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease. They are subsequently measured at cost less accumulated depreciation and impairment losses. Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. The estimated useful life of the assets is determined on the same basis as those of property, plant and equipment.

Right-of-use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. Carrying amount of right-of-use asset is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

The lease liability is initially measured at present value of the future lease payments. The future lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates. Lease liability is subsequently measured by increasing the carrying amount to reflect interest, reducing the carrying amount to reflect lease payments made and remeasuring the carrying amount to reflect any reassessment of lease modification.

Right-of-use assets and Lease liabilities have been separately presented in the Balance Sheet. Further, lease payments have been classified as financing cash flows.

xxvi) Impairment of non-financial assets

As at each Balance Sheet date, the Company assesses whether there is an indication that a non-financial asset may be impaired and also whether there is an indication of reversal of impairment loss recognised in the previous periods. If any indication exists, or when annual impairment testing for an asset is required, the Company determines the recoverable amount and impairment loss is recognised when the carrying amount of an asset exceeds its recoverable amount.

Recoverable amount is determined:

- In case of an individual asset, at the higher of the assets' fair value less cost to sell and value in use; and
- In case of cash generating unit (a group of assets that generates identified, independent cash flows), at the higher of cash generating 'unit's fair value less cost to sell and value in use.

In assessing value in use, the estimated future cash flows are discounted to their present value using pre-tax discount rate that reflects current market assessments of the time value of money and risk specified to the asset. In determining fair value less cost to sell, recent market transaction are taken into account. If no such transaction can be identified, an appropriate valuation model is used.

Impairment losses of continuing operations, including impairment on inventories, are recognised in the Statement of Profit and Loss, except for properties previously revalued with the revaluation taken to OCI. For such properties, the impairment is recognised in OCI up to the amount of any previous revaluation.

When the Company considers that there are no realistic prospects of recovery of the asset, the relevant amounts are written off. If the amount of impairment loss subsequently decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, then the previously recognised impairment loss is reversed through the Statement of Profit and Loss.

xxvii) Trade receivables

A receivable is classified as a 'trade receivable' if it is in respect of the amount due on account of goods sold or services rendered in the normal course of business. Trade receivables are recognised initially at transaction price and subsequently measured at amortised cost using the EIR method, less provision for impairment. Trade receivables ageing has been presented based on the due date of payment.

xxviii) Trade payables

A payable is classified as a 'trade payable' if it is in respect of the amount due on account of goods purchased or services received in the normal course of business. These amounts represent liabilities for goods and services provided to the Company prior to the end of the financial year which are unpaid. These amounts are unsecured and are usually settled as per the payment terms stated in the contract. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the EIR method. Trade payables ageing has been presented based on the due date of payment.

xxix) Earnings per share

Basic earnings per share is computed by dividing the net profit or loss for the period attributable to the equity shareholders of the Company by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the period and for all periods presented is adjusted for events, such as bonus shares, other than the conversion of potential equity shares, that have changed the number of equity shares outstanding, without a corresponding change in resources.

Diluted earnings per share is computed by dividing the net profit or loss for the period attributable to the equity shareholders of the Company and weighted average number of equity shares considered for deriving basic earnings per equity share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. The dilutive potential equity shares are adjusted for the proceeds receivable had the equity shares been actually issued at fair value (i.e. the average market value of the outstanding equity shares).

xxx) Dividend

Final dividend on shares is recorded as a liability on the date of approval by the shareholders and interim dividends are recorded as a liability on the date of declaration by the Board of Directors.

xxxi) Provisions, contingent liabilities, contingent assets and commitments

A provision is recognised when the Company has a present obligation (legal or constructive) as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, in respect of which a reliable estimate can be made of the amount of obligation. Provisions (excluding gratuity and compensated absences) are determined based on management's estimate required to settle the obligation at the Balance Sheet date. In case the time value of money is material, provisions are discounted using a current pre-tax rate that reflects the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost. These are reviewed at each Balance Sheet date and adjusted to reflect the current management estimates.

Contingent liabilities are disclosed in respect of possible obligations that arise from past events, whose existence would be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company. A contingent liability also arises, in rare cases, where a liability cannot be recognised because it cannot be measured reliably.

Contingent assets are disclosed only where an inflow of economic benefits is probable.

Commitments are future liabilities for contractual expenditure, classified and disclosed as estimated amount of contracts remaining to be executed on capital account and not provided for.

xxxii) Share-based payments

Share-based compensated benefits are provided to certain grades of employees in consideration of the services rendered. Under the equity settled share-based payment, the fair value on the grant date of the instrument given to employees is recognised as 'employee benefits expenses' with a corresponding increase in equity over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. The fair value of the options at the grant date is calculated by an independent valuer basis Black Scholes model. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognizes the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity. Upon exercise of share options, the proceeds received are allocated to share capital up to the par value of the shares issued with any excess being recorded as share premium.

xxxiii) Exceptional items

When items of income and expense within statement of profit or loss from ordinary activities are of such size, nature or incidence that their disclosure is relevant to explain the performance of the enterprise for the period, the nature and amount of such material items are disclosed separately as exceptional items.

xxxiv) Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

A) In May 2025, MCA notified the following amendments:

Ind AS 21: The Effects of Changes in Foreign Exchange Rates-applicable with effect from April 1, 2025.

The amendments are pertaining to exchangeability of currency. The Company has reviewed the amendments and based on its evaluation has determined that it does not have any significant impact in its standalone financial statements.

B) In August 2025, MCA notified the following amendments:

1. **Ind AS 1: Presentation of Financial Statements-applicable w.e.f. April 1, 2025.**

   The amendment relates to classification of liabilities as current or noncurrent and non-current liabilities with covenants. The amendments are pertaining to classifying a liability as current. Through the amendments, the requirement of existence of a right to defer settlement for at least 12 months after the reporting date has been removed. Instead, it is now required that the said right should exist on the reporting date and such right should have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has reviewed the amendments. Based on its evaluation the Company has determined that there is no impact of these amendments in its classification criteria of current and non-current liabilities.

2. **Ind AS 7: Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures-applicable w.e.f. April 1, 2025.**

The amendment in Ind AS 7 requires informing users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has reviewed the amendment. Based on its evaluation the Company has determined that it does not have any significant impact in its financial statements.

3. **Ind AS 12: International Tax Reform – Pillar Two Model Rules-applicable immediately.**

The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. This relief is immediate and applies retrospectively. The Company has reviewed the amendments. Based on its evaluation the Company has determined that there is no impact of these amendments in its financial statements.

NOTE 3A PROPERTY, PLANT AND EQUIPMENT

Particulars	Freehold land	Building and shed	Plant and equipment	Furniture and fixtures	Vehicles	Office equipment	Speed boat	Computers	Total
Gross carrying value									
As at April 01, 2024	6.49	12.50	772.15	14.32	45.43	5.54	1.03	8.63	866.09
Additions	-	-	2.88	0.00*	3.08	0.01	-	4.16	10.13
Disposals	-	-	(88.28)	(0.22)	(7.77)	(0.12)	-	(0.51)	(96.90)
As at March 31, 2025	**6.49**	**12.50**	**686.56**	**14.10**	**40.93**	**5.43**	**1.03**	**12.28**	**779.32**
Additions	-	1.95	55.07	0.21	1.19	0.51	-	1.01	59.94
Disposals	-	-	(46.62)	(0.43)	(4.83)	(0.36)	-	(0.13)	(52.37)
As at March 31, 2026	**6.49**	**14.45**	**695.01**	**13.88**	**37.29**	**5.58**	**1.03**	**13.16**	**786.89**
Accumulated depreciation									
As at April 01, 2024	-	6.67	572.58	12.71	32.19	4.60	0.95	7.60	637.30
Depreciation charge	-	0.37	59.13	0.29	3.30	0.32	0.01	1.23	64.65
Accumulated depreciation on disposals	-	-	(72.15)	(0.21)	(5.86)	(0.09)	-	(0.40)	(78.71)
As at March 31, 2025	**-**	**7.04**	**559.56**	**12.79**	**29.63**	**4.83**	**0.96**	**8.43**	**623.24**
Depreciation charge	-	0.36	20.74	0.04	2.32	0.08	-	1.66	25.20
Accumulated depreciation on disposals	-	(0.01)	(38.94)	(0.40)	(3.88)	(0.23)	-	(0.01)	(43.47)
As at March 31, 2026	**-**	**7.39**	**541.36**	**12.43**	**28.07**	**4.68**	**0.96**	**10.08**	**604.97**
Net carrying value									
As at March 31, 2025	6.49	5.46	127.00	1.31	11.30	0.60	0.07	3.85	156.08
As at March 31, 2026	**6.49**	**7.06**	**153.65**	**1.45**	**9.22**	**0.90**	**0.07**	**3.08**	**181.92**

* represents amount less than ₹1 lakh.

Notes:

Note 3A.1 : Refer note 17.1 for information on Property, plant and equipment pledged as security against borrowings of the Company.

Note 3A.2 : Certain property, plant and equipment are pledged as security against the borrowings taken by HCC Mauritius Enterprises Limited and HCC Mauritius Investments Limited, subsidiaries of the Company.

Note 3A.3 : Refer note 31(B) for disclosure of contractual commitments for acquisition of Property, plant and equipment.

(Amount in ₹ crore, unless otherwise stated)

NOTE 3B RIGHT-OF-USE ASSETS

Particulars	Buildings
Gross carrying value	
As at April 01, 2024	2.16
Additions	-
Disposals	-
As at March 31, 2025	**2.16**
Additions	-
Disposals/adjustments	(2.16)
As at March 31, 2026	**-**
Accumulated depreciation	
As at April 01, 2024	2.16
Depreciation charge	-
Accumulated depreciation on disposals	-
As at March 31, 2025	**2.16**
Depreciation charge	-
Accumulated depreciation on disposals/adjustments	(2.16)
As at March 31, 2026	**-**
Net carrying value	
As at March 31, 2025	-
As at March 31, 2026	**-**

Note 3B.1: Refer note 40 for disclosures required as per Ind AS 116- Leases

NOTE 3C CAPITAL WORK-IN-PROGRESS (‘CWIP’) (REFER NOTE 3C.1 AND 3C.2)

Particulars	Amount
As at April 01, 2024	0.84
Additions	14.27
Transferred to property, plant and equipment	(8.48)
As at March 31, 2025	**6.63**
Additions	71.60
Transferred to property, plant and equipment	(58.90)
As at March 31, 2026	**19.33**

NOTE 3C.1 : CWIP AGEING SCHEDULE

Particulars	**As at March 31, 2026**		As at March 31, 2025	
	Projects in progress	**Projects temporarily suspended**	Projects in progress	Projects temporarily suspended
Less than 1 year	19.33	-	6.51	-
1-2 years	-	-	-	-
2-3 years	-	-	0.12	-
More than 3 years	-	-	-	-
Total	**19.33**	**-**	**6.63**	**-**

Note 3C.2 : As on the date of balance sheet, there are no projects whose completion is overdue or has exceeded the cost, based on approved plan.

(Amount in ₹ crore, unless otherwise stated)

NOTE 4 INTANGIBLE ASSETS

Particulars	Computer software
Gross carrying value (at deemed cost)	
As at April 01, 2024	3.98
Additions	-
Disposals/adjustment	-
As at March 31, 2025	**3.98**
Additions	-
Disposals/adjustment	(3.98)
As at March 31, 2026	**-**
Accumulated amortisation	
As at April 01, 2024	3.98
Amortisation charge	-
As at March 31, 2025	**3.98**
Amortisation charge	-
Accumulated amortisation on disposals/adjustments	(3.98)
As at March 31, 2026	**-**
Net carrying value	
As at March 31, 2025	-
As at March 31, 2026	**-**

NOTE 5 INVESTMENTS IN SUBSIDIARIES AND JOINT VENTURE

Particulars		**As at March 31, 2026**	As at March 31, 2025
Non-current			
A. Investments in wholly owned subsidiaries			
I. Investments in equity instruments			
a) In subsidiary companies in India		83.14	118.77
b) In subsidiary companies outside India		28.29	28.29
		111.43	**147.06**
II. Deemed investment in subsidiaries			
(a) Deemed investment on inter-corporate deposits		1,117.12	1,179.66
(b) Deemed investment on fair valuation of corporate guarantee			
- in India		1.99	1.99
- outside India		3.40	3.40
		5.39	**5.39**
		1,122.51	**1,185.05**
Total non-current investments in subsidiaries (I + II)	**(A)**	**1,233.94**	**1,332.11**
B. Investments in joint venture			
Non-current			
I. Investments in equity instruments		0.05	0.05
II. Deemed investment in joint venture		121.64	121.64
Total Investments in joint venture (I + II)	**(B)**	**121.69**	**121.69**
Total non-current investments in subsidiaries and joint ventures (A+B)		**1,355.63**	**1,453.80**

(Amount in ₹ crore, unless otherwise stated)

NOTE 5 INVESTMENTS IN SUBSIDIARIES AND JOINT VENTURE....Contd.

Particulars		As at March 31, 2026	As at March 31, 2025
Current			
C. Deemed investment in subsidiary company			
Deemed Investment on inter-corporate deposits		55.83	134.85
Total current Investments in Subsidiary	**(C)**	**55.83**	**134.85**
Total Investments in subsidiaries (A+C)		**1,289.77**	**1,466.96**
Total Investments in Subsidiaries and Joint Ventures (A+B+C)		**1,411.46**	**1,588.65**

Detailed list of Investments in subsidiaries

Particulars	As at March 31, 2026	As at March 31, 2025
I. Investments in equity shares at cost		
a) In subsidiaries in India, unquoted fully paid up		
- Panchkutir Developers Limited	50.02	50.02
14,00,000 (March 31, 2025: 14,00,000) equity shares of ₹10 each		
- Highbar Technologies Limited	6.25	6.25
62,50,000 (March 31, 2025: 62,50,000) equity shares of ₹10 each		
- HCC Infrastructure Company Limited (Refer note 32)	0.25	0.25
2,50,000 (March 31, 2025: 2,50,000) equity shares of ₹10 each		
- HCC Contract Solutions Limited	0.05	0.05
50,000 (March 31, 2025: 50,000) equity shares of ₹10 each		
- MAAN Township Developers Limited	0.10	0.10
1,00,000 (March 31, 2025: 1,00,000) equity shares of ₹10 each		
- HRL Township Developers Limited	0.10	0.10
1,00,000 (March 31, 2025: 1,00,000) equity shares of ₹10 each		
- HRL (Thane) Real Estate Limited	62.00	62.00
1,00,000 (March 31, 2025: 1,00,000) equity shares of ₹10 each		
Less : Impairment (Refer note 29.3)	(35.63)	-
	26.37	62.00
	83.14	**118.77**
b) In subsidiaries outside India, unquoted fully paid up		
- HCC Mauritius Enterprises Limited (Refer note 5.1)	22.23	22.23
50,05,000 (March 31, 2025: 50,05,000) equity shares of USD 1 each		
- HCC Mauritius Investments Limited (Refer note 5.1)	6.06	6.06
10,00,000 (March 31, 2025: 10,00,000) equity shares of USD 1 each		
	28.29	**28.29**

(Amount in ₹ crore, unless otherwise stated)

NOTE 5 INVESTMENTS IN SUBSIDIARIES AND JOINT VENTURE....Contd.

Detailed list of Investments in subsidiaries

Particulars	As at March 31, 2026	As at March 31, 2025
II. Deemed investment in subsidiary companies		
(a) Deemed investment on inter-corporate deposits in India		
Non-current		
- HRL (Thane) Real Estate Limited (Refer note 37D)	41.65	41.65
Less: Impairment	(23.02)	(23.02)
	18.63	**18.63**
- HCC Infrastructure Company Limited (Refer note 32 and 37D)	1,094.70	1,157.24
- MAAN Township Developers Limited	3.71	3.71
- HRL Township Developers Limited	0.08	0.08
Total non-current deemed investment on inter-corporate deposit in India	**1,117.12**	**1,179.66**
(b) Deemed investment on corporate guarantee		
In India		
- HCC Infrastructure Company Limited (Refer note 32)	1.99	1.99
	1.99	**1.99**
Outside India		
- HCC Mauritius Enterprises Limited	0.86	0.86
- HCC Mauritius Investments Limited	2.54	2.54
	3.40	**3.40**
Total Deemed investment on corporate guarantee	**5.39**	**5.39**

Note 5.1 The Company has pledged its shareholdings in the following subsidiaries in favour of the respective lenders of the subsidiaries as a part of the financing agreements for facilities taken by the respective companies:

Name of the Company	No. of equity shares pledged	
	As at March 31, 2026	As at March 31, 2025
HCC Mauritius Enterprise Limited	5,005,000	5,005,000
HCC Mauritius Investments Limited	1,000,000	1,000,000

Note 5.2 The Company has pledged its shareholdings in the following joint venture in favour of the respective lenders of the Company as a part of the financing agreements for facilities taken by the Company:

Name of the Company	No. of equity shares pledged	
	As at March 31, 2026	As at March 31, 2025
Prolific Resolution Private Limited	50,000	50,000

(Amount in ₹ crore, unless otherwise stated)

NOTE 5 INVESTMENTS IN SUBSIDIARIES AND JOINT VENTURE....Contd.

Particulars		As at March 31, 2026	As at March 31, 2025
Detailed list of Investments in joint venture			
Investments in joint venture			
I.	**Investments in equity instruments**		
-	Prolific Resolution Private Limited (Refer note 5.2)	0.05	0.05
	50,000 (March 31, 2025: 50,000) equity shares of ₹10 each		
		0.05	**0.05**
II.	**Deemed investment**		
-	Prolific Resolution Private Limited		
	Deemed investment on transfer of assets under resolution plan	38.42	38.42
	Deemed investment on fair valuation of corporate guarantee	83.22	83.22
		121.64	**121.64**
Total Investments in joint venture (I+II)		**121.69**	**121.69**
Current			
-	HCC Infrastructure Company Limited (Refer note 32 and 37D)	55.83	134.85
Total current Investments in Subsidiary		**55.83**	**134.85**

NOTE 5A OTHER INVESTMENTS

Particulars		As at March 31, 2026	As at March 31, 2025
Other investments in equity shares at fair value through other comprehensive income (OCI) (Refer note below)		18.37	31.07
Total other investments		**18.37**	**31.07**
Notes for detailed list of other investments			
Other Investments in equity shares at fair value through other comprehensive income (OCI)			
-	HDFC Bank Limited	4.47	5.59
	61,138 (March 31, 2025: 61,138, adjusted for bonus shares during the current year) equity shares of ₹1 each, fully paid- quoted		
-	Khandwala Securities Limited	0.00*	0.01
	3,332 (March 31, 2025: 3,332) equity shares of ₹10 each, fully paid- quoted		
-	Shushrusha Citizens Co-Op. Hospitals Limited	0.00*	0.00*
	100 (March 31, 2025: 100) equity shares of ₹100 each, fully paid- unquoted		
-	Hincon Finance Limited	13.90	25.47
	1,20,000 (March 31, 2025: 1,20,000) equity shares of ₹10 each, fully paid- unquoted		
		18.37	**31.07**
Total investments [5 + 5A]		**1,429.83**	**1,619.72**

* represents amount less than ₹ 1 lakh.

NOTE 5A OTHER INVESTMENTS....Contd.

Note 5A.1 : Aggregate carrying and market value of investments

		As at March 31, 2026	As at March 31, 2025
a)	Aggregate carrying value of quoted investments	4.47	5.60
b)	Aggregate carrying value of unquoted investments		
	- in subsidiaries	1,289.77	1,466.96
	- in joint venture	121.69	121.69
	- in others	13.90	25.47
c)	Aggregate market value of quoted investments	4.47	5.60
d)	Aggregate amount of impairment in value of investments	58.65	23.02

Note 5A.2 : Investment carried at

		As at March 31, 2026	As at March 31, 2025
a)	Cost	1,411.46	1,588.65
b)	Amortised cost	-	-
c)	Fair value through other comprehensive income	18.37	31.07
		1,429.83	**1,619.72**

NOTE 6 TRADE RECEIVABLES

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current		
Trade receivables (Refer notes 6.1 to 6.8 & 33)	1,178.39	646.52
(Including retention ₹72.71 crore (March 31, 2025: Nil))		
Total non-current trade receivables	**1,178.39**	646.52
Current		
Trade receivables (Refer notes 6.1 to 6.8 and 33)	2,305.90	2,416.63
(Including retention ₹739.92 crore (March 31, 2025: ₹921.99 crore))		
Less: Allowance for expected credit loss (Refer note 38 (ii) (a))	(56.26)	(50.92)
Total current trade receivables	**2,249.64**	**2,365.71**
Total trade receivables	**3,428.03**	**3,012.23**

Note 6.1: Presented net off advance received against favourable arbitration awards ₹1,640.23 crore (March 31, 2025: ₹3,099.77 crore)

Note 6.2: Includes receivable from related party.(Refer note 37)

Note 6.3: Break-up of security details

(Amount in ₹ crore, unless otherwise stated)

NOTE 6 TRADE RECEIVABLES....Contd.

Particulars	**As at March 31, 2026**	As at March 31, 2025
Trade receivables considered good- secured	-	-
Trade receivables considered good- unsecured	3,428.03	3,012.23
Trade receivables which have significant increase in credit risk	-	-
Trade receivables- credit impaired	56.26	50.92
Total	**3,484.29**	**3,063.15**
Less: Allowance for expected credit loss (Refer note 38 (ii) (a))	(56.26)	(50.92)
Total trade receivables	**3,428.03**	**3,012.23**

Note 6.4: During the current year, the Company has executed a deed of assignment with HCC Contract Solutions Limited ('HCSL'), a wholly owned subsidiary of the Company, for assignment of economic and beneficial interest in arbitration awards aggregating to ₹1,979.09 crore (March 31, 2025: Nil) along with underlying advance of same value against respective awards resulting into net value of assets transferred to HCSL as Nil.

Note 6.5: Non-current trade receivables(net) and current trade receivables(net) as at March 31, 2026 includes ₹1,105.68 crore (March 31, 2025: ₹646.52 crore) and ₹237.12 crore (March 31, 2025: ₹596.53 crore) respectively, representing claims awarded in arbitration in favour of the Company and which have been challenged by the customers in courts.

Note 6.6: There are no trade receivables due from any director or any officer of the Company, either severally or jointly with any other person, or from any firms or private companies in which any director is a partner, a director or a member.

Note 6.7: Trade receivables (other than receivables on account of claims awarded in arbitration in favour of the Company) are non-interest bearing and are generally on terms of 30 to 90 days except retention deposits, which are due after completion of the defect liability period of the respective projects.

Note 6.8: Trade receivables ageing schedule

As at March 31, 2026		**Outstanding for following periods from the date of transaction**						**Total**
		Not due	**Less than 6 months**	**6 Months - 1 year**	**1-2 years**	**2-3 years**	**More than 3 years**	
a)	Undisputed trade receivables- considered good	532.90	593.57	45.74	255.91	146.40	127.15	1,701.67
b)	Undisputed trade receivables- which have significant increase in credit risk	-	-	-	-	-	-	-
c)	Undisputed trade receivables- credit impaired	19.55	16.79	1.98	9.73	5.67	2.54	56.26
d)	Disputed trade receivables- considered good	-	430.92	457.91	170.71	132.71	534.11	1,726.36
e)	Disputed trade receivables- which have significant increase in credit risk	-	-	-	-	-	-	-
f)	Disputed trade receivables- credit impaired	-	-	-	-	-	-	-
		552.45	**1,041.28**	**505.63**	**436.35**	**284.78**	**663.80**	**3,484.29**
Less: Allowance for expected credit loss (Refer note 38 (ii) (a))								(56.26)
Total trade receivables								**3,428.03**

(Amount in ₹ crore, unless otherwise stated)

NOTE 6 TRADE RECEIVABLES....Contd.

As at March 31, 2025		Outstanding for following periods from the date of transaction						Total
		Not due	Less than 6 months	6 Months- 1 year	1-2 years	2-3 years	More than 3 years	
a)	Undisputed trade receivables- considered good	504.96	238.12	68.44	185.38	69.78	294.38	1,361.06
b)	Undisputed trade receivables- which have significant increase in credit risk	-	-	-	-	-	-	-
c)	Undisputed trade receivables- credit impaired	18.31	8.95	2.60	6.76	2.68	11.62	50.92
d)	Disputed trade receivables- considered good	-	315.96	141.39	143.84	277.70	772.28	1,651.17
e)	Disputed trade receivables- which have significant increase in credit risk	-	-	-	-	-	-	-
f)	Disputed trade receivables- credit impaired	-	-	-	-	-	-	-
		523.27	**563.03**	**212.43**	**335.98**	**350.16**	**1,078.28**	**3,063.15**
Less: Allowance for expected credit loss (Refer note 38 (ii) (a))								(50.92)
Total trade receivables								**3,012.23**

Note 6.9 : Refer note 14 for details of unbilled dues i.e. contract assets.

NOTE 7 LOANS

Particulars	**As at March 31, 2026**	As at March 31, 2025
Non-current		
Inter-corporate deposits to subsidiaries and joint venture (Refer note 37D)	677.03	256.27
Total non-current loans	**677.03**	**256.27**
Break-up of security details		
Loans considered good-secured	-	-
Loans considered good-unsecured	677.03	256.27
Loans which have significant increase in credit risk	-	-
Loans-credit impaired	-	-
Total	**677.03**	**256.27**
Less: Allowance for expected credit loss	-	-
Total loans	**677.03**	**256.27**

(Amount in ₹ crore, unless otherwise stated)

NOTE 7 LOANS....Contd.

Note 7.1 In compliance with Regulation 34 (3) & 53(f) of the Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015 the required information is given as under:

Loans given to subsidiaries and joint venture (as defined under the Act) for business purposes.

	Name of the entity	Outstanding balance		Maximum balance outstanding during	
		As at March 31, 2026	As at March 31, 2025	**Year ended March 31, 2026**	Year ended March 31, 2025
a)	HCC Infrastructure Company Limited (Refer note 7.1 (a))	-	-	-	-
b)	HRL (Thane) Real Estate Limited (Refer note 7.1 (a))	-	-	-	-
c)	HCC Mauritius Enterprises Limited	164.89	151.47	164.89	151.47
d)	Highbar Technologies Limited	2.39	2.39	2.39	2.39
e)	HCC Mauritius Investments Limited	90.22	82.88	90.22	82.88
f)	Prolific Resolution Private Limited (Refer note 7.1 (b))	400.00	-	400.00	-
g)	HRL Township Developers Limited	0.41	0.41	0.41	0.41
h)	Maan Township Developers Limited	19.12	19.12	19.12	19.12
Total		**677.03**	**256.27**		

Note 7.1 (a) Excludes inter-corporate deposits of ₹1,150.53 crore (March 31, 2025: ₹1,292.09 crore) given to HCC Infrastructure Company Limited and ₹41.65 crore (before impairment) (March 31, 2025: ₹41.65 crore) given to HRL (Thane) Real Estate Limited, classified as deemed investment under Ind AS. (Refer note 5)

Note 7.1 (b) During the current year, Company has granted sum of ₹400.00 crores by way of inter corporate deposit to Prolific Resolution Private Limited, a joint venture of the Company on an arms length basis.

Note 7.2 Investment by the loanee in Group Company's Equity shares as under:

(a) HCC Infrastructure Company Limited has invested in its following subsidiaries:

Name of the entity	**As at March 31, 2026**	As at March 31, 2025
Equity shares		
HCC Operations & Maintenance Limited (Refer note 37.2)	-	0.05
Narmada Bridge Trollway Limited	0.05	0.05
Total	**0.05**	**0.10**

(b) HCC Mauritius Enterprise Limited has invested in its following subsidiaries:

Name of the entity	**As at March 31, 2026**	As at March 31, 2025
Equity shares		
H56 Immo AG (Formerly known as Steiner Eagle AG (Refer note 7.4 and 37.4)	317.04	291.25
Total	**317.04**	**291.25**

(c) HCC Mauritius Investment Limited has invested in its following associates:

Name of the entity	**As at March 31, 2026**	As at March 31, 2025
Equity shares		
H56 Immo AG (Formerly known as Steiner Eagle AG (Refer note 7.4 and 37.4)	163.33	150.04
Total	**163.33**	**150.04**

NOTE 7 LOANS....Contd.

Note 7.3 There are no loans or advances in the nature of loans granted to promoters, Directors, Key Managerial Personnel and their related parties (as defined under Companies Act, 2013), either severally or jointly with any other person, that are:

(a) repayable on demand; or

(b) without specifying any terms or period of repayment

Note 7.4 Increase in investment represents exchange fluctuation arising on revalorization of foreign currency monetary items.

NOTE 8 OTHER FINANCIAL ASSETS

Particulars	**As at March 31, 2026**	As at March 31, 2025
Non-current		
a) Security deposits	11.18	5.97
b) Bank deposits with remaining maturity of more than 12 months (Refer note 8.1)	10.98	11.27
Total non-current financial assets	**22.16**	**17.24**
Current		
a) Receivables from		
- related parties (net) (Ref note 37D)	212.34	182.53
- Others	57.60	77.83
b) Security deposits	10.30	13.14
c) Interest accrued	6.02	9.24
Total current financial assets	**286.26**	**282.74**
Total other financial assets	**308.42**	**299.98**

Note 8.1: Includes ₹10.98 crore (March 31, 2025: ₹10.98 crore) held as margin money against arbitration awards.

NOTE 9: INCOME TAXES

Note 9.1: The following table provides the details of income tax assets and liabilities:

Particulars	**As at March 31, 2026**	As at March 31, 2025
a) Income tax assets	298.18	262.13
b) Income tax liabilities	(241.51)	(195.43)
Net income tax assets (net)	**56.67**	**66.70**

Note 9.2 The gross movement in the income tax asset is as follows:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Net income tax asset at the beginning of the year (net)	66.70	11.81
Income tax paid (net of refund)	16.42	9.11
Current tax expense/(credit)	26.45	(45.78)
Net income tax asset at the end of the year (net)	**56.67**	**66.70**

NOTE 9 INCOME TAXES....Contd.

Note 9.3 Tax expense comprises:

Particulars	As at March 31, 2026	As at March 31, 2025
Current tax expense/(credit)	26.45	(45.78)
Deferred tax	41.01	420.86
Tax expenses (net) in the Statement of Profit and Loss	**67.46**	**375.08**
Deferred tax expense/(credit) on other comprehensive income/(loss)	(1.80)	(1.39)
Tax expense	**65.66**	**373.69**

Note 9.4 : Reconciliation of the tax expenses to the amount computed by applying the statutory income tax rate to the profit before tax is as below:

Particulars	As at March 31, 2026	As at March 31, 2025
Profit before tax	273.27	460.00
Applicable income tax rate	25.168%	25.168%
Computed expected tax expense	**68.78**	**115.77**
Effect of expenses not allowed for tax purpose	12.05	3.22
Effect of income not considered for tax purpose	(19.77)	(4.70)
Impact of differential tax rate (including impact of tax of joint operations)	6.40	6.90
Impact of adoption of new tax regime	-	78.09
Impact of losses where deferred tax not recognised and MAT credit written off	-	175.80
Tax expense charged to the Statement of Profit and Loss	**67.46**	**375.08**

Note 9.5 Movement in components of deferred tax assets and deferred tax liabilities are as follows:

Particulars	Business loss / unabsorbed depreciation / MAT credit entitlements	Impairment allowance on receivables / other assets	Timing difference on tangible and intangible assets depreciation and amortisation	Expense allowable on payment basis	Others	Arbitration awards	Total
As at April 01, 2024	**1,968.42**	**16.21**	**41.26**	**235.98**	**-**	**(1,648.78)**	**613.09**
(Charged)/credited							
- to profit or loss (Refer note 9.7)	(867.56)	(3.40)	(12.85)	(18.33)	(2.35)	483.63	(420.86)
- to other comprehensive income	-	-	-	-	1.39	-	1.39
- to security premium	-	-	-	-	11.28	-	11.28
As at March 31, 2025	**1,100.86**	**12.81**	**28.41**	**217.65**	**10.32**	**(1,165.15)**	**204.90**
(Charged)/credited							
- to profit or loss	(340.04)	1.35	(5.78)	(29.32)	(17.15)	349.93	(41.01)
- to other comprehensive income	-	-	-	-	1.80	-	1.80
- to security premium	-	-	-	-	8.22	-	8.22
As at March 31, 2026	**760.82**	**14.16**	**22.63**	**188.33**	**3.19**	**(815.22)**	**173.91**

Note 9.6 : As at March 31, 2026, the Company has net deferred tax assets amounting to ₹173.91 crore (March 31, 2025: ₹204.90 crore), which mainly represents deferred tax assets on carried forward unused tax losses/unabsorbed depreciation and other taxable temporary differences. The Company is confident of generating sufficient taxable profits from the unexecuted orders on hand/future projects and expected realisation of claims/arbitration awards against which such deferred tax assets can be utilised and therefore considered good and recoverable.

NOTE 9 INCOME TAXES....Contd.

Note 9.7 : During the previous year, the Company has exercised the option to adopt the new tax regime for financial year 2023-24 (Assessment Year: 2024-2025) onwards, while filing income tax return, which provides an option for paying corporate tax at reduced rates as per provisions/conditions of Section 115BAA of the Income Tax Act, 1961. Pursuant to the adoption of the new tax regime, current tax expenses recognised in financial year 2023-24 ₹54.74 crore have been reversed during the previous year ended March 31, 2025. Further as a result of adoption of the new tax regime, the unused tax credits recognised are no longer utilizable and the net deferred tax assets on temporary taxable differences have been recognised using lower tax rate resulting in reversal of deferred tax assets aggregating ₹301.22 crore.

NOTE 10 OTHER ASSETS

Particulars	**As at March 31, 2026**	As at March 31, 2025
Non-current		
a) Capital advances	19.74	0.73
b) Balances with government authorities	32.70	52.08
c) Prepaid expenses	0.02	0.42
Total other non-current assets	**52.46**	**53.23**
Current		
a) Advance to suppliers and sub-contractors	102.55	174.43
b) Balances with government authorities	18.88	30.01
c) Prepaid expenses	18.62	10.39
d) Other current assets	0.31	2.01
Total other current assets	**140.36**	**216.84**
Total other assets	**192.82**	**270.07**

NOTE 11 INVENTORIES

Particulars	**As at March 31, 2026**	As at March 31, 2025
a) Construction raw materials	124.33	119.68
b) Fuel	4.14	3.94
Total inventories	**128.47**	**123.62**

NOTE 12 CASH AND CASH EQUIVALENTS

Particulars	**As at March 31, 2026**	As at March 31, 2025
a) Balances with banks		
- in current accounts	214.90	323.34
- in deposit account (with original maturity upto 3 months)	90.86	221.80
b) Cash on hand	0.27	0.33
Total cash and cash equivalents	**306.03**	**545.47**

Note 12.1 : There are no repatriation restrictions with regards to cash and cash equivalents as at the end of respective reporting periods.

(Amount in ₹ crore, unless otherwise stated)

NOTE 13 BANK BALANCES OTHER THAN CASH AND CASH EQUIVALENTS

Particulars	**As at March 31, 2026**	As at March 31, 2025
Bank deposits with original maturity of more than 3 months and less than 12 months	51.64	111.35
Earmarked balances (Refer note 13.1)	0.00*	0.00*
Total bank balances other than cash and cash equivalents	**51.64**	**111.35**

* represents amount less than ₹1 lakh.

Note 13.1 : There are no amounts due and outstanding to be credited to the Investor Education and Protection Fund as at March 31, 2026 and as at March 31, 2025 (Refer note 18.1)

NOTE 14 UNBILLED WORK-IN-PROGRESS (CONTRACT ASSETS)

Particulars	**As at March 31, 2026**	As at March 31, 2025
Unbilled work-in-progress (contract assets) (Refer note 33)	1,939.35	2,144.85
Total Unbilled work-in-progress (contract assets)	**1,939.35**	**2,144.85**

NOTE 15 SHARE CAPITAL

Particulars	**As at March 31, 2026**		As at March 31, 2025	
	Number	**Amount**	Number	Amount
Authorised share capital				
Equity shares of ₹1 each	3,000,000,000	300.00	2,000,000,000	200.00
Preference Shares of ₹10 each	10,000,000	10.00	10,000,000	10.00
Total authorised share capital		**310.00**		**210.00**
Issued, subscribed and paid-up equity share capital:				
Equity shares of ₹ 1 each, fully paid up ^ (Refer note 17.2)	2,619,468,062	261.95	1,819,383,225	181.94
Total issued, subscribed and paid-up equity share capital	**2,619,468,062**	**261.95**	**1,819,383,225**	**181.94**

^ excludes 13,225 equity shares forfeited by the Company.

Note 15.1 : Reconciliation of the equity shares outstanding at the beginning and at the end of the reporting year

Particulars	**Number**	**Amount**
As at April 01, 2024	**1,513,028,244**	**151.31**
Issued during the year as under:		
Right issue (Refer note 15.6)	166,666,666	16.66
Qualified institutional placements (Refer note 15.7)	139,502,441	13.95
Employee stock option scheme (Refer note 15.8 (b))	185,874	0.02
Total	**306,354,981**	**30.63**
As at March 31, 2025	**1,819,383,225**	**181.94**
Issued during the year as under:		
Right issue (Refer note 15.6)	799,991,900	80.00
Employee stock option scheme (Refer note 15.8 (a))	92,937	0.01
Total	**800,084,837**	**80.01**
As at March 31, 2026	**2,619,468,062**	**261.95**

(Amount in ₹ crore, unless otherwise stated)

NOTE 15 SHARE CAPITAL....Contd.

Note 15.2 : Terms/rights attached to equity shares:

a) The Company has only one class of equity shares having a par value of ₹1 per share. Each holder of equity share is entitled to one vote per share. The Company declares and pays dividends in Indian Rupees. The dividend proposed by the Board of Directors, if any, is subject to the approval of the shareholders in the ensuing Annual General Meeting, except interim dividend, if any.

b) In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

Note 15.3 : Shareholding of more than 5%:

Name of the Shareholder	**As at March 31, 2026**		As at March 31, 2025	
	No. of shares	**% held**	No. of shares	% held
Hincon Holdings Limited	216,372,356	8.26%	216,023,600	11.87%
Maharani Holdings Private Limited	153,609,027	5.86%	22,604,814	1.24%

Note 15.3.1 : As per the records of the Company, including its register of shareholders/members the above shareholding represents both legal and beneficial ownership of shares.

Note 15.4 : Bonus shares/buy back/shares for consideration other than cash issued during past five years:

a) Aggregate number and class of shares allotted as fully paid up pursuant to contracts without payment being received in cash- Nil

b) Aggregate number and class of shares allotted as fully paid up by way of bonus shares- Nil

c) Aggregate number and class of shares bought back- Nil

Note 15.5 - Shareholding of promoters

As at March 31, 2026

Name of Promoters	**As at March 31, 2026**		As at March 31, 2025		% Change during the year
	No. of shares held	**% of total shares**	No. of shares held	% of total shares	
Hincon Holdings Limited	216,372,356	8.26%	216,023,600	11.87%	-3.61%
Maharani Holdings Private Limited	153,609,027	5.86%	22,604,814	1.24%	4.62%
Hincon Finance Limited	63,539,958	2.43%	62,261,186	3.42%	-0.99%
Ajit Gulabchand	2,117,294	0.08%	2,117,294	0.12%	-0.04%
Arjun Dhawan	1,050,553	0.04%	-	-	0.04%
Shalaka Investment Private Limited	538,000	0.02%	538,000	0.03%	-0.01%
Shalaka Gulabchand Dhawan	382,592	0.01%	272,057	0.01%	0.00%*
Anjani Ashwin Parekh	251,400	0.01%	251,400	0.01%	0.00%
Western Securities Limited	52,000	0.00%	52,000	0.00%*	0.00%*

(Amount in ₹ crore, unless otherwise stated)

NOTE 15 SHARE CAPITAL....Contd.

As at March 31, 2025

Name of Promoters	As at March 31, 2025		As at March 31, 2024		% Change during the year
	No. of shares held	% of total shares	No. of shares held	% of total shares	
Hincon Holdings Limited	216,023,600	11.87%	216,023,600	14.28%	-2.41%
Maharani Holdings Private Limited	22,604,814	1.24%	500	0.00%	1.24%
Hincon Finance Limited	62,261,186	3.42%	62,261,186	4.12%	-0.70%
Ajit Gulabchand	2,117,294	0.12%	2,117,294	0.14%	-0.02%
Shalaka Investment Private Limited	538,000	0.03%	538,000	0.04%	-0.01%
Shalaka Gulabchand Dhawan	272,057	0.01%	10,000	0.00%*	0.01%
Anjani Ashwin Parekh	251,400	0.01%	251,400	0.02%	-0.01%
Western Securities Limited	52,000	0.00%*	-	-	0.00%*

* represents less than 0.01%

Note 15.6 : Rights issue

a) During the year, the Company has issued and allotted 799,991,900 equity shares of ₹1 each at a price of ₹12.50 per equity share (including a premium of ₹11.50 per equity share) aggregating ₹999.99 crore to the eligible equity shareholders on a right basis in the ratio of 227 equity shares for every 630 equity shares held. Pursuant to the aforesaid, basic and diluted earnings per share for the year ended March 31, 2025, have been retrospectively adjusted for effect of rights issue.

b) During the previous year, the Company had issued and allotted 166,666,666 equity shares of ₹1 each at a price of ₹21 per equity share (including a premium of ₹20 per equity share) aggregating ₹350.00 crore to the eligible equity shareholders on rights basis in the ratio of 13 equity shares for every 118 equity shares held.

Details of utilisation of Rights issue proceeds are given below :

Particulars	**As at March 31, 2026**	As at March 31, 2025
	(a)	**(b)**
Sources of funds		
Proceeds from issue	999.99	350.00
Less: Issue expenses	38.41	15.67
Net proceeds from issue	**961.58**	**334.33**
Utilisation of funds		
Repayment of loans to lenders	625.00	-
Funding long-term working capital requirements of the company	98.76	254.00
Investment in Joint venture for repayment/prepayment of borrowings	200.00	-
Payment of outstanding dues in terms of the framework agreement	-	16.72
Payment towards general corporate purposes	33.35	63.61
Total utilisation	**957.11**	**334.33**
Amount unutilised at the year end	**4.47**	**-**

NOTE 15 SHARE CAPITAL....Contd.

Note 15.7 - Qualified Institutions Placement (QIP)

During the previous year, the Company has issued and allotted 139,502,441 equity shares of face value of ₹1 each at a price of ₹43.01 per Equity Share, including a premium of ₹42.01 per Equity Share, aggregating ₹600 crore to 41 qualified institutional investors. The QIP issue proceeds are utilised in accordance with the objects of the issue as stated in the placement document. Details of utilisation of QIP issue proceeds are given below:

Particulars	As at March 31, 2026	As at March 31, 2025
Sources of funds		
Proceeds from issue	600.00	600.00
Less: Issue expenses	33.12	33.12
Net proceeds from issue	**566.88**	**566.88**
Utilisation of funds		
Repayment of loans to lenders	190.00	190.00
Investment in Joint venture for repayment/prepayment of borrowings	200.00	-
Augmenting working capital requirements	150.00	150.00
Payment towards general corporate purposes	26.88	22.81
Total utilisation	**566.88**	**362.81**
Amount unutilised at the year end	**-**	**204.07**

Note 15.8 : Employee Stock Option

a) During the current year ended March 31, 2026, the Company had issued and allotted 92,937 equity shares of face value of ₹1 each at a price of ₹13.45 per Equity Share including a premium of ₹12.45 per Equity Share, to eligible employee under employee stock option scheme and remaining 92,937 equity shares are lapsed.

b) During the previous ended March 31, 2025, the Company had issued and allotted 185,874 equity shares of face value of ₹1 each at a price of ₹13.45 per Equity Share including a premium of ₹12.45 per Equity Share, to eligible employee under employee stock option scheme.

Note 15.9 : Option outstanding for issue under Employee Stock Options Scheme (ESOS):

As at March 31, 2026, the Company has Nil (March 31, 2025; 185,874) employee stock option issued under ESOP for its employees (Refer note 42).

NOTE 16 OTHER EQUITY

Particulars	As at March 31, 2026	As at March 31, 2025
Reserves and surplus		
Capital reserve	15.19	15.19
Forfeited debentures account	0.02	0.02
Securities premium (Refer note 15.6, 15.7 and 15.8)	4,351.07	3,455.33
Debenture redemption reserve (Refer note below 16.1 (d))	-	-
General reserve	229.43	229.37
Share option outstanding account	-	0.14
Retained earnings	(1,759.76)	(1,965.62)
Other comprehensive income		
Equity instruments at fair value through other comprehensive income	(11.22)	(0.33)
Total other equity	**2,824.73**	**1,734.10**

Note 16.1 : Nature and purpose of reserves

a) Capital reserve

The Company recognizes profit or loss on purchase or cancellation (including forfeiture) of its own equity instruments to capital reserve.

b) Forfeited debentures account

The Company recognizes profit or loss on purchase or cancellation (including forfeiture) of its own debentures to forfeited debentures account.

c) Securities premium

Securities premium is used to record the premium received on issue of shares. This account is utilised in accordance with the provisions of the Companies Act, 2013.

d) Debenture redemption reserve

The Act requires that where a Company issues debentures, it shall create a debenture redemption reserve out of profits of the Company available for payment of dividend. The Company is required to maintain a Debenture Redemption Reserve of 25% of the value of the debentures issued, either by a public issue or a private placement basis. The amounts credited to the debenture redemption reserve cannot be utilised by the Company except to redeem debentures. Consequent to the amendment in the provision of Act, requirement to create reserve in respect of certain debenture have been withdrawn.

For Listed Company creation of Debenture redemption reserve (DRR) is dispensed with, as a result, during the previous year the Company has transferred debenture redemption reserve to general reserve.

e) General reserve

Under the erstwhile Companies Act 1956, a general reserve was created through an annual transfer of net profit at a specified percentage in accordance with applicable regulations. Consequent to the introduction of the Companies Act, 2013, the requirement to mandatorily transfer a specified percentage of net profit to general reserve has been withdrawn.

f) Share option outstanding account

The share option outstanding account represents reserve in respect of equity settled share options granted to the Company's employees in pursuance of the Employee Stock Option Scheme.

g) Retained earnings

Retained earnings represents the profits/losses that the Company has earned/incurred till date including gain/(loss) on remeasurement of defined benefits plans as adjusted for distributions to owners, transfer to other reserves, etc.

h) Equity instruments at fair value through other comprehensive income

The Company has elected to recognise changes in the fair value of certain investments in equity securities in other comprehensive income. These changes are accumulated within FVTOCI reserve within equity. The Company transfers amount from this reserve to retained earnings when the relevant equity securities are disposed off.

(Amount in ₹ crore, unless otherwise stated)

NOTE 17 BORROWINGS

Particulars	As at March 31, 2026	As at March 31, 2025
I Non-current borrowings:		
A) Secured		
a) 0.01% Optionally Convertible Debentures (OCDs)		
- From banks	152.72	451.84
- From others	34.09	48.71
b) Foreign Currency Term Loan	31.19	40.67
c) Non-Convertible Debentures (NCDs)	133.50	148.85
	351.50	**690.07**
B) Unsecured		
a) Foreign Currency Term Loan from bank	24.92	25.28
b) Non-Convertible Debentures (NCDs)	271.89	329.40
	296.81	**354.68**
Total non-current borrowings (A+B)	**648.31**	**1,044.75**
II Current borrowings		
Current maturities of long-term borrowings		
A) Secured		
(a) 0.01% Optionally Convertible Debentures (OCDs)		
- From bank	74.52	186.74
- From others	14.32	14.61
(b) Non-Convertible Debentures (NCDs)	15.30	185.05
(c) Foreign Currency Term Loan	13.37	12.20
	117.51	**398.60**
B) Unsecured		
a) Non-Convertible Debentures (NCDs)	37.20	37.20
b) Loans from others	25.19	25.19
	62.39	**62.39**
Total current borrowings (A+B)	**179.90**	**460.99**
Total borrowings (I+II)	**828.21**	**1,505.74**

Note : For security details and terms of repayment, refer note 17.1.

17.1 Details of security and terms of repayment

I) Secured

a) Optionally Convertible Debentures (OCDs)

OCDs issued to the lenders with a tenure of 10 years and carry a coupon of 0.01% with an interest yield of 11.50% p.a. in yield equalization compounded on a quarterly basis. The lenders have an option to convert the OCDs into equity shares of the Company, in accordance with the terms thereof including in case of any event of default or default in payment during the 10 years from the date of issuance of respective OCDs. In accordance with the resolution plan implemented in F.Y. 2022-2023, the repayment tenure of OCDs has been extended and the revised repayment of the OCDs commenced from March 31, 2023

Details of principal maturity of the OCD's outstanding as at March 31, 2026 and security details have been provided below:

Date of Repayment	Amount
March 31, 2027	88.84
March 31, 2028	75.26
March 31, 2029	111.55
Total	**275.65**

NOTE 17 BORROWINGS...Contd.

Optionally Convertible Debentures (OCDs) are secured in the form of:

1. A land parcel admeasuring to 100 sqm as First Mortgage and all the present and future movable assets of the Borrower (excluding 'Current Assets' and 'Specified Assets') as the Second Mortgaged Properties.

