Century Plyboards (India) Limited
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Cin No : L20101WB1982PLC034435

22nd October, 2026

BSE Ltd. Phiroze Jeejeebhoy Towers Dalal Street Mumbai- 400 001 **Scrip Code: 532548**	National Stock Exchange of India Ltd. Exchange Plaza, Bandra Kurla Complex, Bandra (E) Mumbai- 400 051 **Scrip Name- Centuryply**

Dear Sir/Madam,

Sub: Sustainability Report 2025-26

Please find enclosed herewith the Sustainability Report of the Company for the financial year 2025-26.

This is for your information and record.

Thanking you,
Yours faithfully,

For Century Plyboards (India) Ltd.
Sundeep Jhunjhunwala
Digitally signed by Sundeep Jhunjhunwala
Date: 2026.10.22 15:38:30 +05'30'
Company Secretary

Enclosed: As above

CENTURYPLY®

Responsible Actions Today for a Better Tomorrow



Sustainability Report

FY 2025-26

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A Transparent View of our Progress

This report provides a comprehensive overview of our sustainability performance, key initiatives and progress towards creating long-term value for our stakeholders, while contributing to a more responsible and resilient future.

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About the Report

Century Plyboards (India) Limited ("CenturyPly", "the Company", "we" or "us") presents its third Sustainability Report, covering the period from 1 April 2025 to 31 March 2026. Prepared with reference to the Global Reporting Initiative (GRI) Standards, the report provides an overview of our approach, performance and progress across key Environmental, Social and Governance (ESG) priorities. It reflects our continued focus on transparency, accountability and responsible value creation.

The report covers all our manufacturing operations in India and presents our performance on material ESG topics that are relevant to our business, operations and stakeholders. The disclosures consider applicable regulatory requirements, industry practices and the socio-economic context of our operations, providing a balanced view of our sustainability performance and areas of continued focus.

We recognise that sustainable growth requires responsible decisions across our operations and value chain. Our sustainability priorities are integrated with our broader business strategy and informed by business planning, risk management, safety and environmental assessments, operational reviews and stakeholder engagement. Our approach is guided by a simple principle, **"Responsible actions today for a better tomorrow",** reflecting our commitment to using resources responsibly, strengthening our operations and creating lasting value for our stakeholders.

As we continue to advance our sustainability journey, we remain focused on improving our ESG performance, strengthening responsible business practices and building a resilient organisation that creates long-term value for people, the environment and the business.

Reporting Boundary

The disclosures in this report are presented on a consolidated basis, covering the Company and its Indian subsidiaries. Overseas subsidiaries are excluded from the reporting boundary.

The reporting boundary covers 16 national plants, comprising manufacturing and service facilities operated by the Company and its Indian subsidiaries, including facilities located at Joka (West Bengal), Guwahati (Assam), Kandla (Gujarat), Gummidipoondi (Tamil Nadu), Karnal (Haryana), Hoshiarpur (Punjab), Roorkee (Uttarakhand), and Badvel (Andhra Pradesh), as well as the Container Freight Stations and Port Terminal at Kolkata (West Bengal). The Company's international subsidiaries Century Gabon SUARL and Century Panels B.V. are outside the reporting boundary.

In addition, the reporting boundary includes the Head office in Kolkata and 26 branch offices across the country, supported by 41 warehouses and stock points.

The entities covered within the reporting boundary collectively account for more than 99% of the Company's consolidated revenue from operations for FY 2025-26.

Reporting Framework

Frameworks, Guidelines and Standards
This sustainability report has been prepared referencing GRI standards 2021. Additionally, it adheres to the following principles, frameworks and protocols.

Business Responsibility and Sustainability Reporting **(BRSR)** as per the National Guidelines for Responsible Business Conduct **(NGRBC) Provisions of the Companies Act, 2013**

Assurance

CenturyPly engaged Moore Singhi Advisors LLP, an independent third-party assurance provider, to undertake assurance of selected non-financial information disclosed in this Report. The selected non-financial metrics have been subject to limited and reasonable assurance, as set out in the Independent Assurance Statement, in accordance with the International Standard on Assurance Engagements (ISAE) 3000 and ISAE 3410 for greenhouse gas disclosures. The detailed Independent Assurance Statement is included in this Report.

There is no relationship between the assurance provider and CenturyPly that could affect the independence of the assurance engagement.

Restatements

Figures of FY 2024-25 have been restated and presented on a consolidated basis to ensure consistency and comparability with the current reporting period. All the figures are presented on a consolidated basis, unless otherwise specified.

Forward-Looking Statement

This Sustainability Report includes forward-looking statements that outline Century Plyboards (India) Limited's sustainability ambitions and strategic priorities. These statements reflect management's current outlook on the Company's future ESG performance.

Forward-looking statements may include terms such as 'aims', 'plans', 'intends', and 'believes' and are based on reasonable assumptions available at the time of publication. However, actual outcomes may differ due to regulatory changes, market dynamics, or unforeseen environmental and operational challenges.

Accordingly, the Company makes no guarantee that these expectations will be realised and assumes no obligation to update or revise any forward-looking statements, except as required by applicable law.

We welcome your feedback on this report. For any queries or comments, please write to

investors@centuryply.com.