2. All the present and future current assets of the Borrower (other than those forming part of 'Additional Assets') as the Third Mortgaged Properties.

3. All of the 'Additional Assets' collectively referred to as the Fourth Mortgaged Properties.

   The terms 'Current Assets', 'Specified Assets' and 'Additional Assets' have been defined in the Financing Document.

   The above security having ranking in respect to OCD are as below:

1. *Pari passu* security interest by way of legal mortgage over the First Mortgaged Properties and Second Mortgaged Properties.

2. *Pari passu* security interest by way of legal mortgage over the Third Mortgaged Properties, Fourth Mortgaged Properties and the Fifth Mortgaged Properties.

b) Non-Convertible Debentures - LIC

These NCDs carry an interest yield of 11.50% p.a. compounded quarterly and a coupon of 0.01% p.a. These are repayable in 7 structured annual instalments commencing March 31, 2023 and ending on March 31, 2029. Refer note below for security details.

Non-Convertible Debentures - LIC are secured in the form of:

1. A land parcel admeasuring to 100 sqm as First Mortgage and all the present and future movable assets of the Borrower (excluding 'Current Assets' and 'Specified Assets') as the Second Mortgaged Properties.

2. All the present and future current assets of the Borrower (other than those forming part of 'Additional Assets') as the Third Mortgaged Properties.

3. All of the 'Additional Assets' collectively referred to as the Fourth Mortgaged Properties.

The terms 'Current Assets', 'Specified Assets' and 'Additional Assets' have been defined in the Financing Document.

The above security having ranking in respect to LIC- NCD are as below:

1. A first ranking and *pari passu* security interest by way of legal mortgage over the First Mortgaged Properties and Second Mortgaged Properties.

2. A second ranking and *pari passu* security interest by way of legal mortgage over the Third Mortgaged Properties, Fourth Mortgaged Properties and the Fifth Mortgaged Properties.

c) Non Convertible Debentures - ACRE

These NCDs carry an interest yield of 9.5% p.a. compounded quarterly and a coupon of 0.01% p.a., and are secured by exclusive charge upto 49.53% on specific claims of the Company. These are repayable in 2 structured instalments on March 31, 2026 and June 30, 2029 The Company has paid its March 2026 instalment on time.

Collateral security *pari-passu* with lenders for LIC - NCD and OCD

1. HREL Real Estate Limited, an erstwhile subsidiary, has provided Corporate guarantee for the above outstanding facilities of the Company.

2. First *pari-passu* charge on 15,41,51,669 shares of the Company held by Hincon Holdings Limited.

NOTE 17 BORROWINGS...Contd.

3. Second *pari-passu* charge on 8,57,67,617 equity shares of the Company held by Hincon Finance Limited and Hincon Holding Limited.

4. First *Pari passu* charge over Prolific Resolutions Private Limited Shares of 50,000 held by Company.

5. Personal guarantee of Chairman and Non-Executive Director of the Company.

d) Foreign Currency Term Loan ('FCTL')

During the earlier year, the Company has implemented debt resolution plan pursuant to which the FCTL has been restructured and is payable in 7 structured annual instalments commencing from March 31, 2023. The FCTL carries a floating interest rate equal to 3 Month SOFR plus 350 basis point. The facility is secured by first charge by way of hypothecation of plant and machinery acquired under the facility described in the first schedule to the memorandum of hypothecation.

II. Unsecured

a) Foreign Currency Term Loan from Bank

During the earlier years, the Company has entered into an amendment agreement with the lender wherein the parties have agreed to restructure the outstanding amounts for USD 6.89 Million with fixed interest rate of 1.91% compounded annually, repayable in 3 structured instalments commencing from December 31, 2028 and ending on December 31, 2030.

b) Non Convertible Debentures - ARCIL

These NCDs carry an interest yield of 9.5% p.a. compounded quarterly and a coupon of 0.01% p.a. These NCDs are repayable in 7 structured annual instalments commencing March 31, 2023 and ending on March 31, 2029. The Company has paid its March 2023, March 2024, March 2025 and March 2026 instalment on time.

c) Non Convertible Debentures - Others

These NCDs carry an interest yield of 9.5% p.a. compounded quarterly and a coupon of 0.01% p.a. and are repayable in 3 structured instalments commencing on June 30, 2029 and ending on June 30, 2031.

(d) Loan from others

Loan from Steiner India Limited (step down subsidiary till December 20, 2024) repayable on demand is interest free. (Refer note 37.4)

Note 17.2 Right to Recompense:

In accordance with the provisions of existing financing document executed between the Company and its lenders, as amended from time to time and pursuant to deliberations between the parties, lenders have agreed for the recompense amount to be settled by the Company in the form of equity shares to be issued at a future date, which is inter-alia dependent upon various factors including improved financial performance of the Company and other conditions, and which would be restricted to a maximum of 2.87% of equity share capital of the Company on the date of issue of such equity shares. This is valid till full repayment of borrowing under Master Framework and Implementation Agreement dated July 20, 2022.

(Amount in ₹ crore, unless otherwise stated)

NOTE 17 BORROWINGS...Contd.

Note 17.3 Net debt reconciliation

An analysis of net debts and the movement in net debts is as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
(A) Non-current borrowings	648.31	1,044.75
(B) Current borrowings	179.90	460.99
(C) Interest payable	1,191.65	1,716.39
(D) Less: Cash and cash equivalents	(306.03)	(545.47)
Net debts (A)+(B)+(C)-(D)	**1,713.83**	**2,676.66**

Particulars	Liabilities from financing activities			Other assets	Total
	Non-current borrowings (A)	Current borrowings (B)	Interest payable (C)	Cash and cash equivalents (D)	(E)= (A)+(B) +(C)-(D)
Net debt as at April 01, 2024	**1,478.51**	**257.71**	**1,641.66**	**233.92**	**3,143.96**
Movement in cash and cash equivalents	-	-	-	312.10	(312.10)
Repayment of long-term borrowings	(226.05)	-	-	-	(226.05)
Repayment of short-term borrowings	-	(6.18)	-	-	(6.18)
Foreign exchange fluctuations	1.75	-	-	(0.55)	2.30
Reclassification	(209.46)	209.46	-	-	-
Interest expense	-	-	375.79	-	375.79
Interest paid	-	-	(301.06)	-	(301.06)
Net debt as at March 31, 2025	**1,044.75**	**460.99**	**1,716.39**	**545.47**	**2,676.66**
Net debt as at April 01, 2025	**1,044.75**	**460.99**	**1,716.39**	**545.47**	**2,676.66**
Movement in cash and cash equivalents	-	-	-	(239.25)	239.25
Repayment of long-term borrowings	(687.58)	-	-	-	(687.58)
Foreign exchange fluctuations	10.05	-	-	(0.19)	10.24
Reclassification	281.09	(281.09)	-	-	-
Interest expense	-	-	314.82	-	314.82
Interest paid	-	-	(839.56)	-	(839.56)
Net debt as at March 31, 2026	**648.31**	**179.90**	**1,191.65**	**306.03**	**1,713.83**

Note 17.4: Repayment of borrowings

As on March 31, 2026 and March 31, 2025, the Company is in compliance with the applicable debts covenants prescribed in the terms of borrowings.

NOTE 18 OTHER FINANCIAL LIABILITIES

Particulars		As at March 31, 2026	As at March 31, 2025
Non-current			
a)	Interest accrued but not due	891.65	1,210.85
b)	Financial guarantee liability	7.80	54.68
Total non-current financial liabilities		**899.45**	**1,265.53**
Current			
a)	Interest accrued but not due	300.00	505.54
b)	Interest accrued and due	23.20	27.25
c)	Unpaid dividends (Refer note 18.1)	0.00*	0.00*
d)	Financial guarantee liability	1.78	13.36
e)	Others		
-	Due to employees	37.10	36.69
-	Interest payable on contractee advances	325.01	345.18
-	Due to related parties (Refer note 37D)	165.54	75.44
-	Liability for capital goods	14.36	0.60
-	Other liabilities	10.05	9.23
Total current financial liabilities		**877.04**	**1,013.29**
Total other financial liabilities		**1,776.49**	**2,278.82**

* represents amount less than ₹1 lakh.

Note: 18.1: Unpaid dividend amounting to ₹7,600 (March 31, 2025: ₹7,600) pertain to dividend for the financial year 2010-11, which has not been transferred to Investor Education & Protection Fund (IEPF) on account of injunction order/prohibitory order from IEPF.

Note 18.2: Break of other financial liabilities:

Particulars	As at March 31, 2026	As at March 31, 2025
Other financial liabilities carried at amortised cost	1,766.91	2,210.78
Other financial liabilities carried at FVPL	9.58	68.04
Total	**1,776.49**	**2,278.82**

NOTE 19 PROVISIONS

Particulars		As at March 31, 2026	As at March 31, 2025
Non-current			
Provision for employee benefits (Refer note 35)			
-	Gratuity	39.81	30.91
-	Leave entitlement and compensated absences	11.55	10.59
Total non-current provisions		**51.36**	**41.50**
Current			
a)	Provision for employee benefits (Refer note 35)		
-	Gratuity	11.73	9.43
-	Leave entitlement and compensated absences	3.11	2.86
b)	Provision for foreseeable losses (Refer notes 19.1 and 19.2)	17.66	5.84
Total current provisions		**32.50**	**18.13**
Total provisions		**83.86**	**59.63**

(Amount in ₹ crore, unless otherwise stated)

NOTE 19 PROVISIONS...Contd.

Note 19.1 The Company has adequately recognized foreseeable losses on projects wherever it was probable that total contract costs will exceed total contract revenue.

Note 19.2 Details of provision in respect of foreseeable losses is as stated below:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Opening provision at the beginning of the year	**5.84**	**268.52**
Addition during the year	15.93	-
Utilised during the year	(4.11)	(262.68)
Closing provision as at the end of the year	**17.66**	**5.84**

NOTE 20 TRADE PAYABLES

Particulars	**As at March 31, 2026**	As at March 31, 2025
Total outstanding dues of micro enterprises and small enterprises (Refer note 20.1)	111.54	125.67
Total outstanding dues of creditors other than micro enterprises and small enterprises	1,905.86	1,935.74
Total trade payables	**2,017.40**	**2,061.41**

Note 20.1 Dues to micro enterprises and small enterprises

The dues to Micro and Small Enterprises as required under the Micro, Small and Medium Enterprises Development Act, 2006 to the extent information available with the Company is given below:

Particulars		**As at March 31, 2026**	As at March 31, 2025
a)	The principal amount and the interest due thereon remaining unpaid to supplier as at the end of year:		
	- Principal amount due to micro and small enterprises	111.54	125.67
	- Interest due	22.93	19.49
b)	The amount of interest paid by the buyer in terms of section 16 of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year.	-	-
c)	The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006.	0.27	7.63
d)	The amount of interest accrued and remaining unpaid at the end of each accounting year.	-	-
e)	The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act, 2006.	23.20	27.12

Note 20.2 Trade payables are non-interest bearing and are normally settled as per the payment terms stated in the contract.

(Amount in ₹ crore, unless otherwise stated)

NOTE 20 TRADE PAYABLES...Contd.

Note 20.3 Trade payables ageing schedule

As at March 31, 2026	Outstanding for following periods from the date of transaction						Total
	Not due	Unbilled dues	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
a) MSME	37.48	-	55.82	1.54	0.63	16.07	111.54
b) Others	543.04	542.52	550.07	38.09	12.21	219.93	1,905.86
c) Disputed dues – MSME	-	-	-	-	-	-	-
e) Disputed dues- Others	-	-	-	-	-	-	-
Total	**580.52**	**542.52**	**605.89**	**39.63**	**12.84**	**236.00**	**2,017.40**

As at March 31, 2025	Outstanding for following periods from the date of transaction						Total
	Not due	Unbilled dues	Less than 1 year	1-2 years	2-3 years	More than 3 years	
a) MSME	52.83	-	58.13	6.61	1.17	6.93	125.67
b) Others	542.68	783.26	343.10	15.70	22.58	228.42	1,935.74
c) Disputed dues – MSME	-	-	-	-	-	-	-
e) Disputed dues- Others	-	-	-	-	-	-	-
Total	**595.51**	**783.26**	**401.23**	**22.31**	**23.75**	**235.35**	**2,061.41**

NOTE 21 OTHER CURRENT LIABILITIES

Particulars	**As at March 31, 2026**	As at March 31, 2025
a) Due to customers (Refer note 22.3)	35.02	20.69
b) Advances		
- from contractee	986.99	847.60
- towards sale of assets	20.20	20.20
- from scrap dealers	13.14	22.52
c) Statutory dues payable	45.46	85.22
Total other current liabilities	**1,100.81**	**996.23**

NOTE 22 REVENUE FROM OPERATIONS

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
a) Sale of products and services:		
- Contract revenue	3,645.91	4,618.58
b) Other operating revenue		
- Interest on arbitration awards	273.31	141.88
- Service fees	7.26	32.85
- Provision no longer required written back	10.77	7.74
	291.34	**182.47**
Total revenue from operations	**3,937.25**	**4,801.05**

(Amount in ₹ crore, unless otherwise stated)

NOTE 22 REVENUE FROM OPERATIONS ...Contd.

Disclosure in accordance with Ind AS 115 - Revenue from Contracts with Customers

Note 22.1 : Disaggregation of revenue - Company's entire business falls under one operational segment of 'Engineering and Construction'. Contract revenue represents revenue from Engineering and Construction contracts wherein the performance obligation is satisfied over a period of time. Further, the management believes that the nature, amount, timing and uncertainty of revenue and cash flows from all its contracts are similar. Accordingly, disclosure of revenue recognised from contracts disaggregated into categories has not been made.

Note 22.2 : Performance obligations - The aggregate amount of transaction price allocated to performance obligations that are unsatisfied as at the end of reporting period is ₹12,971 crore (March 31, 2025: ₹11,852 crore). Most of Company's contracts have a life cycle of three to five years. Management expects that around 40%- 50% of the transaction price allocated to unsatisfied contracts as on March 31, 2026 will be recognised as revenue during next reporting period depending upon the progress on each contracts. The remaining amounts are expected to be recognised over the next two years. The amount disclosed above does not include variable consideration.

Note 22.3 Contract balances - Movement in contract balances during the year:

Particulars	Contract Assets (unbilled work-in-progress) (Refer note 14)	Contract Liabilities (due to customers) (Refer note 21)	Net Contract balances
Balance as at April 01, 2024	**2,069.17**	**30.16**	**2,039.01**
Net increase/(decrease)	75.68	(9.47)	85.15
Balance as at March 31, 2025	**2,144.85**	**20.69**	**2,124.16**
Net increase/(decrease)	(205.50)	14.33	(219.83)
Balance as at March 31, 2026	**1,939.35**	**35.02**	**1,904.33**

a) Decrease in contract assets is primarily due to higher certification of progress bills and revision in cost to completion during the year. Further, contract liability has increased due to lesser recognition of revenue as compared to progress bills raised during the year.

b) Revenue recognised during the year from opening balance of contract liability (i.e. due to customers) amounts to ₹15.54 crore (March 31, 2025: ₹16.82 crore).

c) Revenue recognised during the year from the performance obligation satisfied upto previous year amounts to ₹507.94 crore (March 31, 2025: ₹217.23 crore).

Note 22.4 : Out of the total revenue recognised during the year, ₹3,926.48 crore (March 31, 2025: ₹4,793.31 crore) is recognised over a period of time and ₹10.77 crore (March 31, 2025: ₹7.74 crore) is recognised at a point in time.

Note 22.5 : There are no reconciliation items between revenue from contracts with customers and revenue recognised with contract price.

Note 22.6 : Cost to obtain or fulfil the contract:

a) Amount of amortisation recognised in Statement of Profit and Loss during the year : Nil

b) Amount recognised as contract assets as at March 31, 2026 : Nil

NOTE 23 OTHER INCOME

Particulars		Year ended March 31, 2026	Year ended March 31, 2025
a)	Interest income from financial assets at amortised cost	57.32	53.07
b)	Other non-operating income		
	- Profit on disposal of property, plant and equipment (net)	16.66	3.59
	- Financial guarantee commission	16.67	19.89
	- Plant hire income	1.04	11.58
	- Exchange gain (net)	7.30	3.67
	- Profit on sale of investment (Refer note 37.3)	-	5.62
	- Miscellaneous	0.36	0.61
Total other income		**99.35**	**98.03**

NOTE 24 COST OF MATERIALS CONSUMED

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Stock at beginning of the year (Refer note 11(a))	119.68	123.42
Add: Purchases	552.34	611.04
	672.02	**734.46**
Less: Sale of scrap and unserviceable material	(21.18)	(50.56)
	650.84	**683.90**
Less: Stock at the end of the year (Refer note 11(a))	(124.33)	(119.68)
Total cost of materials consumed	**526.51**	**564.22**

NOTE 25 EMPLOYEE BENEFITS EXPENSE

Particulars		Year ended March 31, 2026	Year ended March 31, 2025
a)	Salaries and wages	303.92	286.01
b)	Contribution to provident and other funds (Refer note 35(B))	14.80	16.92
c)	Staff welfare	12.70	13.71
d)	Share based payment expense	0.00*	0.08
Total employee benefits expense		**331.42**	**316.72**

* represents amount less than ₹1 lakh.

NOTE 26 FINANCE COSTS

Particulars		Year ended March 31, 2026	Year ended March 31, 2025
a)	**Interest expense on:**		
	- debentures	305.69	363.44
	- term loans	9.13	12.35
	- advance from contractee	68.09	75.51
	- others	1.79	11.58
b)	**Other borrowing costs**		
	- guarantee commission	43.22	33.30
	- other finance charges	8.38	10.18
Total finance costs		**436.30**	**506.36**

(Amount in ₹ crore, unless otherwise stated)

NOTE 27 DEPRECIATION AND AMORTISATION EXPENSE

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
a)	Depreciation of tangible assets (Refer note 3A)	25.20	64.65
b)	Depreciation of right-of-use assets (Refer note 3B & 40)	-	-
c)	Amortisation of intangible assets (Refer note 4)	-	-
Total depreciation and amortisation expense		**25.20**	**64.65**

NOTE 28 OTHER EXPENSES

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
a)	Stationery, postage, telephone and advertisement	8.12	5.58
b)	Travelling and conveyance	37.00	40.58
c)	Professional fees	69.89	81.17
d)	Rates and taxes	53.37	68.34
e)	Power, fuel and water	120.10	128.51
f)	Insurance	35.29	36.94
g)	Rent (Refer note 40)	73.57	60.34
h)	Loss allowance on financial assets (Refer note 38 (ii) (a))	5.34	4.54
i)	Repairs and maintenance- building	4.74	4.97
j)	Repairs and maintenance- others	0.99	1.21
k)	IT support and computer maintenance	16.70	12.35
l)	Payment to auditors (Refer note 28.1 to 28.3)	1.72	1.90
m)	Donation to political party (Refer note 28.4)	12.50	-
n)	Miscellaneous expenses	33.42	20.08
Total other expenses		**472.75**	**466.51**

Note 28.1 : Payment to auditor

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
i)	Statutory audit and limited review	1.21	1.44
ii)	Tax audit fees	0.14	0.14
iii)	Certification fees	0.34	0.16
iv)	Reimbursement of out of pocket expenses	0.03	0.16
Total		**1.72**	**1.90**

Note 28.2 : Includes payment made to predecessor auditor as under:

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
i)	Statutory audit and limited review	-	0.35
ii)	Certification fees	-	0.09
iii)	Reimbursement of out of pocket expenses	-	0.15
Total		**-**	**0.59**

NOTE 28 OTHER EXPENSES...Contd.

Note 28.3 : Excludes 0.03 (previous year- Nil) towards fees for certifications relating to Right Issue of equity shares and ₹Nil (previous year- ₹0.33 crore) towards fees for certifications relating to Qualified Institutional Placement of equity shares not been charged to income statement as the same is netted off against Securities premium.

Note 28.4 : During the current year, the Company has made contribution to Bhartiya Janta Party of ₹12.50 crore (March 31, 2025 : Nil) in compliance with the provisions of Section 182 of the Companies Act, 2013.

Note 28.5 : The Company is not liable to incur any expenses on Corporate Social Responsibility as per section 135 of the Companies Act, 2013.

NOTE 29 EXCEPTIONAL ITEMS -GAIN (NET)

	Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
a)	Gain on Reversal of guarantee liability (Refer note 29.1)	49.09	-
b)	Impact of changes in labour law (Refer note 29.2)	(11.28)	-
c)	Impairment of financial assets (Refer note 29.3)	(35.63)	-
Total exceptional items - gain (net)		**2.18**	**-**

Note 29.1 : In prior years, pursuant to a resolution plan agreed with its lenders, the Company transferred certain debt obligations to Prolific Resolution Private Limited ('PRPL'). PRPL, in turn, issued and allotted non-convertible debentures aggregating to ₹2,854.40 crore to its lenders. During the current year, following receipt of requisite approvals from PRPL's lenders, its Board of Directors, and other relevant stakeholders, the corporate guarantee was reduced from 100% of the outstanding debt to ₹570.88 crore, equivalent to 20% of the principal debt amount. Consequently, the Company has written back ₹49.09 crore from the liability earlier recognized in respect of the corporate guarantee, in accordance with the requirements of Ind AS 109 'Financial Instruments' and the same has been shown as gain under "Exceptional items" for the year ended March 31, 2026.

Note 29.2 : Effective November 21, 2025, the Government of India consolidated 29 existing labour regulations into four Labour codes, namely, The Code on Wages, 2019, The Industrial Relations Code, 2020, The Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, collectively referred to as the 'New Labour Codes'. In accordance with the requirements of Ind AS 19 'Employee Benefits', these changes have resulted in an estimated increase in the past service cost of gratuity and compensated absence by ₹11.28 crore. Considering that the enactment of the new legislation is a non-recurring event, the Company has presented this one-time charge under 'Exceptional Item' for the year ended March 31, 2026. The Company continues to monitor the finalisation of the Central and State Rules and clarifications from the Government on the New Labour Codes and shall provide appropriate accounting effect based on such developments, as necessary.

Note 29.3 : The Company carries its investment in HRL Thane Real Estate Limited ('HRL Thane'), a wholly owned subsidiary of the Company, in the books considering the underlying net asset value, primarily comprising land held by HRL Thane. During the current year, the HRL Thane has executed a Memorandum of Understanding for sale of the land at a value lower than earlier assessed estimates. Accordingly, the Company reviewed the carrying value of its investment and recognized an impairment charge of ₹35.63 crore as an exceptional item for the year ended March 31, 2026.

NOTE 30 EARNINGS PER SHARE (EPS)

Particulars			Year ended March 31, 2026	Year ended March 31, 2025
Basic and diluted earnings per share has been computed as under:				
a)	Net profit as per the Statement of Profit and Loss available for equity shareholders	₹crore	205.81	84.92
b)	Weighted average number of equity shares for calculating basic earning per share	Nos.	2,208,795,543	1,938,641,910
c)	Effect of dilution on account of employee stock option issued	Nos.	-	122,704
d)	Weighted average number of equity shares for calculating diluted earning per share (b+c)	Nos.	2,208,795,543	1,938,764,614
e)	Earning per share (Refer note 15.6)			
	- Basic (a/b)	₹per share	0.93	0.44
	- Diluted (a/d)	₹per share	0.93	0.44

NOTE 31 CONTINGENT LIABILITIES AND COMMITMENTS

A. Contingent liabilities

Particulars		As at March 31, 2026	As at March 31, 2025
a)	Claims against the Company not acknowledged as debts	2.99	3.65
b)	Income tax liability that may arise in respect of matters in which the Company is in appeals	11.80	11.45
c)	Indirect tax liability that may arise in respect of matters in which the Company is in appeals	4.71	159.38

Note 31.1 It is not practicable for the Company to estimate the timings of cash outflows, if any, in respect of the above pending resolution of the respective proceedings. The Company does not expect any reimbursements in respect of the above contingent liabilities. Future cash outflows in respect of the above are determinable only on receipt of judgments/decisions pending with various forums/authorities. The Company does not expect any outflow of economic resources in respect of the above and therefore no provision is made in respect thereof.

B. Commitments

Particulars	As at March 31, 2026	As at March 31, 2025
Capital commitments (net of advances)	147.96	14.41

Note 32 : As at March 31, 2026, the Company has an investment (including deemed investments) in its wholly owned subsidiary, HCC Infrastructure Company Limited ('HICL') amounting to ₹1,152.77 crore (March 31, 2025: ₹1,294.33 crore). While the consolidated net worth of HICL as at March 31, 2026 has been substantially eroded, the management has assessed the fair value of HICL based on a valuation report from an independent valuation expert at year ended March 31, 2026. The valuation includes significant judgements and estimates in respect of future business plans, outcome of litigations for favourable arbitration awards and expected share of future revenues of erstwhile subsidiaries. Accordingly, based on the aforementioned valuation report, management believes that the recoverable amount of investment in HICL is higher than its carrying value.

Note 33 : Unbilled work-in-progress (contract assets), current trade receivables and non-current trade receivables outstanding as on March 31, 2026, includes ₹115.71 crore, ₹24.21 crore and ₹57.52 crore, respectively (March 31, 2025: includes ₹308.59 crore, ₹214.27 crore and ₹57.52 crore, respectively), representing receivables from customers based on the terms and conditions implicit in the contracts and other receivables in respect of closed/substantially closed projects of the Company. These receivables are mainly in respect of the cost over-run arising due to client caused delays, deviation in design and change in scope of work, for which the Company is at various stages of negotiation/discussion with the clients or under arbitration/litigation. Considering the contractual tenability, progress of negotiations/discussions/arbitration/litigations and as legally advised in certain contentious matters, the Company is confident that these receivables are good and fully recoverable.

(Amount in ₹ crore, unless otherwise stated)

NOTE 34 INTERESTS IN OTHER ENTITIES

Joint operations (unincorporated entities)

The Company's share of interest in joint operations is set out below:

Name of the entity	% of ownership interest held by the Company		Name of Joint Operator	Principal place of Business	Principal activities
	As at March 31, 2026	As at March 31, 2025			
HCC-TPL Indore Metro Joint Venture	55.00	-	Tata Projects Limited	India	Construction
TPL-HCC Bhivpuri PSP Joint Venture	50.00	-	Tata Projects Limited	India	Construction
HCC- HDC Joint Venture	55.00	55.00	Hyundai Development Company	India	Construction
Kumagai- Skanska- HCC- Itochu Joint Venture	19.60	19.60	Skanska International Civil Engineering AB, Kumagai Gumi Co. Ltd. & Itochu Corporation	India	Construction
HCC- L&T Purulia Joint Venture	57.00	57.00	Larsen and Toubro Limited	India	Construction
Alpine- Samsung- HCC Joint Venture	33.00	33.00	Alpine Bau GMBH & Samsung Corporation	India	Construction
Nathpa Jhakri Joint venture	40.00	40.00	Impregilio-Spa, Italy	India	Construction
Alpine- HCC Joint Venture	49.00	49.00	Alpine Bau GMBH	India	Construction
HCC- Samsung Joint Venture	50.00	50.00	Samsung C&T Corporation	India	Construction
HCC- VCCL Joint Venture	50.00	50.00	Vensar Constructions Company Limited	India	Construction

Note 34.1 Classification of joint arrangements

The aforementioned entities are joint arrangements whereby the parties that have joint control of the arrangement (i.e. joint operators) have rights to the assets, and obligations for the liabilities, relating to the arrangement. The Company (i.e. Joint Operator) recognises its direct right to assets, liabilities, revenue and expenses of Joint Operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses and are incorporated in the standalone financial statements under the respective financial statement line item.

Particulars	**As at March 31, 2026**	As at March 31, 2025
Note 34.2 Summarised balance sheet (Company's share)		
Total assets	371.41	146.24
Total liabilities	277.11	76.55
Note 34.3 Contingent liability/capital commitment as at reporting date (Company's share)		
Contingent liability	7.99	7.99
Capital and other commitment	9.06	-

Particulars	**Year Ended March 31, 2026**	Year Ended March 31, 2025
Note 34.4 Summarised statement of profit and loss (Company's share)		
Revenue from operations	420.07	321.34
Other income	0.97	0.71
Total expenses (including taxes)	378.53	318.06

(Amount in ₹ crore, unless otherwise stated)

NOTE 35 DISCLOSURE RELATING TO EMPLOYEE BENEFITS AS PER IND AS 19 'EMPLOYEE BENEFITS

(A) Defined benefit obligations

I Gratuity (unfunded)

	Particulars		As at March 31, 2026	As at March 31, 2025
(a)	**Changes in defined benefit obligations**			
	Present value of obligation at the beginning of the year		40.34	29.31
	Interest cost		2.84	2.06
	Current service cost		3.79	2.05
	Past service cost		9.11	8.70
	Remeasurements- Net actuarial loss/(gain)		(0.05)	1.64
	Benefits paid		(4.49)	(3.42)
	Present value of obligation at the end of the year		**51.54**	**40.34**
(b)	**Expenses recognised in the Statement of Profit and Loss**			
	Interest cost		2.84	2.06
	Current service cost		3.79	2.05
	Past service cost		9.11	8.70
	Total		**15.74**	**12.81**
(c)	**Remeasurement loss/(gain) recognised in OCI**			
	Actuarial changes arising from changes in financial assumptions		(1.49)	0.96
	Experience adjustments		1.44	0.68
	Total		**(0.05)**	**1.64**
(d)	**Actuarial assumptions**			
	i)	**Economic assumptions:**		
		Discount rate	6.89% p.a.	6.55% p.a.
		Salary escalation rate	6.00% p.a.	6.00% p.a.
	ii)	**Demographic assumptions:**		
		Mortality rate	Indian assured lives mortality 2012-14 (Urban)	Indian assured lives mortality 2012-14 (Urban)
	Average future working lifetime		4 years	4 years
	Attrition rate :			
	-	For services 4 years and below	8.00% p.a.	8.00% p.a.
	-	For services 5 years and above	4.00% p.a.	4.00% p.a.

The estimates of future salary increases, considered in actuarial valuation, is on account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

NOTE 35 DISCLOSURE RELATING TO EMPLOYEE BENEFITS AS PER IND AS 19 'EMPLOYEE BENEFITS' ...Contd.

e) Quantities sensitivity analysis for significant assumption is as below:

Sensitivity for significant actuarial assumptions is computed by varying one actuarial assumption used for the valuation of the defined benefit obligation, keeping all other actuarial assumptions constant. The significant actuarial assumptions are discount rate, salary escalation rate, and attrition rate.

The methods and type of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
i. Impact of change in discount rate on defined benefit obligations:		
Present value of obligation at the end of the year		
a) Impact due to increase of 1%	(1.97)	(1.48)
b) Impact due to decrease of 1%	2.17	1.63
ii. Impact of change in salary on defined benefit obligations:		
Present value of obligation at the end of the year		
a) Impact due to increase of 1%	2.17	1.62
b) Impact due to decrease of 1%	(2.01)	(1.50)
iii. Impact of change in attrition rate:		
Present value of obligation at the end of the year		
a) Impact due to increase of 1%	0.03	0.00*
b) Impact due to decrease of 1%	(0.04)	0.00*

*Represent Amount less than ₹ 1 Lakh.

Sensitivities due to mortality are not material and hence the impact of change due to these are not calculated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting year) has been applied when calculating the provision for defined benefit plan recognised in the Balance Sheet.

The method and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous years.

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it provides an approximation of the sensitivity of the assumptions shown.

Risk exposure:

The defined plan is exposed to a number of risks, the most significant of which are detailed below:

i. **Salary increases -** Actual salary increases will increase the plan's liability. Increase in salary increase rate assumption in future valuations will also increase the liability.

ii. **Discount rate -** Reduction in discount rate in subsequent valuations can increase the plan's liability.

iii. **Mortality and disability -** Actual deaths and disability cases proving lower or higher than assumed in the valuation can impact the liabilities.

(f) Maturity analysis of defined benefit obligation

Particulars	**As at March 31, 2026**	As at March 31, 2025
Within the next 12 months	11.67	9.43
Between 2 and 5 years	24.96	18.42
Over 5 years	35.72	27.00

NOTE 35 DISCLOSURE RELATING TO EMPLOYEE BENEFITS AS PER IND AS 19 'EMPLOYEE BENEFITS'...Contd.

II. Provident fund

In respect of certain employees, provident fund contributions are made to a trust administered by the Company. The interest rate payable to the members of the trust shall not be lower than the statutory rate of interest declared by the Central Government under the Employees Provident Funds and Miscellaneous Provisions Act, 1952 and shortfall, if any, shall be made good by the Company. Accordingly, the contribution paid or payable and the interest shortfall, if any, is recognised as an expense in the period in which services are rendered by the employee.

In accordance with an actuarial valuation of provident fund liabilities on the basis of guidance issued by Actuarial Society of India and based on the assumptions as mentioned below, there is no deficiency in the interest cost as the present value of the expected future earnings of the fund is greater than the expected amount to be credited to the individual members based on the expected guaranteed rate of interest of Government administered provident fund.

The details of fund and plan assets are given below:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Fair value of plan assets	211.90	198.96
Present value of defined benefit obligations	213.57	194.01
Net excess/(short) of plan assets over defined benefit obligations	**(1.67)**	**4.95**

The principal assumptions used in determining the present value obligation of interest guarantee under the deterministic approach are as follows:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Discount rate	6.89% p.a.	6.55% p.a.
Guaranteed rate of return (Refer note below)	8.25% p.a.	8.25% p.a.

Notes:

The plan assets have been primarily invested in Government securities and corporate bonds.

(B) Defined contribution plans

The Company has recognised the following amounts in the Statement of Profit and Loss (Refer note 25):

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
(a) Contribution to provident fund	12.37	14.25
(b) Contribution to superannuation fund	2.43	2.67
	14.80	**16.92**

(C) Liabilities for leave obligations

The leave obligations cover the Company's liability for sick and privilege leaves. The amount of provision with respect to leave obligation is ₹14.66 crore (March 31, 2025 ₹13.45 crore).

(D) Current/non-current classification

Particulars	**As at March 31, 2026**	As at March 31, 2025
(i) Gratuity		
- Current	11.73	9.43
- Non-current	39.81	30.91
	51.54	**40.34**
(ii) Leave entitlement and compensated absences		
- Current	3.11	2.86
- Non-current	11.55	10.59
	14.66	**13.45**

(Amount in ₹ crore, unless otherwise stated)

NOTE 36 FAIR VALUE

The fair value of the financial assets are included at amounts at which the instruments could be exchanged in a current transaction between willing parties other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair value:

(i) Fair value of cash and short term deposits, trade and other short term receivables, trade payables, other current liabilities, approximate their carrying amounts largely due to the short-term maturities of these instruments.

(ii) Financial instruments with fixed and variable interest rates are evaluated by the Company based on parameters such as interest rates and individual credit worthiness of the counterparty. Based on this evaluation, allowances are taken to account for the expected losses of these receivables.

(A) Financial instruments by category

The carrying value and fair value of financial instruments by categories were as follows:

As at March 31, 2026

Particulars	Refer note	Amortised cost	Fair value through profit or loss	Fair value through Other Comprehensive Income	Total carrying value
Assets:					
Investment in subsidiaries and joint venture#	5	-	-	-	-
Investments in equity shares (unquoted)	5A	-	-	13.90	13.90
Investments in equity shares (quoted)	5A	-	-	4.47	4.47
Deemed investment on fair valuation of corporate guarantee	5	-	83.22	-	83.22
Trade receivables	6	3,428.03	-	-	3,428.03
Loans	7	677.03	-	-	677.03
Other financial assets	8	308.42	-	-	308.42
Cash and cash equivalents	12	306.03	-	-	306.03
Bank balances other than cash and cash equivalents	13	51.64	-	-	51.64
Liabilities:					
Borrowings	17	803.29	24.92	-	828.21
Other financial liabilities	18	1,766.91	9.58	-	1,776.49
Trade payables	20	2,017.40	-	-	2,017.40

As at March 31, 2025

Particulars	Refer note	Amortised cost	Fair value through profit or loss	Fair value through Other Comprehensive Income	Total carrying value
Assets:					
Investment in subsidiaries and joint venture#	5	-	-	-	-
Investments in equity shares (unquoted)	5A	-	-	25.47	25.47
Investments in equity shares (quoted)	5A	-	-	5.60	5.60
Deemed investment on fair valuation of corporate guarantee	5	-	83.22	-	83.22
Trade receivables	6	3,012.23	-	-	3,012.23
Loans	7	256.27	-	-	256.27
Other financial assets	8	299.98	-	-	299.98
Cash and cash equivalents	12	545.47	-	-	545.47
Bank balances other than cash and cash equivalents	13	111.35	-	-	111.35
Liabilities:					
Borrowings	17	1,480.46	25.28	-	1,505.74
Other financial liabilities	18	2,210.78	68.04	-	2,278.82
Trade payables	20	2,061.41	-	-	2,061.41

#Investments in subsidiaries classified as equity investments have been accounted at historical cost. Since these are scope out of Ind AS 109 for the purposes of measurement, the same have not been disclosed in the above tables.

(Amount in ₹ crore, unless otherwise stated)

NOTE 36 FAIR VALUE...Contd.

B Fair value hierarchy

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

The following table presents fair value hierarchy of assets and liabilities measured at fair value on a recurring basis:

Particulars	March 31, 2026			March 31, 2025		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
Assets						
Investments in equity shares (quoted)	4.47	-	-	5.60	-	-
Investments in equity shares (unquoted)	-	13.90	-	-	25.47	-
Deemed investment on fair valuation of corporate guarantee	-	-	83.22	-	-	83.22
Liabilities						
Borrowing	-	-	24.92	-	-	25.28
Other financial liabilities	-	-	9.58	-	-	68.04

NOTE 37 DISCLOSURE IN ACCORDANCE WITH IND-AS 24 RELATED PARTY TRANSACTIONS

A. Names of related parties and nature of relationship

Sr. No.	Name of the entity	Country of incorporation	Company's holding (Refer note 37.1) As at March 31, 2026	Company's holding (Refer note 37.1) As at March 31, 2025	Subsidiaries of
a)	**Subsidiaries**				
	Panchkutir Developers Limited	India	100.00	100.00	Hindustan Construction Company Limited
	HCC Contract Solutions Limited	India	100.00	100.00	Hindustan Construction Company Limited
	Highbar Technologies Limited	India	100.00	100.00	Hindustan Construction Company Limited
	HCC Infrastructure Company Limited	India	100.00	100.00	Hindustan Construction Company Limited
	HRL Township Developers Limited	India	100.00	100.00	Hindustan Construction Company Limited
	Maan Township Developers Limited	India	100.00	100.00	Hindustan Construction Company Limited
	Narmada Bridge Tollway Limited	India	100.00	100.00	HCC Infrastructure Company Limited
	Badarpur Faridabad Tollway Limited	India	100.00	100.00	HCC Infrastructure Company Limited
	HCC Mauritius Enterprises Limited	Mauritius	100.00	100.00	Hindustan Construction Company Limited
	HCC Mauritius Investment Limited	Mauritius	100.00	100.00	Hindustan Construction Company Limited
	HRL (Thane) Real Estate Limited	India	100.00	100.00	Hindustan Construction Company Limited
	HCC Operations and Maintenance Limited (Upto September 30, 2025)	India	-	100.00	HCC Infrastructure Company Limited (Refer note 37.2)
	Raiganj-Dalkhola Highways Limited (upto February 14, 2025)	India	-	-	HCC Infrastructure Company Limited (Refer note 37.5)

SUMMARY OF MATERIAL ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION TO THE STANDALONE FINANCIAL STATEMENTS AS AT AND FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

NOTE 37 DISCLOSURE IN ACCORDANCE WITH IND-AS 24 RELATED PARTY TRANSACTIONS...Contd.

Sr. No.	Name of the entity	Country of incorporation	Company's holding (Refer note 37.1)		Subsidiaries of
			As at March 31, 2026	As at March 31, 2025	
	Western Securities Limited (upto August 14, 2024)	India	-	-	Hindustan Construction Company Limited (Refer note 37.3)
	H56 Immo AG (Formerly known as Steiner Eagle AG) (w.e.f. December 20, 2024)	Switzerland	100.00	100.00	HCC Mauritius Enterprises Limited 66% and HCC Mauritius Investments Limited 34% (Refer note 37.4)
	Steiner Promotions et Participations SA (Upto December 20, 2024)	Switzerland	-	-	Steiner AG (Refer note 37.4)
	VM + ST AG (Upto December 20, 2024)	Switzerland	-	-	Steiner AG (Refer note 37.4)
	Manufakt8048 AG (Upto December 20, 2024)	Switzerland	-	-	Steiner Promotions et Participations SA (Refer note 37.4)
	Steiner Projekte (w.e.f February 19, 2024 and Upto December 20, 2024)	Switzerland	-	-	Steiner AG (Refer note 37.4)
	Steiner (Deutschland) GmbH (Upto December 20, 2024)	Germany	-	-	Steiner AG (Refer note 37.4)
	Steiner India Limited (Upto December 20, 2024)	India	-	-	Steiner AG (Refer note 37.4)
	Steiner AG (Upto December 20, 2024)	Switzerland	-	-	HCC Mauritius Enterprises Limited 66% and HCC Mauritius Investment Limited 34% (Refer note 37.4)
b)	**Joint Venture**				
	Prolific Resolution Private Limited	India	49.00	49.00	Hindustan Construction Company Limited
c)	**Associates**				
	Highbar Technocrat Limited	India	49.00	49.00	Highbar Technologies Limited
	Evostate AG (Upto December 20, 2024)	Switzerland	-	-	Steiner AG (Refer note 37.4)
	MCR Managing Corp. Real Estate (Upto December 20, 2024)	Switzerland	-	-	Steiner AG (Refer note 37.4)
	Evostate Immobilien AG (Subsidiary of Evostate AG) (Upto December 20, 2024)	Switzerland	-	-	Steiner AG (Refer note 37.4)
	Hegias AG, Zurich (Upto December 20, 2024)	Switzerland	-	-	Steiner AG (Refer note 37.4)

(Amount in ₹ crore, unless otherwise stated)

NOTE 37 DISCLOSURE IN ACCORDANCE WITH IND-AS 24 RELATED PARTY TRANSACTIONS...Contd.

d) Other related parties with whom the Company has transactions during the year

Name	Relationship
Shalaka Gulabchand Dhawan	Daughter of Chairman and Non-Executive Director and Wife of Vice Chairman and Managing Director
Seeberg Private Limited	Other related party
Seamarine Investments Private Limited	Other related party
HCC Employee's Provident Fund (Refer note 35(B)(a) for transaction related to post-employment contribution plan	Post-employment contribution plan

Notes:

37.1 Company's holding including holding through subsidiary companies.

37.2 During the current year, pursuant to Scheme of Amalgamation, the National Company Law Tribunal, Mumbai has approved the merger of HCC Operations and Maintenance Limited (HOML), a step-down subsidiary of the Company with Badarpur Faridabad Tollway Limited (BFTL), another step-down subsidiary of the Company with the appointed date as April 1, 2024. Both the Companies have completed the regulatory filing (Form INC-28) on September 30, 2025.

37.3 During the previous year, the Company has sold its entire shareholding in Western Securities Limited ('WSL'), a subsidiary of the Company. Consequently, WSL has ceased to be a subsidiary of the Company w.e.f. August 14, 2024. The Company has recognised a gain of ₹5.62 crore on this transaction which has been presented under the head "other income."

37.4 During the previous year, pursuant to moratorium, the Zurich District Court has passed an Order approving a scheme of arrangement in respect of Steiner AG ('SAG'), Switzerland, (including its subsidiaries, joint venture and associates), a material step down wholly owned subsidiary of the Company. This scheme which is approved by the Court based on recommendation of administrator covers a) Divestment of entire shareholding of SAG held by HCC Mauritius Investment Limited and HCC Mauritius Enterprises Limited, (collectively, 'HMILEL'), the wholly owned subsidiaries of the Company to Uniresolv SA, an affiliate of m3 Geneva ('Uniresolv SA') and, b) Divestment of entire shareholding of Steiner Development AG ('SDAG') by SAG to m3 Steiner Development SA, an affiliate of m3 Geneva ('m3SD') c) Divestment of Steiner India Limited ('SIL'), by SAG to Uniresolv SA, d) Asset transfer (receivables) to SAG's wholly owned subsidiary, H56 Immo AG (H56) (Formerly known as Steiner Eagle AG ('SEAG')) and the immediate subsequent divestment of H56 to Uniresolv SA. Further, pursuant to the aforesaid Court Order, HMILEL has acquired the entire equity shareholding in H56 from Uniresolv SA, against a swap of SAG shares and deferred payment of 5 million CHF. Accordingly, SAG along with its subsidiaries, joint venture and associates ceased to be part of the Company and H56 became direct subsidiary of HMILEL w.e.f. December 20, 2024. Further, pending transfer of shares of SIL by Uniresolv SA to HMILEL, SIL is not related party.

37.5 During the previous year, pursuant to Scheme of Amalgamation, the National Company Law Tribunal, Mumbai has approved the merger of Raiganj-Dalkhola Highways Limited (RDHL), a step-down subsidiary of the Company with HCC Infrastructure Company Limited (HICL), a subsidiary of the Company with the appointed date as 1st January 2024. As a result RDHL is ceased to be step-down subsidiary of the Company w.e.f. February 14, 2025 and merged with the HICL, a subsidiary of the Company.

(Amount in ₹ crore, unless otherwise stated)

NOTE 37 DISCLOSURE IN ACCORDANCE WITH IND-AS 24 RELATED PARTY TRANSACTIONS...Contd.

B. Key Management Personnel

Name	Designation
Mr. Ajit Gulabchand	Chairman and Non-Executive Director
Mr. Arjun Dhawan	Vice Chairman & Managing Director (w.e.f. June 26, 2025) Executive Vice Chairman (upto June 25, 2025)
Mr. Jaspreet Bhullar	Managing Director and Chief Executive Officer (Upto June 23, 2025)
Mr. Mukul Sarkar	Nominee Director
Mr. Ramesh Subramanyam	Independent Director (w.e.f. December 16, 2024)
Dr. Mita Dixit	Independent Director
Mr. Mahendra Singh Mehta	Independent Director
Mr. Santosh Janakiram Iyer	Independent Director
Mr. N. R. Acharyulu	Independent Director (Upto September 17, 2024)
Mr. Aditya Jain	Non-Executive Non-Independent Director
Mr. Arun Karambelkar	Independent Director (Upto November 02, 2025)
Mr. Rahul Shukla	Chief Financial Officer (w.e.f. June 01, 2025)
Mr. Girish Gangal	Chief Financial Officer (w.e.f. April 18, 2024 and upto May 31, 2025)
Mr. Rahul Rao	Chief Financial Officer (upto April 18, 2024)
Mr. Nitesh Kumar Jha	Company Secretary

C. Transactions with related parties:

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Revenue from operations		
- Subsidiaries		
- HCC Infrastructure Company Limited	22.13	105.81
Rental Income		
- Subsidiaries		
- HCC Infrastructure Company Limited	0.29	0.54
- Other related party		
- Seeberg Private Limited	0.02	0.02
	0.31	**0.56**
Interest income on inter corporate deposits		
- Subsidiaries		
- Highbar Technologies Limited	0.30	0.30
- HCC Mauritius Enterprise Limited	12.34	12.65
- HCC Mauritius Investment Limited	7.58	7.71
- Joint venture		
- Prolific Resolution Private Limited	14.79	-
	35.01	**20.66**
Finance income on corporate guarantees		
- Subsidiaries		
- HCC Mauritius Investment Limited	1.21	0.99
- HCC Mauritius Enterprise Limited	0.28	0.23
	1.49	**1.22**

(Amount in ₹ crore, unless otherwise stated)

NOTE 37 DISCLOSURE IN ACCORDANCE WITH IND-AS 24 RELATED PARTY TRANSACTIONS...Contd.

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Service income		
- Joint Venture		
- Prolific Resolution Private Limited	6.99	32.58
Receipt of reimbursement of expenses		
- Subsidiaries		
- HRL Township Developers Limited	0.60	-
Reimbursement of interest on fixed deposit		
- Joint Venture		
- Prolific Resolution Private Limited	1.15	-
Inter corporate deposit given		
- Joint Venture		
- Prolific Resolution Private Limited	400.00	-
Purchase of material		
- Subsidiaries		
- Steiner India Limited	-	0.99
Services received		
- Subsidiaries		
- Highbar Technologies Limited	2.64	2.59
- Western Securities Limited	-	0.26
- Associates		
- Highbar Technocrat Limited	2.94	3.19
	5.58	**6.04**
Inter corporate deposits recovered		
- Subsidiaries		
- HCC Infrastructure Company Limited	141.56	0.12
Sale of investment		
- Other Related Party		
- Seamarine Investments Private Limited	-	11
Transfer of beneficial interest in arbitration awards including advances		
- Subsidiaries		
- HCC Contract Solution Limited		
Arbitration award transferred (Assets)	1,979.09	-
Advances against award transferred (liabilities)	(1,979.09)	-
Remuneration paid/accrued to Key Management Personnel (Refer note i)		
(a) Short-term employee benefits		
- Mr. Ajit Gulabchand	1.38	2.79
- Mr. Arjun Dhawan	8.70	5.60
- Mr. Jaspreet Bhullar	3.40	3.79
- Mr. Girish Gangal	0.42	2.40
- Mr. Rahul Rao	-	0.10
- Mr. Nitesh Kumar Jha	0.73	0.69
- Mr. Rahul Shukla	1.41	-
	16.04	**15.37**

(Amount in ₹ crore, unless otherwise stated)

NOTE 37 DISCLOSURE IN ACCORDANCE WITH IND-AS 24 RELATED PARTY TRANSACTIONS...Contd.