Sustainability Statement

Sustainability is integral to our long-term business strategy. As a plywood and timber products company, we are committed to responsible sourcing, efficient use of natural resources, environmental stewardship, safe and inclusive workplaces, ethical governance and product innovation. We continue to strengthen our practices across the value chain to reduce our environmental footprint, create value for our stakeholders and support resilient business growth. Guided by our approach of "Responsible actions today for a better tomorrow," we remain focused on creating lasting value for our people, customers, communities and the environment.



Our Leadership Perspective

Chairman's Message

The world around us is changing, and businesses have an important role to play in responding to that change. Climate concerns, changing resource availability and rising expectations from our stakeholders are influencing the way companies operate and grow. We have always believed that growth must be accompanied by responsibility. This belief is particularly important for us as a company whose business is closely connected with timber and other natural resources.

The past year has been an important one for CenturyPly. We completed our previous expansion programme of approximately ₹2,000 crore, the largest investment phase in the history of the Company. Completing this programme has strengthened our manufacturing capabilities and prepared us for the next stage of growth. Even as we completed one expansion cycle, we have moved ahead with our next expansion journey, with planned capital expenditure of approximately ₹2,500 crore over the next five years. Our growth strategy is centred on capability creation rather than capacity addition alone. We are strengthening our product portfolio, introducing new product segments, deploying advanced manufacturing technologies and locating capacities closer to consumption centres.

₹ 12,000 crore
revenue target by 2031

One area that has remained particularly close to our sustainability efforts is timber sourcing. Approximately 98% of our timber is sourced through agroforestry. We see this as an important way of supporting a more sustainable source of timber while also creating opportunities for farmers. Agroforestry improves soil health, supports biodiversity and contributes to carbon sequestration which provides farmers an opportunity to earn an additional income.

Our work with farmers goes beyond sourcing. We are distributing saplings on a large scale, both free of cost and at subsidised rates, and encouraging the cultivation of fast-growing, high-yield timber species. Our target of distributing 3 crore saplings by 2030 reflects our long-term commitment in this area. We believe that building a sustainable timber ecosystem requires partnership with farmers, and we intend to continue strengthening these relationships.

We are also taking steps to reduce the environmental impact of our manufacturing operations. We have installed 14.26 MW of solar capacity, including rooftop solar plants across our manufacturing units. Renewable sources now account for 18% of our total electricity consumption, while wood waste and biomass make up 91% of our total fuel consumption. These efforts are helping us make greater use of renewable and alternative energy sources and reduce our dependence on fossil fuels.

Our long-term goal is to achieve net zero Scope 1 and Scope 2 greenhouse gas emissions by 2050. We recognise that this will require consistent effort over many years. We will continue to look at opportunities to improve energy efficiency, increase renewable energy use and adopt better technolgies as we move towards this goal.

Our people are an equally important part of this journey. A safe, inclusive and supportive workplace is fundamental to a responsible organisation. We are working to increase the representation of women in our workforce and strengthen our occupational health and safety practices. As part of this commitment, we aim to implement ISO 14001 and ISO 45001 across all our manufacturing facilities by FY 2027-28.

Our responsibilities also extend to the communities in which we operate. Through our CSR initiatives, we continue to work across areas such as environmental sustainability, education, livelihoods, healthcare, hygiene and social welfare. Programmes such as Vatavaran Sanrakshan, Gyanoday, Swasthya aur Swachhata and Samajik Kalyan reflect our effort to address issues that matter to the communities around us.

For us, sustainability is ultimately about making thoughtful decisions today that will serve the business and our stakeholders in the years ahead. It is about responsible sourcing, efficient operations, safe workplaces, stronger communities and sound governance. These are not separate from our business priorities; they are an important part of building a company that can grow steadily over the long term.

"Responsible actions today for a better tomorrow" captures this approach well. As CenturyPly enters its next phase of growth, we will continue to pursue our ambitions with the same focus on responsibility, discipline and long-term value creation.

Sajjan Bhajanka
Chairman and Managing Director

> "Responsible actions today for a better tomorrow



Executive Director's Messages

Integrity keeps us grounded, ownership keeps us accountable, failure keeps us learning and resilience keeps us moving forward.

We believe sustainable growth begins with the right culture, responsible choices and a long-term perspective. FY 25-26 was the second consecutive year when our growth exceeded our sectoral growth by a meaningful margin, reflecting the resilience of our business and the strength of the foundations we have built.

Our culture remains a key driver of this progress. Integrity, ownership, embracing failure, under-promise and over-deliver, and creative restlessness shape how we work, innovate and respond to a changing business environment.

As India experiences structural shifts such as urbanisation, rising incomes, premiumisation and formalisation, we remain focused on capturing emerging opportunities while strengthening operational resilience and creating lasting value for our stakeholders.

Our sustainability journey is integral to this ambition. During the year, we set our initial climate goals, with FY 2025-26 as the base year for our decarbonisation pathway. We recognise that with real progress comes from measurable actions and consistent execution rather than ambitious statements alone.

Looking ahead, we will continue to challenge conventional thinking, foster innovation and build capabilities that enable us to remain resilient and future-ready.

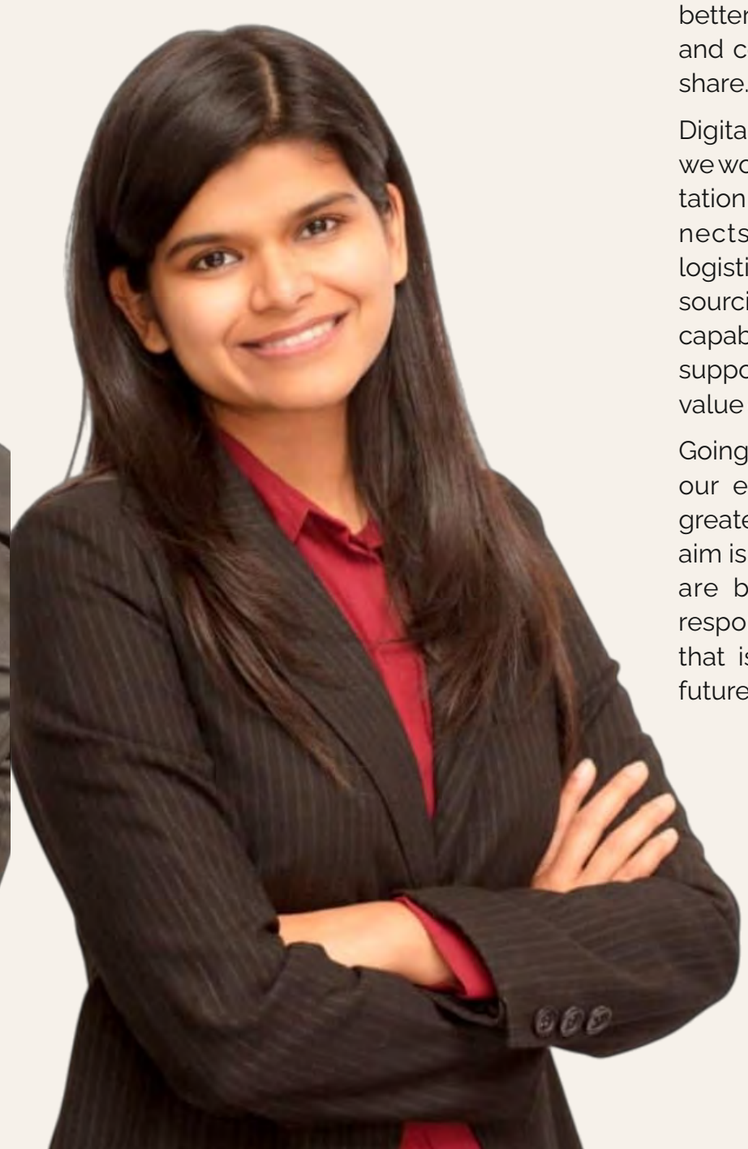
Keshav Bhajanka
Executive Director



A resilient supply chain is not built through requirements alone; it is built through trust, learning and the willingness to improve together.

We believe that a sustainable business is built together with the people and partners who are part of our value chain. Our suppliers and business partners play an important role in helping us maintain the quality, reliability and responsible practices that we expect across our operations.

As sustainability becomes an increasingly important part of business, we also see the need to support our supply chain partners in understanding and responding to these changing expectations. Learning and development is therefore an important part of our approach. We focus on creating opportunities for awareness, knowledge sharing and meaningful engagement in areas such as responsible sourcing, environmental practices, workplace standards and ethical business conduct.



For us, this is not about simply communicating requirements to suppliers. It is about working with them, understanding the challenges they face and encouraging continuous improvement. We believe that when our partners have the right knowledge and capabilities, they are better placed to make responsible decisions and contribute to the sustainability goals we share.

Digital systems are further strengthening how we work with our supply chain. The implementation of SAP S/4HANA during the year connects procurement with manufacturing, logistics and finance, improving visibility of sourcing and supplier performance. As these capabilities develop, we expect better data to support more informed decisions across our value chain.

Going forward, we will continue to strengthen our engagement with suppliers and build greater awareness across our value chain. Our aim is to develop long-term partnerships that are based on trust, learning and shared responsibility, while creating a supply chain that is more resilient and prepared for the future.

Nikita Bansal
Executive Director

Performance Highlights

Environmental

18%
Renewable electricity to total electricity consumption

41,722
tCO2e
Scope 1 emissions

1,29,003
tCO2e
Scope 2 emissions

100%
Zero Liquid Discharge across sites

75%
Biomass contribution to the overall energy

0.18
tCO2e/CBM emissions intensity based on production; **8%** decrease YOY

ISO 14001
Environmental Management System

Social

10,043
Total number of permanent workforce

6,875
Total number of contractual workforce

959
Total number of female workforce

26
No. of differently abled employees

₹ 945 lakhs
Spent on CSR

₹ 98 lakhs
Spent on trainings

38
Average age of employee in years

₹ 458 lakhs
Cost incurred on well-being measures of employee

69%
Health & Safety trainings for employees & workers

100%
Maternity & paternity benefits for the permanent workforce

Nil
Complaints on POSH

50,000+
Number of CSR beneficiaries

ISO 45001
Occupational Health and Safety Management

Governance

25%
of Board members are women as of 31 March 2026

ISO 27001
Information Security Management

Nil
Complaints on conflicts of interest

Nil
Complaints on anti-bribery and anti-corruption

Nil
Data breaches

Nil
Fines and Penalties related to unethical business practices



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Guided by Purpose, Driven by Values

Vision

To be the best in building materials and solutions by igniting innovation, embracing sustainability and delighting stakeholders.

Mission

To be the brand of choice by leveraging state-of-the-art technology and innovation to empower stakeholders, achieve sustainability, and drive exponential growth.

Values

Integrity
The right way is the only way.

Excellence
The industry standard is the starting point, not the finish line. The goal is to exceed it every single day.