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
(b) Post employment benefits		
- Mr. Ajit Gulabchand	0.20	0.21
- Mr. Arjun Dhawan	0.37	0.40
- Mr. Jaspreet Bhullar	0.09	0.31
- Mr. Rahul Rao	-	0.00*
- Mr. Nitesh Kumar Jha	0.02	0.02
- Mr. Rahul Shukla	0.05	-
	0.73	**0.94**
(c) Total remuneration		
- Mr. Ajit Gulabchand	1.58	3.00
- Mr. Arjun Dhawan	9.07	6.00
- Mr. Jaspreet Bhullar	3.49	4.10
- Mr. Girish Gangal	0.42	2.40
- Mr. Rahul Rao	-	0.10
- Mr. Nitesh Kumar Jha	0.75	0.71
- Mr. Rahul Shukla	1.46	-
	16.77	**16.31**
Remuneration paid/accrued		
- Other related parties		
- Mrs. Shalaka Gulabchand Dhawan	1.36	1.36
Directors' sitting fees paid/accrued		
- Key Management Personnel		
- Mr. Ajit Gulabchand	0.24	0.18
- Mr. N. R. Acharyulu	-	0.09
- Mr. Arun V. Karambelkar	0.03	0.06
- Mr. Santosh Jankiram Iyer	0.09	0.15
- Mr. Mahendra Singh Mehta	0.12	0.19
- Mr. Mukul Sarkar	0.04	0.06
- Dr. Mita Dixit	0.10	0.13
- Mr. Aditya Jain	0.10	0.10
- Mr. Ramesh Subramanyam	0.17	0.01
	0.89	**0.97**

*represents amount less than ₹1 lakh

D. Outstanding Balances

Particulars	**As at March 31, 2026**	As at March 31, 2025
Outstanding receivables		
Trade receivable (net of advances)		
- Subsidiaries		
- HCC Infrastructure Company Limited	29.44	406.88
Other receivables		
- Subsidiaries		
- Panchkutir Developers Limited	42.98	42.98
- HCC Infrastructure Company Limited	1.65	4.31
- HCC Mauritius Enterprise Limited	105.98	85.55
- HCC Mauritius Investment Limited	44.59	32.68
- HCC Contract Solutions Limited	0.03	0.03

(Amount in ₹ crore, unless otherwise stated)

NOTE 37 DISCLOSURE IN ACCORDANCE WITH IND-AS 24 RELATED PARTY TRANSACTIONS...Contd.

Particulars	As at March 31, 2026	As at March 31, 2025
- Highbar Technologies Limited	16.19	16.75
- Badarpur Faridabad Tollways Limited	0.23	0.21
- HCC Operation & Maintenance Limited	-	0.02
- HRL Township Developers Limited	0.69	-
	212.34	**182.53**
Security deposit receivable		
- Subsidiaries		
- HCC Infrastructure Company Limited	1.76	5.79
Inter corporate deposits (deemed investment)		
Subsidiaries		
- HCC Infrastructure Company Limited	1,150.53	1,292.09
- Maan Township Developers Limited	3.71	3.71
- HRL Township Developers Limited	0.08	0.08
- HRL (Thane) Real Estate Limited (net)	18.63	18.63
	1,169.16	**1,310.72**
Inter-corporate deposits receivables		
Subsidiaries		
- Highbar Technologies Limited	2.39	2.39
- HCC Mauritius Enterprise Limited	164.89	151.47
- HCC Mauritius Investment Limited	90.22	82.88
- Maan Township Developers Limited	19.12	19.12
- HRL Township Developers Limited	0.41	0.41
Joint venture		
- Prolific Resolution Private Limited	400.00	-
	677.03	**256.27**
Payable		
- Associates		
- Highbar Technocrat Limited	0.68	0.94
- Joint Venture		
- Prolific Resolution Private Limited	164.86	74.50
	165.54	**75.44**
Advance from contractee		
- Subsidiaries		
- HCC Infrastructure Company Limited	9.21	14.47
Outstanding balance of corporate guarantees given by Company		
- Subsidiaries		
- HCC Mauritius Enterprise Limited	56.21	46.12
- HCC Mauritius Investment Limited	241.11	197.90
- Joint Venture		
- Prolific Resolution Private Limited	570.88	3,820.03
	868.20	**4,064.05**

NOTE 37 DISCLOSURE IN ACCORDANCE WITH IND-AS 24 RELATED PARTY TRANSACTIONS...Contd.

Particulars	**As at March 31, 2026**	As at March 31, 2025
Remuneration payable(net) (Refer note i)		
- Key Management Personnel		
- Mr. Ajit Gulabchand	0.05	0.06
- Mr. Arjun Dhawan	2.26	0.25
- Mr. Jaspreet Bhullar	-	0.11
- Mr. Girish Gangal	-	0.21
- Mr. Nitesh Kumar Jha	0.04	0.05
- Mr. Rahul Shukla	0.05	-
- Other related parties		
- Mrs. Shalaka Gulabchand Dhawan	0.07	0.11
	2.47	**0.79**

Notes:

(i) The above figure does not include provisional gratuity liability valued by an actuary, as separate figures are not available.

(ii) All related party transactions entered during the year were in ordinary course of the business and are on arm's length basis.

NOTE 38 FINANCIAL RISK MANAGEMENT

The Company's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Company's focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance.

i Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, foreign currency risk and other price risk, such as equity price risk. Major financial instruments affected by market risk includes loans and borrowings.

a) Interest rate risk

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. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's total debt obligations with floating interest rates.

The Company's total debt obligation with floating interest rate as on March 31, 2026 is ₹44.56 crore (March 31, 2025; ₹52.87 crore).

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected. With all other variables held constant, the Company's profit/(loss) before tax is affected through the impact on floating rate borrowings, as follows:

The assumed movement in basis points for the interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility than in prior years.

Particulars	**As at March 31, 2026**	As at March 31, 2025
Increase in basis points	100 basis points	100 basis points
Effect on profit/(loss) before tax, increase by	(0.45)	(0.53)
Decrease in basis points	100 basis points	100 basis points
Effect on profit/(loss) before tax, decrease by	0.45	0.53

NOTE 38 FINANCIAL RISK MANAGEMENT...Contd.

b) Foreign currency risk

Although, the exchange rate between the rupee and foreign currencies has changed in recent years, it has not materially affected the results of the Company. The Company evaluates exchange rate exposure arising from foreign currency transaction and follows established risk management policies.

Foreign currency risk from financial instruments:

As at March 31, 2026 (currency in crore)

Particulars	USD	EUR	SEK	CHF	Others
Assets					
Inter corporate deposits and interest thereon	4.37	-	-	-	-
Advance to suppliers	0.00*	0.00*	-	-	-
Bank balances (including deposit account)	0.00*	0.00*	-	-	-
Trade receivables	0.00*	0.13	-	-	-
	4.37	**0.13**	**-**	**-**	**-**
Liabilities					
Borrowings	0.74	-	-	-	-
Advance from contractee	-	0.62	-	-	-
Interest accrued and due	0.43	-	-	-	-
Trade payables	0.02	0.13	-	-	-
	1.19	**0.75**	**-**	**-**	**-**
Net assets/(liabilities)	**3.18**	**(0.62)**	**-**	**-**	**-**

As at March 31, 2025 (currency in crore)

Particulars	USD	EUR	SEK	CHF	Others
Assets					
Inter corporate deposits and interest thereon	4.14	-	-	-	-
Advance to suppliers	0.00*	0.01	-	0.01	0.02
Bank balances (including deposit account)	0.00*	0.00*	-	-	-
Trade receivables	0.00*	0.12	-	-	-
	4.14	**0.13**	**-**	**0.01**	**0.02**
Liabilities					
Borrowings	0.91	-	-	-	-
Advance from contractee	-	0.62	-	-	-
Interest accrued and due	0.43	-	-	-	-
Trade payables	0.04	0.14	0.11	0.01	0.00*
	1.38	**0.76**	**0.11**	**0.01**	**0.00***
Net assets/ (liabilities)	**2.76**	**(0.63)**	**(0.11)**	**-**	**0.02**

*represents amount less than 1 lakh.

NOTE 38 FINANCIAL RISK MANAGEMENT...Contd.

Sensitivity analysis

A reasonably possible change in foreign exchange rates by 5% would have increased/(decreased) total equity and profit or loss by the amounts shown below. This analysis assumes that all other variables in particular interest rates remain constant.

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Increase in basis points	500 basis points	500 basis points
Effect on profit/(loss) before tax, increase by	11.29	8.77
Decrease in basis points	500 basis points	500 basis points
Effect on profit/(loss) before tax, decrease by	(11.29)	(8.77)

c) Equity price risk

The Company's listed and non-listed equity securities are susceptible to market price risk arising from uncertainties about future values of the investment securities. The Company manages the equity price risk through diversification and by placing limits on individual and total equity instruments. Reports on the equity portfolio are submitted to the Company's senior management on a regular basis. The Company's Board of Directors review and approve all equity investment decisions.

Exposure to:

i) unlisted equity securities at fair value through other comprehensive income is ₹13.90 crore (March 31, 2025: ₹25.47 crore).

ii) unlisted equity in subsidiaries and joint venture at cost of ₹1,411.46 crore (March 31, 2025: ₹1,588.65 crore).

Exposure to listed equity securities at fair value:

As at March 31, 2026, the exposure to listed equity securities at fair value is ₹4.47 crore (March 31, 2025: ₹5.60 crore). A movement (decrease/increase) of 10% in the value of listed securities could have an impact of approximately ₹0.45 crore (March 31, 2025: ₹0.56 crore) on the Other Comprehensive Income.

ii Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, financial assets. Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount.

a) Trade receivables (gross of provision)

Trade receivables are typically unsecured and are derived from revenue earned from two main classes of trade receivables i.e. receivables from Government promoted agencies and receivables from private third parties. A substantial portion of the Company's trade receivables are from Government promoted agencies having strong credit worthiness. For ageing analysis of the trade receivable, refer note 6.

Particulars	**As at March 31, 2026**		As at March 31, 2025	
	Amount	**%**	Amount	%
Trade receivables				
- from Government promoted agencies	3,293.40	94.52%	2,639.02	86.15%
- from private third parties	190.89	5.48%	424.13	13.85%
Total trade receivables (Refer note 6)	**3,484.29**	**100.00%**	**3,063.15**	**100.00%**

(Amount in ₹ crore, unless otherwise stated)

NOTE 38 FINANCIAL RISK MANAGEMENT...Contd.

Expected credit loss

In determining allowance for credit losses of trade receivables, the Company has used the practical expedient by computing the expected credit loss allowance based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information.

The movement of the allowance for lifetime expected credit loss is stated below:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Balance at the beginning of the year	50.92	46.38
Impairment allowance created during the year (Refer note 28)	5.34	4.54
Balance at the end of the year (Refer note 6)	**56.26**	**50.92**

b) Financial assets other than trade receivables

Financial assets other than trade receivables mainly comprise of cash and cash equivalents, bank balances other than cash and cash equivalents, loan to subsidiaries and other financial assets. The Company monitors the credit exposure on these financial assets on a case-to-case basis. Loans to subsidiaries are assessed for credit risk based on the underlying valuation of the entity and their ability to repay within the contractual repayment terms. Cash and cash equivalents and bank balances other than cash and cash equivalents are held with bank and financial institutions with good credit rating. Based on the Company's historical experience, the credit risk on other financial assets is also extremely low.

The following table gives details in respect of contract revenues generated within and outside India for the year ended:

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Revenue from external customers:		
India	3,911.81	4,771.98
Outside India	25.44	29.07
Total revenue from operations	**3,937.25**	**4,801.05**

Details of contract revenues generated from the top customer and top 5 customers :

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Revenue from top customer	833.92	1,444.25
Revenue from top five customers	1,830.15	2,765.82

For the year ended March 31, 2026, one (March 31, 2025: one) customers, individually, accounted for more than 10% of the revenue.

iii Liquidity risk

Liquidity is defined as the risk that the Company will not be able to settle or meet its obligations on time or at a reasonable price. The Company's treasury department is responsible for liquidity, funding as well as settlement management. In addition, processes and policies related to such risks are overseen by senior management. Management monitors the Company's net liquidity position through rolling forecasts on the basis of expected cash flows.

The table below provides details regarding the contractual maturities of significant financial liabilities:

Particulars	Less than 1 year#	1 - 5 years	More than 5 years	Total
As at March 31, 2026				
Borrowings (including interest accrued but not due)	479.90	1,339.62	223.43	2,042.95
Trade payables	1,740.69	276.71	-	2,017.40
Other financial liabilities	575.26	-	-	575.26
Total	**2,795.85**	**1,616.33**	**223.43**	**4,635.61**
As at March 31, 2025				
Borrowings (including interest accrued but note due)	966.53	1,936.85	343.07	3,246.45
Trade payables	1,668.54	392.87	-	2,061.41
Other financial liabilities	419.89	-	-	419.89
Total	**3,054.96**	**2,329.72**	**343.07**	**5,727.75**

#Includes loans repayable on demand.

NOTE 39 CAPITAL MANAGEMENT

The primary objective of the Company's capital management is to maximise the shareholder's wealth. The Company's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board of Directors monitor the return on capital employed as well as the level of dividend to shareholders.

The Company manages its capital structure and makes adjustments to it, in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio calculated as below:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Total debt (Refer note 39.1)	828.21	1,505.74
Less : cash and cash equivalents	(306.03)	(545.47)
Net debt (A)	**522.18**	**960.27**
Total equity excluding capital reserve (B)	3,071.49	1,900.85
Gearing ratio (A/B)	**0.17**	**0.51**

Note 39.1 : Excludes interest accrued ₹1,191.65 crore (March 31, 2025: ₹1,716.38 crore) on total debt of the Company.

Note 39.2 : In the long run, the Company's strategy is to maintain the gearing ratio of less than 1. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. In order to achieve this overall objective, the Company's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the borrowings that define the capital structure requirements.

NOTE 40 LEASES - IND AS 116

a) Right-of-use Assets and lease liabilities and cash outflow in respect of leased assets

The Company has not taken any assets on lease.

b) The Company recognised the following in the statement of profit and loss:

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Depreciation expense from right-of-use assets	-	-
Finance cost on lease liabilities	-	-
Rent expense pertaining to leases of low-value assets	-	-
Rent expense pertaining to leases with less than twelve months of lease term (Refer note 28)	73.57	60.34

(Amount in ₹ crore, unless otherwise stated)

NOTE 41 DISCLOSURE OF RATIOS

	Particulars	Formula for computation	Unit of Measurement	**As at and for the year ended March 31, 2026**	As at and for the year ended March 31, 2025
a)	Current Ratio	Current assets/Current liabilities	Times	1.23	1.30
b)	Debt Equity ratio	Debt/Equity	Times	0.27	0.79
c)	Debt Service Coverage Ratio	Earnings before interest^, depreciation and amortisation, exceptional items and tax)/(Interest^ on debt for the year + Principal repayment of borrowings and lease liabilities within one year)	Times	1.24	1.08
d)	Return on Equity Ratio	Profit/(loss) after tax/Average Net worth	Percentage	8.28%	6.05%
e)	Inventory Turnover Ratio	Cost of goods sold/Average inventory	Times	19.83	24.68
f)	Trade Receivables Turnover Ratio	Revenue from operations/Average trade receivables	Times	1.22	1.74
g)	Trade payables Turnover Ratio	Net purchases/Average Trade Payables	Times	1.24	1.62
h)	Net Working Capital Turnover Ratio	Revenue from operations/Average Working capital	Times	3.39	5.26
i)	Net Profit Ratio	Profit/(loss) after tax/Revenue from operations	Percentage	5.23%	1.77%
j)	Return on Capital Employed (ROCE)	EBITE/Capital employed	Percentage	14.94%	24.57%
k)	Return on Investment (ROI)	Interest income + Dividend income + Gain on fair value of current investment at Fair Value through Profit & Loss + Gain on Sale of Investment in Subsidiary/Average (Investment + Fixed deposit+ Loans Given)	N.A.	N.A.	N.A.

^Excludes interest on advance from customers.

NOTE 41.1 : REASON FOR CHANGE IN RATIO BY MORE THAN 25%

	Particulars	Variation	Reason for Variance in excess of 25%
a)	Current Ratio	-5.88%	Variation is less than 25%
b)	Debt Equity ratio	-65.96%	Owing to reduction in debt and increase in net worth on account of profit for the year and capital raised during the year.
c)	Debt Service Coverage Ratio	14.95%	Variation is less than 25%
d)	Return on Equity Ratio	36.80%	Owing to increase in net worth on account of capital raised during the year and increase in net profit after tax due to reduction in tax expense.
e)	Inventory Turnover Ratio	-19.63%	Variation is less than 25%
f)	Trade Receivables Turnover Ratio	-29.71%	Owing to reduction in turnover and increase in trade receivable.
g)	Trade payables Turnover Ratio	-23.72%	Variation is less than 25%
h)	Net Working Capital Turnover Ratio	-35.57%	Owing to reduction in turnover and increase in net working capital
i)	Net Profit Ratio	195.53%	Owing to increase in net profit for the year due to the reduction of tax expenses.
j)	Return on Capital Employed (ROCE)	39.20%	Owing to reduction in profit before interest and exceptional item and capital raised during the year.
k)	Return on Investment (ROI)	N.A.	N.A.

(Amount in ₹ crore, unless otherwise stated)

NOTE 41 DISCLOSURE OF RATIOS...Contd.

Note 41.2 : Definition of terms used

1) Debt = Non-current borrowings + Current borrowings
2) Net worth = Equity Share Capital + Other equity less capital reserve
3) EBITDA = Earnings before interest^, depreciation and amortisation, exceptional items and tax
4) Cost of goods sold = Cost of materials consumed + Subcontracting expenses
5) Net purchases = Purchases + Subcontracting expenses
6) Working Capital = Current assets- Current liabilities
7) EBITE = Earnings before interest, tax and exceptional items
8) Capital employed = Total equity + Non-current borrowings + Current borrowings

NOTE 42 DISCLOSURES REQUIRED PURSUANT TO IND AS 102 SHARE BASED PAYMENT

The Company has granted stock options under the HCC Employees Stock Option Scheme ('ESOS'). These options would vest based on the vesting conditions as per letter of grant executed between the Company and its employees. Each option when exercised would be converted into one fully paid up equity share of ₹1 each of the Company. The relevant details of the scheme, grant and activity under ESOS are summarised below:

Note 42.1 : The number, weighted average exercise prices and movements in share option:

Particulars	No. of Options	Exercise Price (₹)
Options outstanding as at April 01, 2024	**371,748**	**13.45**
Options granted during the year	-	-
Options forfeited/lapsed/expired during the year	-	-
Options exercised during the year (Refer note 15.8 (b))	185,874	13.45
Options outstanding as at March 31, 2025	**185,874**	**13.45**
Options outstanding as at April 01, 2025	185,874	13.45
Options granted during the year	-	-
Options forfeited/lapsed/expired during the year(Refer note 15.8 (a))	92,937	-
Options exercised during the year (Refer note 15.8 (a))	92,937	13.45
Options outstanding as at March 31, 2026	**-**	**-**

The weighted average of the remaining contractual life is Nil.

Note 42.2 : Fair value of the options has been calculated using Black Scholes Pricing Model. The following inputs were used to determine the fair value for options granted during the year:

Particulars	UOM	Key parameter
Vesting period	Years	3
Date of grant	Date	March 15, 2025
Market price	₹	14.85
Expected life	Years	1.00
Volatility	%	64.00
Risk free rate	%	7.36
Exercise price	₹	13.45
Dividend yield	%	NIL
Weighted average option fair value at grant date	₹	8.31

Note 42.3 : Expected volatility reflects assumption that the historical volatility over a year similar to the life of the options is indicative of future trends, which may not necessarily be the actual outcome.

(Amount in ₹ crore, unless otherwise stated)

NOTE 43 OTHER STATUTORY INFORMATION:

a) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company & its joint operations for holding any Benami property.

b) The Company does not have any transactions with struck off companies.

c) The Company does not have any charges or satisfaction which is yet to be registered with Registrar of Companies beyond the statutory period.

d) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.

e) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

   i) 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

   ii) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

f) The Company does not have any such transaction which is not recorded in the books of account that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

g) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

h) The Company has complied with the number of layers prescribed under the Companies Act, 2013.

i) The Company has not entered into any scheme of arrangement which has an accounting impact on the standalone financial statements for the current or previous year.

Note 44 The Company has compiled with the relevant provisions of the Foreign Exchange Management Act, 1999 (42 of 1999) and Companies Act, 2013, for above transactions and are not in violation of the Prevention of Money-Laundering Act, 2002 (15 of 2003).

Note 45 The Company is principally engaged in a single business segment viz. "Engineering and Construction". Also, refer note 38 (ii) b for information on revenue from major customers.

Note 46 Figures for the previous year have been regrouped/rearranged, wherever considered necessary, to confirm to current period's classification. The impact of such reclassification/regrouping is not material to the standalone financial statements.

As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand	DIN : 00010827	*Chairman*
Arjun Dhawan	DIN : 01778379	*Vice Chairman & Managing Director*
Ramesh Subramanyam	DIN : 02421481	*Audit Committee Chairman*
Rahul Shukla		*Chief Financial Officer*
Nitesh Jha	FCS No. 8436	*Company Secretary*

Place: Mumbai
Date : May 14, 2026

ANNEXURE I

Statement on Impact of Audit Qualifications (for audit report with modified opinion) submitted along with Annual Audited Financial Results (Standalone)

Statement on Implication of Audit Qualifications for the Financial Year ended March 31, 2026

[See Regulation 33/52 of the SEBI (LODR) Amendment Regulations, 2016)]

₹ in crore, except earnings per share

I.	Sr. No.	Particulars	Audited Figures (as reported before adjusting for qualifications)	Adjusted Figures (audited figures after adjusting for qualifications)
	1	Turnover/total income	4,036.60	Not ascertainable [Refer notes II (a) (i) to (ii) below]
	2	Total expenditure	3,765.51	Not ascertainable [Refer notes II (a) (i) to (ii) below]
	3	Exceptional items	2.18	Not ascertainable [Refer notes II (a) (i) to (ii) below]
	4	Net profit for the year after tax	205.81	Not ascertainable [Refer notes II (a) (i) to (ii) below]
	5	Earnings per share- ₹	0.93	Not ascertainable [Refer notes II (a) (i) to (ii) below]
	6	Total assets	8,893.45	Not ascertainable [Refer notes II (a) (i) to (ii) below]
	7	Total liabilities	5,806.77	Not ascertainable [Refer notes II (a) (i) to (ii) below]
	8	Net worth	3,086.68	Not ascertainable [Refer notes II (a) (i) to (ii) below]
	9	Any other financial item(s) (as felt appropriate by the management)	-	-

II. Audit Qualifications

a.	**Details of Audit Qualification:**	(i)	As stated in Note 7 to the accompanying Statement, the Company's investments in subsidiaries as at 31st March 2026 includes investment in HCC Infrastructure Company Limited ('HICL'), its wholly owned subsidiary, amounting to ₹ 1,152.77 crore, stated at cost. The subsidiary's consolidated net-worth as at 31st March 2026 is substantially eroded but, the said investment is considered fully recoverable by the management on the basis of factors stated in the aforesaid note including a valuation report obtained from an independent valuer. However, in the absence of sufficient appropriate audit evidence to support the significant judgements and estimates applied by the management in the aforementioned valuation report, we are unable to comment upon the adjustments, if any, that are required to the carrying value of the aforesaid investment and consequential impact, if any, on the accompanying Statement.
		(ii)	As stated in Note 8 to the accompanying Statement, the Company has recognised net deferred tax assets amounting to ₹ 173.91 crore as at 31st March 2026, which mainly includes deferred tax assets on carried forward unused tax losses/unabsorbed depreciation and other taxable temporary differences on the basis of expected availability of future taxable profits for utilization of such deferred tax assets. However, we are unable to obtain sufficient appropriate audit evidence with respect to the projections for future taxable profits prepared by the management and therefore, are unable to comment on any adjustments that may be required to the carrying value of aforesaid net deferred tax assets as at 31st March 2026.
b.	**Type of Audit Qualification:**	Qualified Opinion	
c.	**Frequency of Qualification:**	Qualification II (a) (i)- Appearing in continuation since the quarter/period ended 31 December 2021; Qualification II (a) (ii)- Appearing in continuation since the quarter and year ended 31 March 2020;	

d.	**For Audit Qualifications where the impact is quantified by the auditor, Management views:**	Not applicable as the impact is unquantified

e. For Audit Qualifications where the impact is not quantified by the auditor:

i)	**Management's estimation on the impact of audit qualification:**	Not ascertainable
ii)	**If management is unable to estimate the impact, reasons for the same:**	II (a) (i) As at March 31, 2026, the Company has an investment (including deemed investments) in its wholly owned subsidiary, HCC Infrastructure Company Limited ('HICL') amounting to ₹ 1,152.77 crore (March 31, 2025: ₹ 1,294.33 crore). While the consolidated net worth of HICL as at March 31, 2026 has been substantially eroded, the management has assessed the fair value of HICL based on a valuation report from an independent valuation expert at year ended March 31, 2026. The valuation includes significant judgements and estimates in respect of future business plans, outcome of litigations for favourable arbitration awards and expected share of future revenues of erstwhile subsidiaries. Accordingly, based on the aforementioned valuation report, management believes that the recoverable amount of investment in HICL is higher than its carrying value. Statutory auditors' report is modified in respect of this matter.
		II (a) (ii) As at March 31, 2026, the Company has net deferred tax assets amounting to ₹ 173.91 crore (March 31, 2025: ₹ 204.90 crore), which mainly represents deferred tax assets on carried forward unused tax losses/unabsorbed depreciation and other taxable temporary differences. The Company is confident of generating sufficient taxable profits from the unexecuted orders on hand/future projects and expected realisation of claims/arbitration awards against which such deferred tax assets can be utilised and therefore considered good and recoverable. Statutory auditors' report is modified in respect of this matter.
iii)	**Auditors' comments on (i) or (ii) above**	Included in details of auditor's qualifications stated above

III. Signatories:

For **Mukund M. Chitale & Co**
Chartered Accountants
(Firm Registration No. 106655W)

S. M. Chitale
Partner
Membership No.: 111383

Date: May 14, 2026
Place: Mumbai

For **Hindustan Construction Company Limited**

Arjun Dhawan
Vice Chairman & Managing Director
DIN : 01778379

Ramesh Subramanyam
Audit Committee Chairman
DIN : 02421481

Rahul Shukla
Chief Financial Officer

Date: May 14, 2026
Place: Mumbai

INDEPENDENT AUDITOR'S REPORT

To the Members of Hindustan Construction Company Limited

Report on the Audit of the Consolidated Ind AS Financial Statements

Qualified Opinion

1. We have audited the accompanying Consolidated Ind AS Financial Statements of **Hindustan Construction Company Limited** ('the Holding Company') and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), which includes 10 joint operations of Group accounted on proportionate basis and groups share of Profit / (loss) in its associate and joint venture, as listed in Annexure I, which comprise the Consolidated Balance Sheet as at 31st March 2026, the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Cash Flow Statement and the Consolidated Statement of Changes in Equity for the year then ended, and notes to the Consolidated Ind AS Financial Statements, including summary of material accounting policy information and other explanatory information.

2. In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements and on the other financial information of the joint operations, subsidiaries, associate and joint venture referred to in paragraph 17 and 18 of the 'other matters' section below, except for the possible effects of the matters described in the Basis for Qualified Opinion section of our report, the aforesaid Consolidated Ind AS 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') specified under section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015, and other accounting principles generally accepted in India of the consolidated state of affairs of the Group, its associate and joint venture, as at 31st March 2026, and their consolidated profit (including other comprehensive income), consolidated cash flows and the consolidated changes in equity for the year ended on that date.

Basis for Qualified Opinion

3. As per Note 10.6 to the accompanying Consolidated Ind AS Financial Statements, the Holding Company has recognised net deferred tax assets amounting to ₹173.91 crore as at 31st March 2026, which mainly includes deferred tax assets on carried forward unused tax losses, unabsorbed depreciation and other taxable temporary differences on the basis of expected availability of future taxable profits for utilization of such deferred tax assets. However, in view of the history of losses recorded by the Holding Company, we are unable to obtain sufficient appropriate audit evidence with respect to the projections for future taxable profits prepared by the Holding Company's management and therefore, are unable to comment on any adjustments that may be required to the carrying value of aforesaid net deferred tax assets as at 31st March 2026.

   Our audit report on the Consolidated Ind AS Financial Statements of the Group for the year ended 31st March 2025 dated 8th May 2025 was also qualified in respect of this matter.

4. We conducted our audit in accordance with the Standards on Auditing specified under section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Ind AS Financial Statements section of our report. We are independent of the Group, its associate and joint venture in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the Consolidated Ind AS Financial Statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained together with the audit evidence obtained by the other auditors in terms of their reports referred to in paragraph 17 and 18 of the Other Matters section below, is sufficient and appropriate to provide a basis for our qualified opinion on the Consolidated Ind AS Financial Statements.

Emphasis of Matters

5. We draw attention to Note 36 to the accompanying Consolidated Ind AS Financial Statements regarding the position relating to recoverability of unbilled work-in-progress (contract assets), current trade receivables and non-current trade receivables amounting to ₹115.71 crore, ₹24.21 crore and ₹57.52 crore, respectively, as at 31st March 2026, which represent receivables in respect of closed/ substantially closed/ suspended projects. The Holding Company is at various stages of negotiation/ discussion with the clients or under arbitration/ litigation in respect of the aforementioned receivables. Considering the contractual tenability, progress of negotiations/ discussions/ arbitration/ litigations and as legally advised in certain contentious matters, the management is confident of recovery of these receivables.

   Our opinion is not modified in respect of this matter.

Key Audit Matters

6. Key audit matters are those matters that, in our professional judgment and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries, associates, joint venture and joint operations, were of most significance in our audit of the Consolidated Ind AS Financial Statements of the current period. These matters were addressed in the context of our audit of the Consolidated Ind AS Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

7. In addition to the matters described in the Basis for Qualified Opinion, we have determined the matters described below to be the key audit matters to be communicated in our report.

Key audit matter	How our audit addressed the key audit matter
Recognition of contract revenue, margin and contract costs (Refer note 25 to the Consolidated Ind AS Financial Statements)	
The Group's revenue primarily arises from construction contracts which, by its nature, is complex given the significant judgements involved in the assessment of identification and satisfaction of performance obligations. The Group recognizes contract revenue on the basis of stage of completion determined based on the proportion of contract costs incurred till balance sheet date, relative to the total estimated costs of the contract at completion. The recognition of contract revenue and the resultant profit/ loss therefore rely on estimates in relation to forecasted revenue and contract costs. These contract estimates are reviewed by the management on a periodic basis. In doing so, the management is required to exercise significant judgement in its assessment of the transaction price which may also include variable consideration pertaining to additional claims raised by the Group. The respective management of the Group are also required to exercise judgement to assess the completeness and accuracy of forecasted costs to complete. Changes in these estimates as contracts progress can result in material adjustments to revenue and margins. Considering high estimation uncertainty, complexities involved and material impact on the financial statement, this area has been considered a key audit matter in the current year audit.	Our audit procedures and those performed by the component auditors to address this key audit matter included, but were not limited to the following: • Obtained an understanding of the Group's revenue recognition processes and evaluated the appropriateness of the Group's accounting policy for revenue recognition in accordance with Ind AS 115 – Revenue from contracts with customers; • Evaluated the design and tested the operating effectiveness of key internal financial controls including those related to estimation of forecasted contract revenue and contracts costs; • For a sample of contracts, performed the following procedures: - inspected the underlying documents such as customer contract/ agreement and variation orders, if any, for the significant contract terms and conditions; - evaluated the identification of performance obligations as per the contract; - obtained an understanding of and evaluated the reasonableness of the assumptions applied in determining the forecasted revenue and cost to complete; - tested the existence and valuation of variable consideration with respect to the contractual terms and conditions, and inspected the related correspondence with customers; and - reviewed the legal and contracting experts' note and/ or legal opinion from independent legal counsel obtained by the management, if any; - Tested the forecasted cost by obtaining executed purchase orders/ agreements/ relevant documents and evaluated the reasonableness of management judgements/ estimates; • For cost incurred to date, tested samples by verifying underlying supporting documents, • Performing analytical procedures including project profitability analysis, for reasonableness of revenue recognized; and • Evaluated the appropriateness and adequacy of the disclosures related to contract revenue and costs in the Consolidated Ind AS Financial Statements in accordance with the applicable accounting standards.

Information other than the Consolidated Ind AS Financial Statements and Auditor's Report thereon

8. The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Board Report including annexures to Board Report, Business Responsibility and Sustainability Reporting, Report on Corporate Governance and Management Discussion & Analysis Report but does not include the Standalone and Consolidated Ind AS Financial Statements and our auditor's report thereon. The Board Report including annexures to Board Report, Business Responsibility and Sustainability Reporting, Report on Corporate Governance and Management Discussion & Analysis Report are expected to be made available to us after the date of this auditor's report.

   Our opinion on the Consolidated Ind AS Financial Statements does not cover the other information and we will not express any form of assurance conclusion thereon.

   In connection with our audit of the Consolidated Ind AS Financial Statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the Consolidated Ind AS Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

   When we read the Board Report, Report on Corporate Governance and Management Discussion and Analysis Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Ind AS Financial Statements

9. The Holding Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation and presentation of these Consolidated Ind AS Financial Statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated changes in equity and consolidated cash flows of the Group including its associates, joint ventures and joint operations in accordance with the Ind AS specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, and other accounting principles generally accepted in India.

   The Holding Company's Board of Directors are also responsible for ensuring accuracy of records including financial information considered necessary for the preparation of consolidated Ind AS financial statements. Further, in terms of the provisions of the Act the respective Board of Directors of the companies included in the Group, and its associate, joint venture and joint operations covered under the Act are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the 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 consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error. These financial statements have been used for the purpose of preparation of the Consolidated Ind AS Financial Statements by the Management and Board of Directors of the Holding Company, as aforesaid.

10. In preparing the Consolidated Ind AS Financial Statements, the respective Management and Board of Directors of the companies included in the Group and of its associate, joint venture and joint operations are responsible for assessing the ability of the Group and of its associate, joint venture and joint operations to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intend to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

11. The respective Management and Board of Directors of the companies included in the Group and of its associates, joint venture and joint operations are also responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Consolidated Ind AS Financial Statements

12. Our objectives are to obtain reasonable assurance about whether the Consolidated Ind AS 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 Standards on Auditing 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 Ind AS Financial Statements.

13. As part of an audit in accordance with Standards on Auditing specified under section 143(10) of the Act we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

    - Identify and assess the risks of material misstatement of the Consolidated Ind AS Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to Consolidated Ind AS 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 management;

- Conclude on the appropriateness of Managements and Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates, joint ventures and joint operations 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 Ind AS financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint ventures to cease to continue as a going concern;

- Evaluate the overall presentation, structure and content of the Consolidated Ind AS Financial Statements, including the disclosures, and whether the Consolidated Ind AS Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation; and

- Obtain sufficient appropriate audit evidence regarding the consolidated Ind AS Financial Statements of the entities or business activities within the Group, and its associates, joint ventures and joint operations, to express an opinion on the Consolidated Ind AS Financial Statements. We are responsible for the direction, supervision and performance of the audit of financial statements of such entities included in the Consolidated Ind AS Financial Statements, of which we are the independent auditors. For the other entities included in the Consolidated Ind AS Financial Statements, which have been audited by the 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.

14. 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.

15. 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.

16. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Consolidated Ind AS 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

17. We did not audit the financial statements of twelve (12) subsidiaries, whose financial statements reflect total assets of ₹2196.35 crore as at 31st March 2026, total revenues of ₹107.96 crores, total net profit after tax of ₹32.96 crore, total comprehensive income of ₹132.11 crore and net cash inflows amounting to ₹69.27 crore for the year ended on that date, as considered in the Consolidated Ind AS Financial Statements. The Statement also includes the Group's share of net profit after tax of ₹Nil crore and total comprehensive profit of ₹Nil crore for the year ended 31st March 2026, in respect of one (1) joint venture, whose financial statements have not been audited by us. These financial statements have been audited by other auditors whose audit reports have been furnished to us by the management and our opinion on the Consolidated Ind AS Financial Statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and joint ventures, and our report in terms of sub-section (3) of section 143 of the Act in so far as it relates to the aforesaid subsidiaries and joint venture, are based solely on the reports of the other auditors.

    Our opinion above on the Consolidated Ind AS Financial Statements, and our report on other legal and regulatory requirements below, are not modified in respect of the above matters with respect to our reliance on the work done by and the reports of the other auditors.

18. We did not audit the financial statements of Ten (10) joint operations, whose financial statements reflects Group's share of total assets of ₹371.41 crore as at 31st March 2026, and the Group's share of total revenues of ₹421.04 crore, total net profit after tax of ₹42.52 crore, total

comprehensive income of ₹42.52 crore and cash inflows (net) of ₹54.47 crore respectively for the year ended on that date, as considered in the Consolidated Ind AS Financial Statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the management of the Holding Company and our opinion on the Consolidated Ind AS Financial Statements, in sofar as it relates to the amounts and disclosures included in respect of these joint operations, and our report in terms of sub-section (3) of section 143 of the Act in so far as it relates to the aforesaid joint operations, are based solely on the reports of the other auditors.

Our opinion above on the Consolidated Ind AS Financial Statements, and our report on other legal and regulatory requirements below, are not modified in respect of the above matters with respect to our reliance on the work done by and the reports of the other auditors and the Financial Statements certified by Board of Directors of Holding Company.

19. The Statement also includes the Group's share of net profit after tax of ₹7.88 crore and total comprehensive income of ₹5.5 crore for the year ended 31st March 2026 as considered in the Consolidated Ind AS Financial Statement, in respect of one (1) associate, whose financial statement have not been audited by their auditors. According to the information and explanation given to us by the management this financial statement is not material to the Group.

    Our opinion above on the Consolidated Ind AS Financial Statements, and our report on other legal and regulatory requirements below, are not modified in respect of the above matters with respect to our reliance on the financial statement certified by the respective Company's Management.

Report on Other Legal and Regulatory Requirements

20. As required by section 197(16) of the Act based on our audit and on the consideration of the reports of the other auditors, referred to in paragraph 17 and 18 of the 'other matter' section, on separate financial statements of the subsidiaries, associate and joint venture, we report that the Holding Company incorporated in India whose financial statements have been audited under the Act have paid remuneration to their respective directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act.

    Further, we report that Nine (9) subsidiary companies and one (1) joint venture company incorporated in India whose financial statements have been audited under the Act and one (1) Associate Company whose financial statement have been certified by the respective Company's Management, have not paid or provided for any managerial remuneration during the year. Accordingly, reporting under section 197(16) of the Act is not applicable in respect of such subsidiary companies, Joint venture and associate.

21. As required by clause (xxi) of paragraph 3 of Companies (Auditor's Report) Order, 2020 ('the Order') issued by the Central Government of India in terms of section 143(11) of the Act, based on the consideration of the Order reports issued till date by us and by the respective other auditors as mentioned in paragraph 17 and 18 above, of companies included in the Consolidated Ind AS Financial Statements for the year ended 31st March 2026 and covered under the Act, refer Annexure II for details of qualifications and/ or adverse remarks given by the respective auditors in the Order reports of such companies.

22. As required by section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on separate financial statements and other financial information of the subsidiaries, joint venture and joint operations incorporated in India whose financial statements have been audited under the Act and one (1) Associate Company whose financial statement have been certified by the respective Company's Management , we report, to the extent applicable, that:

    a) We have sought and except for the matters described in the Basis for Qualified Opinion section, obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the aforesaid Consolidated Ind AS Financial Statements;

    b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid Consolidated Ind AS Financial Statements have been kept so far as it appears from our examination of those books and the reports of the other auditors, except for the possible effects of the matters described in the Basis for Qualified Opinion section.

    c) The Consolidated Ind AS Financial Statements dealt with by this report are in agreement with the relevant books of account maintained for the purpose of preparation of the Consolidated Ind AS Financial Statements.

    d) Except for the possible effects of the matters described in the Basis for Qualified Opinion section, in our opinion, the aforesaid Consolidated Ind AS Financial Statements comply with Ind AS specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015.

    e) The matters described in paragraph 3 of the Basis for Qualified Opinion section, and paragraph 5 of the Emphasis of Matter section, in our opinion, may have an adverse effect on the functioning of the Holding Company.

    f) On the basis of the written representations received from the directors of the Holding Company and its subsidiaries and taken on record by the Board of Directors of the Holding Company and its subsidiaries respectively, and the reports of the statutory auditors of its subsidiaries, joint venture and joint operations, covered under the Act, none of the directors of the Group companies, joint venture and joint operations companies, are disqualified as on 31st March 2026 from being appointed as a director in terms of section 164(2) of the Act.

g) The qualification relating to the maintenance of accounts and other matters connected therewith with respect to the Consolidated Ind AS Financial Statements are as stated in paragraph 3 of the Basis for Qualified Opinion section.

h) With respect to the adequacy of the internal financial controls with reference to consolidated Ind AS Financial Statements of the Holding Company, and its subsidiaries, associate, joint venture and joint operations covered under the Act, and the operating effectiveness of such controls, refer to our separate report in 'Annexure III' wherein we have expressed a modified opinion; and

i) With respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditors on separate financial statements and other financial information of the subsidiaries, joint venture and joint operations incorporated in India whose financial statements have been audited under the Act and :

    i. The Consolidated Ind AS Financial Statements disclose the impact of pending litigations on the consolidated financial position of the Group, its associate and joint venture as detailed in Notes 7.1, 35, 36 and 37 to the Consolidated Ind AS Financial Statements;

    ii. Provision has been made in these Consolidated Ind AS Financial Statements, as required under the applicable law or Ind AS, for material foreseeable losses, on long-term contracts including derivative contracts, as detailed in note 22 to the Consolidated Ind AS Financial Statements;

    iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Holding Company, and its subsidiaries, associates, joint ventures and joint operations covered under the Act, during the year ended 31st March 2026 except for the cases mentioned in the note 21.1 to the consolidated Ind AS financial statements.

    iv. a. The respective managements of the Holding Company and its subsidiaries, joint ventures and joint operations incorporated in India whose financial statements have been audited under the Act and one (1) Associate Company whose financial statement have been certified by the respective Company's Management have represented to us and the other auditors of such subsidiaries, joint ventures and joint operations respectively that, to the best of their knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Holding Company or its subsidiaries or its associates or joint ventures to or in any person(s) or entity(ies), including foreign entities ('the 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 Holding Company, or any such subsidiaries or associates or joint ventures or joint operations ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;

    b. The respective managements of the Holding Company and its subsidiaries, joint ventures and joint operations incorporated in India whose financial statements have been audited under the Act and one (1) Associate Company whose financial statement have been certified by the respective Company's Management have represented to us and the other auditors of such subsidiaries, associate, joint ventures and joint operations respectively that, to the best of their knowledge and belief, no funds have been received by the Holding Company or associate or its subsidiaries or joint ventures from any person(s) or entity(ies), including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Holding Company, or any such subsidiaries or associates or joint ventures or joint operations shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

    c. Based on such audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries, joint ventures and joint operations, which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditors' notice that has caused us or the other auditors to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.

v. The Holding Company, its subsidiaries, joint ventures and joint operations which are companies incorporated in India have not declared or paid any dividend during the year ended 31st March 2026.

   The interim dividend declared and paid by the associate company, which is company incorporated in India, whose financial statement have been certified by the respective Company's Management, during the year and until the date of this report is in compliance with section 123 of the Act, as applicable.

vi. Based on our examination which included test checks and that performed by the respective auditors of the subsidiaries, joint venture and joint operations of the Holding Company which are companies incorporated in India and audited under the Act, except for instance mentioned below, the Holding Company its subsidiaries and joint venture, have used an accounting software for maintaining their books of account for the financial year ended 31st March 2026, which has a feature of recording audit trail (edit log) facility and the same has been operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we and respective auditors of the above referred subsidiaries, joint venture and joint operation did not come across any instance of audit trail feature being tampered with.

   Pursuant to the proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014, which came into effect from 1st April, 2024, and in accordance with the requirements of Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, we report that, based on our audit procedures and the information and explanations provided to us, and based on the respective auditors reports of subsidiaries, associate , joint ventures and joint operations, the Company incorporated in India, has duly maintained and preserved the audit trail as per the applicable statutory requirements for record retention except for audit trail for database level where log any direct data changes for the period from 1st April 2024 to 2nd May 2024 is not available with the Holding Company and nine (9) subsidiaries, one (1) joint venture, one (1) associate.

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm Registration No: 106655W

S.M. Chitale
Partner
Membership No.: 111383
UDIN: 26111383KAIDUY2774

Place: Mumbai
Date: May 14, 2026

ANNEXURE I TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph 1 of our report of even date)

List of Entities included in the Consolidated Ind AS Financial Statements

Reporting Entity			
Hindustan Construction Company Limited			
Sr. No.	**Subsidiaries**	**Sr. No.**	**Step Down Subsidiaries**
1	HCC Contract Solutions Limited	10	H56 Immo AG "(Formerly known as Steiner Eagle AG)" (Subsidiary of HMEL from December 20, 2024)
2	Panchkutir Developers Limited	11	Narmada Bridge Tollways Limited (Subsidiary of HICL)
3	HCC Mauritius Enterprises Limited (HMEL)	12	Badarpur Faridabad Tollways Limited (Subsidiary of HICL)
4	Highbar Technologies Limited (HBTL)	13	HCC Operation and Maintenance Limited (Subsidiary of HICL up to September 30, 2025)
5	HCC Infrastructure Company Limited (HICL)		
6	HCC Mauritius Investment Limited (HMIL)		
7	HRL Township Developers Limited		
8	Maan Township Developers Limited		
9	HRL (Thane) Real Estate Limited		
Sr. No.	**Associates**		
14	Highbar Technocrat Limited (Associate of HBTL)		
Sr. No.	**Joint Venture**		
15	Prolific Resolution Private Limited		
Sr. No.	**Joint Operations**		
16	HCC TPL Indore Metro Joint Venture	21	Alpine- Samsung- HCC Joint Venture
17	TPL- HCC Bhivpuri PSP Joint Venture	22	Nathpa Jhakri Joint Venture
18	HCC- HDC Joint Venture	23	Alpine- HCC Joint Venture
19	Kumagai- Skanska- HCC- Itochu Group	24	HCC Samsung Joint Venture CC 34
20	HCC- L&T Purulia Joint Venture	25	HCC- VCCL Joint Venture

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm Registration No: 106655W

S.M. Chitale
Partner
Membership No.: 111383
UDIN: 26111383KAIDUY2774

Place: Mumbai
Date: May 14, 2026

ANNEXURE II TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in Paragraph 20 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Following are the qualifications/adverse remarks reported by us and the other auditors in the Order reports of the companies included in the Consolidated Ind AS Financial Statements for the year ended 31st March 2026 for which such Order reports have been issued till date and made available to us:

Sr. No.	Name of the entity	CIN	Holding Company / subsidiary / Associate / Joint Venture	Clause number of the CARO report which is qualified or adverse
1	Hindustan Construction Company Limited	L45200MH1926PLC001228	Holding Company	(vii)(b)
2	HRL (Thane) Real Estate Limited	U45201MH2006PLC163515	Subsidiary	(i)(c)
3	Highbar Technologies Limited	U72900MH2009PLC197299	Subsidiary	(xix)
4	HRL Township Developers Limited	U45201MH2006PLC163478	Subsidiary	(iii)(b), (xix)
5	Maan Township Developers Limited	U45200MH2007PLC167462	Subsidiary	(i)(c), (iii)(b), (iii)(f), (xix)
6	Panchkutir Developers Limited	U45201MH2006PLC165073	Subsidiary	(vii)(a)
7	HCC Infrastructure Company Limited	U45400MH2010PLC210944	Subsidiary	(iii)(b), (vii)(b)
8	Badarpur Faridabad Tollway Limited	U45203MH2008PLC184750	Subsidiary	(xix)
9	HCC Contract Solution Limited	U45200MH2009PLC190725	Subsidiary	(xix)
10	Narmada Bridge Tollways Limited	U45400MH2012PLC232354	Step down Subsidiary	(xix)

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm Registration No: 106655W

S.M. Chitale
Partner
Membership No.: 111383
UDIN: 26111383KAIDUY2774

Place: Mumbai
Date: May 14, 2026

ANNEXURE III TO THE INDEPENDENT AUDITOR'S REPORT OF EVEN DATE TO THE MEMBERS OF HINDUSTAN CONSTRUCTION COMPANY LIMITED ON THE CONSOLIDATED IND AS FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2026

Independent Auditor's Report on the internal financial controls with reference to consolidated Ind AS financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the Consolidated Ind AS Financial Statements of **Hindustan Construction Company Limited** ('the Holding Company') as at and for the year ended 31st March 2026, we have audited the internal financial controls with reference to Consolidated Ind AS Financial Statements of the Holding Company, its subsidiary companies (the Holding Company and its subsidiaries together referred to as 'the Group'), its associate, joint venture and joint operations, which are companies covered under the Act, as at that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The respective Management and Board of Directors of the Group and its Joint venture, its associate companies and joint operations which are companies covered under the Act, are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to Consolidated Ind AS financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting (the 'Guidance Note') issued by the Institute of Chartered Accountants of India (the 'ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Consolidated Ind AS Financial Statements

3. Our responsibility is to express an opinion on the internal financial controls with reference to Consolidated Ind AS Financial Statements of the Group, its associate companies, joint venture companies and joint operations, as aforesaid, based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India ('ICAI') prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to Consolidated Ind AS Financial Statements, and the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting ('the Guidance Note') issued by the ICAI. 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 Ind AS Financial Statements were established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to Consolidated Ind AS Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Consolidated Ind AS Financial Statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the Consolidated Ind AS Financial Statements, whether due to fraud or error.

5. 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 internal financial controls with reference to Consolidated Ind AS Financial Statements of the Group, its associate companies joint venture and joint operations, which are companies incorporated in India.

Meaning of Internal Financial Controls with Reference to Consolidated Ind AS Financial Statements

6. A company's internal financial controls with reference to Consolidated Ind AS Financial Statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated Ind AS financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to Consolidated Ind AS Financial Statements include 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 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 authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the

company's assets that could have a material effect on the Consolidated Ind AS Financial Statements.

Inherent Limitations of Internal Financial Controls with Reference to Consolidated Ind AS Financial Statements

7. Because of the inherent limitations of internal financial controls with reference to Consolidated Ind AS 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 Ind AS Financial Statements to future periods are subject to the risk that the internal financial controls with reference to Consolidated Ind AS Financial Statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Qualified Opinion

8. According to the information and explanations given to us and based on our audit, the following material weaknesses have been identified in the operating effectiveness of the Group's internal financial controls with reference to Consolidated Ind AS Financial Statements as at 31st March 2026:

   a) The Holding Company's internal financial controls system with respect to assessing the recoverability of deferred tax assets, as explained in Note 10.6 to the Consolidated Ind AS Financial Statements, as per Ind AS 12 'Income taxes' were not operating effectively, which could potentially lead to a material misstatement in the carrying value of deferred tax assets and its consequential impact on earnings, other equity and related disclosures in the Consolidated Ind AS Financial Statements.

9. A 'material weakness' is a deficiency, or a combination of deficiencies, in internal financial controls with reference to consolidated Ind AS financial statements, such that there is a reasonable possibility that a material misstatement of the company's annual or interim financial statements will not be prevented or detected on a timely basis.

10. In our opinion and based on the consideration of the reports of the other auditors on internal financial controls with reference to Consolidated Ind AS Financial Statements of the Group, its associate, joint ventures and joint operations, which are companies covered under the Act, have in all material respects, adequate internal financial controls with reference to Consolidated Ind AS Financial Statements and such controls were operating effectively as at 31st March 2026, based on internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI, and except for the possible effects of the material weakness described in paragraph 8 above on the achievement of the objectives of the control criteria, the Group's internal financial controls with reference to Consolidated Ind AS Financial Statements were operating effectively as at 31st March 2026.

11. We have considered the material weaknesses identified and reported above in determining the nature, timing, and extent of audit tests applied in our audit of the Consolidated Ind AS Financial Statements of the Group, its Joint ventures and its associate company, which are companies covered under the Act, as at and for the year ended 31st March 2026, and these material weaknesses have affected our opinion on the Consolidated Ind AS Financial Statements of the Group, its Joint ventures and its associate companies and we have issued a qualified opinion on the Consolidated Ind AS Financial Statements.

Other Matter

12. Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to Consolidated Ind AS Financial Statements insofar as it relates to nine (9) subsidiary companies, one (1) joint venture and ten (10) joint operation company, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India.

    Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to Consolidated Ind AS Financial statements insofar as it relates to one (1) associate which is company incorporated in India, whose financial information is unaudited. Our opinion on the adequacy and operating effectiveness of the internal financial controls with reference to Consolidated Ind AS Financial Statements of the Group is not affected as the financial information of such entity is not material to the Group.

Our opinion is not modified in respect of above matters.

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm Registration No: 106655W

S.M. Chitale
Partner
Membership No.: 111383
UDIN: 26111383KAIDUY2774

Place: Mumbai
Date: May 14, 2026

CONSOLIDATED BALANCE SHEET AS AT MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

Particulars	Note No.	As at March 31, 2026	As at March 31, 2025
ASSETS			
Non-current assets			
Property, plant and equipment	3A	191.74	185.57
Right-of-use assets	3B	-	-
Capital work-in-progress	3C	19.33	6.63
Investment property	4	0.23	0.23
Goodwill	5	-	-
Other intangible assets	5	54.70	56.26
Financial assets			
Investments in joint venture and associates	6	35.09	31.55
Other Investments	6A	22.55	35.25
Trade receivables	7	1,178.39	688.79
Loans	8	491.94	79.09
Other financial assets	9	1,026.04	829.36
Deferred tax assets (net)	10	174.78	207.51
Non-current tax assets (net)	10	67.46	94.92
Other non-current assets	11	52.46	53.23
Total non-current assets		**3,314.71**	**2,268.39**
Current assets			
Inventories	12	132.85	128.00
Financial assets			
Investments	13	140.75	43.56
Trade receivables	7	2,252.72	2,388.15
Cash and cash equivalents	14	381.41	551.54
Bank balances other than cash and cash equivalents	15	76.98	145.91
Other financial assets	9	78.66	82.59
Unbilled work-in-progress (contract assets)	16	1,939.35	2,322.69
Other current assets	11	144.74	221.36
		5,147.46	**5,883.80**
Assets held for sale	17	29.61	10.65
Total current assets		**5,177.07**	**5,894.45**
TOTAL ASSETS		**8,491.78**	**8,162.84**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	18	261.95	181.94
Other equity	19	1,865.20	723.76
Equity attributable to owners of the parent		**2,127.15**	**905.70**
Non-controlling interest		-	-
Total equity		**2,127.15**	**905.70**
Liabilities			
Non-current liabilities			
Financial liabilities			
Borrowings	20	648.32	1,044.76
Other financial liabilities	21	1,160.18	1,265.53
Provisions	22	52.98	42.67
Deferred tax liabilities	10	4.80	-
Total non-current liabilities		**1,866.28**	**2,352.96**
Current liabilities			
Financial liabilities			
Borrowings	20	370.83	634.35
Trade payables	23		
- Total outstanding dues of micro enterprises and small enterprises		111.54	125.67
- Total outstanding dues of creditors other than micro enterprises and small enterprises		1,915.74	1,950.03
Other financial liabilities	21	1,022.85	1,119.44
Other current liabilities	24	1,035.05	1,027.14
Current tax liabilities	10	8.47	28.14
Provisions	22	33.87	19.41
Total current liabilities		**4,498.35**	**4,904.18**
TOTAL EQUITY AND LIABILITIES		**8,491.78**	**8,162.84**

Notes forming an integral part of the consolidated financial statements

As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand DIN : 00010827 *Chairman*
Arjun Dhawan DIN : 01778379 *Vice Chairman & Managing Director*
Ramesh Subramanyam DIN : 02421481 *Audit Committee Chairman*
Rahul Shukla *Chief Financial Officer*
Nitesh Jha FCS No. 8436 *Company Secretary*

Place: Mumbai
Date : May 14, 2026

CONSOLIDATED STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

Particulars	Note No.	**Year ended March 31, 2026**	Year ended March 31, 2025
Income			
Revenue from operations	25	3,969.59	5,603.37
Other income	26	111.35	123.20
Total income		**4,080.94**	**5,726.57**
Expenses			
Cost of materials consumed	27	526.51	564.22
Subcontracting expenses		1,977.60	2,856.97
Changes in inventories	28	-	337.04
Employee benefits expense	29	340.37	492.84
Finance costs	30	469.40	599.70
Depreciation and amortisation expense	31	27.49	163.98
Other expenses	32	559.95	558.55
Total expenses		**3,901.32**	**5,573.30**
Profit/(loss) before share in profit of associates/joint ventures, exceptional items and tax		179.62	153.27
Share in profit/(loss) of associates/joint venture (net)	6.1	5.54	(159.76)
Profit/(loss) before exceptional items and tax		**185.16**	**(6.49)**
Exceptional items- Gain (net)	33	37.81	529.65
Profit/(loss) before tax		**222.97**	**523.16**
Tax expense/(credit)	10		
Current tax/(credit)		9.90	(13.89)
Deferred tax charge/(credit)		47.55	424.42
Total tax expense/(credit)		**57.45**	**410.53**
Profit/(loss) for the year(A)		**165.52**	**112.63**
Other comprehensive income/(loss)			
(a) Items that will not to be reclassified to statement of profit or loss			
- Gain/(loss) on remeasurement of defined benefit plans		0.14	(1.79)
- Gain/(loss) on fair value of equity instruments		(12.69)	(6.85)
Income tax (expense)/credit relating to items that will not be reclassified to profit or loss		1.80	1.39
(b) Items that will be reclassified to statement of profit or loss			
- Translation gain/(loss) relating to foreign operations		90.98	58.41
Income tax expense/(credit) relating to items that will be reclassified to profit or loss		-	-
Total other comprehensive income/(loss) for the year, net of tax (B)		**80.23**	**51.16**
Total comprehensive income/(loss) for the year, net of tax (A+B)		**245.75**	**163.79**
Profit/(loss) for the year attributable to:			
Owners of the parent		165.52	112.63
Non-controlling interest		-	0.00*
Other comprehensive income/(loss) attributable to:			
Owners of the parent		80.23	51.16
Non-controlling interest		-	0.00*
Total comprehensive income/(loss) attributable to:			
Owners of the parent		245.75	163.79
Non-controlling interest		-	0.00*
Earnings/(Loss) per share (Face value of ₹1 each)			
Basic (in ₹)	34	0.75	0.58
Diluted (in ₹)		0.75	0.58

* Represents amount less than ₹1 lakh

Notes forming an integral part of the consolidated financial statements

As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand	DIN : 00010827	*Chairman*
Arjun Dhawan	DIN : 01778379	*Vice Chairman & Managing Director*
Ramesh Subramanyam	DIN : 02421481	*Audit Committee Chairman*
Rahul Shukla		*Chief Financial Officer*
Nitesh Jha	FCS No. 8436	*Company Secretary*

Place: Mumbai
Date : May 14, 2026

CONSOLIDATION STATEMENT OF CASH FLOW FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

Particulars			Year ended March 31, 2026	Year ended March 31, 2025
A.	**CASH FLOW FROM OPERATING ACTIVITIES**			
	Profit/(loss) before tax		222.97	523.16
	Adjustments for :			
	Depreciation and amortisation expense		27.49	163.98
	Finance costs		469.40	599.70
	Interest income		(53.55)	(44.34)
	Impact of changes in labour law (Refer note 33.2)		11.28	-
	Gain on reversal of corporate guarantee liability (Refer note 33.1)		(49.09)	-
	Profit on sale of non current investment		-	(7.97)
	Gain on derecognition of financial liability		-	(312.75)
	Gain on deconsolidation of erstwhile subsidiaries		-	(216.90)
	Share in profit/(Loss) of associates and joint venture (net)		(5.54)	159.76
	Unrealised exchange (gain)/loss on foreign currency translation (net)		29.68	(18.15)
	Profit on disposal of property, plant and equipment (net)		(16.66)	(3.59)
	Share based payment expenses		-	0.08
	Loss allowance on financial assets		5.34	4.54
	Provision no longer required written back		(14.13)	(23.00)
			404.22	**301.36**
	Operating profit before working capital changes		627.19	824.52
	Adjustments for changes in working capital:			
	(Increase)/decrease in inventories		(4.85)	307.38
	(Increase)/decrease in trade receivables		(347.73)	(262.26)
	(Increase)/decrease in other financial assets, other assets and unbilled work-in-progress		215.77	(972.20)
	Increase/(decrease) in trade payables, other financial liabilities, other liabilities and provisions		407.83	241.48
	Cash generated from operations		**898.21**	**138.92**
	Direct taxes paid (net of refund)		(6.21)	(5.30)
	Net cash generated from/(used in) operating activities	**(A)**	**892.00**	**133.62**
B.	**CASH FLOW FROM INVESTING ACTIVITIES**			
	Purchase of property, plant and equipment (Refer note 2 below)		(81.26)	(17.85)
	Proceeds from disposal of property, plant and equipment		14.04	24.00
	(Purchase of)/Proceeds from sale of investments		(95.38)	(58.72)
	Proceeds from investments in associates		-	15.51
	Dividend Received from Associate		2.00	-
	Net (investments in)/proceeds from bank deposits		69.22	(42.74)
	Interest received		126.93	15.40
	Proceeds from sale of erstwhile subsidiaries		-	11.00
	Inter corporate deposit given		(400.00)	-
	Net cash generated from/(used in) investing activities	**(B)**	**(364.45)**	**(53.40)**

CONSOLIDATION STATEMENT OF CASH FLOW FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

Particulars		Year ended March 31, 2026	Year ended March 31, 2025
C.	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Repayment of long-term borrowings	(687.57)	(208.86)
	Proceeds/(repayment) of short-term borrowings (net)	-	(111.82)
	Proceeds from issue of equity shares, net of expenses (Refer note 18.7, 18.8 and 18.9)	967.45	905.90
	Repayment of lease labilities	-	(27.93)
	Finance costs paid	(977.37)	(447.84)
	Net cash generated from/(used in) financing activities (C)	**(697.49)**	**109.45**
	Net increase/(decrease) in cash and cash equivalents (A+B+C)	**(169.94)**	**189.67**
	Cash and cash equivalents at the beginning of the year	551.54	398.73
	Impact of deconsolidation of erstwhile subsidiaries	-	(36.31)
	Unrealised foreign exchange gain/(loss) (net)	(0.19)	(0.55)
	Cash and cash equivalents at the end of the year (Refer note 14)	**381.41**	**551.54**

Notes:

1) The cash flow statement has been prepared under the indirect method as set out in Indian Accounting Standard (Ind AS 7) Statement of Cash Flows.

2) Additions include movements of capital work-in-progress, capital advances and liability for capital goods, including intangible assets.

As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand	DIN : 00010827	*Chairman*
Arjun Dhawan	DIN : 01778379	*Vice Chairman & Managing Director*
Ramesh Subramanyam	DIN : 02421481	*Audit Committee Chairman*
Rahul Shukla		*Chief Financial Officer*
Nitesh Jha	FCS No. 8436	*Company Secretary*

Place: Mumbai
Date : May 14, 2026

CONSOLIDATED STATEMENT OF CHANGE IN EQUITY AS AT AND FOR THE YEAR ENDED MARCH 31, 2026

(Amount in ₹ crore, unless otherwise stated)

a) Equity share capital (equity shares of ₹1 each)

Particulars	Issued, subscribed and paid-up	
	Number	Amount
As at April 01, 2024	**1,51,29,76,244**	**151.31**
Adjustment for shares held by a erstwhile subsidiary in the Holding Company (Refer note 44.1.3)	52,000	0.00
Issued during the year (Refer note 18.7, 18.8 and 18.9)	30,63,54,981	30.64
As at March 31, 2025	**1,81,93,83,225**	**181.94**
Issued during the year (Refer note 18.7, 18.8 and 18.9)	800,084,837	80.01
As at March 31, 2026	**2,61,94,68,062**	**261.95**

b) Other equity

Particulars	Reserves and surplus							Other comprehensive income		Non-controlling interest	Total equity attributable to equity holders
	Capital reserve	Forfeited debentures account	Securities premium	Share option outstanding reserve	Debenture redemption reserve	General reserve	Retained earnings	Equity instruments at fair value through other comprehensive income	Translation loss relating to foreign operation (net)		
As at April 01, 2024	**39.70**	**0.02**	**2,650.87**	**0.20**	**54.99**	**180.24**	**(3,292.41)**	**8.45**	**38.15**	**0.00***	**(319.79)**
Profit for the year	-	-	-	-	-	-	112.63	-	-	-	112.63
Issue of equity shares (net of share issue expenses and taxes) (Refer note 18.7, 18.8 and 18.9)	-	-	886.43	-	-	-	-	-	-	-	886.43
Impact of deconsolidation of subsidiary (Refer note 44.1.4)	-	-	(82.11)	-	-	-	82.11	-	(6.75)	-	(6.75)
Other comprehensive income/(loss) for the year (net of tax)	-	-	-	-	-	-	(1.38)	(5.87)	58.41	-	51.16
Transfer from debentures redemption reserve to general reserve	-	-	-	-	(54.99)	54.99	-	-	-	-	-
Transferred on account of exercise of stock option	-	-	0.14	(0.14)	-	-	-	-	-	-	-
Share based payment expense	-	-	-	0.08	-	-	-	-	-	-	0.08
As at March 31, 2025	**39.70**	**0.02**	**3,455.33**	**0.14**	**-**	**235.23**	**(3,099.05)**	**2.58**	**89.81**	**-**	**723.76**
Profit for the year	-	-	-	-	-	-	165.52	-	-	-	165.52
Issue of equity shares (net of share issue expenses and taxes) (Refer note 18.7, 18.8 and 18.9)	-	-	895.66	-	-	-	-	-	-	-	895.66
Restatement of foreign currency monetary translation items	-	-	-	-	-	-	-	-	0.03	-	0.03
Other comprehensive income/(loss) for the year (net of tax)	-	-	-	-	-	-	0.14	(10.89)	90.98	-	80.23
Transferred on account of exercise of stock option (Refer note 18.9)	-	-	0.08	(0.08)	-	-	-	-	-	-	-
Transferred on account of lapse of stock option (Refer note 18.9)	-	-	-	(0.06)	-	0.06	-	-	-	-	-
As at March 31, 2026	**39.70**	**0.02**	**4,351.07**	**-**	**-**	**235.29**	**(2,933.39)**	**(8.31)**	**180.82**	**-**	**1,865.20**

* Represents amount less than ₹1 lakh

As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand DIN : 00010827 *Chairman*
Arjun Dhawan DIN : 01778379 *Vice Chairman & Managing Director*
Ramesh Subramanyam DIN : 02421481 *Audit Committee Chairman*
Rahul Shukla *Chief Financial Officer*
Nitesh Jha FCS No. 8436 *Company Secretary*

Place: Mumbai
Date : May 14, 2026

Note 1 Corporate information

Hindustan Construction Company Limited (hereinafter referred to as the "Holding Company", "Parent" or "HCC") is a public limited company incorporated and domiciled in India. The Company having CIN L45200MH1926PLC001228, is principally engaged in the business of providing engineering and construction services. Its shares are listed on two recognised stock exchanges in India- the Bombay Stock Exchange and the National Stock Exchange. The registered office of the Company is located at Hincon House, LBS Marg, Vikhroli (West), Mumbai - 400 083, India.

The consolidated audited financial statements comprise the financial statements of the Company and its subsidiaries (the Company and its subsidiaries referred to as the "Group") and its associates, joint arrangements. and Joint operations. The Group is principally engaged in the business of providing engineering and construction services. These consolidated financial statements ("the financial statements") as at and for the year ended March 31, 2026 were authorised for issue in accordance with resolution of the Board of Directors passed on May 14, 2026.

Note 2 Material accounting policy information

i) Basis of preparation

The consolidated financial statements of the Group have been prepared to comply in all material respects with the Indian Accounting Standards ("Ind AS") as prescribed under Section 133 of the Companies Act, 2013 ('the Act') read with Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and guidelines issued by Securities and Exchange Board of India (SEBI) to the extent applicable.

The financial statements have been prepared under the historical cost convention with the exception of certain financial assets and liabilities and share based payments which have been measured at fair value, on an accrual basis of accounting.

The Group's financial statements are reported in ₹, which is also the Group's functional currency, and all values are presented in ₹ crore (₹ 0,000,000), except when otherwise indicated. Amount presented as "0.00* " are non zero numbers rounded off in crore.

The Balance Sheet and the Statement of Profit and Loss are prepared and presented in the format prescribed in the Schedule III to Act. The statement of cash flow has been prepared under the indirect method as set out in Indian Accounting Standard (Ind AS 7)- Statement of Cash Flows. The disclosure requirements with respect to items in the Balance Sheet and Statement of Profit and Loss, as prescribed in the Schedule III to the Act, are presented by way of notes forming part of the financial statements along with other notes required to be disclosed under the notified Ind AS and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

ii) Operating cycle for current and non-current classification

All the assets and liabilities have been classified as current or non-current, wherever applicable, as per the operating cycle of the Group as per the guidance set out in Schedule III to the Act. Operating cycle is the time between the acquisition of resources/assets for processing their realisation in cash and cash equivalents. Operating cycle for the business activities of the Group covers the duration of the specific project or contract or product line or service including the defect liability period, wherever applicable, and extends upto the realisation of receivables (including retention monies) within the credit period normally applicable to the respective project. Assets and liabilities other than those relating to specific project or contract or product line or service are classified as current if it is expected to realise or settle within 12 months after the balance sheet date.

iii) Principles of consolidation

The consolidated financial statements have been prepared on the following basis:

a) Subsidiaries

- The consolidated financial statements incorporate the financial statements of the Holding Company and its subsidiaries. For this purpose, an entity which is, directly or indirectly, controlled by the Parent Company is treated as subsidiary. The Parent Company together with its subsidiaries constitute the Group. Control exists when the Parent Company, directly or indirectly, has power over the investee, is exposed to variable returns from its involvement with the investee and has the ability to use its power to affect its returns.

- Consolidation of a subsidiary begins when the Parent Company, directly or indirectly, obtains control over the subsidiary and ceases when the Parent Company, directly or indirectly, loses control of the subsidiary. Income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated Statement of Profit and Loss from the date the Parent Company, directly or indirectly, gains control until the date when the Parent Company, directly or indirectly, ceases to control the subsidiary.

- The consolidated financial statements of the Group combine financial statements of the Parent Company and its subsidiaries line-by-line by adding together the like items of assets, liabilities, income and expenses. All intra-group assets, liabilities, income, expenses, and unrealised profits/losses on intra-group transactions are eliminated on consolidation. The accounting policies of subsidiaries have been harmonised to ensure the consistency with the policies adopted by the Parent Company. The consolidated financial statements have been presented to the extent possible, in the same manner as Parent Company's standalone financial statements.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Parent Company and to the non-controlling interests and have been shown separately in the financial statements.

- Non-controlling interest represents that part of the total comprehensive income and net assets of subsidiaries attributable to interests which are not owned, directly or indirectly, by the Parent Company.

- The gains/ losses in respect of part divestment/ dilution of stake in subsidiary companies not resulting in ceding of control, are recognised directly in other equity attributable to the owners of the Parent Company.

- The gains/ losses in respect of divestment of stake resulting in ceding of control in subsidiary companies are recognised in the Statement of Profit and Loss. The investment representing the interest retained in a former subsidiary, if any, is initially recognised at its fair value with the corresponding effect recognised in the Statement of Profit and Loss as on the date the control is ceded. Such retained interest is subsequently accounted as an associate or a joint venture or a financial asset.

b) Investments in joint venture and associates

When the Group has with other parties' joint control of the arrangement and rights to the net assets of the joint arrangement, it recognises its interest as joint venture. Joint control exists when the decisions about the relevant activities require unanimous consent of the parties sharing the control. When the Group has significant influence over the other entity, it recognises such interests as associates. Significant influence is the power to participate in the financial and operating policy decisions of the entity but is not control or joint control over the entity.

The results, assets and liabilities of joint venture and associates are incorporated in the consolidated financial statements using equity method of accounting after making necessary adjustments to achieve uniformity in application of accounting policies, wherever applicable. An investment in associate or joint venture is initially recognised at cost and adjusted thereafter to recognise the Group's share of profit or loss and other comprehensive income of the joint venture or associate. Gain or loss in respect of changes in other equity of joint ventures or associates resulting in dilution of stake in the joint ventures and associates is recognised in the Statement of Profit and Loss. On acquisition of investment in a joint venture or associate, any excess of cost of investment over the fair value of the assets and liabilities of the joint venture, is recognised as goodwill and is included in the carrying value of the investment in the joint venture and associate. The excess of fair value of assets and liabilities over the investment is recognised directly in equity as capital reserve. The unrealised profits/ losses on transactions with joint ventures are eliminated by reducing the carrying amount of investment.

The carrying amount of the equity accounted investments are tested for impairment in accordance with the policy.

When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

c) Interests in joint operations

In accordance with Ind AS 111 - Joint Arrangements, when the Group has joint control of the arrangement based on contractually determined right to the assets and obligations for liabilities, it recognises such interests as joint operations. Joint control exists when the decisions about the relevant activities require unanimous consent of the parties sharing the control. In respect of its interests in joint operations, the Group recognises its share in assets, liabilities, income and expenses line-by-line in the standalone financial statements of the entity which is party to such joint arrangement which then becomes part of the consolidated financial statements of the Group when the financial statements of the Parent Company and its subsidiaries are combined for consolidation.

d) Business combination/Goodwill on consolidation

The Group accounts for its business combinations under acquisition method of accounting. Acquisition related costs are recognised in the statement of profit and loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the condition for recognition are recognised at their fair values at the acquisition date.

The excess of the:

- Consideration transferred;

- Amount of any non-controlling interest in the acquired business, and

- Acquisition-date fair value of any previous equity interest in the acquired business

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognized in other comprehensive income and accumulated in equity as capital reserve provided there is clear evidence of the underlying reasons for classifying the business combination as a bargain purchase. In other cases, the bargain purchase is recognized directly in equity as capital reserve.

Goodwill arising on consolidation is not amortised, however, it is tested for impairment annually. In the event of cessation of operations of a subsidiary, the unimpaired goodwill is written off fully. Business combinations arising from transfers of interests in entities that are under common control are accounted at historical cost. The difference between any consideration given and the aggregate historical carrying amounts of assets and liabilities of the acquired entity are recorded in shareholders' equity.

e) Notes to the consolidated financial statements represent notes involving items which are considered material and are accordingly disclosed. Materiality for the purpose is assessed in relation to the information contained in the financial statements. Further, additional statutory information disclosed in separate financial statements of the subsidiary and / or a parent having no bearing on the true and fair view of the financial statements has not been disclosed in these financial statements.

iv) Accounting estimates

The preparation of the consolidated financial statements, in conformity with the recognition and measurement principles of Ind AS, requires the management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities as at the date of financial statements and the results of operation during the reported period. Although these estimates are based upon management's best knowledge of current events and actions, actual results could differ from these estimates which are recognised in the period in which they are determined.

v) Key accounting estimates and assumptions

The key estimates and assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

a) Contract estimates

Refer note 2(xxiii) below

b) Variable consideration (claims)

The Group has claims in respect of cost over-run arising due to client caused delays, suspension of projects, deviation in design and change in scope of work etc., which are at various stages of negotiation/ discussion/ arbitration/ litigation with the clients. The realisability of these claims are estimated based on contractual terms, historical experience with similar claims as well as legal opinion obtained from internal and/or external experts, wherever necessary. Changes in facts of the case or the legal framework may impact realisability of these claims.

c) Deferred tax assets

The realization of deferred tax assets is dependent upon the generation of future taxable income during the periods in which the temporary differences become deductible. Management considers the applicable tax rates, scheduled reversal of deferred tax liabilities, projected future taxable income and tax planning strategies in making this assessment, which involves significant judgements and estimates. Based on the projections for future taxable income over the periods in which the deferred income tax assets are deductible, management believes that the Group will realize the benefits of those deductible differences. The amount of the deferred tax assets considered realizable, however, could be reduced in the near term if estimates of future taxable income during the carry forward period are reduced.

d) Defined benefit plans

The cost and present value of the gratuity obligation and compensated absences are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, attrition rate and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

e) Leases

The Group evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease required significant judgement. The Group uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate. The Group revises the lease term if there is a change in non-cancellable period of a lease.

f) Provisions and contingent liabilities

A provision is recognised when the Group has a present obligation as result of a past event and it is probable that the outflow of resources will be required to settle the obligation, in respect of which a reliable estimate can be made. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates. The assessment of the existence, and potential quantum, of contingencies inherently involves the exercise of significant judgements and the use of estimates regarding the outcome of future events.

vi) Fair value measurement

The Group measures financial instruments, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, In the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1- Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3- Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

At each reporting date, the Management analyses the movements in the values of assets and liabilities which are required to be remeasured or re-assessed as per the Group's accounting policies. For this analysis, the Management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

vii) Property, plant and equipment (PPE)

PPE are stated at cost of acquisition including attributable interest and finance costs, if any, till the date of acquisition/ installation of the assets less accumulated depreciation and accumulated impairment losses, if any.

Subsequent expenditure relating to PPE is capitalised only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured

reliably. All other repairs and maintenance costs are charged to the Statement of Profit and Loss as incurred. The cost and related accumulated depreciation are eliminated from the financial statements, either on disposal or when retired from active use and the resultant gain or loss are recognised in the Statement of Profit and Loss in the same period.

When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Gains and losses on disposals of PPE are determined by comparing proceeds with carrying amount. These are accounted in the Statement of Profit and Loss under head 'Other income' and 'Other expenses'.

viii) Capital work-in-progress

Capital work-in-progress, representing expenditure incurred in respect of assets under development and not ready for their intended use, are carried at cost. Cost includes related acquisition expenses, construction cost, related borrowing cost and other direct expenditure.

ix) Investment property

Investment properties are held to earn rentals or for capital appreciation, or both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment properties are measured initially at their cost of acquisition. The cost comprises purchase price, borrowing cost if capitalization criteria are met and directly attributable cost of bringing the asset to its working condition for the intended use. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group. All other repair and maintenance costs are recognised in Statement of Profit and Loss as incurred.

Though the Group measures investment property using cost-based measurement, the fair value of investment property is disclosed in the notes. Fair values are determined on an annual evaluation based on the reckoner value with the main inputs being comparable transactions and industry data.

Depreciation on investment properties (building) is provided on the straight-line method, computed on the basis of useful lives as prescribed in Schedule II to the Act i.e. 60 years. The residual values, useful lives and method of depreciation are reviewed at the end of each financial year and the effect of any change in the estimates of useful lives/residual value is accounted on prospective basis.

x) Intangible assets

Intangible assets are recognised when it is probable that the future economic benefits that are attributable to the assets will flow to the Group and the cost of that assets can be measured reliably. Intangible assets are stated at original cost (net of tax/duty credit availed), if any, including borrowing cost capitalised for qualifying assets and reduced by accumulated amortisation and cumulative impairment, if any.

Intangible assets mainly comprise of license fees and implementation cost for software and other application software acquired/developed for in-house use.

xi) Non-current assets or disposal group held for sale

Non-current assets or disposal group (including liabilities directly associated with those assets of a disposal group) that are available for immediate sale and where the sale is highly probable of being completed within one year from the date of classification are considered and classified as assets held for sale. Non-current assets or disposal group held for sale are measured at the lower of carrying amount or fair value less costs to sell except financial assets within the scope of Ind AS 109- Financial Instruments. The determination of fair value less costs to sell includes use of management estimates and assumptions. The fair value of asset held for sale has been estimated using observable inputs such as price quotations.

xii) Depreciation and amortisation

Depreciation is provided for PPE so as to expense the cost less residual value over their estimated useful lives on a straight-line basis, except Building and sheds which is depreciated using WDV method. Intangible assets are amortised from the date they are available for use, over their estimated useful lives. The useful lives are as per Schedule II to the Act except in case of certain assets, where the useful life is based on technical evaluation by management.

Asset category	Useful life (in years)
Building and sheds	3 to 60
Leasehold improvements	As per the period of lease or estimated useful life determined by management's expert, whichever is lower.
Plant and equipment	2 to 14
Furniture fixtures and office equipment	5 to 10
Vehicles	3 to 12
Speed boat	13
Computers	3
Intangible assets	3 to 5

The estimated useful life and residual values are reviewed at each financial year end and the effect of any change in the estimates of useful life/residual value is accounted on prospective basis.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Depreciation on additions to/deduction from, own assets is calculated pro-rata basis to the period of use.

xiii) 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.

a) Financial assets

i) Initial recognition and measurement

The Company recognizes financial assets and financial liabilities when it becomes a party to the contractual provisions of the instrument. All financial assets and financial liabilities are recognized at fair value on initial measurement, except for trade receivables which are initially measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities, which are not at fair value through profit or loss, are adjusted into the fair value on initial recognition.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. The Company's business model refers to how it manages it's financial assets to generate cash flows. The business model determines whether the cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

ii) Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in following categories:

- **Financial assets at amortised cost**

  Financial assets are subsequently measured at amortised cost if these financial assets are held within a business model with an objective to hold these assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Interest income from these financial assets is included in finance income using the Effective Interest Rate ("EIR") method. Impairment gains or losses arising on these assets are recognised in the Statement of Profit and Loss.

- **Financial assets measured at fair value through Other Comprehensive Income**

  Financial assets are measured at Fair Value through Other Comprehensive Income ('FVOCI') if these financial assets are held within a business model with an objective to hold these assets in order to collect contractual cash flows or to sell these financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in the Statement of Profit and Loss.

  In respect of equity investments (other than for investment in subsidiaries and associates) which are not held for trading, the Group has made an irrevocable election to present subsequent changes in the fair value of such instruments in OCI. Such an election is made by the Group on an instrument-by-instrument basis at the time of transition for existing equity instruments/ initial recognition for new equity instruments.

- **Financial assets measured at fair value through profit or loss (FVTPL)**

  Any financial asset which does not meet the criteria for categorization as financial asset at amortized cost or at FVTOCI, is classified as financial asset at FVTPL. Financial assets included within the FVTPL category are subsequently measured at fair value with all changes recognized in the statement of profit and loss.

iii) Impairment of financial assets

In accordance with Ind AS 109, the Group applies the expected credit loss ("ECL") model for measurement and recognition of impairment loss on financial assets and credit risk exposures. ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the entity expects to receive (i.e. after all cash shortfalls), discounted at the original EIR. Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12-month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

The Group follows 'simplified approach' for recognition of impairment loss allowance on trade receivables. Simplified approach does not require the Group to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECL at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets and risk exposure, the Group determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

ECL impairment loss allowance (or reversal) recognised during the period is recognised as income/ expense in the Statement of Profit and Loss.

iv) De-recognition of financial assets

The Group de-recognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all risks and rewards of ownership of the asset to another entity.

If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognizes its retained interest in the assets and an associated liability for amounts it may have to pay.

If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity, if any, is recognised in profit or loss, except in case of equity instruments classified as FVOCI, where such cumulative gain or loss is not recycled to statement of profit and loss.

b) Equity instruments and financial liabilities

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

i) Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments which are issued for cash are recorded at the proceeds received, net of direct issue costs. Equity instruments which are issued for consideration other than cash are recorded at fair value of the equity instrument.

ii) Financial liabilities

- **Subsequent measurement**

  The measurement of financial liabilities depends on their classification, as described below:

- **Financial liabilities at FVPL**

  Financial liabilities at FVPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVPL. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. Gains or losses on liabilities held for trading are recognised in the Statement of Profit and Loss.

- **Financial liabilities at amortised cost**

  After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in the Statement of Profit and Loss..

  Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Statement of Profit and Loss.

Where the Group issues optionally convertible debentures, the fair value of the liability portion of such debentures is determined using a market interest rate for an equivalent non-convertible debenture. This value is recorded as a liability on an amortised cost basis until extinguished on conversion or redemption of the debentures. The remainder of the proceeds is attributable to the equity portion of the instrument. This is recognised and included in shareholders' equity (net of income tax) and are not subsequently re-measured.

Where the term of a financial liability is re-negotiated and the Group issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognised in the Statement of Profit and Loss; measured as a difference between the carrying amount of the financial liability and the fair value of equity instrument issued.

- **Financial guarantee contracts**

  Financial guarantee contracts issued by the Group are those contracts that require a payment to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. Financial guarantee contracts are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind AS 109 and the amount recognised less cumulative amortisation. Amortisation is recognised as finance income in the Statement of Profit and Loss.

- **De-recognition of financial liabilities**

  Financial liabilities are de-recognised when the obligation specified in the contract is discharged, cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as de-recognition of the original liability and recognition of a new liability. The difference in the respective carrying amounts is recognised in the Statement of Profit and Loss.

iii) Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Balance Sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis to realise the assets and settle the liabilities simultaneously.

xiv) Employee benefits

a) Defined contribution plan

Contributions to defined contribution schemes such as provident fund, employees' state insurance, labour welfare fund and superannuation scheme are charged as an expense based on the amount of contribution required to be made as and when services are rendered by the employees. Group's

provident fund contribution, in respect of certain employees of the Company and its Indian subsidiaries is made to a government administered fund, and charged as an expense to the Statement of Profit and Loss. The above benefits are classified as Defined Contribution Schemes as the Group has no further obligations beyond the monthly contributions.

b) Defined benefit plan

In respect of certain employees, provident fund contributions are made to a trust administered by the Group. The interest rate payable to the members of the trust shall not be lower than the statutory rate of interest declared by the Central Government under the Employees Provident Funds and Miscellaneous Provisions Act, 1952 and shortfall, if any, shall be made good by the Group. Accordingly, the contribution paid or payable and the interest shortfall, if any, is recognised as an expense in the period in which services are rendered by the employee.

The Group also provides for gratuity which is a defined benefit plan the liabilities of which are determined based on valuations, as at the balance sheet date, made by an independent actuary using the projected unit credit method. Re-measurement, comprising of actuarial gains and losses, in respect of gratuity are recognised in the OCI, in the period in which they occur. Re-measurement recognised in OCI are not reclassified to the Statement of Profit and Loss in subsequent periods. Past service cost is recognised in the Statement of Profit and Loss in the year of plan amendment or curtailment. The classification of the Group's obligation into current and non-current is as per the actuarial valuation report.

In case of foreign subsidiaries, the post-employment benefit plan, in the form of a pension, qualify as defined benefit plans. For the purposes of determining the defined benefit obligation at the reporting date, the total defined benefit obligations, made by an independent actuary using the projected unit credit method, are compared to the fair value of the plan assets and resultant surplus or shortfall is recognised as an asset or liability, respectively. Re-measurement, comprising of actuarial gains and losses, in respect of this pension plan are recognised in the OCI, in the period in which they occur.

c) Leave entitlement and compensated absences

Accumulated leave which is expected to be utilised within next twelve months, is treated as short-term employee benefit. Leave entitlement, other than short term compensated absences, are provided based on a actuarial valuation, similar to that of gratuity benefit. Re-measurement, comprising of actuarial gains and losses, in respect of leave entitlement are recognised in the Statement of Profit and Loss in the period in which they occur.

d) Short-term benefits

Short-term employee benefits such as salaries, wages, performance incentives etc. are recognised as expenses at the undiscounted amounts in the Statement of Profit and Loss of the period in which the related service is rendered. Expenses on non-accumulating compensated absences is recognised in the period in which the absences occur.

xv) Contract assets

Contract revenue earned in excess of certification are classified as contract assets (which the Group refer as unbilled work-in-progress). A contract asset is initially recognised for revenue earned from engineering and construction services because the receipt of consideration is conditional on successful completion of the service. Upon completion of the service and acceptance by the customer, the amount recognised as contract assets is reclassified to trade receivables.

xvi) Contract liabilities

Certification in excess of contract revenue is classified as contract liabilities (which the Group refer to as due to customer). A contract liability is recognised if a payment is received, or a payment is due (whichever is earlier) from a customer before the Company transfers the related goods or services. Contract liabilities are recognised as revenue when the Company performs under the contract (i.e., transfers control of the related goods or services to the customer).

xvii) Inventories

a) Construction materials, stores, spares and fuel

The stock of construction materials, stores, spares and embedded goods and fuel is valued at cost or net realisable value, whichever is lower. However, these items are considered to be realisable at cost if the finished products in which they will be used, are expected to be sold at or above cost. Cost is determined on weighted average basis and includes all applicable cost of bringing the goods to their present location and condition. Revenue from sale of scrap material is presented as reduction from cost of materials consumed in the Statement of Profit and Loss.

b) Land and development rights

Undeveloped land (including development costs) and finished units which are held for sale are valued at the lower of construction costs and net selling price.

c) Project work in progress

Land and construction / development expenses are accumulated under "Project work-in-progress" and the same are valued at lower of cost or net realizable value.

Cost of land purchased / acquired by the Group includes purchase / acquisition price plus stamp duty and registration charges.

Construction / development expenditure includes cost of development rights, all direct and indirect expenditure incurred on development of land/ construction, attributable interest and financial charges and overheads relating to site management and administration less incidental revenues arising from site operations.

xviii) Cash and cash equivalents

Cash and cash equivalents in the Balance Sheet comprises of cash at banks and on hand and short-term deposits with an original maturity of three month or less, which are subject to an insignificant risk of changes in value.

xix) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM). The CODM is the Chief Executive Officer of the Group, who assesses the financial performance and position of the Group and makes strategic decisions. The CODM reviews revenue and gross profit as the performance indicators and does not review the total assets and liabilities for each reportable segment. The measurement of each segment's revenues, expenses and assets is consistent with the accounting policies that are used in preparation of the Group's consolidated financial statements. The Group's operations predominantly relate to 'Engineering and Construction', 'Infrastructure' and 'Real Estate'. Other business segments contribute less than 10% of the total revenue and have been grouped as 'Others'. Segments have been identified taking into account the nature of activities of the parent company, its subsidiaries and joint ventures, the differing risks and returns, the organization structure and internal reporting system.

xx) Borrowing costs

Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds. Also, the EIR amortisation is included in finance costs.

Borrowing costs relating to acquisition, construction or production of a qualifying asset which takes substantial period of time to get ready for its intended use are added to the cost of such asset to the extent they relate to the period till such assets are ready to be put to use. All other borrowing costs are expensed in the Statement of Profit and Loss in the period in which they occur.

xxi) Accounting of foreign exchange transaction

a) Initial recognition

Foreign currency transactions are initially recorded in the reporting currency, by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction. However, for practical reasons, the Group uses a monthly average rate if the average rate approximate is the actual rate at the date of the transactions.

b) Conversion

Monetary assets and liabilities denominated in foreign currencies are reported using the closing rate at the reporting date. Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported using the exchange rate at the date of the transaction.

c) Treatment of exchange difference

Exchange differences arising on settlement/ restatement of short-term foreign currency monetary assets and liabilities of the Group are recognised as income or expense in the Statement of Profit and Loss.

xxii) Government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received, and the Group will comply with all attached conditions.

Government grants relating to income are deferred and recognised in the profit and loss over the period necessary to match them with the costs that they are intended to compensate and presented within other income. Government grants relating to the purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to profit or loss on a straight line basis over the expected lives of the related assets and presented with other income.

xxiii) Revenue recognition

a) Revenue from construction contracts

Revenue is recognized upon transfer of control of promised products or services to customers in an amount that reflects the consideration the Group expect to receive in exchange for those products or services. The Group derives revenues primarily from providing engineering and construction services.

The Group evaluates whether the performance obligations in engineering and construction services are satisfied at a point in time or over time. The performance obligation is transferred over time if one of the following criteria is met:

- As the entity performs, the customer simultaneously receives and consumes the benefits provided by the entity's performance.
- The entity's performance creates or enhances an asset (e.g., work in progress) that the customer controls as the asset is created or enhanced.
- The entity's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

For performance obligations in which control is not transferred over time, control is transferred as at a point in time.

For performance obligation satisfied over time, the revenue is recognised using input method by measuring the progress towards complete satisfaction of performance obligation.

The percentage-of-completion of a contract is determined by the proportion that contract costs incurred for work performed up to the reporting date bear to the estimated total contract costs. When there is uncertainty as to measurement or ultimate collectability, revenue recognition is postponed until such uncertainty is resolved.

Transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring good or service to a customer excluding amounts collected on behalf of a third party and is adjusted for variable considerations.

Advance payments received from contractee for which no services are rendered are presented as 'Advance from contractee'.

Due to the nature of the work required to be performed on many of the performance obligations, the estimation of total revenue and cost of completion is complex, subject to many variables and requires significant judgment. Variability in the transaction price arises primarily due to liquidated damages, price variation clauses, changes in scope, incentives, if any. The Group considers its experience with similar transactions and expectations regarding the contract in estimating the amount of variable consideration to which it will be entitled and determining whether the estimated variable consideration should be constrained. The Group includes estimated amounts in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is resolved. The estimates of variable consideration are based largely on an assessment of anticipated performance and all information (historical, current and forecasted) that is reasonably available.

Contract modifications are accounted for when additions, deletions or changes are approved either to the contract scope or contract price. The accounting for modifications of contracts involves assessing whether the services added to an existing contract are distinct and whether the pricing is at the standalone selling price. Services added that are not distinct are accounted for on a cumulative catch up basis, while those that are distinct are accounted for prospectively, either as a separate contract, if the additional services are priced at the standalone selling price, or as a termination of the existing contract and creation of a new contract if not priced at the standalone selling price.

The Group presents revenues net of indirect taxes in its Statement of Profit and Loss.

Costs to obtain a contract which are incurred regardless of whether the contract was obtained are charged off in Statement of Profit and Loss immediately in the period in which such costs are incurred.

b) Software development and servicing revenue

Revenue from software development on fixed price, fixed time frame contracts, including system development and integration contracts, where there is no uncertainty as to measurement or collectability is recognized as per percentage of completion method. Revenue from last billing date to the Balance Sheet date is recognized as unbilled revenue. Stage of completion is measured by reference to the proportion that service cost incurred for work performed to date bears to the estimated total service cost. Service cost incurred to date excludes costs that relate to future activity on the contract. Such costs are recognized as an asset and are classified as unbilled revenue as due from customers.

Servicing revenue is recognized over the term of servicing contract. For sales of services, revenue is recognized in the accounting period in which the services are rendered, by reference to stage of completion of the specific transaction and assessed on the basis of actual services provided as a proportion of the total services to be provided.

Time and material contracts is recognized as and when the related services are provided.

Annual maintenance service contracts are recognized proportionately over the period in which services are rendered.

Revenue from sale of user licenses for software applications is recognized on transfer of the title/ product, in accordance with the sales contract. Revenue from product sales are shown as net of all applicable taxes and discounts.

c) Interest on arbitration awards

Interest on arbitration awards, being in the nature of additional compensation as per the terms of the contract is recognised as other operating revenue that reflects the consideration the Group has received or expects to receive on favourable arbitration awards.

d) Fair valuation gain on subsequent measurement of financial assets

The Group recognizes the changes in the fair value of the financial assets held through profit and loss account in the statement of profit and loss. At each reporting date the entity carries out fair value assessment of the financial assets in accordance with the principles laid down in Ind AS 113 – Fair Value Measurement through a registered valuer and on the basis of the fair valuation report recognizes the accretion to the carrying value of the Financial Assets held through profit and loss account in its other operating income.

xxiv) Other income

a) Interest income

Interest income (other than interest on income tax refund) is accrued on a time proportion basis, by reference to the principal outstanding and the applicable Effective Interest Rate (EIR).

b) Dividend income

Dividend is recognised when the right to receive the payment is established, which is generally when shareholders approve the dividend.

c) Other income

Other items of income are accounted as and when the right to receive such income arises and it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably.

d) Rental income

Rent is recognised on time proportionate basis.

e) Finance and other income

Finance income is accrued on a time proportion basis, by reference to the principal outstanding and the applicable EIR. Other income is accounted for on accrual basis. Where the receipt of income is uncertain, it is accounted for on receipt basis.

xxv) Tax expenses

Tax expense comprises of current tax expense and the net change in the deferred tax asset or liability during the year. Current and deferred taxes are recognised in the Statement of Profit and

Loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively.

a) Current tax

Current tax is recognised based on the estimated tax liability computed after taking credit for allowances and exemptions in accordance with the Income Tax Act, 1961. Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date. The Holding Company has adopted new tax regime during the year ended March 31, 2026.

Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

b) Deferred tax

Deferred tax is determined by applying the Balance Sheet approach. Deferred tax assets and liabilities are recognised for all deductible temporary differences between the financial statements' carrying amount of existing assets and liabilities and their respective tax base. Deferred tax assets and liabilities are measured using the enacted tax rates or tax rates that are substantively enacted at the Balance Sheet date. The effect on deferred tax assets and liabilities of a change in tax rates is recognised in the period that includes the enactment date. Deferred tax assets are only recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Such assets are reviewed at each Balance Sheet date to reassess realisation. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and the deferred tax relate to the same taxable entity and the same taxation authority.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss, (either in other comprehensive income (OCI) or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The Group recognises deferred tax liability for all taxable temporary differences associated with investments in subsidiaries and associates, except to the extent that both of the following conditions are satisfied:

- When the Group is able to control the timing of the reversal of the temporary difference; and
- It is probable that the temporary difference will not reverse in the foreseeable future

xxvi) Leases

The Group's lease asset classes primarily consist of leases for vehicles, building and shed. The Group assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange of the consideration.

At the date of the commencement of the lease, the Group recognises a right-of-use asset representing its right to use the underlying asset for the lease term and a corresponding lease liability for all the lease arrangements in which it is a lease, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease. They are subsequently measured at cost less accumulated depreciation and impairment losses. Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. The estimated useful life of the assets is determined on the same basis as those of property, plant and equipment.