Passion
The superior work shows in the final grain. There is a visible difference when a product is made with genuine care.

Empowerment
Decision-making belongs where the action is. Local problems require local, immediate solutions.

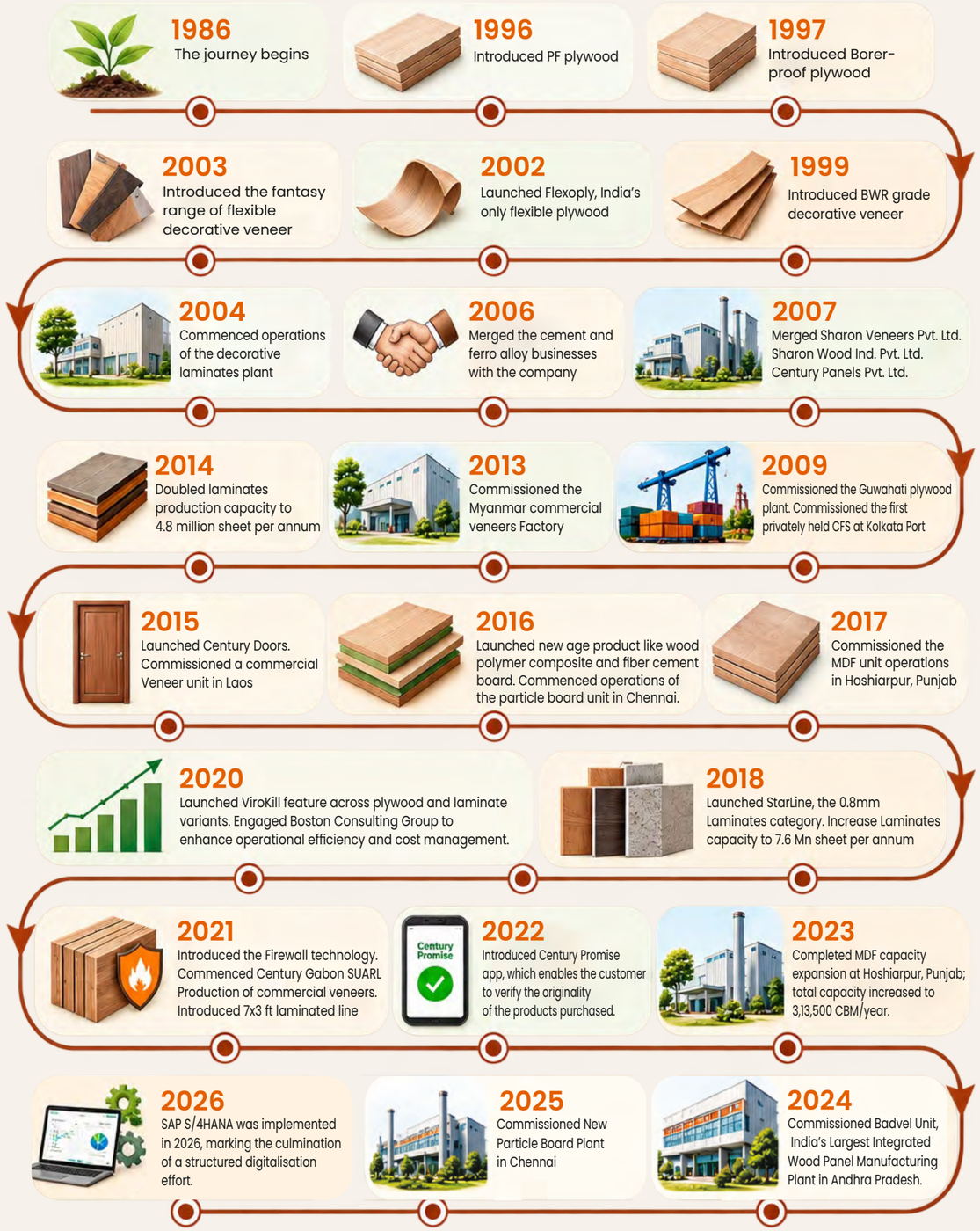
Respect
Whether it is a large distributor or a small-town retailer, every partner deserves our full attention and a timely response.

Our Purpose

Trust | Quality | Innovation | Customer Focus | People Development

Resilient Through Time

Mapping the Company's Evolution and Strategic Diversification



Building Better Spaces, Shaping What's Next.

Century Plyboards (India) Limited is a leading player in India's interior infrastructure and wood products industry, with a diverse portfolio spanning plywood, veneers, laminates, MDF and particle board and allied solutions. The Company has established a strong market presence through its focus on quality, innovation, customer-centricity and product reliability, earning the trust of customers across India.

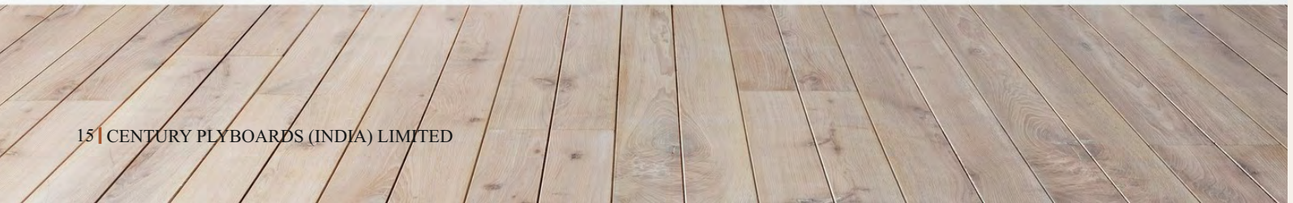
Founded by Sri Sanjay Agarwal and the late Sri Hari Prasad Agarwal, with Sri Sajjan Bhajanka playing a pivotal role in shaping the Company's journey, CenturyPly has evolved from an entrepreneurial venture into a recognised name in the interior wood products sector. Its legacy is built on a culture of entrepreneurship, disciplined execution and a commitment to raising standards across its product portfolio.