Right-of-use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. Carrying amount of right-of-use asset is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

The lease liability is initially measured at present value of the future lease payments. The future lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates. Lease liability is subsequently measured by increasing the carrying amount to reflect interest, reducing the carrying amount to reflect lease payments made and remeasuring the carrying amount to reflect any reassessment of lease modification.

Right-of-use assets have been separately presented in the Balance Sheet and the Lease liability is presented under Other financial liabilities. Further, lease payments have been classified as financing cash flows.

xxvii) Impairment of non-financial assets

As at each Balance Sheet date, the Group assesses whether there is an indication that a non-financial asset may be impaired and also whether there is an indication of reversal of impairment loss recognised in the previous periods. If any indication exists, or when annual impairment testing for an asset is required, the Group determines the recoverable amount and impairment loss is recognised when the carrying amount of an asset exceeds its recoverable amount.

Recoverable amount is determined:

- In case of an individual asset, at the higher of the assets' fair value less cost to sell and value in use; and

- In case of cash generating unit (a group of assets that generates identified, independent cash flows), at the higher of cash generating unit's fair value less cost to sell and value in use.

In assessing value in use, the estimated future cash flows are discounted to their present value using pre-tax discount rate that reflects current market assessments of the time value of money and risk specified to the asset. In determining fair value less cost to sell, recent market transaction are taken into account. If no such transaction can be identified, an appropriate valuation model is used.

Impairment losses of continuing operations, including impairment on inventories, are recognised in the Statement of Profit and Loss, except for properties previously revalued with the revaluation taken to OCI. For such properties, the impairment is recognised in OCI up to the amount of any previous revaluation.

When the Group considers that there are no realistic prospects of recovery of the asset, the relevant amounts are written off. If the amount of impairment loss subsequently decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, then the previously recognised impairment loss is reversed through the Statement of Profit and Loss.

xxviii) Trade receivables

A receivable is classified as a 'trade receivable' if it is in respect of the amount due on account of goods sold or services rendered in the normal course of business. Trade receivables are recognised initially at transaction price and subsequently measured at amortised cost using the EIR method, less provision for impairment. Trade receivables ageing has been presented based on the due date of payment.

xxix) Trade payables

A payable is classified as a 'trade payable' if it is in respect of the amount due on account of goods purchased or services received in the normal course of business. These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. These amounts are unsecured and are usually settled as per the payment terms stated in the contract. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the EIR method. Trade payables ageing has been presented based on the due date of payment.

xxx) Earnings per share

Basic earnings per share is computed by dividing the net profit or loss for the period attributable to the equity shareholders of the parent by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the period and for all periods presented is adjusted for events, such as bonus shares, other than the conversion of potential equity shares, that have changed the number of equity shares outstanding, without a corresponding change in resources.

Diluted earnings per share is computed by dividing the net profit or loss for the period attributable to the equity shareholders of the parent and weighted average number of equity shares considered for deriving basic earnings per equity share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. The dilutive potential equity shares are adjusted for the proceeds receivable had the equity shares been actually issued at fair value (i.e. the average market value of the outstanding equity shares).

xxxi) Provisions, contingent liabilities, contingent assets and commitments

A provision is recognised when the Group has a present obligation (legal or constructive) as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, in respect of which a reliable estimate can be made of the amount of obligation. Provisions (excluding gratuity and compensated absences) are determined based on management's estimate required to settle the obligation at the Balance Sheet date. In case the time value of money is material, provisions are discounted using a current pre-tax rate that reflects the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of

time is recognised as a finance cost. These are reviewed at each Balance Sheet date and adjusted to reflect the current management estimates.

Contingent liabilities are disclosed in respect of possible obligations that arise from past events, whose existence would be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. A contingent liability also arises, in rare cases, where a liability cannot be recognised because it cannot be measured reliably.

Contingent assets are disclosed only where an inflow of economic benefits is probable.

Commitments are future liabilities for contractual expenditure, classified and disclosed as estimated amount of contracts remaining to be executed on capital account and not provided for.

xxxii) Share issue expenses

Share issue expenses are charged off against available balance in the Securities premium.

xxxiii) Share-based payments

Share based compensated benefits are provided to certain grades of employees in consideration of the services rendered. Under the equity settled share-based payment, the fair value on the grant date of the instrument given to employees is recognised as 'employee benefits expenses' with a corresponding increase in equity over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. The fair value of the options at the grant date is calculated by an independent valuer basis Black Scholes model. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognizes the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity. Upon exercise of share options, the proceeds received are allocated to share capital up to the par value of the shares issued with any excess being recorded as share premium.

xxxiv) Exceptional items

When items of income and expense within profit or loss from ordinary activities are of such size, nature or incidence that their disclosure is relevant to explain the performance of the enterprise for the period, the nature and amount of such material items are disclosed separately as exceptional items.

xxxv) Dividend

Final dividend on shares is recorded as a liability on the date of approval by the shareholders and interim dividends are recorded as a liability on the date of declaration by the Board of Directors.

Note 2.2 Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

A. In May 2025, MCA notified the following amendments:

Ind AS 21: The Effects of Changes in Foreign Exchange Rates- applicable with effect from April 1, 2025.

The amendments are pertaining to exchangeability of currency. The Group has reviewed the amendments and based on its evaluation has determined that it does not have any significant impact in its consolidated financial statements.

B. In August 2025, MCA notified the following amendments:

1. **Ind AS 1: Presentation of Financial Statements- applicable w.e.f. April 1, 2025.**

   The amendment relates to classification of liabilities as current or noncurrent and non-current liabilities with covenants. The amendments are pertaining to classifying a liability as current. Through the amendments, the requirement of existence of a right to defer settlement for at least 12 months after the reporting date has been removed. Instead, it is now required that the said right should exist on the reporting date and such right should have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Group has reviewed the amendments. Based on its evaluation the Group has determined that there is no impact of these amendments in its classification criteria of current and non-current liabilities.

2. **Ind AS 7: Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures- applicable w.e.f. April 1, 2025.**

   The amendment in Ind AS 7 requires informing users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Group has reviewed the amendment. Based on its evaluation the Group has determined that it does not have any significant impact in its consolidated financial statements.

3. **Ind AS 12: International Tax Reform – Pillar Two Model Rules- applicable immediately**

   The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. This relief is immediate and applies retrospectively. The Group has reviewed the amendments. Based on its evaluation the Group has determined that there is no impact of these amendments in its consolidated financial statements.

(Amount in ₹ crore, unless otherwise stated)

NOTE 3A PROPERTY, PLANT AND EQUIPMENT

Particulars	Freehold land	Building and sheds	Leasehold improvements	Plant and equipment	Furniture and fixtures	Office equipment	Vehicles	Speed boat	Computers	Total
Gross carrying value										
As at April 01, 2024	36.10	98.57	3.78	763.96	84.50	5.97	47.96	1.05	8.59	1,050.48
Additions	-	-	-	2.88	-	-	3.08	-	4.16	10.12
Reclassification/ Adjustment	-	(76.76)	-	8.20	79.83	-	3.87	-	17.37	32.51
Transferred to assets held for sale (Refer note 17)	(10.65)	-	-	-	-	-	-	-	-	(10.65)
Impact of deconsolidation (Refer note 44.1.3 and 44.1.4)	-	-	-	-	(148.45)	-	(2.45)	-	(14.10)	(165.00)
Disposals	0.00*	-	-	(88.47)	(0.22)	(0.11)	(7.58)	-	(0.52)	(96.90)
As at March 31, 2025	**25.45**	**21.81**	**3.78**	**686.57**	**15.66**	**5.86**	**44.88**	**1.05**	**15.50**	**820.56**
Additions	-	1.95	-	55.07	0.20	0.52	1.18	-	1.03	59.95
Disposals	-	(0.00)*	-	(46.62)	(0.42)	(0.37)	(4.83)	-	(0.13)	(52.37)
Transferred to assets held for sale (Refer note 17)	(18.96)	-	-	-	-	-	-	-	-	(18.96)
As at March 31, 2026	**6.49**	**23.76**	**3.78**	**695.02**	**15.44**	**6.01**	**41.23**	**1.05**	**16.40**	**809.18**
Accumulated depreciation										
As at April 01, 2024	-	85.13	3.26	572.66	69.18	5.19	22.65	0.97	7.37	766.41
Depreciation charge	-	0.52	0.31	59.12	13.65	0.32	3.93	-	1.28	79.13
Reclassification/ Adjustment	-	(76.76)	-	(0.07)	79.79	-	12.18	-	17.37	32.51
Accumulated depreciation on disposals	-	-	-	(72.14)	(0.03)	(0.09)	(7.11)	-	(0.43)	(79.80)
Impact of deconsolidation	-	-	-		(148.45)	-	(0.72)	-	(14.09)	(163.26)
As at March 31, 2025	**-**	**8.89**	**3.57**	**559.57**	**14.14**	**5.42**	**30.93**	**0.97**	**11.50**	**634.99**
Depreciation charge	-	0.50	0.09	20.74	0.04	0.08	2.79	-	1.69	25.93
Accumulated depreciation on disposals	-	(0.01)	(0.03)	(38.94)	(0.40)	(0.23)	(3.88)	0.01	-	(43.48)
As at March 31, 2026	**-**	**9.38**	**3.63**	**541.37**	**13.78**	**5.27**	**29.84**	**0.98**	**13.19**	**617.44**
Net carrying value										
As at March 31, 2025	**25.45**	**12.92**	**0.21**	**127.00**	**1.52**	**0.44**	**13.95**	**0.08**	**4.00**	**185.57**
As at March 31, 2026	**6.49**	**14.38**	**0.15**	**153.65**	**1.66**	**0.74**	**11.39**	**0.07**	**3.21**	**191.74**

Notes:

Note 3A.1 Refer note 20 for information of property, plant and equipment pledged as security against borrowings of the Group.

Note 3A.2 Refer note 35 (B) for disclosure of contractual commitments for acquisition of Property, plant and equipment.

* Represents amount less than ₹1 lakh

(Amount in ₹ crore, unless otherwise stated)

NOTE 3B RIGHT-OF-USE ASSETS

Particulars	Buildings	Vehicles	Total
Gross carrying value			
As at April 01, 2024	237.13	0.94	238.07
Additions	-	-	-
Impact of Deconsolidation (Refer note 44.1.4)	(234.99)	(0.94)	(235.93)
Disposals	-	-	-
As at March 31, 2025	**2.14**	**-**	**2.14**
Additions	-	-	-
Disposals/adjustment	(2.14)	-	(2.14)
As at March 31, 2026	**-**	**-**	**-**
Accumulated depreciation			
As at April 01, 2024	143.51	0.94	144.45
Depreciation charge	15.46	-	15.46
Impact of Deconsolidation (Refer note 44.1.4)	(156.83)	(0.94)	(157.77)
Accumulated depreciation on disposals	-	-	-
As at March 31, 2025	**2.14**	**-**	**2.14**
Depreciation charge	-	-	-
Accumulated depreciation on disposals/adjustment	(2.14)	-	(2.14)
As at March 31, 2026	**-**	**-**	**-**
Net carrying value			
As at March 31, 2025	**-**	**-**	**-**
As at March 31, 2026	**-**	**-**	**-**

Note 3B.1 : For the disclosure required as per Ind AS 116- Leases, refer note 38

NOTE 3C CAPITAL WORK-IN-PROGESS (‘CWIP’)

Particulars	Amount
As at April 01, 2024	0.84
Additions	14.27
Transferred to property, plant and equipment	(8.48)
As at March 31, 2025	**6.63**
Additions	71.60
Transferred to property, plant and equipment	(58.90)
As at March 31, 2026	**19.33**

CWIP AGEING SCHEDULE

Particulars	**As at March 31, 2026**		As at March 31, 2025	
	Projects in progress	**Projects temporarily suspended**	Projects in progress	Projects temporarily suspended
Less than 1 year	19.33	-	6.51	-
1-2 years	-	-	-	-
2-3 years	-	-	0.12	-
More than 3 years	-	-	-	-
Total	**19.33**	**-**	**6.63**	**-**

Note 3B.1 : As on the date of balance sheet, there are no projects whose completion is overdue or has exceeded the cost, based on approved plan.

(Amount in ₹ crore, unless otherwise stated)

NOTE 4 INVESTMENT PROPERTIES

Particulars	Land	Building	Total
Gross carrying value			
As at April 01, 2024	2.95	2.36	5.31
Additions	-	-	-
Adjustment (Refer note 4.2)	0.08	-	0.08
Impact of deconsolidation (Refer note 44.1.3 and 44.1.4)	(2.80)	(2.36)	(5.16)
Disposals	-	-	-
As at March 31, 2025	**0.23**	**-**	**0.23**
Additions	-	-	-
Disposals	-	-	-
As at March 31, 2026 (Refer note 4.3 & 4.4)	**0.23**	**-**	**0.23**
Accumulated depreciation			
As at April 01, 2024	-	1.86	1.86
Depreciation charge	-	-	-
Impact of deconsolidation (Refer note 44.1.3 and 44.1.4)		(1.86)	(1.86)
As at March 31, 2025	**-**	**-**	**-**
Depreciation charge	-	-	-
As at March 31, 2026	**-**	**-**	**-**
Net carrying value			
As at March 31, 2025	**0.23**	**-**	**0.23**
As at March 31, 2026	**0.23**	**-**	**0.23**

Note 4.1 : Information regarding income and expenditure of Investment properties (Refer note 44.1.3)

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Rental income derived from investment property	-	0.20
Direct operating expenses (including repairs and maintenance) generating rental income	-	(0.03)
Gain arising from investment properties before depreciation and indirect expenses	**-**	**0.17**
Less : Depreciation	-	(0.01)
Gain arising from investment properties before indirect expenses	**-**	**0.16**

Note 4.2 : Adjustments represents impact of foreign exchange fluctuation arising on long-term foreign currency monetary items.

Note 4.3 : The fair value of the investment properties held by the Group is ₹0.23 crore (March 31, 2025: ₹0.23 crore).

Note 4.4 : The Group has assessed the fair value its Investment properties, however the valuation is not done by the registered valuer as defined under rule 2 of the Companies (Registered Valuers and Valuation) Rules, 2017.

(Amount in ₹ crore, unless otherwise stated)

NOTE 5 OTHER INTANGIBLE ASSETS AND GOODWILL

Particulars	Computer software	Toll rights	Total Intangible Asset	Goodwill (Refer note 5.1)
Gross carrying value				
As at April 01, 2024	114.01	-	114.01	3.38
Additions	-	62.50	62.50	-
Disposals	-	-	-	-
Impact of deconsolidation (Refer note 5.1 and 44.1.4)	(110.03)	-	(110.03)	(3.38)
As at March 31, 2025	**3.98**	**62.50**	**66.48**	**-**
Additions	-	-	-	-
Disposals/adjustment	(3.98)	-	(3.98)	-
As at March 31, 2026	**-**	**62.50**	**62.50**	**-**
Accumulated amortisation				
As at April 01, 2024	49.92	-	49.92	-
Amortisation charge (Refer note 31)	63.15	6.24	69.39	-
Impact of deconsolidation (Refer note 44.1.4)	(110.03)	-	(110.03)	-
Adjustments for foreign currency	0.94	-	0.94	-
As at March 31, 2025	**3.98**	**6.24**	**10.22**	**-**
Amortisation charge (Refer note 31)	-	1.56	1.56	-
Accumulated amortisation on disposals/adjustments	(3.98)	-	(3.98)	-
As at March 31, 2026	**-**	**7.80**	**7.80**	**-**
Net carrying value				
As at March 31, 2025	**-**	**56.26**	**56.26**	**-**
As at March 31, 2026	**-**	**54.70**	**54.70**	**-**

Note 5.1 : Goodwill was created at the time of consolidation of Western Securities Limited ('WSL'). During the previous year, the Holding Company has sold its entire shareholding in WSL resulting into deconsolidation of subsidiary w.e.f. August 14, 2024. (Refer note 44.1.3).

NOTE 6 INVESTMENTS IN JOINT VENTURE AND ASSOCIATES

Particulars	**As at March 31, 2026**	As at March 31, 2025
Investments at cost		
a) in joint venture in India	-	-
b) in associates in India	35.09	31.55
Total investments in joint venture and associates	**35.09**	**31.55**
Detailed list of investments in joint venture and associates		
Investments at cost, unquoted and fully paid up		
a) In joint venture in India		
Prolific Resolution Private Limited		
Equity Shares 50,000 (March 31, 2025: 50,000) of ₹10 each	-	-
b) In associates in India		
Highbar Technocrat Limited	35.09	31.55
99,940 (March 31, 2025: 99,940) equity shares of ₹10 each		
	35.09	**31.55**

(Amount in ₹ crore, unless otherwise stated)

NOTE 6 INVESTMENTS IN JOINT VENTURE AND ASSOCIATES....Contd.

Note 6.1 : The Group's share of profit/ (loss) of joint venture and associates are as follows:

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
From Joint venture		
Prolific Resolution Private Limited	-	(142.83)
From associates		
Highbar Technocrat Limited	5.54	9.31
Evostate AG	-	0.89
Hegias AG	-	(29.05)
MCR Managing Corp	-	1.92
	5.54	**(159.76)**

Note 6.2 : The Holding Company has pledged its shareholdings in the following joint venture in favour of the respective lenders of the Holding Company as a part of the financing agreements for facilities taken:

Name of the Company	No. of equity shares pledged	
	As at March 31, 2026	As at March 31, 2025
Prolific Resolution Private Limited	50,000	50,000

NOTE 6A OTHER INVESTMENTS

Particulars	**As at March 31, 2026**	As at March 31, 2025
Other investments in equity shares at cost		
Outside India	4.18	4.18
Other investments in equity shares at fair value through Other Comprehensive Income		
In India	18.37	31.07
Total other investments	**22.55**	**35.25**

NOTE 6 INVESTMENTS IN JOINT VENTURE AND ASSOCIATES....Contd.

Detailed list of other investments		As at March 31, 2026	As at March 31, 2025
Other investments in equity shares at cost			
Outside India			
-	Steiner Projekte AG	4.18	4.18
	18 (March 31, 2025 : 18) equity shares of CHF 1,000 each, fully paid- unquoted		
Other investments in equity shares at fair value through Other Comprehensive Income			
In India			
-	Khandwala Securities Limited	0.00*	0.01
	3,332 (March 31, 2025: 3,332) equity shares of ₹10 each, fully paid- quoted		
-	HDFC Bank Limited	4.47	5.59
	61,138 (March 31, 2025: 61,138, adjusted for bonus shares during the current year) equity shares of ₹1 each, fully paid- quoted		
-	Shushrusha Citizens Co-Op. Hospitals Limited	0.00*	0.00*
	100 (March 31, 2025 : 100) equity shares of ₹100 each, fully paid- unquoted		
-	Hincon Finance Limited	13.90	25.47
	120,000 (March 31, 2025 : 120,000) equity shares of ₹10 each, fully paid- unquoted		
		18.37	**31.07**
		22.55	**35.25**
Total non-current investments (6 + 6A)		**57.64**	**66.80**

* Represents amount less than ₹1 lakh

Note 6A.1 : Aggregate value of non-current investments is as follows:

Particulars		As at March 31, 2026	As at March 31, 2025
a)	Aggregate value of unquoted investments	53.17	61.20
b)	Aggregate value of quoted investments and market value thereof	4.47	5.60
		57.64	**66.80**

Note 6A.2 : Value of non-current investments carried at:

Particulars		As at March 31, 2026	As at March 31, 2025
a)	Cost	39.27	35.73
b)	Fair value through other comprehensive income	18.37	31.07
		57.64	**66.80**

NOTE 7 TRADE RECEIVABLES

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current		
Trade receivables (Refer note 7.1 to 7.6)	1,178.39	688.79
(Including retention ₹72.71 crore (March 31, 2025: Nil))		
Total non-current trade receivables	**1,178.39**	**688.79**
Current		
Trade receivables (Refer notes 7.1 to 7.6)	2,309.48	2,439.39
(Including retention ₹739.92 crore (March 31, 2025: ₹921.99 crore)		
Less: allowance for expected credit loss (Refer note 41 (ii) (a))	(56.76)	(51.24)
Total current trade receivables	**2,252.72**	**2,388.15**
Total trade receivables	**3,431.11**	**3,076.94**

(Amount in ₹ crore, unless otherwise stated)

NOTE 7 TRADE RECEIVABLES....Contd.

Particulars	As at March 31, 2026	As at March 31, 2025
Break-up of security details		
Trade receivables considered good- secured	-	-
Trade receivables considered good- unsecured	3,431.11	3,076.94
Trade receivables which have significant increase in credit risk	-	-
Trade receivables- credit impaired	56.76	51.24
Total	**3,487.87**	**3,128.18**
Less: allowance for expected credit loss (Refer note 41 (ii) (a))	(56.76)	(51.24)
Total trade receivables	**3,431.11**	**3,076.94**

Notes:

Note 7.1 : Presented net off advance received against favourable arbitration awards ₹1,640.23 crore (March 31, 2025: ₹3,099.77 crore)

Note 7.2 : Non-current trade receivables(net) and current trade receivables(net) includes ₹1,105.68 crore (March 31, 2025: ₹646.52 crore) and ₹237.12 crore (March 31, 2025: ₹596.53 crore) respectively, representing claims awarded in arbitration in favour of the Holding Company which have been further challenged by the customers in courts.

Note 7.3 : There are no trade receivables due from any director or any officer of the Group, either severally or jointly with any other person, or from any firms or private companies in which any director is a partner, a director or a member.

Note 7.4 : Trade receivables (other than receivables on account of claims awarded in arbitration in favour of the Company) are non-interest bearing and are generally on terms of 30 to 90 days except retention deposits which are due after completion of the defect liability period of the respective projects.

Note 7.5 : During the current year, the Holding Company has executed a deed of assignment with HCC Contract Solutions Limited ('HCSL'), a wholly owned subsidiary, for assignment of economic and beneficial interest in arbitration awards aggregating to ₹1,979.09 crore along with underlying advance of same value against respective awards resulting into net value of assets transferred to HCSL as Nil.

Note 7.6 Trade receivables ageing schedule

As at March 31, 2026

	Particulars	Outstanding for following periods from the date of transaction						Total
		Not due	Less than 6 months	6 Months - 1 year	1-2 years	2-3 years	More than 3 years	
a)	Undisputed trade receivables- considered good	533.68	594.71	49.35	261.36	147.70	117.94	1,704.74
b)	Undisputed trade receivables- which have significant increase in credit risk	-	-	-	-	-	-	-
c)	Undisputed trade receivables- credit impaired	19.55	16.79	1.98	9.74	5.67	3.04	56.77
d)	Disputed trade receivables- considered good (Non- current)	-	430.92	457.91	170.71	132.71	534.11	1,726.36
e)	Disputed trade receivables- considered good (Current)	-	-	-	-	-	-	-
f)	Disputed trade receivables- which have significant increase in credit risk	-	-	-	-	-	-	-
g)	Disputed trade receivables- credit impaired	-	-	-	-	-	-	-
		553.23	**1,042.42**	**509.24**	**441.81**	**286.08**	**655.09**	**3,487.87**
Less: Allowance for expected credit loss (Refer note 41 (ii) (a))								**(56.76)**
Total Trade receivables								**3,431.11**

(Amount in ₹ crore, unless otherwise stated)

NOTE 7 TRADE RECEIVABLES....Contd.

As at March 31, 2025

Particulars		Oustanding for following periods from the date of transaction						Total
		Not due	Less than 6 months	6 Months - 1 year	1-2 years	2-3 years	More than 3 years	
a)	Undisputed trade receivables- considered good	513.36	245.68	72.22	182.02	69.74	342.75	1,425.77
b)	Undisputed trade receivables- which have significant increase in credit risk	-	-	-	-	-	-	-
c)	Undisputed trade receivables- credit impaired	18.31	8.95	2.60	6.77	2.68	11.93	51.24
d)	Disputed trade receivables- considered good (Non- current)	-	315.96	141.39	143.84	277.70	772.28	1,651.17
e)	Disputed trade receivables- considered good (Current)	-	-	-	-	-	-	-
f)	Disputed trade receivables- which have significant increase in credit risk	-	-	-	-	-	-	-
g)	Disputed trade receivables- credit impaired	-	-	-	-	-	-	-
		531.67	**570.59**	**216.21**	**332.63**	**350.12**	**1,126.96**	**3,128.18**
Less: Allowance for expected credit loss (Refer note 41 (ii) (a))								(51.24)
Total Trade receivables								**3,076.94**

Note 7.7 : Refer note 16 for details of unbilled dues i.e. contract assets.

NOTE 8 LOANS

Particulars	**As at March 31, 2026**	As at March 31, 2025
Non-Current		
Loans given		
- to joint venture (Refer note 8.1 and 39C)	400.00	-
- to others	91.94	79.09
Total non-current loans	**491.94**	**79.09**
Break-up of security details		
Loans considered good- secured	-	-
Loans considered good- unsecured	491.94	79.09
Loans- credit impaired	-	-
	491.94	**79.09**
Allowance for expected credit loss	-	-
Total loans	**491.94**	**79.09**

Note 8.1 : In compliance with Regulation 34 (3) & 53 (f) of the Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015 the required information is given as under:

Loans given to joint venture (as defined under the Act) for business purposes.

Name of Company	Outstanding balance		Maximum balance outstanding during	
	As at March 31, 2026	As at March 31, 2025	**Year ended March 31, 2026**	Year ended March 31, 2025
Prolific Resolution Private Limited	400.00	-	400.00	-

(Amount in ₹ crore, unless otherwise stated)

NOTE 9 OTHER FINANCIAL ASSETS

Particulars		**As at March 31, 2026**	As at March 31, 2025
Non-current			
a)	Project receivables	984.31	805.56
b)	Security and other deposits	11.18	5.97
c)	Interest accrued on deposits/advances	19.57	6.56
d)	Bank deposits with balance maturity of more than 12 months (Refer note 9.1)	10.98	11.27
Total non-current financial assets		**1,026.04**	**829.36**
Current			
a)	Security deposits	19.29	7.25
b)	Interest accrued on deposits/advances	6.05	9.25
c)	Claim settlement receivable	5.75	-
d)	Other Receivable	47.57	66.09
Total current financial assets		**78.66**	**82.59**
Allowance for expected credit loss		-	-
Total current financial assets		**78.66**	**82.59**
Total other financial assets		**1,104.70**	**911.95**

Note 9.1 : Includes ₹10.98 crore (March 31, 2025: ₹10.98 crore) held as margin money against arbitration awards by Holding Company.

NOTE 10 INCOME TAXES

Note 10.1 The following table provides the details of income tax assets and liabilities:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Non-current income tax assets in certain entities	67.46	94.92
Current income tax liabilities in case of certain entities	8.47	28.14

Note 10.2 The gross movement in the income tax assets/ liabilities is as follows:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Net income tax asset at the beginning	66.78	43.27
Income tax paid (net of refund)	2.11	9.67
Impact of deconsolidation (Refer note 44.1.3)	-	(0.05)
Current income tax expense/(credit)	9.90	(13.89)
Net income tax asset at the end of the year (net)	**58.99**	**66.78**

Note 10.3 Income tax expense comprises:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Current tax expense/(credit)	9.90	(13.89)
Deferred tax charge/(credit)	47.55	424.42
Income tax charge/(credit), net in the Statement of Profit and Loss	**57.45**	**410.53**

(Amount in ₹ crore, unless otherwise stated)

Note 10 INCOME TAXES.....Contd.

Note 10.4 A reconciliation of the tax expenses to the amount computed by applying the statutory income tax rate to the profit/(loss) before income taxes is as below:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Profit/(loss) before income tax (including discontinuing operations)	222.97	523.16
Applicable tax rate in India	25.168%	25.168%
Computed expected tax charge/(credit)	**56.12**	**131.67**
Effect of difference in tax rates of overseas subsidiaries	28.15	(46.28)
Effect of expenses not allowed for tax purpose	13.78	10.41
Effect of income not considered for tax purpose	(25.17)	(63.46)
Impact of losses where deferred tax not recognised in certain entities	6.53	(1.36)
Earlier year tax adjustments	0.17	0.35
Effect of income charged at different rate(including impact of tax of joint operations)	6.40	8.20
Impact of adoption of new tax regime	-	78.09
Expiry of brought forward losses and MAT Credit written off	1.48	177.20
Utilization of unrecognized loss carry forwards from prior years	(30.43)	(0.29)
Impact of change in tax rate	-	35.95
Others (including impact of tax of joint operations)	0.42	(0.34)
Tax expenses charge/(credit), net in the Statement of Profit and Loss	**57.45**	**410.53**

Note 10.5 Movement in components of deferred tax assets and deferred tax liabilities are as follows:

Particulars	Business loss/ unabsorbed depreciation/ MAT credit entitlements	Impairment allowance on receivables	Timing difference on tangible and intangible assets depreciation and amortisation	Expense allowable on payment basis and others	Others	Arbitration awards not offered for tax	Total
As at April 01, 2024	**1,978.76**	**16.21**	**41.26**	**236.02**	**(0.04)**	**(1,648.78)**	**623.43**
(Charged)/credited							
- to profit or loss (Refer note 10.7)	(871.51)	(3.40)	(12.43)	(18.40)	(2.31)	483.63	(424.42)
- to other comprehensive income	-	-	-	-	1.39	-	1.39
- to security premium	-	-	-	-	11.28	-	11.28
- impact of deconsolidation (Refer note 44.1.3)	(4.17)	-	-	-	-	-	(4.17)
As at March 31, 2025	**1,103.08**	**12.81**	**28.83**	**217.62**	**10.32**	**(1,165.15)**	**207.51**
At at April 01, 2025	1,103.08	12.81	28.83	217.62	10.32	(1,165.15)	207.51
(Charged)/credited							
- to profit or loss	(341.39)	1.35	(6.20)	(29.29)	(17.15)	349.93	(42.75)
- to other comprehensive income	-	-	-	-	1.80	-	1.80
- to security premium	-	-	-	-	8.22	-	8.22
As at March 31, 2026	**761.69**	**14.16**	**22.63**	**188.33**	**3.19**	**(815.22)**	**174.78**

(Amount in ₹ crore, unless otherwise stated)

Note 10 INCOME TAXES.....Contd.

Movement in components of deferred tax liabilities (net) are as follows:

Particulars	Business loss / unabsorbed depreciation / MAT credit entitlements	Impairment allowance on receivables	Timing difference on tangible and intangible assets depreciation and amortisation	Expense allowable on payment basis and others	Others	Arbitration awards not offered for tax	Total
b) Deferred tax liabilities (net)							
At at April 01, 2025	-	-	-	-	-	-	-
(Charged)/credited							
- to profit or loss	-	-	(3.29)	(1.51)	-	-	(4.80)
As at March 31, 2026	**-**	**-**	**(3.29)**	**(1.51)**	**-**	**-**	**(4.80)**

Note 10.6 : As at March 31, 2026, the Holding Company has net deferred tax assets amounting to ₹173.91 crore (March 31, 2025: ₹204.90 crore), which mainly represents deferred tax assets on carried forward unused tax losses/unabsorbed depreciation and other taxable temporary differences. The Holding Company is confident of generating sufficient taxable profits from the unexecuted orders on hand/future projects and expected realisation of claims/arbitration awards against which such deferred tax assets can be utilised and therefore considered good and recoverable.

Note 10.7 : During the previous year, the Holding Company has exercised the option to adopt the new tax regime for previous year 2023-24 (Assessment Year: 2024-2025) onwards, while filing income tax return, which provides an option for paying corporate tax at reduced rates as per provisions/conditions of Section 115BAA of the Income Tax Act, 1961. Pursuant to the adoption of the new tax regime, current tax expenses recognised in previous year ₹54.74 crore have been reversed during the year ended March 31, 2025. Further as a result of adoption of the new tax regime, the unused tax credits recognised are no longer utilizable and the net deferred tax assets on temporary taxable differences have been recognised using lower tax rate resulting in reversal of deferred tax assets aggregating ₹301.22 crore.

Note 10.8 : Deferred tax liabilities on undistributed earnings of the Group subsidiaries have not been provided as such earnings are deemed to be reinvested in the business and the Group is able to control the timing of the reversals of temporary differences associated with these investments.

NOTE 11 OTHER ASSETS

Particulars	**As at March 31, 2026**	As at March 31, 2025
Non-current		
a) Capital advances	19.74	0.73
b) Balances with government authorities	32.70	52.08
c) Prepaid expenses	0.02	0.42
Total other non-current assets	**52.46**	**53.23**
Current		
a) Advance to suppliers and subcontractors	102.55	174.43
b) Balances with government authorities	22.32	33.57
c) Prepaid expenses	18.79	10.55
Others	1.08	2.81
Total other current assets	**144.74**	**221.36**
Total other assets	**197.20**	**274.59**

(Amount in ₹ crore, unless otherwise stated)

NOTE 12 INVENTORIES

Particulars		As at March 31, 2026	As at March 31, 2025
a)	Land and development rights	4.38	4.38
b)	Construction raw material, stores and spares	124.33	119.68
c)	Fuel and others	4.14	3.94
Total inventories		**132.85**	**128.00**

NOTE 13 CURRENT INVESTMENTS

Particulars		As at March 31, 2026	As at March 31, 2025
Investments in others carried at fair value through profit and loss			
Investment in mutual funds		140.75	43.56
Total current investments		**140.75**	**43.56**
Detailed list current investments			
Investments in mutual funds			
ICICI prudential savings fund growth		140.75	43.56
24,73,681.11 units (March 31, 2025 : 1,61,132.46 units)			
		140.75	**43.56**
Note 13.1 : Aggregate value of current investments is as follows:			
a)	Aggregate value of unquoted investments	140.75	43.56
b)	Aggregate value of quoted investments and market value thereof	-	-
c)	Aggregate value of impairment in the value of investments	-	-
		140.75	**43.56**
Note 13.2 : Value of current investments carried at:			
a)	Investments carried at cost	-	-
b)	Investments carried at amortised cost	-	-
c)	Investments carried at fair value through profit and loss	140.75	43.56
		140.75	**43.56**

NOTE 14 CASH AND CASH EQUIVALENTS

Particulars		As at March 31, 2026	As at March 31, 2025
a)	Balances with banks		
	- In current accounts	276.81	328.39
	- in deposit account (with original maturity upto 3 months)	104.33	222.82
b)	Cash on hand	0.27	0.33
Total cash and cash equivalents		**381.41**	**551.54**

Note 14.1 There are no repatriation restrictions with regards to cash and cash equivalents as at the end of respective reporting periods.

(Amount in ₹ crore, unless otherwise stated)

NOTE 15 BANK BALANCES OTHER THAN CASH AND CASH EQUIVALENTS

Particulars		**As at March 31, 2026**	As at March 31, 2025
a)	Bank deposits with original maturity of more than 3 months and less than 12 months	76.98	145.91
b)	Earmarked balances (Refer note 15.1)	0.00*	0.00*
Total bank balances other than cash and cash equivalents		**76.98**	**145.91**

* represents amount less than ₹1 lakh.

Note 15.1 : There are no amounts due and outstanding to be credited to the Investor Education and Protection Fund as at March 31, 2026 and March 31, 2025. (Refer note 21.1)

NOTE 16 UNBILLED WORK-IN-PROGRESS (CONTRACT ASSETS)

Particulars	**As at March 31, 2026**	As at March 31, 2025
Unbilled work-in-progress (contract assets) (Refer note 36)	1,939.35	2,322.69
Total Unbilled work-in-progress (contract assets)	**1,939.35**	**2,322.69**

NOTE 17 ASSETS HELD FOR SALE

Particulars	**As at March 31, 2026**	As at March 31, 2025
Opening balance	10.65	-
Add: Assets classified as held for sale (Refer note 3A)	18.96	10.65
Total assets held for sale	**29.61**	**10.65**

Note 17.1 : During the current year, HRL (Thane) Real Estate Limited, a subsidiary of the Company, has entered into a sale agreement for sale of freehold land located at Kavesar, Thane. In accordance with Indian Accounting Standard (Ind AS) 105 – Non-current Assets Held for Sale and Discontinued Operations, the Group has assessed the conditions and determined that the land meets the criteria for classification as a Non-Current Asset Held for Sale as at March 31, 2026. The asset is measured at the lower of its carrying amount and its fair value less costs to sell, in compliance with Ind AS 105. (Refer note 3A).

Note 17.2 : During the previous year, Maan Township Developers Limited ('MTDL') a subsidiary of the Company has entered into a Memorandum of Understanding (MoU) for sale of freehold land located at Maan, Taluka Mulshi, District Pune. In accordance with Indian Accounting Standard (Ind AS) 105 – Non-current Assets Held for Sale and Discontinued Operations, the Group has assessed the conditions and determined that the land meets the criteria for classification as a Non-Current Asset Held for Sale. The asset is measured at the lower of its carrying amount and its fair value less costs to sell, in compliance with Ind AS 105. (Refer note 3A). The land is legally held in the name of HRL Township Developers Limited, the MTDL is beneficial owner.

NOTE 18 EQUITY SHARE CAPITAL

Particulars	**As at March 31, 2026**		As at March 31, 2025	
	Number	**₹ in crore**	Number	₹ in crore
Authorised share capital				
Equity shares of ₹1 each	3,000,000,000	300.00	2,000,000,000	200.00
Preference Shares of ₹10 each	10,000,000	10.00	10,000,000	10.00
Total authorised share capital		**310.00**		**210.00**
Issued, subscribed and paid-up equity share capital:				
Equity shares of ₹ 1 each, fully paid up ^(Refer note 20.2)	2,619,468,062	261.95	1,819,383,225	181.94
Total issued, subscribed and paid-up equity share capital	**2,619,468,062**	**261.95**	**1,819,383,225**	**181.94**

^excludes 13,225 equity shares forfieted by the Company

(Amount in ₹ crore, unless otherwise stated)

NOTE 18 EQUITY SHARE CAPITAL......Contd.

Note 18.1 : Reconciliation of the equity shares outstanding at the beginning and at the end of the reporting year

Particulars	Number	₹ crore
As at 1 April 2024	1,512,976,244	151.31
Adjustment for shares held by a erstwhile subsidiary in the Holding Company		
(Refer note 18.2 and 44.1.3)	52,000	0.00*
Issued during the year:		
Right issue (Refer note 18.7 (b))	166,666,666	16.66
Qualified institutional placements (Refer note 18.8)	139,502,441	13.95
Employee stock option scheme (Refer note 18.9 (b))	185,874	0.02
As at March 31, 2025	**1,819,383,225**	**181.94**
Issued during the year:		
Right issue (Refer note 18.7 (a))	799,991,900	80.00
Employee stock option scheme (Refer note 18.9 (a))	92,937	0.01
As at March 31, 2026	**2,619,468,062**	**261.95**

* represents amount less than ₹ 1 lakh

Note 18.2 : During the previous year, the Holding Company has sold its entire shareholding in Western Security Limited, a subsidiary company, which was having cross holding in the Holding Company. Accordingly, 52,000 equity shares were adjusted during previous year.

Note 18.3 : Terms/rights attached to equity shares:

a) The Holding Company has only one class of equity shares having a par value of ₹1 per share. Each holder of equity share is entitled to one vote per share. The Holding Company declares and pays dividends in Indian Rupees. The dividend proposed by the Board of Directors, if any, is subject to the approval of the shareholders in the ensuing Annual General Meeting, except interim dividend, if any.

b) In the event of liquidation of the Holding Company, the holders of equity shares will be entitled to receive remaining assets after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

Note 18.4 : Shareholding of more than 5%:

Name of the Shareholder	**As at March 31, 2026**		As at March 31, 2025	
	No. of shares	**%**	No. of shares	%
Hincon Holdings Limited	216,372,356	8.26%	216,023,600	11.87%
Maharani Holdings Private Limited	153,609,027	5.86%	22,604,814	1.24%

Note 18.4.1 : As per the records of the holding company, including its register of shareholders/members the above shareholding represents both legal and beneficial ownership of shares.

Note 18.5 : Bonus shares/buy back shares for consideration other than cash issued during past five years:

a) Aggregate number and class of shares allotted as fully paid up pursuant to contracts without payment being received in cash- Nil

b) Aggregate number and class of shares allotted as fully paid up by way of bonus shares- Nil

c) Aggregate number and class of shares bought back- Nil

NOTE 18 EQUITY SHARE CAPITAL......Contd.

Note 18.6: Shareholding of promoters

As at March 31, 2026

Name of Promoters / Promoter Group	**As at March 31, 2026**		As at March 31, 2025		% Change during the year
	No. of shares	**% of total shares**	No. of shares	% of total shares	
Hincon Holdings Limited	216,372,356	8.26%	216,023,600	11.87%	-3.61%
Maharani Holdings Private Limited	153,609,027	5.86%	22,604,814	1.24%	4.62%
Hincon Finance Limited	63,539,958	2.43%	62,261,186	3.42%	-0.99%
Ajit Gulabchand	2,117,294	0.08%	2,117,294	0.12%	-0.04%
Arjun Dhawan	1,050,553	0.04%	-	-	0.04%
Shalaka Investment Private Limited	538,000	0.02%	538,000	0.03%	-0.01%
Shalaka Gulabchand Dhawan	382,592	0.01%	272,057	0.01%	0.00%*
Anjani Ashwin Parekh	251,400	0.01%	251,400	0.01%	0.00%*
Western Securities Limited	52,000	0.00%*	52,000	0.00%*	0.00%*

As at March 31, 2025

Name of Promoters / Promoter Group	As at March 31, 2025		As at March 31, 2024		% Change during the year
	No. of shares held	% of total shares	No. of shares held	% of total shares	
Hincon Holdings Limited	216,023,600	11.87%	216,023,600	14.28%	-2.41%
Hincon Finance Limited	62,261,186	3.42%	62,261,186	4.12%	-0.70%
Maharani Holdings Private Limited	22,604,814	1.24%	500	0.00%*	1.24%
Ajit Gulabchand	2,117,294	0.12%	2,117,294	0.14%	-0.02%
Shalaka Investment Private Limited	538,000	0.03%	538,000	0.04%	-0.01%
Shalaka Gulabchand Dhawan	272,057	0.01%	10,000	0.00%*	0.01%
Anjani Ashwin Parekh	251,400	0.01%	251,400	0.02%	-0.01%
Western Securities Limited	52,000	0.00%*	-	-	0.00%*

* represents less than 0.01%

Note 18.7 : Rights issue

a) During the year Holding Company has issued and allotted 799,991,900 equity shares of ₹1 each at a price of ₹12.50 per equity share (including a premium of ₹11.50 per equity share) aggregating ₹999.99 crore to the eligible equity shareholders on a right basis in the ratio of 227 equity shares for every 630 equity shares held. Pursuant to the aforesaid, basic and diluted earnings per share for the year ended March 31, 2025, have been retrospectively adjusted for effect of rights issue.

b) During the previous year ended March 31, 2025, the Holding Company had issued and allotted 166,666,666 equity shares of ₹1 each at a price of ₹21 per equity share (including a premium of ₹20 per equity share) aggregating ₹350.00 crore to the eligible equity shareholders on rights basis in the ratio of 13 equity shares for every 118 equity shares held.

(Amount in ₹ crore, unless otherwise stated)

NOTE 18 EQUITY SHARE CAPITAL......Contd.

Details of utilisation of Rights issue proceeds are given below :

Particulars	**As at March 31, 2026**	As at March 31, 2025
	(a)	(b)
Sources of funds		
Proceeds from issue	999.99	350.00
Less: Issue expenses	38.41	15.67
Net proceeds from issue	**961.58**	**334.33**
Utilisation of funds		
Repayment of loans to lenders	625.00	-
Funding long-term working capital requirements of the Company	98.76	254.00
Investment in Joint venture for repayment/prepayment of borrowings	200.00	-
Payment of outstanding dues in terms of the framework agreement	-	16.72
Payment towards general corporate purposes	33.35	63.61
Total utilisation	**957.11**	**334.33**
Amount unutilised at the year end	**4.47**	**-**

Note 18.8 : Qualified Institutions Placement (QIP)

During the previous year, the Holding Company has issued and allotted 139,502,441 equity shares of face value of ₹1 each at a price of ₹43.01 per Equity Share, including a premium of ₹42.01 per Equity Share, aggregating ₹600 crore to 41 qualified institutional investors. The QIP issue proceeds are utilised in accordance with the objects of the issue as stated in the placement document.

Details of utilisation of QIP issue proceeds are given below:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Sources of funds		
Proceeds from issue	600.00	600.00
Less: Issue expenses	33.12	33.12
Net proceeds from issue	**566.88**	**566.88**
Utilisation of funds		
Repayment of loans to lenders	190.00	190.00
Investment in Joint venture for repayment/prepayment of borrowings	200.00	-
Augmenting working capital requirements	150.00	150.00
Payment towards general corporate purposes	26.88	22.81
Total utilisation	**566.88**	**362.81**
Amount unutilised at the year end	**-**	**204.07**

Note 18.9 - Employee Stock Option

a) During the current year, the Holding Company has issued and allotted 92,937 equity shares of face value of ₹1 each at a price of ₹13.45 per Equity Share, including a premium of ₹12.45 per Equity Share, to eligible employee under employee stock option scheme and remaining 92,937 equity shares are lapsed.

b) During the previous year, the Holding Company had issued and allotted 185,874 equity shares of face value of ₹1 each at a price of ₹13.45 per Equity Share including a premium of ₹12.45 per Equity Share, to eligible employee under employee stock option scheme.

Note 18.10 : Option outstanding for issue under Employee Stock Options Scheme (ESOS):

As at March 31, 2026, the Holding Company has Nil (March 31, 2025; 185,874) employee stock option issued under ESOP for its employees (Refer note 43).

(Amount in ₹ crore, unless otherwise stated)

NOTE 19 OTHER EQUITY

Particulars		As at March 31, 2026	As at March 31, 2025
Reserves and surplus			
a)	Capital reserve	39.70	39.70
b)	Forfeited debentures account	0.02	0.02
c)	Securities premium (Refer note 18.7, 18.8 and 18.9)	4,351.07	3,455.33
d)	Debenture redemption reserve (Refer note 19.1 (d))	-	-
e)	General reserve	235.29	235.23
f)	Share option outstanding account	-	0.14
g)	Retained earnings	(2,933.39)	(3,099.05)
Other comprehensive income			
h)	Equity instruments at fair value through other comprehensive income	(8.31)	2.58
i)	Translation loss relating to foreign operation (net)	180.82	89.81
Non-controlling interest		-	-
Total other equity		**1,865.20**	**723.76**

Note 19.1: Nature and purpose of reserves

a) Capital reserve

The Group recognizes profit or loss on purchase or cancellation (including forfeiture) of its own equity instruments to capital reserve. Capital reserve represents gain arising from business combination and gain/loss on account of acquisition/divestment of non-controlling interest/merger of subsidiaries.

b) Forfeited debentures account

The Group recognizes profit or loss on purchase or cancellation (including forfeiture) of its own debentures to forfeited debentures account.

c) Securities premium (Refer note 18.7, 18.8 and 18.9)

Securities premium is used to record the premium on issue of shares or debentures. This account is utilised in accordance with the provisions of the Companies Act, 2013.

d) Debenture redemption reserve

The Act requires that where a Company issues debentures, it shall create a debenture redemption reserve out of profits of the Company available for payment of dividend. The Company is required to maintain a Debenture Redemption Reserve of 25% of the value of the debentures issued, either by a public issue or a private placement basis. The amounts credited to the debenture redemption reserve cannot be utilised by the Company except to redeem debentures. Consequent to the amendment in the provision of Act, requirement to create reserve in respect of certain debenture have been withdrawn.

For Listed Company creation of Debenture redemption reserve (DRR) is dispensed with, as a result, during the previous year the Company has transferred debenture redemption reserve to general reserve.

e) General reserve

Under the erstwhile Companies Act 1956, a general reserve was created through an annual transfer of net profit at a specified percentage in accordance with applicable regulations. Consequent to the introduction of the Companies Act, 2013, the requirement to mandatorily transfer a specified percentage of net profit to general reserve has been withdrawn.

f) Share option outstanding account

The share option outstanding reserve represents reserve in respect of equity settled share options granted to the Holding Company's employees in pursuance of the Employee Stock Option Plans.

(Amount in ₹ crore, unless otherwise stated)

NOTE 19 OTHER EQUITY....Contd.

g) Retained earnings

Retained earnings represents the profits/losses that the Group has earned/incurred till reporting date including gain/(loss) on fair value of defined benefits plans as adjusted for distributions to owners, transfer to other reserves etc.

h) Equity instruments at fair value through other comprehensive income

The Group has elected to recognise changes in the fair value of certain investments in equity securities in other comprehensive income. These changes are accumulated within FVTOCI reserve within equity. The Group transfers amount from this reserve to retained earnings when the relevant equity securities are disposed off.

i) Translation loss relating to foreign operation (net)

The Group recognised exchange differences arising on translation of the foreign operations in other comprehensive income and accumulated in 'Translation loss relating to foreign operation (net)' in other equity.