Today, the Company is supported by a diverse and experienced team of professionals who bring together industry expertise, functional knowledge and fresh perspectives. The Company continues to invest in innovation, technology and capabilities to address changing customer needs and contribute to the evolution of India's interior spaces, while remaining anchored in the values of trust, quality and excellence.

Our Operational Presence

The Company's operations are supported by a geographically diversified network that brings manufacturing, logistics and market access together. Headquartered in Kolkata, the Company, at the Group level, operates 16 manufacturing and service facilities across India, with a presence in West Bengal, Assam, Gujarat, Tamil Nadu, Haryana, Punjab, Uttarakhand and Andhra Pradesh. Manufacturing facilities in Joka, Guwahati, Kandla, Gummidipoondi, Karnal and Hoshiarpur form part of the parent entity, while facilities at Roorkee and Badvel are operated through subsidiaries.

The Company's operational ecosystem is further supported by two Container Freight Stations in Kolkata, operated through a subsidiary, and an international presence through subsidiaries in Century Panels B.V., Netherlands and Century Gabon SUARL, Africa. Beyond its own facilities, the Company's extensive distribution network reaches 28 States and 7 Union Territories, enabling products to be made available across diverse markets and customer segments.



Our pan-India manufacturing *presence.* Making it possible to reach diverse markets with *speed.*



Plywood
1. Bishnupur, West Bengal
2. Chinnappolapuram, Gummidipoondi, Tamil Nadu
3. Taraori, Haryana
4. Kamrup, Assam (2 units)
5. Bhachau-Kachchh, Gujarat

Laminates
6. Bishnupur, West Bengal
7. Badvel, Andhra Pradesh

MDF
8. Hoshiarpur, Punjab
9. Badvel, Andhra Pradesh

Particle boards
10. TVK SIPCOT Industrial Park, Thiruvallar district, Tamil Nadu

Market Presence

CenturyPly's market presence is supported by a broad distribution ecosystem and a strong network of channel partners across India and international markets. The Company continues to strengthen these relationships while improving the availability and accessibility of its products across diverse customer segments and geographies.

A key focus remains on understanding changing customer requirements and translating these insights into relevant, high-quality and value-added solutions. Investments in brand engagement, digital platforms and customer service complement this effort by creating more connected and responsive customer experiences. Alongside product innovation, emphasis on quality and dependable delivery continues to underpin long-standing customer relationships.

Global Operation and Partnership

The Company's business extends beyond India, with its products reaching 34 countries across international markets. This cross-border presence brings the Company into contact with varied customer needs, architectural preferences, product applications and market practices.

Operating across different geographies broadens the Company's understanding of how wood-based products are perceived, specified and used in diverse settings. These experiences complement the Company's domestic expertise and inform the way it approaches product quality, design, innovation and evolving sustainability expectations. International market exposure therefore forms an important part of the Company's broader capabilities, enabling it to bring a wider perspective to its products and business practices.

Our Global Export Presence



1 Bahrain	7 China	13 Sri Lanka	19 Oman	25 Singapore	31 United Arab Emirates (UAE)
2 Albania	8 Croatia	14 Australia	20 Netherlands	26 Saudi Arabia	32 United Kingdom (UK)
3 Germany	9 Greece	15 Indonesia	21 Poland	27 France	33 United States (USA)
4 Czech Republic	10 Denmark	16 Israel	22 Portugal	28 Spain	34 Venezuela
5 Canada	11 Egypt	17 Italy	23 Qatar	29 Vietnam	
6 Cyprus	12 Bangladesh	18 Mexico	24 Romania	30 Thailand	

₹15,360 lakhs
Revenue from Exports

2.85%
Exports as a % of Revenue

Products and Brands

CenturyPly offers a comprehensive portfolio of wood-based and interior infrastructure solutions designed to meet the diverse requirements of homes, workplaces, hospitality spaces, retail environments and other applications. Its offerings span doors, plywood, laminates, veneers, MDF, particle boards, PVC boards and cubicles, giving customers and channel partners access to multiple solutions through a single, trusted portfolio.

This breadth allows customers to simplify product selection, access complementary solutions and achieve greater consistency across their spaces, without having to source different requirements from multiple providers.

Supported by established brands and a strong focus on quality and reliability, the Company aims to make the process of creating and finishing spaces more convenient, dependable and reassuring for its customers.

The Company's entire revenue is derived from branded offerings within the wood-based category, reflecting the strength of its portfolio and the trust associated with its brands. At the heart of this proposition is "Raho Befikar", a promise of confidence and peace of mind that enables customers to make informed choices and focus on bringing their ideas and spaces to life.

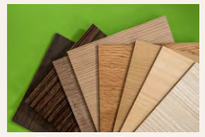
Our Products




Plywood


Laminate


MDF


Particle Board

Our Brands

CENTURYPLY® | CENTURYLAMINATES® | SAINIK 710 WATERPROOF PLY

ARCHITECT PLY TRULY EVERLASTING | CENTURY HDF | SAINIK MR WATER RESISTANT PLY

CENTURY PLY CLUB PRIME | CENTURYLAMINATES star LINE | SAINIK DOORS

CENTURY PLY BOND SHIELD | CENTURY EXTERIA® Decorative Exterior Laminates | SAINIK LAMINATES

CENTURY PLY WIN MR | CENTURY TEAK®

CENTURY VENEERS® | CENTURY DOORS CLUB PRIME

Capacity Utilisation

It is important to emphasise that our expansion was never about linear capacity addition; it was about proactive capability creation. We introduced new product segments that were either nascent or non-existent in the domestic market. We deployed advanced manufacturing technologies that enhanced efficiency, reduced costs and improved quality consistency. We located capacities closer to their consumption centres, reducing logistics costs and improving our responsiveness. The result is that when these capacities went on stream, they did not merely add volume - they enhanced financial value. This translated into an increased market share, stronger brand recall and a superior financial performance.



Research & Development and Product Stewardship

Innovation and Product Development

Innovation is driven by a simple objective to develop products that perform better, last longer and respond to the changing needs of customers and the built environment. As expectations around quality, safety, durability and sustainability continue to evolve, product development plays an increasingly important role in strengthening our business and creating long-term value.

Our innovation efforts bring together market insights, technical expertise and research capabilities to develop solutions suited to a wide range of applications and operating conditions. With a portfolio comprising over 33,233 SKUs, CenturyPly continues to expand and refine its offerings to meet the diverse requirements of customers across geographies and climatic conditions in India.

The Company's dedicated R&D capabilities, including its R&D cell at the Joka factory, play an important role in translating new ideas into commercially viable products. Research is focused not only on improving product performance but also on identifying opportunities to enhance safety, optimise material use and reduce maintenance requirements over the product's lifecycle.



During the reporting period, the Company invested ₹308.83 lakhs towards research and development, reflecting its continued commitment to innovation and long-term product improvement.

Our focus is also on identifying opportunities to develop solutions that minimise environmental and social impacts without compromising on quality or functionality. We see innovation not only as a source of competitive advantage, but also as an important pathway towards building a more responsible and future-ready product portfolio.

Advanced Solutions for Every Need





Product Certification and Quality

For us, product responsibility starts with delivering products that customers can rely on. Quality, performance, safety and compliance are considered throughout the product lifecycle, from the selection of raw materials to manufacturing and final inspection.

Our products are manufactured in line with applicable standards and regulatory requirements, with relevant products carrying certifications as applicable. These certifications and quality standards provide customers with greater confidence regarding specified product characteristics and performance.

Quality controls are embedded across our manufacturing processes to maintain consistency and minimise defects. We also focus on improving processes and product performance based on customer requirements, market developments and feedback from our stakeholders.

Product Standards

IS 5509:2021
IS 710:2024
IS 2046:1995
IS 303:2024
IS 12823:2015
IS 14587

IS 1328:2025
IS 1659
IS 2202
IS 848:2006

BS 476-Part 7
ASTM E84
FSC

Virokill Technology
Kyoto-Pro Tech Formula & GLP
CE Marking

Emission and Product Safety

E1 / E0 (Europe)
CARB Phase 2
TSCA Title VI (USA)
JIS A 1460 (Japan)
GREENGUARD Gold
GreenPro



Awards and Accolades



Navratna Awards 2025
Sajjan Bhajanka
Chairman

Felicitated at the Navratna Awards 2025 for his notable social impact work and leadership rooted in responsibility.



Times Ikons East 2026 Award
Keshav Bhajanka
Executive Director

Honoured as a "Visionary in Home Décor" for his design excellence and forward-thinking leadership.



Business Leader of the Year 2026
Keshav Bhajanka
Executive Director

Conferred the Business Leader of the Year 2026 award by the World HRD Congress at its 24th Global Edition in Mumbai.



Most Powerful Women in Business
Nikita Bansal
Executive Director

Recognised by Business Today among the "Most Powerful Women in Business," securing Rank 75 for her leadership in the manufacturing and building materials sector.



Gold Award 2025 for Best Website at e4m Maverick



CIOAXIS CISO & Cyber Pioneers Awards 2025 Sahara Star, Mumbai



SKOCH Award 2025 for IT Service Desk Management Platform



All-Rounder Digital Transformation Company at Dine with DevOps 2026



Outstanding Supply Chain Performing Team at ECOMCONNECT 2025



Excellence in Freight Procurement & Cost Control at ProcureConnect



Excellence in Learning & Development Asian Leadership Awards, Dubai



Ranks Among Top 100 Workplaces Great Place to Work® India



Excellence at ISCM Supply Chain Planning Ranking Exercise 2025



Supply Chain Leader Award at Next Gen SCM Summit 2026



Awarded Social Leadership Awards 2025 by BCC&I

Industry Collaboration

Trade and Industry Chambers/Associations	Presence
MCC Chamber of Commerce and Industry	National
Bharat Chamber of Commerce	National
Indian Chamber of Commerce	National
Federation of Indian Chambers of Commerce and Industry	National
Indian Plywood Industries Research and Training Institute	National
The Bengal Chamber of Commerce and Industry	State
Federation of Indian Plywood and Panel Industry	National
Indian Laminate Manufacturers Association	National
Calcutta Chamber of Commerce	State
International Chamber of Business & Industry	International
Institute of Wood Science and Technology	National
Confederation of Indian Industry	National



Economic Performance

Our focus remains on delivering sustainable and responsible growth while creating long-term value for our stakeholders. During the year, our revenue grew by 19.2% over the previous year. We continued to strengthen resource efficiency, innovation, and responsible business practices, while maintaining financial discipline and transparent governance. We remain committed to building a future-ready business where profitable growth and positive environmental and social impact go hand in hand.