NOTE 20 BORROWINGS

Particulars	**As at March 31, 2026**	As at March 31, 2025
I. Non-current borrowing:		
A) Secured		
a) 0.01% Optionally Convertible Debentures (OCDs)		
(i) From banks	152.72	451.84
(ii) From others	34.09	48.71
b) Non-Convertible Debentures (NCDs)	133.50	148.85
c) Foreign Currency Term Loans from Bank	31.19	40.67
Total Secured (A)	**351.50**	**690.07**
B) Unsecured		
a) Foreign Currency Term Loan from Bank	24.92	25.28
b) Non-Convertible Debentures (NCDs)	271.89	329.40
c) Non- Cumulative Redeemable Preference Shares	0.01	0.01
Total Unsecured (B)	**296.82**	**354.69**
Total non-current borrowings (A + B)	**648.32**	**1,044.76**
II. Current borrowing:		
A) Secured		
Current maturities of long-term borrowings		
a) 0.01% Optionally Convertible Debentures (OCDs)		
(i) From banks	74.52	186.74
(ii) From others	14.32	14.61
b) Non-Convertible Debentures (NCD's)	15.30	185.05
c) Foreign Currency Term Loans from Bank	229.24	210.50
Total Secured (A)	**333.38**	**596.90**
B) Unsecured		
a) Non-Convertible Debentures (NCD's)	37.20	37.20
b) Other	0.25	0.25
Total Unsecured (B)	**37.45**	**37.45**
Total current borrowings (A + B)	**370.83**	**634.35**
Total borrowings (I+II)	**1,019.15**	**1,679.11**

Note : For security details and terms of repayment, refer note 20.1

(Amount in ₹ crore, unless otherwise stated)

NOTE 20 BORROWINGS......Contd.

20.1 Details of security and terms of repayment of borrowings :

a) 0.01% Optionally Convertible Debentures (OCDs)

OCDs issued to the lenders with a tenure of 10 years and carry a coupon of 0.01% with an interest yield of 11.50% p.a. in yield equalization compounded on a quarterly basis. The lenders have an option to convert the OCDs into equity shares of the Holding Company, in accordance with the terms thereof including in case of any event of default or default in payment during the 10 years from the date of issuance of respective OCDs. In accordance with the resolution plan implemented in financial year 2022-2023, the repayment tenure of OCDs has been extended and the revised repayment of the OCDs commenced from March 31, 2023. Details of principal repayment of the OCD's outstanding as at March 31, 2026 details have been provided below:

Date of repayment	Amount
March 31, 2027	88.84
March 31, 2028	75.26
March 31, 2029	111.55
Total	**275.65**

0.01% Optionally Convertible Debentures (OCDs) are secured in the form of:

1) A land parcel admeasuring to 100 sqm as First Mortgage and all the present and future movable assets of the Holding company (excluding 'Current Assets' and 'Specified Assets') as the Second Mortgaged Properties.

2) All the present and future current assets of the Holding company (other than those forming part of 'Additional Assets') as the Third Mortgaged Properties.

3) All of the 'Additional Assets' collectively referred to as the Fourth Mortgaged Properties.

The terms 'Current Assets', 'Specified Assets' and 'Additional Assets' have been defined in the financing document.

The above security having ranking in respect to OCDs are as below:

1) *Pari passu* security interest by way of legal mortgage over the First Mortgaged Properties and Second Mortgaged Properties.

2) *Pari passu* security interest by way of legal mortgage over the Third Mortgaged Properties, Fourth Mortgaged Properties and the Fifth Mortgaged Properties.

(Amount in ₹ crore, unless otherwise stated)

NOTE 20 BORROWINGS......Contd.

b) Non Convertible Debentures

1) Non Convertible Debentures - LIC

These NCDs carry an interest yield of 11.50% p.a. compounded quarterly and a coupon of 0.01% p.a. These are repayable in 7 structured annual instalments commencing March 31, 2023 and ending on March 31, 2029. Refer note below for security details.

Non-Convertible Debentures - LIC, are secured in the form of:

1) A land parcel admeasuring to 100 sqm as first mortgage and all the present and future movable assets of the Holding company (excluding 'Current Assets' and 'Specified Assets') as the second mortgaged properties.

2) All the present and future current assets of the Holding company (other than those forming part of 'Additional Assets') as the Third Mortgaged Properties.

3) All of the 'Additional Assets' collectively referred to as the Fourth Mortgaged Properties.

The terms 'Current Assets', 'Specified Assets' and 'Additional Assets' have been defined in the Financing document.

The above security having ranking in respect to LIC-NCD are as below:

1) A first ranking and *pari passu* security interest by way of legal mortgage over the First Mortgaged Properties and Second Mortgaged Properties.

2) A second ranking and *pari passu* security interest by way of legal mortgage over the Third Mortgaged Properties, Fourth Mortgaged Properties and the Fifth Mortgaged Properties.

2) Non Convertible Debentures - ACRE

These NCDs carry an interest yield of 9.5% p.a. compounded quarterly and a coupon of 0.01% p.a., and are secured by exclusive charge upto 49.53% on specific claims of the Company. These are repayable in 2 structured instalments on March 31, 2026 and June 30, 2029 The Company has paid its March 2026 instalment on time.

Collateral security *pari-passu* with lenders for OCD and LIC-NCD

1) HREL Real Estate Limited, an erstwhile subsidiary, has provided Corporate guarantee for the above outstanding facilities of the Holding Company.

2) First *pari-passu* charge on 15,41,51,669 shares of the Holding Company held by Hincon Holdings Limited.

3) Second *pari-passu* charge on 8,57,67,617 equity shares of the Holding Company held by Hincon Holdings Limited and Hincon Finance Limited.

4) First *pari passu* charge over Prolific Resolutions Private Limited Shares of 50,000 held by Holding Company.

5) Personal guarantee of Chairman and Non-Executive Director of the Holding Company.

c) Foreign Currency Term Loans (FCTL)

i) FCTL - Asia Opportunities IV (Mauritius) Limited

During the earlier year, the Holding Company has implemented debt resolution plan pursuant to which the FCTL has been restructured and is payable in 7 structured annual instalments commencing from March 31, 2023. The FCTL carries a floating interest rate equal to 3 months SOFR plus 350 basis point. The facility is secured by first charge by way of hypothecation of plant and machinery acquired under the facility described in the first schedule to the memorandum of hypothecation.

NOTE 20 BORROWINGS......Contd.

ii) FCTL - Export-Import Bank of India (EXIM bank)

A) The loan availed by HCC Mauritius Enterprise Limited (HMEL), a subsidiary company, carries an interest rate of SOFR + 530 bps payable quarterly. The loan was repayable in 11 structured quarterly installments between September 30, 2022 to March 31, 2025. (Refer note 20.4)

This loan is secured by exclusive charge on

a) corporate guarantee by Holding Company,

b) pledge of equity shareholding of the HMEL held by Holding Company,

c) *pari-passus* first charge over specific fixed assets of Holding Company having written down value of ₹50 crore (at the time of original sanction in May 2010)

d) HMEL has furnished undertaking dated December 20, 2024 for below security to be created in favour of EXIM bank in due course of time:

- Pledge of shares holding of H56 Immo AG (Formerly known as Steiner Eagle AG) to EXIM Bank
- Charge over receivable of H56 Immo AG (Formerly known as Steiner Eagle AG) CHF 80 million and
- Charge over the CHF 20 million loan receivable from Steiner Development AG.

B) The loan availed by HCC Mauritius Investment Limited (HMIL), a subsidiary company, carries an interest rate of SOFR + 530 bps payable quarterly. The loan was repayable in 11 structured quarterly installments between September 30, 2022 to March 31, 2025. (Refer note 20.4)

This loan is secured by exclusive charge on

a) corporate guarantee by Holding Company

b) pledge of equity shareholding of the HMIL held by Holding Company

c) pari-passus first charge over specific fixed assets of Holding Company

d) corporate guarantee by HMEL.

e) HMIL has furnished undertaking dated December 20, 2024 for below security to be created in favour of EXIM Bank in due course of time:

- Pledge of shares holding of H56 Immo AG (Formerly known as Steiner Eagle AG) to EXIM Bank
- Charge over Receivable of H56 Immo AG (Formerly known as Steiner Eagle AG) CHF 80 million and
- Charge over CHF 20 million loan receivable from Steiner Development AG"

II) Unsecured

a) Foreign Currency Term Loan from Bank

During the earlier year, the Holding Company has entered into an amendment agreement with the lender wherein the parties have agreed to restructure the outstanding amounts for USD 6.89 million with fixed interest rate of 1.91% compounded annually, repayable in 3 structured instalments commencing from December 31, 2028 and ending on December 31, 2030.

(Amount in ₹ crore, unless otherwise stated)

NOTE 20 BORROWINGS......Contd.

b) Non Convertible Debentures

1) Non Convertible Debentures - ARCIL

These NCDs carry an interest yield of 9.5% p.a. compounded quarterly and a coupon of 0.01% p.a. These NCDs are repayable in 7 structured annual instalments commencing March 31, 2023 and ending on March 31, 2029.The Holding Company has paid its March 2023, March 2024, March 2025 and March 2026 instalment on time.

2) Non Convertible Debentures - Others

These NCDs carry an interest yield of 9.5% p.a. compounded quarterly and a coupon of 0.01% p.a. and are repayable in 3 structured instalments commencing on June 30, 2029 and ending on June 30, 2031.

c) Conversion terms/rights attached to non-cumulative redeemable preference shares issued by HCC Infrastructure Company Limited (HICL), a subsidiary of the Holding Company.

1) The preference shares shall carry a dividend of 0.10% per annum. These are non cumulative and non convertible.

2) Redemption of preference shares would be done as decided by the Board of Directors of HICL at any time after the period of 6 months and prior to the period of 20 years from the date of issue i.e. March 20, 2018 of preference shares.

3) The preference shares shall have no voting rights.

4) The preference Shares will not be listed on any stock Exchanges unless required by any extant regulations.

5) In the event of liquidation of the HICL before conversion/redemption of preference shares, the holder of preference shares will have priority over equity shares in the payment of dividend and repayment of capital.

Note 20.2 : Right to Recompense:

In accordance with the provisions of existing financing document executed between the Holding Company and its lenders, as amended from time to time and pursuant to deliberations between the parties, lenders have agreed for the recompense amount to be settled by the Holding Company in the form of equity shares to be issued at a future date, which is inter-alia dependent upon various factors including improved financial performance of the Holding Company and other conditions, and which would be restricted to a maximum of 2.87% of equity share capital of the Holding Company on the date of issue of such equity shares. This is valid till full repayment of borrowing of Holding Company under Master Framework & Implementation Agreement dated July 20, 2022.

Note 20.3 : Net debt reconciliation

An analysis of net debt and the movement in net debt is as follows:

Particulars		**As at March 31, 2026**	As at March 31, 2025
a)	Non-current borrowings	648.32	1,044.76
b)	Current borrowings	370.83	634.35
c)	Interest payable	1,273.10	1,762.11
d)	Less : Cash and cash equivalents	381.41	551.54
Net debts (e) = (a)+(b)+(c)-(d)		**1,910.84**	**2,889.68**

(Amount in ₹ crore, unless otherwise stated)

NOTE 20 BORROWINGS......Contd.

Particulars	Liabilities from financing activities			Cash and cash equivalents	Total
	Non-current borrowings	Current borrowings	Interest payable		
	(A)	(B)	(C)	(D)	(E) = A+B+C-D
Net debt as at April 01, 2024	**1,671.52**	**436.95**	**1,654.44**	**398.73**	**3,364.18**
Movement in cash and cash equivalents	-	-	-	189.67	(189.67)
Repayment of long-term borrowings	(208.86)	-	-	-	(208.86)
Repayment of short-term borrowings (net)	-	(111.82)	-	-	(111.82)
Foreign exchange fluctuations	1.35	-	-	(0.55)	1.90
Impact of deconsolidation of erstwhile subsidiary	-	(98.53)	-	(36.31)	(62.22)
Reclassification	(407.75)	407.75	-	-	-
Interest expense	-	-	405.87	-	405.87
Interest paid	(11.50)	-	(298.20)	-	(309.70)
Net debt as at March 31, 2025	**1,044.76**	**634.35**	**1,762.11**	**551.54**	**2,889.68**
Net debt as at April 01, 2025	**1,044.76**	**634.35**	**1,762.11**	**551.54**	**2,889.68**
Movement in cash and cash equivalents	-	-	-	(169.94)	169.94
Repayment of long-term borrowings	(687.57)	-	-	-	(687.57)
Foreign exchange fluctuations	27.61	-	-	(0.19)	27.80
Reclassification	263.52	(263.52)		-	-
Interest expense	-	-	340.95	-	340.95
Interest paid	-	-	(829.96)	-	(829.96)
Net debt as at March 31, 2026	**648.32**	**370.83**	**1,273.10**	**381.41**	**1,910.84**

Note 20.4 : Default in repayment of borrowing

The subsidiary company has defaulted in repayment of borrowings (non-current and current) including interest thereon. The details are as under:

As at March 31, 2026

Particulars	**Period**	**Principal**	**Interest**
Term Loans from Banks	Upto 30 days	-	-
	31 to 90 days	-	-
	91 to 180 days	-	-
	181 to 365 days	40.91	38.69
	> 365 days	174.96	42.76
Total		**215.87**	**81.45**

As at March 31, 2025

Particulars	Period	Principal	Interest
Term Loans from Banks	Upto 30 days	-	6.45
	31 to 90 days	37.58	6.67
	91 to 180 days	37.58	12.69
	181 to 365 days	52.14	6.78
	> 365 days	33.42	13.14
Total		**160.72**	**45.73**

(Amount in ₹ crore, unless otherwise stated)

NOTE 21 OTHER FINANCIAL LIABILITIES

Particulars		As at March 31, 2026	As at March 31, 2025
Non-current			
a)	Interest accrued but not due	891.65	1,210.85
b)	Claim advance against BG	260.73	-
c)	Financial guarantee liability	7.80	54.68
Total non-current financial liabilities		**1,160.18**	**1,265.53**
Current			
a)	Interest accrued but not due	300.00	505.54
b)	Interest accrued and due	104.65	72.97
c)	Unpaid dividends (Refer note 21.1)	0.00*	0.00*
d)	Financial guarantee liability	1.78	13.36
e)	Others		
-	Due to employees	37.79	36.94
-	Liability for capital goods	14.36	3.96
-	Interest payable on contractee advances	325.01	345.18
-	Due to related party (Refer note 39B)	165.54	75.44
-	Other liabilities	73.72	66.05
Total current financial liabilities		**1,022.85**	**1,119.44**
Total other financial liabilities		**2,183.03**	**2,384.97**

* Represents amount less than ₹1 lakh

Notes:

Note 21.1 : Unpaid dividend amounting to ₹7,600 (March 31, 2025: ₹7,600) of Holding Company pertain to dividend for the financial year 2010-11, which has not been transferred to Investor Education and Protection Fund (IEPF) on account of injunction order/ prohibitory order from IEPF.

Note 21.2 : Break-up of other financial liabilities:

Particulars		As at March 31, 2026	As at March 31, 2025
a)	Other financial liabilities carried at amortised cost	2,173.45	2,316.93
b)	Other financial liabilities carried at FVTPL	9.58	68.04
Total		**2,183.03**	**2,384.97**

(Amount in ₹ crore, unless otherwise stated)

NOTE 22 PROVISIONS

Particulars	As at March 31, 2026	As at March 31, 2025
Non-current		
a) Provision for employee benefits		
- Gratuity	41.37	32.03
- Leave entitlement and compensated absence	11.61	10.64
Total non-current provisions	**52.98**	**42.67**
Current		
a) Provision for employee benefits		
- Gratuity	12.50	10.15
- Leave entitlement and compensated absences	3.69	3.42
b) Provision for foreseeable losses (Refer note 22.1)	17.66	5.84
c) Others	0.02	-
Total current provisions	**33.87**	**19.41**
Total provisions	**86.85**	**62.08**

Note 22.1 The Group has adequately recognised forseeable losses on projects wherever it was probable that total contract costs will exceed total contract revenue. Details of provision in respect of forseeable losses is as stated below:

Particulars	As at March 31, 2026	As at March 31, 2025
Opening provision at the beginning of the year	5.84	268.52
Addition during the year	15.93	-
Utilised during the year	(4.11)	(262.68)
Closing provision as at the end of the year	**17.66**	**5.84**

NOTE 23 TRADE PAYABLES

Particulars	As at March 31, 2026	As at March 31, 2025
Total outstanding dues of micro enterprises and small enterprises	111.54	125.67
Total outstanding dues of creditors other than micro enterprises and small enterprises	1,915.74	1,950.03
Total trade payables	**2,027.28**	**2,075.70**

Note 23.1 Trade payables are non-interest bearing and are normally settled as per the payment terms stated in the contract.

Note 23.2 Trade payables ageing schedule

As at March 31, 2026

Particulars	Outstanding for following periods from date of transaction						Total
	Not due	Unbilled	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
(i) MSME	37.48	-	55.82	1.54	0.63	16.07	111.54
(ii) Others	543.27	542.83	550.74	39.31	12.21	227.38	1,915.74
(iii) Disputed dues – MSME	-	-	-	-	-	-	-
(iv) Disputed dues- Others	-	-	-	-	-	-	-
Total	**580.75**	**542.83**	**606.56**	**40.85**	**12.84**	**243.45**	**2,027.28**

NOTE 23 TRADE PAYABLES......Contd.

As at March 31, 2025

Particulars		Outstanding for following periods from date of transaction						Total
		Not due	Unbilled	Less than 1 year	1-2 years	2-3 years	More than 3 years	
a)	MSME	52.83	-	58.12	6.61	1.17	6.94	125.67
b)	Others	542.69	790.72	344.21	15.90	18.94	237.57	1,950.03
c)	Disputed dues – MSME	-	-	-	-	-	-	-
d)	Disputed dues- Others	-	-	-	-	-	-	-
Total		**595.52**	**790.72**	**402.33**	**22.51**	**20.11**	**244.51**	**2,075.70**

NOTE 24 OTHER CURRENT LIABILITIES

Particulars		**As at March 31, 2026**	As at March 31, 2025
a)	Due to customers (Refer note 25.3)	35.02	20.69
b)	Advance received from contractee	914.60	877.01
c)	Statutory dues payable	45.77	86.12
d)	Other liabilities	39.66	43.32
Total other current liabilities		**1,035.05**	**1,027.14**

NOTE 25 REVENUE FROM OPERATIONS

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
a)	Sale of products and services:		
	- Construction revenue	3,656.52	5,398.65
b)	Other operating revenue:		
	- Interest on arbitration awards	284.07	141.88
	- Royalty income	7.04	6.48
	- Provision no longer required written back	14.13	23.00
	- Service fees	7.26	32.85
	- Others	0.57	0.51
		313.07	**204.72**
Total revenue from operations		**3,969.59**	**5,603.37**

Disclosure in accordance with Ind AS 115 Revenue from Contracts with Customers

Note 25.1 : Disaggregation of revenue

Revenue disaggregation as per industry vertical has been included in segment information (Refer note 46)

Note 25.2 : Performance obligations

The aggregate amount of transaction price allocated to performance obligations that are unsatisfied as at the end of reporting period is ₹12,971 crore (March 31, 2025: ₹11,852 crore). Most of the Group's contracts have a life cycle of three to five years. Management expects that around 40%-50% of the transaction price allocated to unsatisfied contracts as on March 31, 2026 will be recognised as revenue during next reporting period depending upon the progress on each contracts. The remaining amounts are expected to be recognised over the next two years. The amount disclosed above does not include variable consideration.

NOTE 25 REVENUE FROM OPERATIONS....Contd.

Note 25.3 : Contract balances, movement in contract balances during the year:

Particulars	Contract assets (unbilled work-in-progress) (Refer note 16)	Contract liabilities (due to customer) (Refer note 24)	Net contract balance
As at 1 April 2024	**3,414.29**	**424.24**	**2,990.05**
Net increase/(decrease)	(1,091.60)	(403.55)	(688.05)
As at March 31, 2025	**2,322.69**	**20.69**	**2,302.00**
Net increase/(decrease)	(383.34)	14.33	(397.67)
As at March 31, 2026	**1,939.35**	**35.02**	**1,904.33**

a) Decrease in contract assets is primarily due to higher certification of progress bills & revision in cost to completion during the year. Further, contract liability has increased due to lesser recognition of revenue as compared to progress bills raised during the year.

b) Revenue recognised during the year from opening balance of contract liability amounts to ₹15.54 crore (March 31, 2025: ₹410.90 crore).

c) Revenue recognised during the year from the performance obligation satisfied upto previous year amounts to ₹507.94 (March 31, 2025: ₹217.23).

Note 25.4 : Out of the total revenue recognised during the year, ₹3,947.85 crore (March 31, 2025: ₹5,573.38 crore) is recognised over a period of time and ₹21.74 crore (March 31, 2025: ₹29.99 crore) is recognised at a point in time.

Note 25.5 : There are no reconciliation items between revenue from contracts with customers and revenue recognised with contract price.

Note 25.6 : Cost to obtain or fulfil the contract:

a) Amount of amortisation recognised in Statement of Profit and Loss during the year : Nil

b) Amount recognised as contract assets as at March 31, 2026 : Nil

NOTE 26 OTHER INCOME

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
a) Interest income from financial assets at amortised cost	53.55	44.34
b) Other non-operating income:		
- Profit on disposal of property, plant and equipment (net)	16.66	3.59
- Financial guarantee commission	15.18	18.67
- Plant hire income	1.04	11.58
- Exchange gain (net)	17.63	-
- Profit on sale of non-current investment (net) (Refer note 44.1.3)	-	6.39
- Rent income	-	0.20
- Miscellaneous	7.29	38.43
Total other income	**111.35**	**123.20**

(Amount in ₹ crore, unless otherwise stated)

NOTE 27 COST OF MATERIALS CONSUMED

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Stock at beginning of the year (Refer note 12(a))	119.68	123.42
Add: Purchases	552.34	611.04
	672.02	**734.46**
Less: Sale of scrap and unserviceable material	(21.18)	(50.56)
	650.84	**683.90**
Less: Stock at the end of the year (Refer note 12(a))	(124.33)	(119.68)
Total cost of materials consumed	**526.51**	**564.22**

NOTE 28 CHANGES IN INVENTORIES

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Opening inventory	4.38	309.57
Impact of deconsolidation (Refer note 44.1.4)	-	31.85
Less: Closing inventory	(4.38)	(4.38)
Total changes in inventories	**-**	**337.04**

NOTE 29 EMPLOYEE BENEFITS EXPENSE

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
a)	Salaries and wages	312.12	397.77
b)	Contribution to provident and other funds	15.38	71.49
c)	Staff welfare	12.87	23.50
d)	Share based payment expense	0.00*	0.08
Total employee benefits expense		**340.37**	**492.84**

* Represents amount less than ₹1 lakh

NOTE 30 FINANCE COSTS

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
a)	**Interest expense on:**		
	- debentures	305.69	363.44
	- term loan/cash credit facilities	35.26	42.43
	- advance from contractee	68.09	75.51
	- lease liabilities (Refer note 38)	-	1.03
	- others	7.62	72.82
b)	**Other borrowing costs**		
	- guarantee commission	44.36	34.28
	- others	8.38	10.19
Total finance costs		**469.40**	**599.70**

NOTE 31 DEPRECIATION AND AMORTISATION EXPENSE

Particulars		Year ended March 31, 2026	Year ended March 31, 2025
a)	Depreciation of tangible assets (Refer note 3A)	25.93	79.13
b)	Depreciation on right-of-use assets (Refer note 3B and 38C)	-	15.46
c)	Amortisation of intangible assets (Refer note 5)	1.56	69.39
Total depreciation and amortisation expense		**27.49**	**163.98**

NOTE 32 OTHER EXPENSES

Particulars		Year ended March 31, 2026	Year ended March 31, 2025
a)	Stationery, postage, telephone and advertisement	8.14	6.14
b)	Travelling and conveyance	37.70	40.83
c)	Rates and taxes	54.00	69.46
d)	Power, fuel and water	120.10	128.51
e)	Insurance	35.42	39.72
f)	Rent (Refer note 38)	73.58	62.96
g)	Professional fees	82.44	122.64
h)	Repairs and maintenance- building	4.74	4.99
i)	Repairs and maintenance- others	1.04	1.27
j)	Payment to auditors	1.95	4.29
k)	Office expenses	0.71	1.23
l)	Operation, maintenance and warranty	-	14.06
m)	Selling and distribution expenses	-	0.47
n)	IT support and computer maintenance	13.97	9.68
o)	Loss allowance on financial assets	5.34	4.54
p)	Exchange loss (net)	-	5.99
q)	Loss on settlement of financial assets	68.99	-
r)	Donation to political party (Refer note 32.1)	17.00	-
s)	Miscellaneous expenses	34.83	41.77
Total other expenses		**559.95**	**558.55**

Note 32.1 : During the current year, the Group has made contribution to Bhartiya Janta Party of ₹17.00 crore (March 31, 2025 : Nil) in compliance with the provisions of Section 182 of the Companies Act, 2013.

NOTE 33 EXCEPTIONAL ITEMS - GAIN (NET)

Particulars		Year ended March 31, 2026	Year ended March 31, 2025
a)	Gain on Reversal of guarantee liability (Refer note 33.1)	49.09	-
b)	Impact of changes in labour law (Refer note 33.2)	(11.28)	-
c)	Gain on deconsolidation of Steiner AG (net) (Refer note 33.3)	-	216.90
d)	Gain on derecognition of financial liability (Refer note 33.4)	-	312.75
Total exceptional items - Gain (net)		**37.81**	**529.65**

Note 33.1 Gain on Reversal of guarantee liability

In prior years, pursuant to a resolution plan agreed with its lenders, the Holding Company transferred certain debt obligations to Prolific Resolution Private Limited ('PRPL'). PRPL, in turn, issued and allotted non-convertible debentures aggregating to ₹2,854.40 crore to its lenders. During the current year, following receipt of requisite approvals from PRPL's lenders, its Board of Directors, and other relevant stakeholders, the corporate guarantee was reduced from 100% of the outstanding debt to ₹570.88 crore, equivalent to 20% of the principal debt amount. Consequently, the Holding Company has written back ₹49.09 crore from the liability earlier recognized in respect of the corporate guarantee, in accordance with the requirements of Ind AS 109 'Financial Instruments' and the same has been shown as gain under "Exceptional items" for the year ended March 31, 2026.

NOTE 33 EXCEPTIONAL ITEMS - GAIN....Contd.

Note 33.2 Impact of changes in labour law

Effective November 21, 2025, the Government of India consolidated 29 existing labour regulations into four Labour codes, namely, The Code on Wages, 2019, The Industrial Relations Code, 2020, The Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, collectively referred to as the 'New Labour Codes'. In accordance with the requirements of Ind AS 19 'Employee Benefits', these changes have resulted in an estimated increase in the past service cost of gratuity and compensated absence by ₹11.28 crore. Considering that the enactment of the new legislation is a non-recurring event, the Group has presented this one-time charge under 'Exceptional Item' for the year ended March 31, 2026. The Group Company continues to monitor the finalisation of the Central and State Rules and clarifications from the Government on the New Labour Codes and shall provide appropriate accounting effect based on such developments, as necessary.

Note 33.3 Gain on deconsolidation of Steiner AG

During the previous year, pursuant to moratorium, the Zurich District Court has passed an Order approving a scheme of arrangement in respect of Steiner AG ('SAG'), Switzerland, (including its subsidiaries), a material step down wholly owned subsidiary of the Holding Company. This scheme which is approved by the Court based on recommendation of administrator covers a) Divestment of entire shareholding of SAG held by HCC Mauritius Investment Limited and HCC Mauritius Enterprises Limited, (collectively, 'HMILEL'), the wholly owned subsidiaries of the Holding Company to Uniresolv SA, an affiliate of m3 Geneva ('Uniresolv SA') and, b) Divestment of entire shareholding of Steiner Development AG ('SDAG') by SAG to m3 Steiner Development SA, an affiliate of m3 Geneva ('m3SD') c) Divestment of Steiner India Limited ('SIL'), by SAG to Uniresolv SA, d) Asset transfer (receivables) to SAG's wholly owned subsidiary, H56 Immo AG(H56) (Formerly known as Steiner Eagle AG) and the immediate subsequent divestment of H56 to Uniresolv SA. Further, pursuant to the aforesaid Court Order, HMILEL has acquired the entire equity shareholding in H56 from Uniresolv SA, against a swap of SAG shares and deferred consideration of 5 million CHF. Accordingly, SAG and its subsidiaries, joint venture and associates ceased to part of the Company and H56 became direct subsidiary of HMILEL w.e.f. December 20, 2024 and HMILEL has recognised gain on deconsolidation amounting to ₹216.90 crore during previous ended March 31, 2025.

Note 33.4 Gain on derecognition of financial liability

HCC Operations and Maintenance Limited ('HOML'), a step-down subsidiary of the Holding Company, had signed a Debenture Sale Purchase Agreement in September 2017 with certain debenture holders for purchase of debentures issued by Lavasa Corporation Limited ('LCL'), in the event of any default for an aggregate consideration of ₹138.00 crore along with interest at 10.27% p.a. During the previous year, HOML entered into a one-time settlement with the debenture holders resulting in a gain of ₹312.75 crore which has been presented as an exceptional item. The above dues have been settled and no due certificate has also been obtained from the debenture holders.

NOTE 34 EARNINGS/ (LOSS) PER SHARE (EPS)

Particulars			**Year ended March 31, 2026**	Year ended March 31, 2025
Basic and diluted earnings per share has been computed as under:				
Earnings/(loss) per share (Face value of ₹1 each)				
a)	Net profit/(loss) as per the Consolidated Statement of Profit and Loss available for equity shareholders	₹ crore	165.52	112.63
b)	Weighted average number of equity shares for calculating basic earning per share	Nos.	2,208,795,543	1,938,641,910
c)	Effect of dilution on account of employee stock option issued	Nos.	-	122,704
d)	Weighted average number of equity shares for calculating diluted earning per share (b+c)	Nos.	2,208,795,543	1,938,764,614
e)	Earning per share (Refer note 18.7)			
	- Basic (a/b)	₹ per share	0.75	0.58
	- Diluted (a/d)	₹ per share	0.75	0.58

(Amount in ₹ crore, unless otherwise stated)

NOTE 35 CONTINGENT LIABILITIES AND COMMITMENTS

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
A.	**CONTINGENT LIABILITIES**		
a)	Claims against the Group not acknowledged as debts	2.99	3.65
b)	Income tax liability that may arise in respect of matter in which the Group is in appeals	26.36	35.18
c)	Indirect tax liability that may arise in respect of matter in which the Group is in appeals	6.88	161.54
d)	Stamp duty	11.66	11.66

Note 35.1 It is not practicable for the Group to estimate the timings of cash outflows, if any, in respect of the above pending resolution of the respective proceedings. The Group does not expect any reimbursements in respect of the above contingent liabilities. Future cash outflows in respect of the above are determinable only on receipt of judgments/decisions pending with various forums/authorities. The Group does not expect any outflow of economic resources in respect of the above and therefore no provision is made in respect thereof.

Particulars		**Year ended March 31, 2026**	Year ended March 31, 2025
B.	**COMMITMENTS**		
	Capital Commitment (net of advances)	147.96	14.41

Note 36 Unbilled work-in-progress (contract assets), current trade receivables and non-current trade receivable outstanding as on March 31, 2026, includes ₹115.71 crore, ₹24.21 crore and ₹57.52 crore, respectively (March 31, 2025: includes ₹308.59 crore, ₹214.27 crore and ₹57.52 crore, respectively),representing receivables from customers based on the terms and conditions implicit in the contracts and other receivables in respect of closed/substantially closed projects of the Holding Company. These receivables are mainly in respect of the cost over-run arising due to client caused delays, deviation in design and change in scope of work, for which the Holding Company is at various stages of negotiation/discussion with the clients or under arbitration/litigation. Considering the contractual tenability, progress of negotiations/discussions/arbitration/litigations and as legally advised in certain contentious matters, the Holding Company is confident that these receivables are good and fully recoverable.

Note 37 With regard to land parcels at Vikhroli (East), Mumbai held by the Panchkutir Developers Limited ('PDL'), a subsidiary of Holding Company, the Notification under Section 3C(1) under the Maharashtra Slum Area (Improvement & Redevelopment) Act, 1971 declaring the said property as "Slum Rehabilitation Area" has been challenged by some persons and appeals preferred by both the parties are pending in the Bombay High Court. Similarly, a suit filed in the High Court by some persons for declaration that they are Lessees of the said property is also pending. PDL has filed suit for vacant and peaceful possession of part of the said land in Small Causes Court, Mumbai. On 01.12.2021, Small Causes Court passed ex-parte Decree & Judgement in PDL's favour. The application filed by opposite party to set aside the order of Decree and Judgement was allowed on March 04, 2023 and suit restored to the stage of further cross examination of PDL's Witness, In the meantime, an amendment application was filed by PDL to implead an additional party as a defendant, which application has been allowed. The plaintiff has carried out the amendment, accordingly, the newly added defendant has been served with the amended Plaint and has entered appearance before the Court. The matter is presently pending for filing of the Written Statement by the newly added Defendant. Plaintiff's cross examination of the witness is to follow.

NOTE 38 LEASES - IND AS 116

a) Right-of-use assets:

The net carrying value of right-of-use assets as at March 31, 2026 is Nil (March 31, 2025 Nil) have been disclosed on the face of the balance sheet. (Refer note 3B).

b) Lease liabilities:

As at March 31, 2026, the obligations under leases amounts to Nil (March 31, 2025: Nil), which have been classified as lease liabilities NIL (March 31, 2025: Nil).

The following is the movement in lease liabilities:

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Balance at the beginning of the year	**-**	**114.07**
Additions during the year	-	-
Finance cost accrued during the year (Refer note 30)	-	1.03
Payment of lease liabilities	-	(27.93)
Translation difference	-	(9.01)
Impact of deconsolidation (Refer note 44.1.4)	-	(78.16)
Balance at the end of the year	**-**	**-**

c) During the year ended March 31, 2026, the Group recognised the following in the Statement of Profit and Loss:

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Depreciation expense from right-of-use assets (Refer note 3B & 31)	-	15.46
Finance cost on lease liabilities (Refer note 30)	-	1.03
Rent Expenses (Refer note 32)	73.58	62.96

d) Cash outflow in respect of lease liabilities for the year ended March 31, 2026 amounts to Nil (March 31, 2025: ₹27.93 crore).

NOTE 39 DISCLOSURE IN ACCORDANCE WITH IND AS 24 - RELATED PARTY DISCLOSURES

A. Names of related parties and nature of relationship

Sr. No.	Name	Country of incorporation	Group's holding (%)	
			As at March 31, 2026	As at March 31, 2025
a)	**Joint ventures**			
	Prolific Resolution Private Limited (Refer note 33.4)	India	49.00	49.00
b)	**Associates**			
	Highbar Technocrat Limited	India	49.00	49.00
	Evostate AG (Upto December 20, 2024) (refer note 44.1.4)	Switzerland	-	-
	MCR Managing Corp. Real Estate (Upto December 20, 2024) (refer note 44.1.4)	Switzerland	-	-
	Evostate Immobilien AG (Subsidiary of Evostate AG) (Upto December 20, 2024) (refer note 44.1.4)	Switzerland	-	-
	Hegias AG, Zurich (Upto December 20, 2024) (refer note 44.1.4)	Switzerland	-	-

(Amount in ₹ crore, unless otherwise stated)

NOTE 39 DISCLOSURE IN ACCORDANCE WITH IND AS 24 - RELATED PARTY DISCLOSURES....Contd.

c) Other related parties with whom the Company has transactions during the year

Name	Relationship
Mrs. Shalaka Gulabchand Dhawan	Daughter of Chairman and Non-Executive Director and Wife of Vice Chairman & Managing Director
Seeberg Private Limited	Other related party
Seamarine Investments Private Limited	Other related party
HCC Employee's Provident Fund	Post-employment contribution plan

B. Key Management Personnel and relative of Key Management Personnel

Name	Designation
Mr. Ajit Gulabchand	Chairman and Non-Executive Director
Mr. Arjun Dhawan	"Vice Chairman & Managing Director (w.e.f. June 26, 2025) Executive Vice Chairman (upto June 25, 2025)"
Mr. Jaspreet Bhullar	Managing Director and Chief Executive Officer (Upto June 23, 2025)
Mr. Mukul Sarkar	Nominee Director
Mr. Ramesh Subramanyam	Independent Director (w.e.f. December 16, 2024)
Dr. Mita Dixit	Independent Director
Mr. Mahendra Singh Mehta	Independent Director
Mr. Santosh Janakiram Iyer	Independent Director
Mr. N. R. Acharyulu	Independent Director (Upto September 17, 2024)
Mr. Aditya Jain	Non-Executive Non-Independent Director
Mr. Arun Karambelkar	Independent Director (Upto November 02, 2025)
Mr. Rahul Shukla	Chief Financial Officer (w.e.f. June 01, 2025)
Mr. Girish Gangal	Chief Financial Officer (w.e.f. April 18, 2024 and upto May 31, 2025)
Mr. Rahul Rao	Chief Financial Officer (upto April 18, 2024)
Mr. Nitesh Kumar Jha	Company Secretary

C. Nature of Transactions

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Transactions with related parties:		
Rental Income		
Entities over which key management personnel/their relatives having control		
- Seeberg Private Limited	0.02	0.02
Service Income		
Joint ventures		
- Prolific Resolution Private Limited	6.99	32.58
Interest income on inter corporate deposits		
Joint venture		
- Prolific Resolution Private Limited	14.79	-
Reimbursement of interest on fixed deposit		
Joint venture		
- Prolific Resolution Private Limited	1.15	-
Services received		
Associates		
- Highbar Technocrat Limited	2.97	3.32

NOTE 39 DISCLOSURE IN ACCORDANCE WITH IND AS 24 - RELATED PARTY DISCLOSURES....Contd.

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Inter corporate deposit given		
Joint venture		
- Prolific Resolution Private Limited	400.00	-
Sale of Investment		
- Other Related Party		
- Seamarine Inestments Private Limited	-	11.00
Remuneration paid/accrued to Key Management Personnel (Refer note 39.1)		
(a) Short-term employee benefits		
- Mr. Ajit Gulabchand	1.38	2.79
- Mr. Arjun Dhawan	8.70	5.60
- Mr. Jaspreet Bhullar	3.40	3.79
- Mr. Girish Gangal	0.42	2.40
- Mr. Rahul Rao	-	0.10
- Mr. Nitesh Kumar Jha	0.73	0.69
- Mr. Rahul Shukla	1.41	-
	16.04	**15.37**
(b) Post employment benefits		
- Mr. Ajit Gulabchand	0.20	0.21
- Mr. Arjun Dhawan	0.37	0.40
- Mr. Jaspreet Bhullar	0.09	0.31
- Mr. Rahul Rao	-	0.00*
- Mr. Nitesh Kumar Jha	0.02	0.02
- Mr. Rahul Shukla	0.05	-
	0.73	**0.94**
(c) Total remuneration [(a) + (b)]		
- Mr. Ajit Gulabchand	1.58	3.00
- Mr. Arjun Dhawan	9.07	6.00
- Mr. Jaspreet Bhullar	3.49	4.10
- Mr. Girish Gangal	0.42	2.40
- Mr. Rahul Rao	-	0.10
- Mr. Nitesh Kumar Jha	0.75	0.71
- Mr. Rahul Shukla	1.46	-
	16.77	**16.31**
Remuneration paid / accrued		
- Other related parties		
- Mrs. Shalaka Gulabchand Dhawan	1.36	1.36
Directors' sitting fees paid/ accrued		
- Key management personnel		
- Mr. Ajit Gulabchand	0.24	0.18
- Mr. N. R. Acharyulu	-	0.09
- Mr. Arun V. Karambelkar	0.03	0.06
- Mr. Santosh Jankiram Iyer	0.09	0.15
- Mr. Mahendra Singh Mehta	0.12	0.19
- Mr. Mukul Sarkar	0.04	0.06
- Dr. Mita Dixit	0.10	0.13
- Mr. Aditya Jain	0.10	0.10
- Mr. Ramesh Subramanyam	0.17	0.01
	0.89	**0.97**

* Represents amount less than ₹1 lakh

(Amount in ₹ crore, unless otherwise stated)

NOTE 39 DISCLOSURE IN ACCORDANCE WITH IND AS 24 - RELATED PARTY DISCLOSURES....Contd.

Outstanding balances:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Outstanding receivables		
Inter-corporate deposits receivables		
- Joint Venture		
- Prolific Resolution Private Limited	400.00	-
Other Receivable		
- Associate		
- Highbar Technocrat Limited	0.04	0.24
	0.04	**0.24**
Outstanding payable		
Other payable		
- Joint Venture		
- Prolific Resolution Private Limited	164.86	74.50
- Associates		
- Highbar Technocrat Limited	0.68	0.94
	165.54	**75.44**
Outstanding balance of Corporate guarantee given by Holding Company		
- Joint Venture		
- Prolific Resolution Private Limited	570.88	3,820.03
Remuneration payable (net) (Refer note 39.1)		
Key management personnel		
- Mr. Ajit Gulabchand	0.05	0.06
- Mr. Arjun Dhawan	2.26	0.25
- Mr. Jaspreet Bhullar	-	0.11
- Mr. Girish Gangal	-	0.21
- Mr. Nitesh Kumar Jha	0.04	0.05
- Mr. Rahul Shukla	0.05	-
- Other related parties		
- Mrs. Shalaka Gulabchand Dhawan	0.07	0.11
	2.47	**0.79**

Notes

Note 39.1 : The above figure does not include gratuity liability valued by an actuary, as separate figures are not available.

Note 39.2 : All related party transactions entered during the year were in ordinary course of the business and are on arm's length basis.

(Amount in ₹ crore, unless otherwise stated)

NOTE 40 FINANCIAL INSTRUMENTS

The fair value of the financial assets are included at amounts at which the instruments could be exchanged in a current transaction between willing parties other than in a forced or liquidation sale.

The following methods and assumptions were used to estimate the fair value:

a) Fair value of cash and short term deposits, trade and other short term receivables, trade payables, other current liabilities, approximate their carrying amounts largely due to the short-term maturities of these instruments.

b) Financial instruments with fixed and variable interest rates are evaluated by the Group based on parameters such as interest rates and individual credit worthiness of the counterparty. Based on this evaluation, allowances are taken to account for the expected losses of these receivables.

A) Financial instruments by category

The carrying value and fair value of financial instruments by categories were as follows:

As at March 31, 2026

Particulars	Refer note	Amortised cost	Fair value through profit or loss	Fair value through Other Comprehensive Income	Total carrying value
Assets:					
Investments:					
Investments in equity shares (unquoted)	6A	-	-	13.90	13.90
Investments in equity shares (quoted)	6A	-	-	4.47	4.47
Investment in mutual funds (unquoted)	13	-	140.75	-	140.75
Trade receivables	7	3,431.11	-	-	3,431.11
Loans	8	491.94	-	-	491.94
Other financial assets	9	1,104.70	-	-	1,104.70
Cash and cash equivalents	14	381.41	-	-	381.41
Bank balances other than cash and cash equivalents	15	76.98	-	-	76.98
Liabilities:					
Borrowings (including current maturities of long-term debts)	20	994.23	24.92	-	1,019.15
Trade payables	23	2,027.28	-	-	2,027.28
Other financial liabilities	21	2,173.45	9.58	-	2,183.03

As at March 31, 2025

Particulars	Refer note	Amortised cost	Fair value through profit or loss	Fair value through Other Comprehensive Income	Total carrying value
Assets:					
Investments:					
Investments in equity shares (unquoted)	6A	-	-	25.47	25.47
Investments in equity shares (quoted)	6A	-	-	5.60	5.60
Investment in mutual funds (unquoted)	13	-	43.56	-	43.56
Trade receivables	7	3,076.94	-	-	3,076.94
Loans	8	79.09	-	-	79.09
Other financial assets	9	911.95		-	911.95
Cash and cash equivalents	14	551.54	-	-	551.54
Bank balances other than cash and cash equivalents	15	145.91	-	-	145.91
Liabilities:					
Borrowings (including current maturities of long-term debts)	20	1,653.83	25.28	-	1,679.11
Trade payables	23	2,075.70	-	-	2,075.70
Other financial liabilities	21	2,316.93	68.04	-	2,384.97

NOTE 40 FINANCIAL INSTRUMENTS....Contd.

Note 40.1 : Investments in associates, joint venture and others have been accounted at historical cost. Since these are scope out of Ind AS 109 for the purposes of measurement, the same have not been disclosed in the above tables.

B) Fair value hierarchy

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs)

The following table presents fair value hierarchy of assets and liabilities measured at fair value on a recurring basis:

Particulars	**As at March 31, 2026**			As at March 31, 2025		
	Level 1	**Level 2**	**Level 3**	Level 1	Level 2	Level 3
Assets						
Investments in equity shares (quoted)	4.47	-	-	5.60	-	-
Investments in equity shares (unquoted)	-	13.90	-	-	25.47	-
Investment in mutual funds (unquoted)	-	140.75	-	-	43.56	-
Liabilities						
Borrowing	-	-	24.92	-	-	25.28
Other financial liabilities	-	-	9.58	-	-	68.04

NOTE 41 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks, market risk, credit risk and liquidity risk. The Group's focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance.

i) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, foreign currency risk and other price risk, such as equity price risk. Major financial instruments affected by market risk includes loans and borrowings.

a) Interest rate risk

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. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's total debt obligations with floating interest rates.

The Group's total debt obligation with floating interest rate as on March 31, 2026 is ₹260.43 crore (March 31, 2025 is ₹251.18 crore)

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected. With all other variables held constant, the Company's profit/(loss) before tax is affected through the impact on floating rate borrowings, as follows:

The assumed movement in basis points for the interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility than in prior years.

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Increase in basis points	100 basis points	100 basis points
Effect on profit/(loss) before tax, increase by	(2.60)	(2.51)
Decrease in basis points	100 basis points	100 basis points
Effect on profit/(loss) before tax, decrease by	2.60	2.51

NOTE 41 FINANCIAL RISK MANAGEMENT....CONTD.

b) Foreign currency risk

The Group has several balances in foreign currency and consequently the Group is exposed to foreign exchange risk. The exchange rate between the rupee and foreign currencies has changed substantially in recent years, which has affected the results of the Group, and may fluctuate substantially in the future. The Group evaluates exchange rate exposure arising from foreign currency transactions and follows established risk management policies.

The following table analyses foreign currency risk from financial instruments :

Year ended March 31, 2026

(currency in crore)

Particulars	USD	EUR	SEK	CHF	Others
Assets					
Advance to suppliers	0.00*	0.00*	-	-	-
Trade receivables	0.00*	0.13	-	-	-
Bank balances (including deposit)	0.00*	0.00*	-	0.52	-
Other current assets	0.00*	-	-	-	-
Other financial assets	-	-	-	7.09	-
	0.00*	**0.13**	**-**	**7.61**	**-**
Liabilities					
Borrowings	3.06	-	-	-	-
Advance from contractee	-	0.62	-	-	-
Trade payables	0.02	0.13	-	-	-
Other financial liability	0.63	-	-	-	-
Other current liability	-	-	-	0.03	-
Interest accrued	1.31	-	-	-	-
	5.02	**0.75**	**-**	**0.03**	**-**
Net assets / (liabilities)	**(5.02)**	**(0.62)**	**-**	**7.58**	**-**

Year ended March 31, 2025

(currency in crore)

Particulars	USD	EUR	SEK	CHF	Others
Assets					
Advance to suppliers	-	0.01	-	0.01	0.02
Trade receivables	0.00*	0.12	-	-	-
Bank balances (including deposit)	0.00*	0.00*	-	0.01	-
Other current assets	0.00*	-	-	-	-
Other financial assets	-	-	-	8.37	-
Unbilled work-in-progress (contract asset)	-	-	-	-	-
	0.00*	**0.13**	**-**	**8.39**	**0.02**
Liabilities					
Borrowings	3.23	-	-	-	-
Advance from contractee	0.00*	0.62	-	-	-
Trade payables	0.05	0.14	0.11	0.01	0.00*
Other financial liability	0.55	-	-	-	-
Interest accrued	0.97	-	-	-	-
	4.80	**0.76**	**0.11**	**0.01**	**-**
Net assets / (liabilities)	**(4.80)**	**(0.63)**	**(0.11)**	**8.38**	**0.02**

* Represents amount less than 1 lakh

NOTE 41 FINANCIAL RISK MANAGEMENT....CONTD.

Sensitivity analysis

A reasonably possible change in foreign exchange rates by 5% would have increased/(decreased) total equity and profit or loss by the amounts shown below. This analysis assumes that all other variables in particular interest rates remain constant.

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Increase in basis points	500 basis points	500 basis points
Increase	16.71	16.43
Decrease in basis points	500 basis points	500 basis points
Decrease	(16.71)	(16.43)

c) Equity price risk

The Group's listed and non-listed equity securities are susceptible to market price risk arising from uncertainties about future values of the investment securities. The Group manages the equity price risk through diversification and by placing limits on individual and total equity instruments. Reports on the equity portfolio are submitted to the Group's senior management on a regular basis. The Holding Company's Board of Directors review and approve all equity investment decisions. As at March 31 2026, the exposure to listed equity securities including mutual fund at fair value was ₹4.47 crore (March 31, 2025: ₹5.60 crore). A movement (decrease/increase) of 10% in the value of listed securities could have an impact of approximately ₹0.45 crore on the Other Comprehensive Income or equity attributable to owners of parent and impact of approximately ₹0.56 crore on statement of profit and loss.

ii) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, financial assets. Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount.

a) Trade receivable (gross of provision)

Trade receivables are typically unsecured and are derived from revenue earned from two main classes of trade receivables i.e. receivables from government promoted agencies and receivables from private third parties. A substantial portion of the Group's trade receivables are from government promoted agencies having strong credit worthiness.