Arun Kumar Julasaria
Chief Financial Officer

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Financial Performance Overview

CenturyPly's leadership position in the industry is evident through its market capitalisation, growing at a 15.2% CAGR over the past ten years. As of 31 March 2026, the Company was valued at ~₹ 15,585 crore, the highest in India's wood products sector and listed on the National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) stock exchanges. The Company has maintained a consistent track record of economic value creation, supported by strong capital discipline and sustained investments in growth.

During the year, the MDF segment experienced margin compression arising from industry-wide capacity additions, while the particle board business operated with a higher fixed cost base in the early stages of scale-up. The Company's response focused on strengthening operational processes, expanding distribution reach and driving a shift towards value-added products.

During the year, the Company reported consolidated revenue from operations of ₹ 5,397.18 crore, a growth of 19.2% over the previous year, supported by a strategic push towards a premium product portfolio, brand equity enhancement, and robust dealer relationships. EBITDA stood at ₹660.64 crore with a healthy margin of 12.2%, reflecting the Company's focus on cost optimisation, economies of scale, and process automation. Profit after tax (PAT) was ₹268.33 crore, ensuring value creation for shareholders while continuing to reinvest in long-term growth areas. Cash generated from operations improved from ₹107.40 crore in FY 2024-25 to ₹558.12 crore in FY 2025-26, supported by tighter inventory control, improved receivables management and stronger payables discipline.

That financial strength is backed by an AA rating with a Stable outlook from ICRA Limited, reaffirmed during the year. It remains the highest credit rating within India's wood panel sector.

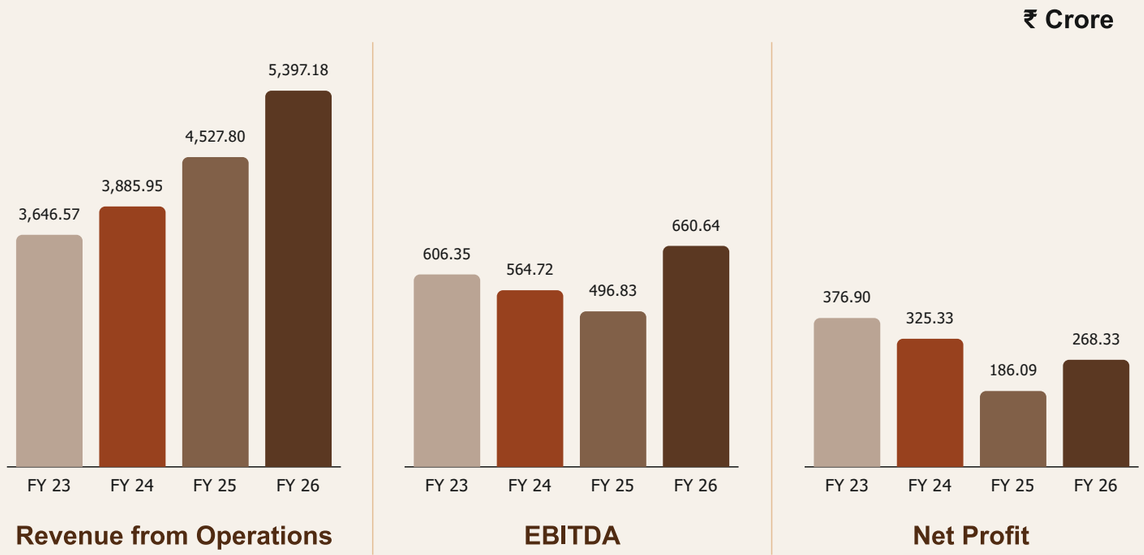
Going forward, the Company's growth is expected to be driven by geographic expansion, portfolio diversification and a greater focus on value-added products, supported by capacity expansion across MDF, particle board, plywood, laminates and PVC sheets, while strengthening its pan-India market presence. The Company's long-term aspiration is to reach ₹12,000 crore in revenue by FY 2030-31.

Direct Economic Value Generated and Distributed

Particulars	Amount (in lakhs)
Economic Value Generated	**5,40,742**
Revenue from operations	5,39,718
Other income	1,024
Economic Value Distributed	**4,97,923**
Operating costs	3,91,478
Employee compensation	82,449
Payments to providers of capital	13,571
Payments to government	8,905
Community investments	1,520
Economic Value Retained	**42,819**

Note: Calculation is based on consolidated financial statements

Key Financial Indicators





Stakeholder Engagement and Materiality

CenturyPly's sustainability priorities are shaped by the issues that have the greatest influence on our operations, stakeholders and future growth. We assess these priorities to ensure that our ESG focus remains relevant, responsive and aligned with our long-term business objectives.

Stakeholder Engagement 31

Materiality Assessment Process 33

Mapping of SDGs 35



Stakeholder Engagement

Stakeholder engagement is an important part of CenturyPly's approach to responsible and sustainable growth. We maintain open dialogue with our stakeholders to understand their expectations, incorporate relevant perspectives into decision-making and build lasting relationships across our ecosystem.