Particulars	**As at March 31, 2026**		As at March 31, 2025	
	Amount	**%**	Amount	%
Trade receivable				
- from government promoted agencies	3,316.14	95.08%	2,639.02	84.36%
- from private parties	171.73	4.92%	489.16	15.64%
Total trade receivables	**3,487.87**	**100.00%**	**3,128.18**	**100.00%**

Expected credit loss

In determining allowance for credit losses of trade receivables, the Holding Company has used the practical expedient by computing the expected credit loss allowance based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information.

(Amount in ₹ crore, unless otherwise stated)

NOTE 41 FINANCIAL RISK MANAGEMENT....CONTD.

The movement of the allowance for lifetime expected credit loss is stated below:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Balance at the beginning of the year	51.24	52.10
Allowance for expected credit loss (Refer note 32)	5.34	4.54
Impact of deconsolidation (Refer note 44.1.4)	-	(5.59)
Written off as bad debts/Adjustments	0.18	0.19
Balance at the end of the year	**56.76**	**51.24**

b) Financial assets other than trade receivables

Financial assets other than trade receivables comprise of cash and cash equivalents, bank balances other than cash and cash equivalents, loan to employees and other financial assets. The Group monitors the credit exposure on these financial assets on a case-to-case basis. Based on the Group's historical experience, the credit risk on other financial assets is also low.

The following table gives details in respect of contract revenues generated within and outside India for the year ended:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Revenue from external customers:		
India	3,944.15	4,831.09
Outside India	25.44	772.28
Total revenue from operations	**3,969.59**	**5,603.37**

The following table gives details in respect of contract revenues generated from the top customer and top 5 customers for the year ended:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Revenue from top customer	833.92	1,444.25
Revenue from top five customers	1,830.15	2,867.58

For the year ended March 31, 2026, one (March 31, 2025: one) customer, individually, accounted for more than 10% of the revenue.

c) Credit risk on cash and cash equivalents is limited as the Group generally invest in deposits with banks and financial institutions with high credit ratings.

iii) Liquidity risk

Liquidity is defined as the risk that the Group will not be able to settle or meet its obligations on time or at a reasonable price. The Group's treasury department is responsible for liquidity, funding as well as settlement management. In addition, processes and policies related to such risks are overseen by senior management. Management monitors the Group's net liquidity position through rolling forecasts on the basis of expected cash flows.

(Amount in ₹ crore, unless otherwise stated)

NOTE 41 FINANCIAL RISK MANAGEMENT....CONTD.

The table below provides details regarding the contractual maturities of significant financial liabilities:

Particulars	Less than 1 year #	1 - 5 years	More than 5 years	Total
Year ended March 31, 2026				
Borrowings (including interest accrued)	752.29	1,339.62	223.43	2,315.34
Trade payables	1,750.57	276.71		2,027.28
Other financial liabilities	900.35	-	-	900.35
Total	**3,403.21**	**1,616.33**	**223.43**	**5,242.97**
Year ended March 31, 2025				
Borrowings (including interest accrued)	1,185.60	1,936.85	343.08	3,465.53
Trade payables	1,699.56	376.14		2,075.70
Other financial liabilities	463.45	-	-	463.45
Total	**3,348.61**	**2,312.99**	**343.08**	**6,004.68**

#includes loan repayable on demand

NOTE 42 CAPITAL MANAGEMENT

For the purpose of the Group's capital management, capital includes issued equity capital and all other equity reserves attributable to the equity holders of the parent. The Group strives to safeguard its ability to continue as a going concern so that they can maximise returns for the shareholders and benefits for other stake holders. The aim to maintain an optimal capital structure and minimise cost of capital.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may return capital to shareholders, issue new shares or adjust the dividend payment to shareholders (if permitted). Consistent with others in the industry, the Group monitors capital using a gearing ratio calculated as below:

Particulars	**As at March 31, 2026**	As at March 31, 2025
Total debt	1,019.15	1,679.11
Less : cash and cash equivalents	381.41	551.54
Net debt (A)	**637.74**	**1,127.57**
Total equity excluding capital reserve (B)	2,087.45	866.00
Gearing Ratio (A/B)	**0.31**	**1.30**

In the long run, the Group's strategy is to maintain a positive gearing ratio of less than 2.

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the borrowings that define the capital structure requirements. Breaches in meeting the financial covenants would permit the lenders to immediately call loans and borrowings. Subsequent to restructuring of the borrowings, there have been no communications from the banks in this regard which might have a negative impact on the gearing ratio.

(Amount in ₹ crore, unless otherwise stated)

NOTE 43 DISCLOSURES REQUIRED PURSUANT TO IND AS 102 SHARE BASED PAYMENT

The Holding Company has granted stock options under the HCC Employees Stock Option Scheme ('ESOS'). These options would vest based on the vesting conditions as per letter of grant executed between the Holding Company and its employees. Each option when exercised would be converted into one fully paid up equity share of ₹ 1 each of the Holding Company. The relevant details of the scheme, grant and activity under ESOS are summarised below:

A. The number, weighted average exercise prices and movements in share option:

Particulars	No. of Options	Exercise Price (₹)
Options outstanding as at April 01, 2024	371,748	13.45
Options granted during the year	-	-
Options forfeited/lapsed/expired during the year	-	-
Options exercised during the year(Refer note 18.9 (b))	185,874	13.45
Options outstanding as at March 31, 2025	**185,874**	**13.45**
Options outstanding as at April 01, 2025	**185,874**	**13.45**
Options granted during the year	-	-
Options forfeited/lapsed/expired during the year (Refer note 18.9 (a))	92,937	-
Options exercised during the year (Refer note 18.9 (a))	92,937	13.45
Options outstanding as at March 31, 2026	**-**	**13.45**

The weighted average of the remaining contractual life is Nil.

B) Fair value of the options has been calculated using Black Scholes Pricing Model. The following inputs were used to determine the fair value for options granted during the year:

Particulars	Unit	Key parameter
Vesting period	Years	3
Date of grant	Date	March 15, 2025
Market price	₹	14.85
Expected life	Years	1
Volatility	%	64.00
Risk free rate	%	7.36
Exercise price	₹	13.45
Dividend yield	%	NIL
Weighted average option fair value at grant date	₹	8.31

Note:

Expected volatility reflects assumption that the historical volatility over a year similar to the life of the options is indicative of future trends, which may not necessarily be the actual outcome.

(Amount in ₹ crore, unless otherwise stated)

NOTE 44 INTEREST IN OTHER ENTITIES

44.1 Subsidiaries

The Group's subsidiaries as at March 31, 2026 are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation is also their principal place of business.

Name of the entity	Country of incorporation	Ownership interest held by the group (%) (Refer note 44.1.1.)		Ownership interest held by non controlling interests (%)		Principal activities
		As at March 31, 2026	As at March 31, 2025	**As at March 31, 2026**	As at March 31, 2025	
HCC Contract Solutions Limited	India	100.00	100.00	-	-	Engineering and construction
Panchkutir Developers Limited	India	100.00	100.00	-	-	Real Estate Development
HCC Mauritius Enterprises Limited	Mauritius	100.00	100.00	-	-	Engineering and construction
Highbar Technologies Limited	India	100.00	100.00	-	-	Others- Information Technology Consulting
HCC Infrastructure Company Limited	India	100.00	100.00	-	-	Infrastructure- Toll Management
HCC Mauritius Investment Limited	Mauritius	100.00	100.00	-	-	Engineering and construction
HRL Township Developers Limited	India	100.00	100.00	-	-	Real Estate Development
Maan Township Developers Limited	India	100.00	100.00	-	-	Real Estate Development
HRL (Thane) Real Estate Limited	India	100.00	100.00	-	-	Real Estate Development
H56 Immo AG (Formerly known as Steiner Eagle AG) (w.e.f. December 20, 2024) (Refer note 44.1.4)	Switzerland	100.00	100.00	-	-	Engineering and construction
Narmada Bridge Tollway Limited	India	100.00	100.00	-	-	Infrastructure- Toll Management
Badarpur Faridabad Tollway Limited	India	100.00	100.00	-	-	Infrastructure- Toll Management
HCC Operations and Maintenance Limited (Upto September 30, 2025) (Refer note 44.1.2)	India	-	100.00	-	-	Infrastructure - Operation and Maintenance of Road
Raiganj-Dalkhola Highways Limited (upto February 14, 2025) (Refer note 44.1.5)	India	-	-	-	-	Infrastructure- Toll Management
Western Securities Limited (Upto August 14,2024) (Refer note 44.1.3)	India	-	-	-	-	Others- Insurance auxlliary services
Steiner AG (Upto December 20, 2024) (Refer note 44.1.4)	Switzerland	-	-	-	-	Engineering and construction

(Amount in ₹ crore, unless otherwise stated)

NOTE 44 INTEREST IN OTHER ENTITIES....Contd.

Name of the entity	Country of incorporation	Ownership interest held by the group (%) (Refer note 44.1.1.)		Ownership interest held by non controlling interests (%)		Principal activities
		As at March 31, 2026	As at March 31, 2025	**As at March 31, 2026**	As at March 31, 2025	
Steiner Promotions et Participations SA (Upto December 20, 2024) (Refer note 44.1.4)	Switzerland	-	-	-	-	Engineering and construction
VM + ST AG (Upto December 20, 2024) (Refer note 44.1.4)	Switzerland	-	-	-	-	Engineering and construction
Manufakt8048 AG (Upto December 20, 2024) (Refer note 44.1.4)	Switzerland	-	-	-	-	Engineering and construction
Steiner Projekte AG (Upto December 20, 2024) (Refer note 44.1.4)	Switzerland	-	-	-	-	Engineering and construction
Steiner (Deutschland) GmbH (Upto December 20, 2024) (Refer note 44.1.4)	Germany	-	-	-	-	Engineering and construction
Steiner India Limited (Upto December 20, 2024) (Refer note 44.1.4)	India	-	-	-	-	Engineering and construction

Notes :

44.1.1 Company's holding including holding through subsidiary companies.

44.1.2 During the current year, pursuant to Scheme of Amalgamation, the National Company Law Tribunal, Mumbai has approved the merger of HCC Operations and Maintenance Limited (HOML), a step-down subsidiary of the Company with Badarpur Faridabad Tollway Limited (BFTL), another step-down subsidiary of the Company with the appointed date as April 1, 2024. Both the Companies have completed the regulatory filing (Form INC-28) on September 30, 2025.

44.1.3 During the previous year, the Holding Company has sold its entire shareholding in Western Securities Limited ('WSL'), a subsidiary of the Company. Consequently, WSL has ceased to be a subsidiary of the Company w.e.f. August 14, 2024. The Group has recognised a gain of ₹6.39 crore on this transaction which has been presented under the head "other income".

44.1.4 During the previous year, pursuant to moratorium, the Zurich District Court has passed an Order approving a scheme of arrangement in respect of Steiner AG ('SAG'), Switzerland, (including its subsidiaries, joint ventures and associates), a material step down wholly owned subsidiary of the Holding Company. This scheme which is approved by the Court based on recommendation of administrator covers a) Divestment of entire shareholding of SAG held by HCC Mauritius Investment Limited and HCC Mauritius Enterprises Limited, (collectively, 'HMILEL'), the wholly owned subsidiaries of the Company to Uniresolv SA, an affiliate of m3 Geneva ('Uniresolv SA') and, b) Divestment of entire shareholding of Steiner Development AG ('SDAG') by SAG to m3 Steiner Development SA, an affiliate of m3 Geneva ('m3SD') c) Divestment of Steiner India Limited ('SIL'), by SAG to Uniresolv SA, d) Asset transfer (receivables) to SAG's wholly owned subsidiary, H56 Immo AG(H56) (Formerly known as Steiner Eagle AG) and the immediate subsequent divestment of H56 to Uniresolv SA. Further, pursuant to the aforesaid Court Order, HMILEL has acquired the entire equity shareholding in H56 from Uniresolv SA, against a swap of SAG shares and deferred payment of 5 million CHF over 9 months. Accordingly, SAG along with its subsidiaries, joint venture and associates ceased to be part of the Group and H56 became direct subsidiary of HMILEL w.e.f. December 20, 2024. Further, pending transfer of shares of SIL by Uniresolv SA to HMILEL, SIL is not part of the Group (Refer note 33.3).

44.1.5 During the previous year, pursuant to Scheme of Amalgamation, the National Company Law Tribunal, Mumbai has approved the merger of Raiganj-Dalkhola Highways Limited (RDHL), a step-down subsidiary of the Holding Company with HCC Infrastructure Company Limited, a subsidiary of the Holding Company with the appointed date as January 1, 2024. As a result RDHL is ceased to be step-down subsidiary of the Company w.e.f. February 14, 2025.

(Amount in ₹ crore, unless otherwise stated)

NOTE 44 INTEREST IN OTHER ENTITIES....Contd.

44.2 Non-controlling interest (NCI)

The following table summarises the information relating to the subsidiaries that has NCI. The amounts disclosed are before intra-group eliminations

Particulars	Western Securities Limited	
	Year ended March 31, 2026	Year ended March 31, 2025
NCI percentage (Refer note 44.1.3)	**-**	**-**
Summarised balance sheet		
Current assets (A)	-	-
Non-current assets (B)	-	-
Current liabilities (C)	-	-
Non-current liabilities (D)	-	-
Net assets (A+B-C-D)	**-**	**-**
Net assets attributable to NCI	**-**	**-**
Summarised statement of profit and loss		
Revenue	-	0.25
Profit/(loss) for the year	**-**	**0.09**
Other comprehensive income/(loss)	-	0.07
Total comprehensive income/(loss)	**-**	**0.16**
Profit/(loss) allocated to NCI	-	0.00*
OCI allocated to NCI	-	0.00*
Total comprehensive income allocated to NCI	**-**	**0.00***
Summarised cash flows		
Cash flow from operating activities	-	-
Cash flow from investing activities	-	-
Cash flow from financing activities	-	-
Net increase/(decrease) in cash and cash equivalents	**-**	**-**

* represents amount less than ₹1 lakh

44.3 Interest in associates and joint venture

Particulars	Note	Carrying amount ^	
		Year ended March 31, 2026	Year ended March 31, 2025
Interest in associates	See (A) below	35.09	31.55
Interest in joint ventures	See (B) below	-	-
		35.09	**31.55**

A) Interest in associates

The Group's associates are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation is also their principal place of business.

Name of the entity	Country of incorporation	Ownership interest (%)		Carrying amount^		Principal activities
		As at March 31, 2026	As at March 31, 2025	**As at March 31, 2026**	As at March 31, 2025	
Highbar Technocrat Limited	India	49.00	49.00	35.09	31.55	IT services
Total				**35.09**	**31.55**	

Group share of capital commitment and contingent liability in relation to its interest in associates is Nil.

NOTE 44 INTEREST IN OTHER ENTITIES....Contd.

Refer note 44.4 for the summarised financial information of associates. The information disclosed reflects the amount presented in the financial statement of the relevant associates and not Group's share of those amounts. They have been amended to reflect adjustments made by the Group when using the equity method, including fair value adjustments at the time of acquisition and modifications for difference in accounting policies.

B) Interest in joint venture

The Group's joint venture are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation is also their principal place of business.

Name of the entity	Country of incorporation	Ownership interest (%)		Carrying amount^		Principal activities
		As at March 31, 2026	As at March 31, 2025	**As at March 31, 2026**	As at March 31, 2025	
Prolific Resolution Private Limited	India	49.00	49.00	-	-	Others- Services of recovering, assessing Managing claim, awards etc

^ Unlisted entity- no quoted price available

Group share of capital commitment and contingent liability in relation to its interest in joint venture is Nil

Refer Note 44.5 for summarised financial information of joint venture. The information disclosed reflects the amount presented in the financial statement of the relevant joint ventures and not Group's share of those amounts. They have been amended to reflect adjustments made by the Group when using the equity method, including fair value adjustments at the time of acquisition and modifications for difference in accounting policies.

Note 44.4 Table below provide summarised financial information for associates

	Evostate AG (Refer note 44.1.4)		MCR Managing Corporate Real Estate AG (Refer note 44.1.4)		Hegias AG (Refer note 44.1.4)		Highbar Technocrat Limited	
	Year ended March 31, 2026	Year ended March 31, 2025	**Year ended March 31, 2026**	Year ended March 31, 2025	**Year ended March 31, 2026**	Year ended March 31, 2025	**Year ended March 31, 2026**	Year ended March 31, 2025
Summarised Balance Sheet								
Current assets (A)	-	-	-	-	-	-	105.44	79.06
Non-current assets (B)	-	-	-	-	-	-	13.47	7.71
Current liabilities (C)	-	-	-	-	-	-	39.42	23.91
Non-current liabilities (D)	-	-	-	-	-	-	7.87	3.01
Net assets (A+B-C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**71.62**	**59.85**
Summarised Statement of Profit and Loss								
Revenue from operation	-	0.04	-	-	-	-	147.25	110.64
Profit/ (loss) for the year (A)	-	0.00*	-	0.00*	-	(0.03)	16.08	13.77
Other comprehensive income (B)	-	-	-	-	-	-	(0.19)	0.68
Total comprehensive income (A+B)	**-**	**0.00***	**-**	**0.00**	**-**	**(0.03)**	**15.89**	**14.45**

*represents amount less than ₹ 1 lakh

(Amount in ₹ crore, unless otherwise stated)

NOTE 44 INTEREST IN OTHER ENTITIES....Contd.

Note 44.5 Financial information for joint ventures:

Particulars	Prolific Resolution Private Limited	
	March 31, 2026	March 31, 2025
Summarised Balance Sheet		
Current assets (A)	244.31	159.90
Non-current assets (B)	4,051.32	3,641.75
Current liabilities (C)	65.61	58.80
Non-current liabilities (D)	4,252.27	3,836.58
Net assets (A+B-C-D)	**(22.25)**	**(93.73)**
Summarised Statement of Profit and Loss		
Revenue from operation	625.41	331.61
Profit/(loss) for the year (A)	71.48	(180.87)
Other comprehensive income (B)	-	-
Total comprehensive income (A+B)	**71.48**	**(180.87)**

Note 44.6 Interest in other entities Joint operations (unincorporated entities)

The Group's share of interest in joint operations is set out below:

Name of the entity	% of ownership interest held by the Group		Name of Joint operator	Principal place of business	Principal activities
	Year ended March 31, 2026	Year ended March 31, 2025			
HCC-TPL Indore Metro Joint Venture	55.00	-	Tata Projects Limited	India	Construction
TPL-HCC Bhivpuri PSP Joint Venture	50.00	-	Tata Projects Limited	India	Construction
HCC- HDC Joint Venture	55.00	55.00	Hyundai Development Company	India	Construction
Kumagai- Skanska- HCC- Itochu Joint Venture	19.60	19.60	Skanska International Civil Engineering AB, Kumagai Gumi Co. Ltd. & Itochu Corporation	India	Construction
HCC- L&T Purulia Joint Venture	57.00	57.00	Larsen and Toubro Limited	India	Construction
Alpine- Samsung- HCC Joint Venture	33.00	33.00	Alpine Bau GMBH & Samsung Corporation	India	Construction
Nathpa Jhakri Joint venture	40.00	40.00	Impregilio-Spa, Italy	India	Construction
Alpine- HCC Joint Venture	49.00	49.00	Alpine Bau GMBH	India	Construction
HCC- Samsung Joint Venture	50.00	50.00	Samsung C&T Corporation	India	Construction
HCC- VCCL Joint Venture	50.00	50.00	Vensar Constructions Company Limited	India	Construction

Note 44.6.1 Classification of joint arrangements

The aforementioned entities are joint arrangements whereby the parties that have joint control of the arrangement (i.e. joint operators) have rights to the assets, and obligations for the liabilities, relating to the arrangement. The Holding Company (i.e. Joint Operator) recognises its direct right to assets, liabilities, revenue and expenses of Joint Operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses and are incorporated in the Holding Company's financial statements under the respective financial statement line item.

(Amount in ₹ crore, unless otherwise stated)

NOTE 44 INTEREST IN OTHER ENTITIES....Contd.

Particulars	**As at March 31, 2026**	As at March 31, 2025
Note 44.6.2 Summarised balance sheet (Group's share)		
Total assets	371.41	146.24
Total liabilities	277.11	76.55
Note 44.6.3 Contingent liability/capital commitment (Group's share)		
Contingent liability	7.99	7.99
Capital and other commitment	9.06	-

Particulars	**Year Ended March 31, 2026**	Year Ended March 31, 2025
Note 44.6.4 Summarised statement of profit and loss (Group's share)		
Revenue from operations	420.07	321.34
Other income	0.97	0.71
Total expenses (including taxes)	378.53	318.06

NOTE 45 ADDITIONAL INFORMATION PURSUANT TO PARA 2 OF GENERAL INSTRUCTIONS FOR THE PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS

Name of the entity	Country of incorporation	% of voting power as at March 31, 2026	Net assets/(liabilities) i.e. total assets minus total liabilities		Share in profit/(loss)		Share in other comprehensive income		Share in total comprehensive income/(loss)	
			Amount	As % of consolidated net assets/ (liabilities)	Amount	As % of consolidated profit/(loss)	Amount	As % of consolidated other comprehensive income	Amount	As % of consolidated total comprehensive income
Hindustan Construction Company Limited	India	NA	3,086.68	79.25%	205.81	143.64%	(10.84)	-12.17%	194.97	83.94%
Subsidiaries including step-down subsidiaries and their joint venture/ associates)										
Indian										
HCC Infrastructure Company Limited	India	100.00%	366.87	9.42%	63.22	44.12%	0.08	0.09%	63.30	27.25%
HCC Contract Solutions Limited	India	100.00%	(0.03)	0.00%	(0.02)	-0.01%	-	-	(0.02)	-0.01%
Panchkutir Developers Limited	India	100.00%	41.92	1.08%	-	-	-	-	-	-
Maan Township Developers Limited	India	100.00%	(11.34)	-0.29%	(0.01)	-0.01%	-	-	(0.01)	-0.01%
HRL Township Developers Limited	India	100.00%	0.21	0.01%	0.05	0.03%	-	-	0.05	0.02%
Highbar Technologies Limited	India	100.00%	20.92	0.54%	4.09	2.85%	0.01	0.01%	4.10	1.76%
HRL (Thane) Real Estate Limited	India	100.00%	(22.76)	-0.58%	0.05	0.03%	-	-	0.05	0.02%
Foreign										
HCC Mauritius Enterprises Limited	Mauritius	100.00%	369.48	9.49%	(113.57)	-79.26%	107.37	120.61%	(6.20)	-2.67%
HCC Mauritius Investments Limited	Mauritius	100.00%	42.06	1.08%	(16.34)	-11.39%	(7.60)	-8.54%	(23.94)	-10.30%
Joint Venture										
Indian										
Prolific Resolution Private Limited	India	49.00%	-	-	-	-	-	-	-	-
Total			**3,894.01**	**100.00%**	**143.28**	**100.00%**	**89.02**	**100.00%**	**232.30**	**100.00%**
Others										
Adjustments arising out of consolidation			(1,766.86)		22.24		(8.79)		13.45	
Total			**2,127.15**		**165.52**		**80.23**		**245.75**	

* Represents amount less than ₹ 1 lakh

(Amount in ₹ crore, unless otherwise stated)

NOTE 46 : SEGMENT REPORTING

The Group has disclosed business segment as the primary segment. Segments have been identified taking into account the nature of activities of the parent company, its subsidiaries and joint venture, the differing risks and returns, the organization structure and internal reporting system. The Group's operations predominantly relate to 'Engineering and Construction', 'Infrastructure' and 'Real Estate'. Other business segments contribute less than 10% of the total revenue and have been grouped as 'Others'. Also, refer note 41 (ii) for information on revenue from major customers.

The geographical segments have been considered for disclosure as the secondary segment, under which the domestic segment includes sales to customers located in India and overseas segment includes sales to customers located outside India.

The segment revenue, segment results, segment assets and segment liabilities include respective amounts identifiable to each of the segment and also amounts allocated on a reasonable basis.

Particulars	**Year ended March 31, 2026**	Year ended March 31, 2025
Segment revenue		
Engineering and construction	3,937.25	5,257.28
Real estate	0.03	390.10
Infrastructure	53.87	163.55
Others	3.30	3.18
Unallocable Revenue	-	13.62
Less: Inter segment revenue	(24.86)	(224.36)
Revenue from operations	**3,969.59**	**5,603.37**
Segment profit/ (loss) before exceptional items and tax		
Engineering and construction	271.07	324.71
Real estate	0.33	(329.44)
Infrastructure	50.08	15.66
Others	(136.32)	(17.42)
Profit/ (Loss) before exceptional items and tax	**185.16**	**(6.49)**
Exceptional items		
Engineering and construction	37.81	-
Real estate	-	-
Infrastructure	-	312.75
Others	-	216.90
Total	**37.81**	**529.65**
Profit/(loss) before tax	**222.97**	**523.16**

(Amount in ₹ crore, unless otherwise stated)

NOTE 46 SEGMENT REPORTING......Contd.

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Segment assets		
Engineering and construction	7,788.09	7,606.58
Real estate	55.12	64.79
Infrastructure	530.05	442.51
Others	118.52	48.96
Total Assets	**8,491.78**	**8,162.84**
Segment liabilities		
Engineering and construction	5,670.34	6,867.89
Real estate	27.09	21.80
Infrastructure	306.72	74.13
Others	360.48	293.32
Total Liabilities	**6,364.63**	**7,257.14**

Note 46.1: The Holding Company is domiciled in India. The amount of its assets broken down by location is shown in the below table:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Asset		
- In India	7,520.58	7,272.30
- Outside India	971.20	890.54
	8,491.78	**8,162.84**

NOTE 47 : OTHER STATUTORY INFORMATION:

a) The Group do not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property.

b) The Group do not have any transactions with struck off companies.

c) The Group do not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period,

d) The Group have not traded or invested in Crypto currency or Virtual Currency during the financial year.

e) The Group have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

   i) 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

   ii) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries

f) The Group have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

   i) 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

   ii) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

(Amount in ₹ crore, unless otherwise stated)

g) The Group does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.

h) None of the Group entities have been declared wilful defaulter by any bank or financial institution or government or any government authority.

i) The Group has complied with the number of layers prescribed under the Companies Act, 2013.

Note 48 Figures for the previous year have been regrouped/rearranged, wherever considered necessary, to confirm to current period's classification. The impact of such reclassification/regrouping is not material to the consolidated financial statements.

As per our report on even date attached

For **Mukund M. Chitale & Co.**
Chartered Accountants
Firm's Registration No. 106655W

S. M. Chitale
Partner
Membership No.: 111383

Place: Mumbai
Date : May 14, 2026

For and on behalf of the Board of Directors

Ajit Gulabchand	DIN : 00010827	*Chairman*
Arjun Dhawan	DIN : 01778379	*Vice Chairman & Managing Director*
Ramesh Subramanyam	DIN : 02421481	*Audit Committee Chairman*
Rahul Shukla		*Chief Financial Officer*
Nitesh Jha	FCS No. 8436	*Company Secretary*

Place: Mumbai
Date : May 14, 2026

FORM AOC-I

Pursuant to first proviso to sub-section (3) of Section 129 read with rule 5 of Companies (Accounts) Rules, 2014

Statement containing silent features of the financial statement of subsidiaries

Part "A": Subsidiaries

₹ in crore

Sr. No.	Name of the subsidiary	Reporting period	Reporting currency	Exchange Rate	Share capital	Reserves & surplus	Total assets	Investments	Turnover	Profit/(loss) before taxation	Provision for taxation	Proposed Dividend	Extent of Holding (in percentage)
Indian Subsidiary													
1	HCC Contract Solution Limited	March 31, 26	INR	NA	0.05	(0.08)	0.01	-	-	(0.02)	-	-	100%
2	Highbar Technologies Limited	March 31, 26	INR	NA	6.25	(19.42)	2,167.15	1.01	3.30	2.03	-	-	100%
3	Panchkutir Developers Limited	March 31, 26	INR	NA	1.40	40.52	102.64	-	-	(0.00)	-	-	100%
4	HCC Infrastructure Company Limited	March 31, 26	INR	NA	0.25	395.87	674.74	145.04	53.87	146.77	15.47	-	100%
5	Narmada Bridge Tollway Limited	March 31, 26	INR	NA	0.05	0.02	0.11	-	-	(0.01)	-	-	100%
6	Badarpur Faridabad Tollway Limited	March 31, 26	INR	NA	98.00	(29.30)	0.85	-	-	1.64	(28.62)	-	100%
7	HRL (Thane) Real Estate Limited	March 31, 26	INR	NA	0.10	(22.87)	23.54	-	0.03	0.05	-	-	100%
8	HRL Township Developers Limited	March 31, 26	INR	NA	0.10	0.11	16.44	-	-	0.29	0.24	-	100%
9	Maan Township Developers Limited	March 31, 26	INR	NA	0.10	(11.44)	25.70	-	-	(0.01)	-	-	100%
Foreign Subsidiary													
1	HCC Mauritius Investment Limited	March 31, 26	USD	92.80	9.28	(104.78)	318.10	163.33	-	(29.73)	-	-	100%
2	HCC Mauritius Enterprises Limited	March 31, 26	USD	92.80	46.45	(231.60)	317.21	317.04	-	(27.58)	-	-	100%
3	H56 Immo AG (Formerly known as Steiner Eagle AG)	March 31, 26	CHF	114.93	1.15	870.51	874.81	-	-	(84.58)	1.41	-	100%

Notes

1 All above subsidiaries have commenced the operation.

2 No subsidiaries liquidated or sold during the year.

Part "B": Associates and Joint Ventures

Statement pursuant to Section 129 (3) of the Companies Act, 2013 related to Associate and Joint Venture Companies

₹ in crore

Sr. No.	Name of Associates/Joint Venture	Highbar Technocrat Limited	Prolific Resolution Private Limited
1	Latest audited balance sheet date	March 31, 26	March 31, 26
2	Date on which the associate or joint venture was associated or acquired	July 21, 16	September 30, 23
3	Shares of associate/joint venture held by the company at the year end		
	- Number	99,940	50,000
	- Amount of investment in associates/joint venture	15.97	0.05
	- Extend of holding %	49.00%	49.00%
4	Description of how there is significant influence	Associate- Significant Influence over Share Capital	Joint Venture- Significant Influence over Share Capital
5	Reason why the associate/joint venture is not consolidated	Consolidated - Equity Method	Consolidated - Equity Method
6	Weather company has commenced the operations	Yes	Yes
7	Networth attributable to shareholders as per latest audited balance sheet	71.62	(22.25)
8	Profit/(loss) for the year	15.89	71.48
	a) Considered in consolidation	7.79	-
	b) Not considered in consolidation	8.10	71.48

Notes:

1 No joint ventures and associates liquidated during the current year

ANNEXURE I

Statement on Impact of Audit Qualifications (for audit report with modified opinion) submitted along-with Annual Audited Financial Results (Consolidated)

Statement on Implication of Audit Qualifications for the Financial Year ended March 31, 2026

[See Regulation 33/52 of the SEBI (LODR) Amendment Regulations, 2016)]

₹ in crore, except earnings per share

I.	Sr. No.	Particulars	Audited Figures (as reported before adjusting for qualifications)	Adjusted Figures (audited figures after adjusting for qualifications)
	1	Turnover/ total income	4,080.94	Not ascertainable [Refer notes II (a) below]
	2	Total expenditure	3,901.32	Not ascertainable [Refer notes II (a) below]
	3	Exceptional items	37.81	Not ascertainable [Refer notes II (a) below]
	4	Profit for the year after tax	165.52	Not ascertainable [Refer notes II (a) below]
	5	Earnings per share- ₹	0.75	Not ascertainable [Refer notes II (a) below]
	6	Total assets	8,491.78	Not ascertainable [Refer notes II (a) below]
	7	Total liabilities	17,662.75	Not ascertainable [Refer notes II (a) below]
	8	Net worth	2,127.15	Not ascertainable [Refer notes II (a) below]
	9	Any other financial item(s) (as felt appropriate by the management)	-	-

II.	Audit Qualifications		
	a.	**Details of Audit Qualification:**	As stated in Note 5 to the accompanying Statement, the Holding Company has recognised net deferred tax assets amounting to ₹ 173.91 crore as at 31st March 2026, which mainly includes deferred tax assets on carried forward unused tax losses/unabsorbed depreciation and other taxable temporary differences on the basis of expected availability of future taxable profits for utilization of such deferred tax assets. However, we are unable to obtain sufficient appropriate audit evidence with respect to the projections for future taxable profits prepared by the management and therefore, are unable to comment on any adjustments that may be required to the carrying value of aforesaid net deferred tax assets as at 31st March 2026.
	b.	**Type of Audit Qualification (Qualified/ Disclaimer of opinion/ Adverse)**	Qualified Opinion
	c.	**Frequency of Qualification:**	Qualification II (a)- Appearing in continuation since the quarter and year ended 31 March 2020;

d.	**For Audit Qualifications where the impact is quantified by the auditor, management views:**	Not applicable as the impact is unquantified
e.	**For Audit Qualifications where the impact is not quantified by the auditor:**	
i)	**Management's estimation on the impact of audit qualification:**	Not ascertainable
ii)	**If management is unable to estimate the impact, reasons for the same:**	As at March 31, 2026, the Holding Company has net deferred tax assets amounting to ₹ 173.91 crore (March 31, 2025: ₹ 204.90 crore), which mainly represents deferred tax assets on carried forward unused tax losses/unabsorbed depreciation and other taxable temporary differences. The Holding Company is confident of generating sufficient taxable profits from the unexecuted orders on hand/future projects and expected realisation of claims/arbitration awards against which such deferred tax assets can be utilised and therefore considered good and recoverable. Statutory auditors report is modified in respect of this matter.
iii)	**Auditors' comments on (i) or (ii) above**	Included in details of auditor's qualifications stated above

III. Signatories:

For **Mukund M. Chitale & Co**
Chartered Accountants
(Firm Registration No. 106655W)

S. M. Chitale
Partner
Membership No.: 111383

Date: May 14, 2026
Place: Mumbai

For **Hindustan Construction Company Limited**

Arjun Dhawan
Vice Chairman & Managing Director
DIN : 01778379

Ramesh Subramanyam
Audit Committee Chairman
DIN : 02421481

Rahul Shukla
Chief Financial Officer

Date: May 14, 2026
Place: Mumbai

NOTICE

NOTICE is hereby given that the 100th Annual General Meeting of the Members of Hindustan Construction Company Ltd. (''the Company'') will be held on Tuesday, August 18, 2026, at 11:00 a.m. through Video Conferencing ("VC") / Other Audio-Visual Means ("OAVM") to transact the following businesses:

ORDINARY BUSINESS

1. Adoption of the Audited Standalone and Consolidated Financial Statements of the Company

To receive, consider and adopt:

a) the Audited Standalone Financial Statements of the Company for the financial year ended March 31, 2026 including the Audited Standalone Balance Sheet as at March 31, 2026 and the Standalone Statement of Profit and Loss for the year ended on that date together with the Reports of the Board of Directors and Auditors thereon; and

b) the Audited Consolidated Financial Statements of the Company for the financial year ended March 31, 2026, including the Audited Consolidated Balance Sheet as at March 31, 2026, and the Consolidated Statement of Profit and Loss for the year ended on that date together with the Report of the Auditors thereon.

2. Re- appointment of Mr. Aditya Pratap Jain (DIN: 08115375), who retires by rotation and being eligible, offers himself for re-appointment as a Director of the Company

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

"**RESOLVED THAT** pursuant to Section 152 and other applicable provisions of the Companies Act, 2013 and the rules made thereunder (including any amendment(s) thereto or any statutory modification(s) or re-enactment(s) thereof, for the time being in force), Mr. Aditya Pratap Jain (DIN: 08115375), who retires by rotation and being eligible, offers himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

SPECIAL BUSINESS

3. Appointment of Mr. Nakul Pasricha (DIN: 03176843) as an Independent Director of the Company

To consider and, if thought fit, to pass the following Resolution as a **Special Resolution**:

"**RESOLVED THAT** pursuant to the provisions of Sections 149, 150, 152 and other applicable provisions, of the Companies Act, 2013 and the Companies (Appointment and Qualification of Directors) Rules, 2014 (including any amendment(s) thereto or any statutory modification(s) or re-enactment(s) thereof, for the time being in force) read with Schedule IV of the Companies Act, 2013 and pursuant to the provisions of Regulation 17(1C), Regulation 25(2A) and other applicable Regulations of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, approval be and is hereby granted for the appointment of Mr. Nakul Pasricha (DIN: 03176843), who was appointed by the Board of Directors as an Additional (Non-Executive Independent) Director with effect from July 10, 2026, as an Independent Director of the Company to hold office for a term of 5 consecutive years, not liable to retire by rotation.

RESOLVED FURTHER THAT the Board of Directors of the Company (hereinafter referred to as the "Board") (which term shall be deemed to include any duly authorized Committee thereof, for the time being exercising the powers conferred on the Board), be and is hereby authorized to do all such acts, deeds, matters and things as it may, in its absolute discretion, deem necessary, proper or desirable and to settle any questions, difficulties and/or doubts that may arise in this regard in order to implement and give effect to this resolution."

4. Payment of Remuneration to Mr. Ajit Gulabchand (DIN: 00010827), Non-Executive Chairman of the Company

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

"**RESOLVED THAT** pursuant to the approval granted by the Members vide Special Resolution passed in the Extra Ordinary General Meeting held on February 14, 2023 for appointment of Mr. Ajit Gulabchand (DIN: 00010827) as Non-Executive Chairman of the Company and in accordance with the provisions of Sections 197, 198 and all other applicable provisions of the Companies Act, 2013 and rules made thereunder read with Regulation 17(6)(ca) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, approval of the Members of the Company be and is hereby granted for payment of remuneration of ₹1,50,00,000/- (Rupees One Crore Fifty Lakhs Only) as approved and recommended by the Nomination and Remuneration Committee, Audit Committee and the Board for the financial year 2026-27 to him payable monthly, which is exceeding 50% (fifty percent) of the aggregate remuneration paid / payable to all Non-Executive Directors of the Company for the said financial year.

RESOLVED FURTHER THAT apart from the above remuneration, Mr. Ajit Gulabchand shall be entitled to Chairman's Office at the cost of the Company and re-imbursement of expenses viz. car, mobile, telephone etc. incurred by him in discharge of his duties as per Company's Policy.

RESOLVED FURTHER THAT the Board of Directors of the Company (hereinafter referred to as the "Board") (which term shall be deemed to include any duly authorized Committee thereof, for the time being exercising the powers conferred on the Board), be and is hereby authorized to do all such acts, deeds, matters and things as it may, in its absolute discretion, deem necessary, proper or desirable and to settle any questions, difficulties and / or doubts that may arise in this regard in order to implement and give effect to this resolution."

5. **Ratification of Remuneration of Cost Auditors for the financial year 2025-26**

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

   "**RESOLVED THAT** pursuant to the provisions of Section 148(3) and other applicable provisions, of the Companies Act, 2013 read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014 (including any amendment(s) thereto or any statutory modification(s) and / or re-enactment thereof, for the time being in force), the remuneration payable to M/s. Joshi Apte & Associates, Cost Accountants (Firm Registration No. 000240), appointed by the Board of Directors of the Company as Cost Auditors to conduct the audit of the cost records of the Company for the financial year 2025-26 amounting to ₹2,85,000/- (Rupees Two Lakhs Eighty-Five Thousand Only) plus applicable taxes and reimbursement of out-of-pocket expenses, in connection with the said audit, be and is hereby ratified and confirmed.

   RESOLVED FURTHER THAT the Board of Directors of the Company (hereinafter referred to as the "Board") (which term shall be deemed to include any duly authorized Committee thereof, for the time being exercising the powers conferred on the Board), be and is hereby authorized to do all such acts, deeds, matters and things as it may, in its absolute discretion, deem necessary, proper or desirable and to settle any questions, difficulties and / or doubts that may arise in this regard in order to implement and give effect to this resolution."

6. **To Increase the Authorised Share Capital and Alteration to the Capital Clause of Memorandum of Association of the Company**

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

   "**RESOLVED THAT** pursuant to the provisions of Sections 13, 61, 64 and other applicable provisions, of the Companies Act, 2013, and rules made thereunder (including any amendments thereto or statutory modifications or re-enactment thereof for the time being in force) and in accordance with the Articles of Association of the Company, approval of the Members of the Company be and is hereby granted to increase the Authorised Share Capital of the Company from ₹300,00,00,000 (Rupees Three Hundred Crore Only) divided into 290,00,00,000 (Two Hundred Ninety Crore Only) Equity Shares of ₹1/- each (Rupee One Only) and 1,00,00,000 (One Crore Only) Redeemable Preference Shares of ₹10/- each (Rupees Ten Only) to ₹400,00,00,000 (Rupees Four Hundred Crore Only) divided into 390,00,00,000 (Three Hundred and Ninety Crore Only) Equity Shares of ₹1/- each (Rupee One Only) and 1,00,00,000 (One Crore Only) Redeemable Preference Shares of ₹10/- each (Rupees Ten Only) with the power to the Board of Directors of the Company to increase and reduce the Share Capital of the Company within the overall limit and to divide and subdivide the shares into several classes and to attach thereto respectively such rights, privileges or conditions as may be permitted by the applicable laws in force and in accordance with the Articles of Association of the Company for the time being in force.

   RESOLVED FURTHER THAT pursuant to the increase in the Authorised Share Capital of the Company, and provisions of Sections 13, 61, 64 and other applicable provisions, of the Companies Act, 2013 and rules made thereunder (including any amendments thereto or statutory modifications or re-enactment thereof for the time being in force) and in accordance with the Articles of Association of the Company, the Memorandum of Association of the Company be and is hereby altered by substituting the existing Clause V thereof with the following Clause V:

   "V: The Authorised Share Capital of the Company is ₹400,00,00,000 (Rupees Four Hundred Crore Only) divided into 390,00,00,000 (Three Hundred and Ninety Crore Only) Equity Shares of ₹1/- each (Rupee One Only) and 1,00,00,000 (One Crore Only) Redeemable Preference Shares of ₹10/- each (Rupees Ten Only), with the power of the Board of Directors of the Company to increase and reduce the Share Capital of the Company within the overall limit and to divide or subdivide the shares into several classes and to attach thereto respectively such rights, privileges or conditions as may be permitted by the applicable laws in force and in accordance with the Articles of Association of the Company for the time being in force."

   RESOLVED FURTHER THAT the Board of Directors of the Company (hereinafter referred to as the "Board") (which term shall be deemed to include any duly authorized Committee thereof, for the time being exercising the powers conferred on the Board), be and is hereby authorized to do all such acts, deeds, matters and things as it may, in its absolute discretion, deem necessary, proper or desirable and to settle any questions, difficulties and / or doubts that may arise in this regard in order to implement and give effect to this resolution."

7. **Issue of Securities of the Company**

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

   "**RESOLVED THAT** pursuant to the provisions of Sections 42, 62, 71 and other applicable provisions, of the Companies Act, 2013 ("the Act") and the rules made thereunder (including any amendment(s) thereto or any statutory modification(s) and / or re-enactment thereof, for the time being in force) and all other applicable laws and regulations, including any statutory modification(s) or re-enactment(s) thereof, and modified from time to time and such other statutes, notifications, clarifications, circulars, rules and regulations, as may be applicable, issued by Stock Exchanges, Securities and Exchange

Board of India ("SEBI") including SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Regulations") and in accordance with enabling provisions in the Memorandum and Articles of Association of the Company and / or stipulated in the listing agreements entered into by the Company with the Stock Exchanges where the Equity Shares of the Company are listed and subject to such approvals, consents, permissions and sanctions, if any, of the SEBI, Stock Exchanges and any other relevant statutory / regulatory authorities (the "Concerned Authorities") as may be required and applicable and further subject to such terms and conditions as may be prescribed or imposed by any of the Concerned Authorities while granting such approvals, consents, permissions and sanctions, as may be necessary, which may be agreed upon by the Board of Directors of the Company as deemed appropriate (hereinafter referred to as Board, which term shall be deemed to include any duly authorized Committee thereof, for the time being exercising the powers conferred on the Board), consent be and is hereby accorded to the Board for raising of funds by way of issuance of Equity Shares or any other Equity linked Securities or any combination thereof (all of which are hereinafter referred to as "Securities") by way of qualified institutional placement(s) ("QIP"), preferential allotment, rights issue and/or any combination thereof or any other method as may be permitted under applicable laws and regulations deemed appropriate by the Board for an aggregate amount not exceeding ₹800 Crore (Rupees Eight Hundred Crore Only) or an equivalent amount in one or more tranches on such terms and conditions and in such manner as the Board may in its sole discretion decide including the timing of the issue(s) / offering(s), the investors to whom the Securities are to be issued, terms of issue, issue price, number of Securities to be issued, the Stock Exchanges on which such Securities will be listed, finalization of allotment of the Securities on the basis of the subscriptions received including details on fixing of record date or book closure dates, etc., as the case may be, prescribe any terms or a combination of terms in respect of the Securities in accordance with local and / or international practices including conditions, voting rights, variation of price and all such terms as are provided in domestic and / or international offerings and any other matter in connection with, or incidental to the issue, in consultation with the Merchant Bankers or other advisors or otherwise, together with any amendments or modifications thereto ("the Issue").

RESOLVED FURTHER THAT the Securities to be created, issued, offered and allotted shall be subject to the provisions of the Memorandum and Articles of Association of the Company and the Equity Shares to be allotted in terms of this resolution shall rank pari-passu in all respects with the existing Equity Shares of the Company.

RESOLVED FURTHER THAT if the issue or any part thereof is made for a QIP or any other Securities, which are convertible into or exchangeable with the Equity Shares of the Company (hereinafter collectively referred as "Other Specified Securities" and together with Equity Shares of the Company (hereinafter referred as "Specified Securities") within the meaning of the SEBI Regulations or any combination of Specified Securities as may be decided by the Board, issued for such purpose, the same shall be fully paid-up and the allotment of such Specified Securities shall be completed within twelve months from the date of this resolution or such other time as may be allowed under the SEBI Regulations, from time to time, at such price being not less than the price determined in accordance with the pricing formula provided under the SEBI Regulations and the Specified Securities shall not be eligible to be sold except as may be permitted, from time to time, under the SEBI Regulations.

RESOLVED FURTHER THAT the Company may, in accordance with applicable laws, also offer a discount of such percentage as permitted under applicable laws on the price calculated in accordance with the pricing formula provided under the SEBI Regulations.

RESOLVED FURTHER THAT in the event of issue of Specified Securities by way of a QIP, the ''Relevant Date'' on the basis of which the price of the Specified Securities shall be determined as specified under SEBI Regulations, shall be the date of the Meeting in which the Board or the Committee of Directors duly authorized by the Board decides to open the proposed issue of Specified Securities or such other date as may be decided by the Board and as permitted by the SEBI Regulations, subject to any relevant provisions of applicable laws, rules and regulations in relation to the proposed issue of the Specified Securities.

RESOLVED FURTHER THAT in the event of issue of Other Specified Securities, the number of Equity Shares and / or conversion price in relation to Equity Shares that may be issued and allotted on conversion shall be appropriately adjusted for corporate actions including bonus issue, rights issue, split and consolidation of share capital, merger, demerger, transfer of undertaking, sale of division or any such capital or corporate restructuring exercise.

RESOLVED FURTHER THAT without prejudice to the generality of the above, the aforesaid issue of Securities may have such features and attributes or any terms or combination of terms that provide for the tradability and free transferability thereof in accordance with the prevalent market practices in the capital markets, including but not limited to, the terms and conditions relating to variation of the price or period of conversion of Other Specified Securities into Equity Shares or for issue of additional Securities and such of these Securities to be issued, if not subscribed, may be disposed of by the Board, in such manner and / or on such terms including offering or placing them with banks / lenders / financial institutions / mutual funds or otherwise, as the Board may deem fit and proper in its absolute discretion, subject to applicable laws, rules and regulations.

RESOLVED FURTHER THAT for the purpose of giving effect to the above resolution and any issue, offer and allotment of Securities, the Board be and is hereby authorized to take all such actions, give such directions and to do all such acts, deeds, things and matters connected therewith, as it may, in its absolute discretion deem necessary, desirable or incidental thereto including, without limitation, the determination of terms and conditions for issuance of Securities, the number of Securities that may be offered in domestic markets and proportion thereof, timing for issuance of such Securities and shall be entitled to vary, modify or alter any of the terms and conditions, as it may deem expedient, the entering into and executing arrangements / agreements for managing, underwriting, marketing, listing of Securities, trading, appointment of merchant banker(s), advisor(s), registrar(s), trustee(s), paying and conversion agent(s) and any other advisors, professionals, intermediaries and all such agencies as may be involved or concerned in such offerings of Securities and to issue and sign all deeds, documents, instruments and writings and to pay any fees, commission, costs, charges and other outgoings in relation thereto and for the issue and executing other agreements, including any amendments or supplements thereto, as necessary or appropriate and to finalise, approve and issue any document(s) including, but not limited to, prospectus, offer documents and / or letter of offer and / or circular, documents and agreements including conducting all requisite filings with SEBI, Stock Exchanges, if required, and any other concerned authority in India, and to give such directions that may be necessary in regard to or in connection with any such issue, offer and allotment of Securities and utilization of the issue proceeds, as it may in its absolute discretion deem fit, without being required to seek any further consent or approval of the Members or otherwise, to the end and intent that they shall be deemed to have given their approval thereto expressly by the authority of this resolution, and accordingly any such action, decision or direction of the Board shall be binding on all the Members of the Company.

RESOLVED FURTHER THAT the Board of Directors of the Company (hereinafter referred to as the "Board") (which term shall be deemed to include any duly authorized Committee thereof, for the time being exercising the powers conferred on the Board), be and is hereby authorized to do all such acts, deeds, matters and things as it may, in its absolute discretion, deem necessary, proper or desirable and to settle any questions, difficulties and / or doubts that may arise in this regard in order to implement and give effect to this resolution."

By Order of the Board
For **Hindustan Construction Company Ltd.**

Nitesh Kumar Jha
Company Secretary

Registered Office:
Hincon House,
Lal Bahadur Shastri Marg,
Vikhroli (West),
Mumbai 400 083

Place: Mumbai
Date: July 16, 2026

NOTES – FORMING PART OF THE NOTICE

1. The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 in respect of Item No. 3 to No. 7 forming part of this Notice is attached as Annexure to this Notice.

Details of the Directors pursuant to the Companies Act, 2013 and the Regulation 36(3) and other relevant regulations of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") read with Secretarial Standard-2 on General Meetings, as applicable are annexed to this Notice.

2. Pursuant to the Ministry of Corporate Affairs Circular No (s). 14/2020 dated April 8, 2020, 17/2020 dated April 13, 2020, 20/2020 dated May 5, 2020, 10/2022 dated December 28, 2022, 09/2023 dated September 25, 2023, 09/2024 dated September 9, 2024, 03/2025 dated September 22, 2025 and all other relevant circulars issued from time to time ("MCA Circulars"), physical attendance of the Members at the Annual General Meeting ("AGM") venue is not required and General Meeting can be held through Video Conferencing (VC) or Other Audio Visual Means (OAVM).

In compliance with the Companies Act, 2013, SEBI Listing Regulations and the MCA Circulars, the 100th AGM of the Company is being held through VC / OAVM and Members can attend and participate in the ensuing AGM through VC / OAVM.

The detailed procedure for participating in the AGM through VC / OAVM is mentioned in point no. 16 and is also available at the Company's website i.e., www.hccindia.com.

3. Pursuant to the Circular No. 14/2020 dated April 8, 2020, issued by the Ministry of Corporate Affairs, the facility for appointment of proxies to attend and cast vote for the Members is not available for this AGM and accordingly, the Proxy Form and Attendance Slip are not annexed to this Notice. However, the Body Corporates are entitled to appoint authorised representatives to attend the AGM through VC / OAVM and participate thereat and cast their votes through e-Voting (Refer para 1 of 'General Guidelines for Shareholders mentioned under serial no. 16).

4. The Members can join the AGM in the VC / OAVM mode 15 minutes before and after 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 / OAVM will be made available for 1000 Members on first come first served basis. This will not include Large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, 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.

5. The attendance of the Members attending the AGM through VC / OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.

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

7. The SEBI has decided that securities of listed companies can be transferred only in dematerialized form with effect from April 1, 2019. In view of the above and to avail various benefits of dematerialisation, Members are advised to dematerialize shares that are held by them in physical form. Members can contact the Company or Company's Registrar and Transfer Agent, MUFG Intime India Private Limited ("MUFG") (Formerly known as Link Intime India Private Limited) for assistance in this regard.

8. The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Companies Act, 2013, hereinafter referred to as (''the Act'') and the Register of Contracts or Arrangements in which the Directors are interested, maintained under Section 189 of the Act, will be available for inspection in the electronic form (scanned copy) by the Members during the AGM. All documents referred to in the Notice will also be available for inspection in the electronic form (scanned copy) without any fee by the Members from the date of circulation of this Notice up to the date of AGM i.e., Tuesday, August 18, 2026. Members seeking to inspect such documents can send an email to secretarial@hccindia.com.

9. In compliance with the provisions of Section 129(3) of the Act, the Audited Financial Statements includes the Consolidated Financial Statements of the Company as defined in the Act for consideration and adoption by the Members of the Company.

10. The Members are requested to:

a) Intimate change in their registered address, if any, to MUFG Intime India Private Limited ("MUFG") (Formerly Link Intime India Private Limited) at C-101, 1st Floor, 247 Park, L.B.S Marg, Vikhroli (West), Mumbai-400083 in respect of their holdings in physical form.

b) Notify immediately any change in their registered address to their Depository Participants in respect of their holdings in electronic form.

c) Non-Resident Indian Members are requested to inform MUFG immediately of the change in residential status on return to India for permanent settlement.

11. Please note that in accordance with the provisions of Section 72 of the Companies Act, 2013, Members are entitled to make nominations in respect of the Equity Shares held by them. Members desirous of making nominations may procure the prescribed Form SH-13 from

MUFG and have it duly filled, signed and sent back to them, in respect of shares held in physical form. Members holding shares in dematerialised mode should file their nomination with their Depository Participant (DP).

12. Green Initiative

The MCA and the SEBI have encouraged paperless communication as a contribution towards greener environment.

In compliance with the aforesaid MCA Circulars and the SEBI Circular dated October 03, 2024, the Annual Report for the financial year 2025-26 including the Audited Financial Statements, Board's Report etc. and Notice of the 100th Annual General Meeting of the Company, *inter-alia*, indicating the process and manner of remote e-Voting is being sent by electronic mode, to all those Members whose e-mail IDs are registered with their respective Depository Participants.

Members who have not registered their email address and holding shares in physical mode are requested to register their e-mail IDs with MUFG and Members holding shares in Demat mode are requested to register their email IDs with the respective Depository Participants (DPs) in case the same is still not registered.

If there is any change in the e-mail ID already registered with the Company, Members are requested to immediately notify such change to MUFG in respect of shares held in physical form and to their respective DPs in respect of shares held in electronic form.

Members may also note that the Notice of the 100th AGM and the Annual Report for the financial year 2025-26 of the Company are also available on the Company's website www.hccindia.com.

13. Appointment / Re-appointment of Directors

Relevant details of the Directors seeking appointment / re-appointment pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the SEBI Listing Regulations"), as amended, read with Secretarial Standard-2 on General Meetings are provided in Annexure B to the Explanatory Statement to this AGM Notice.

14. IEPF Disclosures

Pursuant to Section 124 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund Rules), 2016 (''the IEPF Rules''), during the year under review, no amount of unclaimed dividend and corresponding Equity Shares were due to be transferred to IEPF account.

15. Voting

Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended), Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended) and the MCA Circulars, the Company is providing facility of remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with National Securities Depository Limited (NSDL) for facilitating voting through electronic means, as the authorized agency.
The facility of casting votes by a Member using remote e-Voting system as well as venue voting on the date of the AGM will be provided by NSDL.

Any Member holding shares in physical form and non-individual Members, 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., August 11, 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 nos. 1800 1020 990 and 1800 22 44 30.
In case of Individual Member 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., August 11, 2026, may follow steps mentioned in this Notice of the AGM under "Access to NSDL e-Voting system."

In line with the Ministry of Corporate Affairs (MCA) Circular No. 17 / 2020 dated April 13, 2020, the Notice calling the AGM has been uploaded on the website of the Company at www.hccindia.com. The Notice can also be accessed from the websites of the Stock Exchanges i.e., BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and the AGM Notice is also available on the website of NSDL (agency for providing the Remote e-Voting facility) i.e., www.evoting.nsdl.com.

AGM is being convened through VC / OAVM in compliance with applicable provisions of the Companies Act, 2013 read with MCA Circular No (s). 14/2020 dated April 8, 2020, 17/2020 dated April 13, 2020, 20/2020 dated May 5, 2020, 10/2022 dated December 28, 2022, 09/2023 dated September 25, 2023, 09/2024 dated September 9, 2024 and 03/2025 dated September 22, 2025.

16. The Instructions for Members for remote e-Voting and joining General Meeting are as under:

The remote e-Voting period begins on Friday, August 14, 2026 at 09:00 a.m. and ends on Monday, August 17, 2026 at 05:00 p.m. The remote e-Voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the record date (cut-off date) i.e., Tuesday, August 11, 2026 may cast their vote electronically. The voting right of Shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cutoff date, being Tuesday, August 11, 2026

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

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

For Members whose e-mail addresses are registered with the Company /Depositories

Step 1: Log-in to NSDL e-Voting system at https:// www.evoting.nsdl.com

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

Details on step 1 are mentioned below:

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

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

Step 1: Access to NSDL e-Voting system

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

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

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

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	1. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
	2. Existing **IDeAS** user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the **"Beneficial Owner"** icon under **"Login"** which is available under **'IDeAS'** section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on **"Access to e-Voting"** under e-Voting services and you will be able to see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
	3. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select **"Register Online for IDeAS Portal"** or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp
	4. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen.

Type of shareholders	Login Method
	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. 5. Shareholders/Members can also download NSDL Mobile App **"NSDL Speede"** facility by scanning the QR code mentioned below for seamless voting experience. 
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing 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.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/ CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

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

B) **Login Method for Shareholders other than Individual Shareholders holding securities in demat mode and Shareholders holding securities in physical mode.**

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

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.

2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/ Member' section.

3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

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

4. **Your User ID details are given below:**

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

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

   a) If you are already registered for e-Voting, then you can user 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.

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

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

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

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

   d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

8. Now, you will have to click on "Login" button.

9. After you click on the "Login" button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.

2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual Meeting, you need to click on "VC/OAVM" link placed under "Join General Meeting".

3. Now you are ready for e-Voting as the Voting page opens.

4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

5. Upon confirmation, the message "Vote cast successfully" will be displayed.

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for Shareholders

1. Institutional Shareholders (i.e., other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to evoting.hcc@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e other than individuals, HUF, NRI etc.) can also upload their Board Resolution/ Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter "displayed under "e-Voting" tab in their login.

2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-Voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.

3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-Voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on toll-free no.: 022- 4886 7000 or send a request to Ms. Pallavi Mhatre, Sr. Manager, NSDL at evoting@nsdl.com

Process for those Shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of email ids for e-Voting for the resolutions set out in this Notice:

1. In case shares are held in physical mode please provide Folio No., Name of Shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to secretarial@hccindia.com.

2. In case shares are held in demat mode, please provide DPID-CLID (16-digit DPID + CLID or 16-digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to secretarial@hccindia.com. If you are an Individual Shareholder holding securities in demat mode, you are requested to refer to the login method explained at step **1 (A) i.e., Login method for e-Voting and joining virtual Meeting for Individual Shareholders holding securities in demat mode.**

3. Alternatively, Shareholder/Members may send a request to evoting@nsdl.co.in for procuring user id and password for e-Voting by providing above mentioned documents.

4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual Shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

17. **The Instructions for Members for e-Voting on the day of the AGM are as under:**

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

    2. Only those Members/ Shareholders, who will be present in the AGM through VC/OAVM facility and have not 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.

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

1. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for **Access to NSDL e-Voting system**. After successful login, you can see link of "VC/OAVM link" placed under **"Join Meeting"** menu against 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. Shareholders who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered email address mentioning their name, DP ID and Client ID/folio number, email id, mobile number at secretarial@hccindia.com latest by Tuesday, August 11, 2026 (05:00 p.m.). Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

19. Mr. B. Narasimhan, Proprietor, B N & Associates, Practicing Company Secretary (Membership No. FCS 1303 and Certificate of Practice No. 10440) and failing him Mr. Venkatraman K (Membership No. ACS 8897 and Certificate of Practice No. 12459) have been appointed as the Scrutinizer to scrutinize the remote e-Voting process and voting at AGM, in a fair and transparent manner and they have communicated willingness to be appointed and shall be available for the same purpose.

20. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, first count the votes cast during the AGM, thereafter, unblock the votes cast through remote e-Voting and make a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, to the Chairman or a person authorised by him in writing. The voting results along with the consolidated Scrutinizer's Report shall be submitted by the Company to the Stock Exchanges i.e., BSE and NSE within two working days of conclusion of the AGM.

21. The Results declared along with the Report of the Scrutinizer shall be placed on the website of the Company and on the website of NSDL immediately after the declaration of results by the Chairman or a person authorized by him in writing.

The results shall also be uploaded on the BSE Listing Portal and on the NSE NEAPS Portal.

22. Subject to receipt of requisite number of votes, the resolutions shall be deemed to be passed on the date of the 100th Annual General Meeting i.e Tuesday, August 18, 2026.

By Order of the Board
For **Hindustan Construction Company Ltd.**

Nitesh Kumar Jha
Company Secretary

Registered Office:
Hincon House,
Lal Bahadur Shastri Marg,
Vikhroli (West),
Mumbai 400 083

Place: Mumbai
Date: July 16, 2026

ANNEXURE A TO THE NOTICE

AS PER SECTION 102(1) OF THE COMPANIES ACT, 2013, THE FOLLOWING EXPLANATORY STATEMENT SETS OUT ALL MATERIAL FACTS RELATING TO THE SPECIAL BUSINESS MENTIONED UNDER ITEM NUMBERS 3 TO 7 OF THE NOTICE DATED JULY 16, 2026

Item No. 3

Pursuant to sad demise of Mr. Mahendra Singh Mehta, the composition of the Board is inadequate to meet the prescribed requirement as per Regulation 17(1)(b) of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 ("SEBI Listing Regulations").

Based on the recommendation of the Nomination and Remuneration Committee and after considering qualifications, experience and expertise, the Board of Directors ('the Board") had appointed Mr. Nakul Pasricha (DIN: 03176843) as an Additional (Non-Executive Independent) Director of the Company with effect from July 10, 2026 to hold office for a term of 5 consecutive years, not liable to retire by rotation, subject to approval of the Members.

The Company has received notice in writing from a Member, proposing the candidature of Mr. Nakul Pasricha for appointment as a Director along with his consent in writing to act as a Director and declaration that he is not disqualified to act as such in the prescribed forms under the Companies Act, 2013. Mr. Nakul Pasricha has also provided a declaration confirming that he meets the criteria of Independence as prescribed under Section 149 of the Act and Regulation 16(1)(b) read with Regulation 25(8) of the SEBI Listing Regulations and that he is registered in the Independent Directors database maintained by Indian Institute of Corporate Affairs. The Board is of the opinion that Mr. Nakul Pasricha is meeting the criteria of Independence and is Independent of the Management.

Brief profile of Mr. Nakul Pasricha is as under:

Nakul Pasricha is a versatile business leader with over 27 years' experience spanning multiple geographies, industries and company sizes. He is the MD & CEO for PharmaSecure, a leading provider of technology enabled anti-counterfeiting solutions to the pharmaceutical and other industries in India, Africa and beyond.

At PharmaSecure, Mr. Pasricha first led the development of patented technology solutions to protect medicines and supply chains against counterfeiting and then invested in and took on leadership of the company, growing it to serve over 100 companies in the pharmaceutical and other sectors, with more than 10 billion packs protected to date in India and Africa. He was granted a patent as a co-inventor of the technology engine that drives PharmaSecure's authentication solution.

In addition to his primary role, Mr. Pasricha has served on the governing body of the Authentication Solution Providers' Association (ASPA), a not-for-profit body devoted to research, awareness and advocacy of solutions to prevent counterfeiting. He has been elected President of ASPA for two terms and is currently Vice President. In this role, Mr. Pasricha has been a strong public advocate of stringent measures to curb the loss of life and revenue from counterfeiting across sectors. He has led the publication of the seminal report on counterfeiting, "A State of Counterfeiting in India", frequently used as a reference to better understand the issue from a consumer perspective. He has also overseen the launch and growth of the conference series, "Traceability and Authentication Forum", bringing together stakeholders from industry, government and the solution provider ecosystem.

Mr. Pasricha also serves on the National Intellectual Property Rights Committee of the Confederation for Indian Industry (CII) where he contributes to conversations around IPR and counterfeiting.

Mr. Pasricha is Co-Promoter and Director of Flexing It, India and Asia's largest platform for independent consultants and professional freelance talent. Founded in 2014, FlexingIt® is a category leader in on-demand talent solutions, connecting 2000+ organisations with 100,000+ vetted consultants and experts across strategy, operations, technology, and transformation. Recognised as a high-growth startup in APAC by the Financial Times and a strategic partner to large enterprise clients, Flexing It® enables rapid access to the right expertise through flexible, outcome-driven engagement models.

Previously, Mr. Pasricha served in technology leadership roles across a variety of organizations, starting his career at Citibank (U.S.A.), overseeing global technology implementations. He was part of the team at the forefront of IT outsourcing to India ahead of Y2K.

After moving to India in 2005, Mr. Pasricha served as the Chief Information Officer of General Electric's consumer finance division, overseeing a team of 120 people implementing and supporting financial systems for the loans business, and managing projects for SBI Cards, which was at that time a JV with GE.

Mr. Pasricha has participated as a speaker or moderator in conferences organized by CII, Assocham, PHDCII and other organizations, and contributed to counterfeiting-related stories in leading publications including: Business World, Business Standard, Economic Times, The Hindu, Express Pharma, Financial Times, Deutsche Welle and Channel News Asia.

Mr. Pasricha has a B.A. in Mathematics and Computer Science from Gettysburg College, and an M.S. in Computer Science from the University of Maryland at College Park. He is an Indian citizen and resident.

He serves as Board Director for PharmaSecure Inc. (USA), PharmaSecure PAS India Pvt. Ltd., Flexing It Services Pte Ltd. (Singapore) and Flexing It Services Pvt. Ltd.

Copy of the draft letter of appointment of Mr. Nakul Pasricha as an Independent Director, setting out the terms and conditions, is available for inspection by the Members at the Registered Office of the Company during normal business hours on any working day, excluding Saturday and also during continuance of the Meeting (in electronic mode) and is also available on the website of the Company i.e. www.hccindia.com.

Relevant details pursuant to Regulation 36(3) of the SEBI Listing Regulations read with Secretarial Standard-2 on General Meetings are provided in Annexure A to the Explanatory Statement to the AGM Notice.

Pursuant to Regulation 17(1C) and 25(2A) of the SEBI Listing Regulations, appointment of Mr. Nakul Pasricha as an Independent Director of the Company is required to be placed before the Members of the Company at the next General Meeting or within a period of three months from the date of appointment, whichever is earlier, for their approval. Accordingly, approval of the Members is hereby sought for passing the Special Resolution as set out at Item No. 3 of this Notice for appointment of Mr. Nakul Pasricha (DIN: 03176843) as an Independent Director of the Company with effect from July 10, 2026 to hold office for a term of 5 consecutive years, not liable to retire by rotation.

In the opinion of the Board, Mr. Nakul Pasricha possesses the requisite skills, experience, expertise and integrity for appointment as an Independent Director and his association would be of significant value to the Company. Accordingly, the Board recommends the Special Resolution set out at Item No. 3 of this Notice for approval by the Members.

Except Mr. Nakul Pasricha, none of the Directors, Key Managerial Personnel or their respective relatives are in any way concerned or interested, financially or otherwise, in the Resolution set out at Item No. 3 of this Notice except to the extent of their respective shareholding in the Company, if any.

Item No. 4

The Members of the Company, vide Special Resolution passed in their Extra Ordinary General Meeting held on February 14, 2023, had approved the appointment of Mr. Ajit Gulabchand (DIN: 00010827) as Non-Executive Chairman of the Company at a remuneration of ₹3,00,00,000/- (Rupees Three Crore Only) per annum, payable monthly, for a period of 3 years commencing from April 01, 2023, in accordance with the provisions of Section 197 read with Schedule V of the Companies Act, 2013. Apart from the above remuneration, he shall be entitled to Chairman's Office at the cost of the Company and, re-imbursement of expenses viz. car, mobile, telephone etc. incurred by him in discharge of his duties as per Company's Policy pursuant to the aforesaid approval granted by the Members of the Company.

Further, the Members of the Company vide Special Resolution passed in their Annual General Meeting held on August, 12, 2025, had approved the revised remuneration of Mr. Ajit Gulabchand, Non-Executive Chairman of the Company from ₹3,00,00,000 (Rupees Three Crore Only) to ₹1,50,00,000/- (Rupees One Crore Fifty Lakhs Only). Based on the recommendations of the Nomination and Remuneration Committee through Circular Resolution dated May 6, 2026, Audit Committee in its Meeting, held on May 14, 2026 and the Board in its Meeting held on May 14, 2026 has approved the remuneration of Mr. Ajit Gulabchand, Non-Executive Chairman of the Company for the financial year 2026-27 of ₹1,50,00,000/- (Rupees One Crore Fifty Lakhs Only).

Apart from the above remuneration, he shall be entitled to Chairman's Office at the cost of the Company and reimbursement of expenses viz. car, mobile, telephone etc. incurred by him in discharge of his duties as per Company's Policy subject to the approval granted by the Members of the Company.

Pursuant to the provisions of Regulation 17(6)(ca) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the approval of the Members of the Company by way of a Special Resolution is hereby sought for payment of the aforesaid remuneration to Mr. Ajit Gulabchand, Non-Executive Chairman of the Company for the financial year 2026-27 as the same is exceeding fifty percent of the total annual remuneration/ compensation payable to all Non-Executive Directors of the Company.

Relevant details pursuant Secretarial Standard-2 on General Meetings are provided in Annexure A to the Explanatory Statement to this AGM Notice.

After considering the industry benchmarks and contribution made by Mr. Ajit Gulabchand to the sustained growth of the Company, guidance and support being provided by him and based on the recommendation made by the Nomination and Remuneration Committee, the Board of Directors recommends the Special Resolution set out at Item No. 4 of this Notice for the consideration and approval of the Members.

Except Mr. Ajit Gulabchand, who is interested to the extent of his remuneration as set out at Item No. 4 of this Notice and Mr. Arjun Dhawan, Vice Chairman & Managing Director of the Company, being relative of Mr. Ajit Gulabchand who is deemed to be directly/indirectly concerned or interested in the said resolution, none of the other Directors, Key Managerial Personnel (KMPs) or their respective relatives are in any way concerned or interested, financially or otherwise, in the Special Resolution set out at Item No. 4 of this Notice, except to the extent of their respective shareholding in the Company, if any.

Item No. 5

The Board of Directors, on the recommendation of the Audit Committee, approved the appointment and remuneration of M/s. Joshi Apte & Associates, Cost Accountants as Cost Auditors of the Company, to conduct the audit of the cost records of the Company for the financial year ended March 31, 2026.

In terms of the provisions of Section 148(3) of the Companies Act, 2013 ("the Act") read with Rule 14 the Companies (Audit and Auditors) Rules, 2014, the remuneration of the Cost Auditors, as recommended by the Audit Committee and approved by the Board of Directors, is required to be ratified by the Members.

The remuneration payable to M/s. Joshi Apte & Associates, Cost Auditors of the Company for conducting the audit of the cost records for the financial year ended March 31, 2026, as recommended by the Audit Committee, and approved by the Board of Directors at its Meeting held on August 03, 2023 will not exceed ₹2,85,000/- (Rupees Two Lakhs Eighty-Five Thousand Only) plus applicable taxes and reimbursement of out-of-pocket expenses.

Accordingly, approval of the Members is sought for passing the Ordinary Resolution as set out at Item No. 5 of this Notice to ratify the remuneration payable to the Cost Auditors for the financial year ended March 31, 2026.

The Board considers it in the best interest of the Company to continue the engagement of M/s. Joshi Apte & Associates, Chartered Accountants as Cost Auditors of the Company.

Accordingly, the Board of Directors recommends the Ordinary Resolution set out at Item No. 5 of this Notice for the consideration and approval of the Members.

None of the Directors, Key Managerial Personnel or their respective relatives are in any way concerned or interested, financially or otherwise, in the resolution set out at Item No.5 of this Notice except to the extent of their respective shareholding in the Company, if any.

Item No. 6

The Board of Directors of the Company at its Meeting held on May 14, 2026 has recommended to increase the Authorised Share Capital of the Company from ₹300,00,00,000 (Rupees Three Hundred Crore Only) divided into 290,00,00,000 (Two Hundred Ninety Crore Only) Equity Shares of ₹1/- each (Rupee One Only) and 1,00,00,000 (One Crore Only) Redeemable Preference Shares of ₹10/- each (Rupees Ten Only) to ₹400,00,00,000 (Rupees Four Hundred Crore Only) divided into 390,00,00,000 (Three Hundred and Ninety Crore Only) Equity Shares of ₹1/- each (Rupee One Only) and 1,00,00,000 (One Crore Only) Redeemable Preference Shares of ₹10/- each (Rupees Ten Only) with the power to the Board of Directors of the Company to increase and reduce the share capital of the Company within the overall limit and to divide and subdivide the shares into several classes and to attach thereto respectively such rights, privileges or conditions as may be permitted by the applicable laws in force and in accordance with the Articles of Association of the Company for the time being in force.

The existing authorised share capital of the Company is approaching its utilisation limits. In order to maintain adequate headroom for future corporate requirements, including equity issuances, fund-raising initiatives, conversion of outstanding securities and such other capital restructuring or corporate actions as may be approved from time to time, the Board has considered it appropriate to increase the authorised share capital of the Company.

Consequent upon the proposed increase in the authorised share capital, Clause V of the Memorandum of Association of the Company is required to be amended to reflect the revised authorised share capital of the Company.

Pursuant to Sections 13 and 61 of the Companies Act, 2013, any increase in the Authorised Share Capital and consequent amendment to the Memorandum of Association of the Company requires approval of the Members of the Company.

The Board considers it in the best interest of the Company and accordingly, the Board recommends the Ordinary Resolution as set out at Item No. 6 of the Notice for approval of the Members.

A copy of the existing Memorandum of Association of the Company is available for inspection by the Members during business hours on all working days at the Registered Office of the Company and shall also be available for inspection at the Annual General Meeting.

None of the Directors or Key Managerial Personnel of the Company or their relatives are, in any way, concerned or interested, financially or otherwise, in the resolution set out at Item No. 6 of the Notice except to the extent of their respective shareholding in the Company, if any.

Item No. 7

The Special Resolution contained in the Notice under Item No. 7 relates to a resolution seeking approval of the Members to enable the Board of Directors of the Company to create, issue, offer and allot Equity Shares and/or any other equity linked securities or any combination thereof (collectively referred to as the "Securities"), by way of qualified institutional placement(s), preferential allotment, rights issue and/or any combination thereof or any other method as may be permitted under applicable laws, on such terms and conditions as may be considered appropriate by the Board, in one or more tranches, for an aggregate amount not exceeding ₹800 Crore (Rupees Eight Hundred Crore Only) or its equivalent amount.

The proposed resolution authorizes the Board to determine the timing, size, structure and terms of the issue, including the category of investors to whom the Securities may be offered, the issue price, number of Securities to be issued, Stock Exchanges on which the Securities may be listed, redemption and conversion terms, rate of interest, premium, record date, book closure and such other matters as may be considered appropriate, taking into account prevailing market conditions and other relevant factors and in consultation with merchant bankers, advisors and other intermediaries as may be required.

The resolution also enables the Board to undertake a Qualified Institutional Placement ("QIP") in accordance with the provisions of Chapter VI of the SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 ("SEBI ICDR Regulations"). In the event of a QIP, the Specified Securities shall be allotted at a price determined in accordance with the pricing formula prescribed under the SEBI ICDR Regulations and may be issued at such discount as may be permitted under applicable laws. The Relevant Date for determination of the issue price shall be as prescribed under the SEBI ICDR Regulations.

The resolution further provides that, in the case of issuance of convertible or exchangeable securities, appropriate adjustments may be made to the conversion price and/or the number of Equity Shares issuable upon conversion on account of corporate actions such as bonus issue, rights issue, stock split, consolidation, merger, demerger or other capital restructuring exercises, in accordance with applicable laws and the terms of issue.

The Equity Shares allotted pursuant to the issue, including those arising on conversion of any Securities, shall rank pari passu in all respects with the existing Equity Shares of the Company and shall be listed on the stock exchange(s) where the Equity Shares of the Company are listed, subject to receipt of requisite approvals.

The detailed terms and conditions of the proposed issue, including the type of Securities, issue structure, pricing, number of Securities, timing, utilization of proceeds, appointment of intermediaries and all other related matters shall be determined by the Board or any Committee thereof, in accordance with applicable laws and subject to necessary approvals from the relevant statutory, regulatory and governmental authorities.

Pursuant to the provisions of Sections 42, 62, 71 and 180(1)(c) of the Companies Act, 2013 and other applicable provisions, rules and regulations, approval of the Members by way of a Special Resolution is required for the proposed issuance of Securities. Accordingly, approval of the Members is sought for passing the Special Resolution set out at Item No. 7 of the Notice.

The Special Resolution is an enabling resolution intended to provide flexibility to the Board to access domestic and/or international capital markets and raise funds through one or more permissible modes of issuance as may be considered appropriate in the best interests of the Company.

The Board of Directors recommends the Special Resolution set out at Item No. 7 of the Notice for approval of the Members.

None of the Directors, Key Managerial Personnel of the Company or their respective relatives is, in any way, concerned or interested, financially or otherwise, in the resolution set out at Item No. 7 of the Notice, except to the extent of their respective shareholding, if any, in the Company.

By Order of the Board
For **Hindustan Construction Company Ltd.**

Nitesh Kumar Jha
Company Secretary

Registered Office:
Hincon House,
Lal Bahadur Shastri Marg,
Vikhroli (West),
Mumbai 400 083

Place: Mumbai
Date: July 16, 2026

ANNEXURE B (FOR ITEM NUMBERS 2, 3 & 4)

Details of the Directors pursuant to the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Secretarial Standard-2 on General Meetings, as applicable.

1	**Name of the Director**	**Mr. Aditya Pratap Jain**
	DIN	08115375
	Date of Birth (Age in years)	June 22, 1962 (63 Years)
	Qualification	Law Graduate and Diploma in Personnel Management from the National Institute of Personnel Management
	Date of Appointment	June 07, 2023
	Brief Resume along with Justification Note	Mr. Aditya Jain is a Law Graduate from Delhi University and holds a Post Graduate Diploma in Personnel Management from the National Institute of Personnel Management, Calcutta. He has over 33 years of experience in Human Resources leadership across reputed Public Sector, Multinational and Private Sector organizations, including NTPC, ABB, Alstom India, Tata Group companies and the HCC Group.
	Relationship with Directors	None
	Terms and conditions of re-appointment and remuneration	Liable to retire by rotation.
	Expertise in specific functional areas	Wide experience in the field of Human Resources.
	No. of Board Meetings attended during the year	5 (Five)
	Directorships held in other Companies and Bodies Corporate	Prolific Resolution Private Limited
	Chairman/Member of the Committee of the Board of Directors in other Companies	NIL
	Name of listed Companies from which Director has resigned in past three years	NIL
	Number of Shares held in the Company including Beneficial Owner	NIL
2	**Name of the Director**	**Mr. Nakul Pasricha**
	DIN	03176843
	Date of Birth (Age in years)	October 24, 1973 (52 Years)
	Qualification	B.A. in Mathematics and Computer Science from Gettysburg College, and an M.S. in Computer Science from the University of Maryland at College Park.
	Date of Appointment	Appointed on the Board of HCC, as Additional (Non-Executive Independent) Director with effect from July 10, 2026
	Brief Resume along with Justification Note	Nakul Pasricha is a versatile business leader with over 27 years' experience spanning multiple geographies, industries and company sizes. He is the MD & CEO for PharmaSecure, a leading provider of technology enabled anti-counterfeiting solutions to the pharmaceutical and other industries in India, Africa and beyond. At PharmaSecure, Mr. Pasricha first led the development of patented technology solutions to protect medicines and supply chains against counterfeiting and then invested in and took on leadership of the company, growing it to serve over 100 companies in the pharmaceutical and other sectors, with more than 10 billion packs protected to date in India and Africa. He was granted a patent as a co-inventor of the technology engine that drives PharmaSecure's authentication solution. In addition to his primary role, Mr. Pasricha has served on the governing body of the Authentication Solution Providers' Association (ASPA), a not-for-profit body devoted to research, awareness and advocacy of solutions to prevent counterfeiting. He has been elected President of ASPA for two terms and is currently Vice President. In this role, Mr. Pasricha has been a strong public advocate of from counterfeiting across sectors. He has led

	the publication of the seminal report on counterfeiting, "A State of Counterfeiting in India", frequently used as a reference to better understand the issue from a consumer perspective. He has also overseen the launch and growth of the conference series, "Traceability and Authentication Forum", bringing together stakeholders from industry, government and the solution provider ecosystem. Mr. Pasricha also serves on the National Intellectual Property Rights Committee of the Confederation for Indian Industry (CII) where he contributes to conversations around IPR and counterfeiting. Mr. Pasricha is Co-Promoter and Director of Flexing It, India and Asia's largest platform for independent consultants and professional freelance talent. Founded in 2014, FlexingIt® is a category leader in on-demand talent solutions, connecting 2000+ organisations with 100,000+ vetted consultants and experts across strategy, operations, technology, and transformation. Recognised as a high-growth startup in APAC by the Financial Times and a strategic partner to large enterprise clients, Flexing It® enables rapid access to the right expertise through flexible, outcome-driven engagement models. Previously, Mr. Pasricha served in technology leadership roles across a variety of organizations, starting his career at Citibank (U.S.A.), overseeing global technology implementations. He was part of the team at the forefront of IT outsourcing to India ahead of Y2K. After moving to India in 2005, Mr. Pasricha served as the Chief Information Officer of General Electric's consumer finance division, overseeing a team of 120 people implementing and supporting financial systems for the loans business, and managing projects for SBI Cards, which was at that time a JV with GE. Mr. Pasricha has participated as a speaker or moderator in conferences organized by CII, Assocham, PHDCII and other organizations, and contributed to counterfeiting-related stories in leading publications including: Business World, Business Standard, Economic Times, The Hindu, Express Pharma, Financial Times, Deutsche Welle and Channel News Asia. Mr. Pasricha has a B.A. in Mathematics and Computer Science from Gettysburg College, and an M.S. in Computer Science from the University of Maryland at College Park. He is an Indian citizen and resident. He serves as Board Director for PharmaSecure Inc. (USA), PharmaSecure PAS India Pvt. Ltd., Flexing It Services Pte Ltd. (Singapore) and Flexing It Services Pvt. Ltd.
Relationship with Directors	None
Expertise in specific functional areas	Enriched experience in technology-enabled anti-counterfeiting, authentication, and supply chain traceability solutions with over 27 years of global leadership.
No. of Board Meetings attended during the year	None
Directorships held in other Companies and Bodies Corporate	1. Flexing It Services Private Limited 2. Pharmasecure Product Authentication Services India Private Limited
Chairman/Member of the Committee of the Board of Directors in other Companies	None
Name of listed Companies from which Director has resigned in past three years	NIL
Number of Shares held in the Company including Beneficial Owner	NIL

3	Name of the Director	Mr. Ajit Gulabchand
	DIN	00010827
	Date of Birth (Age in years)	June 28, 1948 (78 Years)
	Qualification	Bachelor's degree in commerce
	Date of Appointment	Appointed on the Board of HCC, as Managing Director since April 01, 1983 and later as the Chairman since May 1994 & appointed as a Chairman from April 01, 2023.
	Brief Resume along with Justification Note	Mr. Ajit Gulabchand is the Chairman of the Board of Hindustan Construction Company Ltd (HCC). He served as Chairman & Managing Director of HCC for the past four decades till 2023. During this tenure, he transformed the Company from a construction major into a diversified infrastructure group of a global scale, developing and building responsible infrastructure through the next practices. Mr. Gulabchand hails from a family of nation builders who has made a significant contribution to the development of modern India. A graduate of Mumbai University, Mr. Gulabchand previously served as Chief Executive Officer of India Hume Pipe Co. and Managing Director of Ravalgaon Sugar Farm. He became Managing Director of HCC in 1983 and Chairman in 1994. Alongside his responsibilities at HCC, Mr. Gulabchand has been a vocal advocate of sustainable development and is regarded as a spokesperson for India's infrastructure sector in global forums. A regular participant at the World Economic Forum (WEF) for over two decades, Mr. Gulabchand was the first Asian to chair the Governer's Steering Board of the Engineering & Construction Community at the WEF in Davos, 2011. He is a signatory member of Caring of Climate, United Nations's action platform for business and a signatory member WEF's CEO Climate Leaders. He has also been a frequent invitee to ministerial business delegations from the Government of India to various countries aimed at attracting foreign investments into the Indian infrastructure sector.
	Relationship with Directors	He is father-in-law of Mr. Arjun Dhawan, Vice Chairman & Managing Director is not related to any other Director of the Company
	Terms and conditions of re-appointment and remuneration	As provided in Explanatory Statement of AGM Notice
	Expertise in specific functional areas	Enriched experience in the Construction Industry over 4 decades
	No. of Board Meetings attended during the year	5 (Five)
	Directorships held in other Companies and Bodies Corporate	1. Champali Garden Private Limited 2. Gulabchand Foundation 3. Hincon Finance Limited 4. Hincon Holdings Limited 5. Shalaka Investment Private Limited 6. Western Securities Limited 7. Seamarine Investments Private Limited Bodies Corporate: 8. HCC Mauritius Enterprises Limited 9. HCC Mauritius Investment Limited
	Chairman/Member of the Committee of the Board of Directors in other Companies	Hincon Holdings Ltd. • Stakeholder Relationship Committee- Member • Investment Committee- Chairman Hincon Finance Ltd. • Investment Committee- Chairman
	Name of listed Companies from which Director has resigned in past three years	NIL
	Number of Shares held in the Company including Beneficial Owner	21,17,294

IMPORTANT FINANCIAL STATISTICS

Year	Paid Up Capital Equity ₹ Lacs	Paid Up Capital Preference ₹ Lacs	Reserves ₹ Lacs	Debentures ₹ Lacs	Fixed Assets Gross Block ₹ Lacs	Fixed Assets Net Block ₹ Lacs	Turnover ₹ Lacs	Net Profit ₹ Lacs	Dividend paid on Preference and Equity shares ₹ Lacs	Equity Dividend %
1926-27	4.00	—	0.30	—	0.58	0.58	N.A.	0.98	0.80	20.00
1927-28	4.00	—	0.30	—	0.53	0.53	N.A.	0.98	0.80	20.00
1928-29	4.00	—	0.25	—	0.53	0.53	N.A.	1.38	1.40	35.00
1929-30	4.00	—	0.25	—	0.50	0.50	N.A.	0.81	0.70	17.50
1930-31	4.00	—	0.25	—	0.84	0.84	N.A.	0.12	-	-
1931-32	4.00	—	0.25	—	0.94	0.64	N.A.	0.44	0.40	10.00
1932-33	8.00	—	0.25	—	1.78	1.28	N.A.	2.19	2.00	25.00
1933-34	8.00	—	0.19	—	3.16	2.66	N.A.	2.67	2.80	35.00
1934-35	12.00	—	0.24	—	3.42	2.82	N.A.	2.19	2.00	16.33
1935-36	12.00	—	0.48	—	4.71	3.96	9.40	1.86	1.75	14.50
1936-37	12.00	—	0.56	—	7.30	6.40	62.96	1.81	—	—
1937-38	12.00	—	0.70	—	8.08	7.18	69.04	-1.90	—	—
1938-39	12.00	—	0.70	—	6.85	5.95	45.50	0.31	—	—
1939-40	12.00	—	0.70	—	6.02	5.12	90.39	3.58	2.40	20.00
1940-41	12.00	—	1.70	—	5.36	4.46	184.58	4.28	4.20	35.00
1941-42	12.00	25.00	1.70	—	4.70	3.80	510.53	7.45	6.18	45.00
1942-43	12.00	25.00	1.70	—	4.66	3.01	574.57	10.59	8.76	60.00
1943-44	12.00	25.00	1.70	—	4.89	1.74	466.69	10.33	8.56	60.00
1944-45	12.00	25.00	2.70	—	3.87	—	—	10.14	1.56	—
1945-46	12.00	25.00	9.70	—	3.99	0.04	175.47	12.89	4.56	25.00
1946-47	12.00	25.00	17.70	—	10.46	6.31	165.70	10.92	4.56	25.00
1947-48	36.00	25.00	1.70	—	12.40	8.25	249.76	8.26	4.56	8.33
1948-49	36.00	25.00	5.70	—	14.46	10.31	263.14	11.20	4.56	8.33
1949-50	36.00	25.00	12.70	—	18.52	14.37	202.49	9.75	5.16	10.00
1950-51	36.00	25.00	15.70	—	21.38	16.23	239.24	9.10	5.16	10.00
1951-52	36.00	25.00	18.70	—	21.89	15.94	299.04	6.22	5.16	10.00
1952-53	36.00	25.00	19.00	—	24.30	17.35	231.57	8.16	5.16	10.00
1953-54	36.00	25.00	21.50	—	24.09	16.64	—	10.65	5.16	10.00
1954-55	36.00	25.00	24.00	—	24.06	14.11	345.62	15.34	5.16	10.00
1955-56	36.00	25.00	25.35	—	27.93	16.01	415.54	17.73	6.06	12.50
1956-57	36.00	25.00	23.34	—	29.42	17.01	769.15	12.46	6.06	12.50
1957-58	36.00	25.00	51.11	—	37.16	25.06	928.37	15.22	6.06	12.50
1958-59	36.00	25.00	66.70	—	38.48	24.10	1080.85	24.37	8.76	20.00
1959-60	36.00	25.00	97.62	—	563.22	210.51	913.84	31.88	8.76	20.00
1960-61	36.00	25.00	129.34	—	575.97	202.46	1037.66	31.08	8.76	20.00
1961-62	72.00	25.00	144.75	—	635.20	225.06	1280.33	59.68	11.45	20.00
1962-63	72.00	25.00	218.32	—	673.22	259.40	1476.12	30.86	15.96	20.00
1963-64	72.00	25.00	280.29	—	744.67	281.65	1837.79	84.51	37.56	50.00
1964-65	72.00	25.00	389.13	—	889.87	364.65	2169.89	120.79	44.76	60.00
1965-66	180.00	25.00	389.81	—	977.45	401.22	2021.32	114.64	46.43	25.00
1966-67	252.00	25.00	391.81	—	1154.51	503.28	1994.93	72.76	46.92	18.00
1967-68	252.00	25.00	427.26	—	1250.05	524.60	1689.72	55.35	31.80	12.00
1968-69	252.00	25.00	472.14	—	1420.94	614.79	2249.82	36.61	31.80	12.00
1969-70	252.00	25.00	492.31	—	1473.64	577.23	2574.57	28.86	31.80	12.00
1970-71	252.00	25.00	468.44	—	1541.99	527.99	2256.93	-37.01	1.56	—
1971-72	252.00	25.00	355.07	—	1580.80	471.42	2294.29	-140.47	1.56	—
1972-73	252.00	25.00	260.62	120.00	1677.91	491.34	2478.09	-136.27	1.56	—
1973-74	252.00	25.00	216.33	120.00	1776.09	481.58	2962.99	-55.7	—	—
1974-75	252.00	25.00	301.11	120.00	1825.94	462.49	3006.50	61.65	—	—
1975-76	252.00	25.00	320.23	120.00	1890.47	471.69	2529.62	15.98	19.81	6.00
1976-77	252.00	25.00	435.82	120.00	1994.99	508.35	3485.71	-46.25	51.96	20.00
1977-78	252.00	25.00	384.81	96.00	2111.14	594.75	2903.63	145.71	16.68	6.00
1978-79	252.00	25.00	387.43	80.42	2170.42	595.93	3146.53	21.38	24.24	9.00
1979-80	252.00	25.00	409.90	64.85	2255.96	582.63	4181.76	45.31	24.24	9.00
1980-81	252.00	25.00	608.98	49.28	3122.81	1152.64	6916.96	233.58	39.36	15.00
1981-82	252.00	25.00	755.81	45.71	3991.44	1598.37	10989.86	184.07	39.36	15.00
1982-83	252.00	25.00	1861.51	42.14	4744.49	2745.66	11021.23	422.90	39.36	15.00
1983-84	628.54	25.00	2046.45	38.57	5022.30	2748.32	10989.89	513.13	81.46	15.00
1984-85	629.96	25.00	2253.89	1035.00	5627.17	3052.75	9178.04	231.06	96.06	15.00
1985-86	629.98	25.00	2057.21	1035.00	6329.50	3311.65	8426.38	-195.12	1.56	—
1986-87	630.00	25.00	1710.57	1035.00	6578.91	3102.10	9885.49	-346.64	—	—
1987-88	630.00	25.00	1672.72	990.83	6445.07	2653.76	12334.37	21.98	59.83	9.00
1988-89 (14 months)	630.00	25.00	1772.71	1032.15	6282.70	2308.82	12223.19	202.61	102.62	16.00
1989-91 (18 months)	630.00	—	1820.25	1421.60	6685.51	2477.79	12794.33	161.05	113.46	18.00
1991-92 (15 months)	775.13	—	1824.84	1031.78	6318.24	2015.47	11232.57	64.95	60.36	8.00
1992-93	775.90	—	2006.60	800.65	7033.20	2488.91	11072.27	275.01	93.25	12.00
1993-94	775.98	—	2624.81	547.16	7949.79	3101.73	14292.85	812.48	194.27	25.00
1994-95	776.79	—	3955.22	451.73	8442.89	2899.08	22037.40	1562.96	232.96	30.00
1995-96	2002.55	—	5499.23	7120.58	9890.04	4770.48	24695.24	1050.63	304.84	17.50
1996-97	2003.04	—	5559.82	7206.41	16083.41	10493.38	31170.13	324.51	200.03	10.00
1997-98	2003.04	—	5771.45	7133.23	17112.45	10743.31	37563.57	431.97	200.03	10.00
1998-99	2003.04	—	6348.45	7059.89	27251.87	18942.28	62540.25	924.66	300.46	15.00
99-2000	2003.04	—	8043.55	6962.16	29566.64	19839.21	53077.22	2139.83	400.66	20.00
2000-01	2003.05	—	10145.17	6142.13	34454.43	23602.22	56585.93	2653.54	500.83	25.00
2001-02 (9 months)	2003.06	—	9986.63	5819.92	41916.96	28851.20	46394.16	4274.91	600.72	30.00
2002-03	2003.06	—	11948.68	7000.00	48911.08	35820.96	78923.25	2865.64	800.96	40.00
2003-04	2003.06	—	14387.18	7000.00	54821.32	36943.13	117135.67	3567.98	1001.20	50.00
2004-05	2293.61	—	33004.80	9800.00	62076.02	43804.21	157654.05	7401.96	1375.77	60.00
2005-06	2563.16	—	86418.93	8933.33	77280.60	59949.11	202814.87	12479.81	1793.75	70.00
2006-07	2563.16	—	87845.40	17966.67	110118.56	74616.08	239450.36	3675.96	1921.87	75.00
2007-08	2563.16	—	96323.45	16900.00	140970.45	95307.98	310434.07	10875.74	2050.00	80.00
2008-09	2563.16	—	96403.00	20500.00	168283.00	112819.00	351832.00	12535.00	2050.00	80.00
2009-10	3033.16	—	148683.00	18333.00	181418.00	114969.00	386297.00	8144.00	2426.00	80.00
2010-11	6066.00	—	146153.00	16667.00	198749.00	118428.00	414905.00	7100.00	2426.00	40.00
2011-12	6066.00	—	123944.00	22000.00	205622.00	112447.00	401060.00	-22225.00	—	—
2012-13	6066.00	—	110211.00	22000.00	206289.00	101039.00	383865.00	-13764.00	—	—
2013-14	6066.00	—	118673.00	22000.00	202580.00	91540.00	411349.00	8064.00	—	—
2014-15	6459.00	—	132286.00	21010.00	200646.00	78474.00	430114.00	8165.00	—	—
2015-16	7792.00	—	178491.00	18730.00	194985.00	66908.00	419090.00	8497.00	—	—
2016-17 (IND-AS)	10108.00	—	258890.00	14469.00	198988.00	59547.00	419594.00	8092.00	—	—
2017-18	10155.00	—	267339.00	11024.00	207258.00	59794.00	457508.00	6589.00	—	—
2018-19 (Restated)	15131.00	—	120232.00	10382.00	190284.00	41809.00	460349.00	-193506.00	—	—
2019-20	15131.00	—	102743.00	8259.00	185085.00	34547.00	364364.00	-18259.00	—	—
2020-21	15131.00	—	46055.00	6337.00	196138.00	48042.00	258974.00	-55956.00	—	—
2021-22	15131.00	—	31701.81	4112.00	170232.83	37232.00	466628.00	-14524.00	—	—
2022-23	15131.00	—	56961.00	78880.00	157824.00	29989.00	522201.00	25407.00	—	—
2023-24	15131.00	—	76977.00	75300.00	139653.00	22963.00	504271.00	19996.00	—	—
2024-25	18194.00	—	173410.00	70050.00	122977.00	16272.00	480105.00	7782.00	—	—
2025-26	26195.00	—	282473.00	45789.00	118907.00	20124.00	393725.00	19497.00	—	—

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