Our approach to stakeholder engagement is structured and inclusive, with a focus on transparency, responsiveness and mutual value creation. Engagement efforts are guided by the following practices:

- Consider stakeholder perspectives while shaping business strategies and key decisions.
- Build relationships based on transparency, trust and accountability.
- Use ongoing dialogue to identify emerging risks, opportunities and areas requiring attention.
- Respond to material concerns in a timely manner and strengthen stakeholder relationships through continuous engagement.
- Encourage collaboration and shared responsibility to support sustainable growth and long-term value creation.

Understanding What Matters to Our Stakeholders

Our Engagement Process Works in Three Stages

1 Stakeholder Identification and Prioritisation

- Identifies key stakeholders based on their relevance to the Company and the impact of its operations on them.
- Gives priority to stakeholders who are directly affected by the Company's activities.
- Considers stakeholders whose expectations or decisions may have a bearing on the Company's business and strategic priorities.

2 Engagement and Consultation

- Maintains regular interactions with key stakeholders through appropriate engagement channels.
- Uses these interactions to understand their expectations, concerns and areas of interest.
- Discussions cover matters relating to environmental performance, people, governance, business practices and other relevant issues.

3 Addressing Stakeholder Concerns

- Reviews feedback and concerns raised by stakeholders and takes necessary follow-up actions.
- Works towards resolving concerns in a timely and transparent manner.
- Uses stakeholder feedback to improve practices, strengthen relationships and address emerging areas of concern.

These interactions enable us to understand stakeholder perspectives, respond to their expectations and strengthen governance by incorporating relevant feedback into our business practices, as presented in the table below.

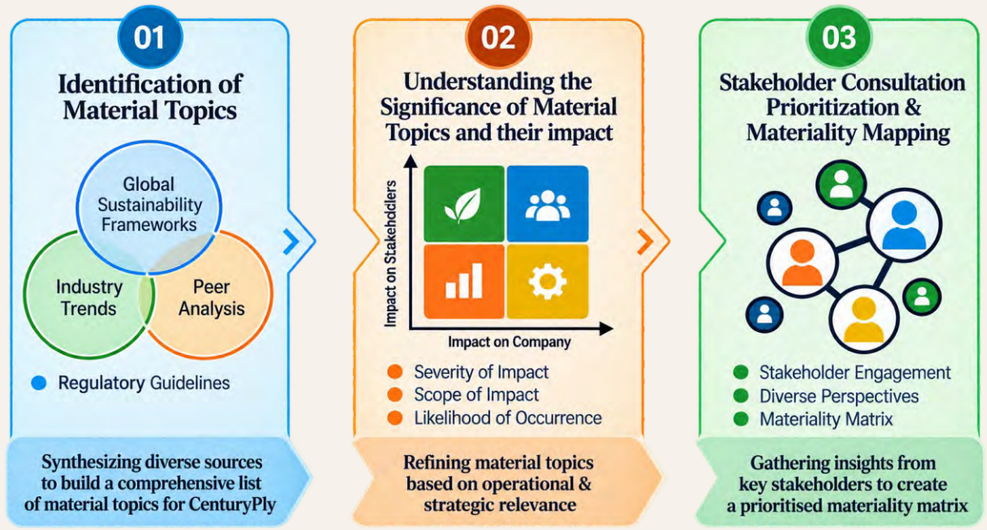
Stakeholder Assessment

Stakeholder Group	Vulnerable & Marginalised Group	Channels of Communication	Frequency of Engagement	Purpose and Scope of Engagement
Employee and Workers	No	▪ Newsletters ▪ Intranet portal ▪ Satisfaction surveys ▪ Training programmes ▪ Townhalls	Townhalls - Quarterly Surveys - Annually Others - as required	To ensure employee well-being, communicate organisational updates, gather feedback and address workplace concerns such as safety, benefits and career growth.
Retailers and Customers	No	▪ Customer meets ▪ Customer satisfaction ▪ Surveys ▪ Web-based portals ▪ Advertisements	Annually and as required	To understand customer needs and satisfaction levels, gather product/service feedback and improve customer experience.
Suppliers and Dealers	No	▪ Site visits ▪ Personal meetings ▪ Phone interactions ▪ Video conferencing ▪ On boarding forms ▪ Dealer meetings	Annually and as required	To align on quality expectations, delivery schedules, compliance requirements, and build long-term partnerships across the supply and distribution network.
Shareholders and Investors	No	▪ General meetings ▪ Investor presentations ▪ Earnings calls ▪ Investor meetings ▪ Annual report ▪ Stock exchange filings	Quarterly and as required	To provide updates on business performance, financial results, and strategic direction; address investor queries and concerns.
Government and Regulatory Authorities	No	▪ Statutory filings ▪ Compliance reports ▪ Inspections ▪ Public consultations	Quarterly and as required	To ensure compliance with applicable laws and regulations, share industry developments, and engage on policy matters.
Trade Unions	No	▪ Union meetings	Annually and as required	To address labour-related issues, collective bargaining, and workplace concerns.
Industry Bodies, Associations	No	▪ Industry forums ▪ Conferences	Annually and as required	To engage on industry developments, share knowledge, and contribute to sector-level advocacy and policy discussions.
Local Communities	Yes	▪ Personal visits ▪ CSR programme	Annually and as required	To understand and address community development needs, environmental and social concerns, and enhance company-community relationships.
Media	No	▪ Press releases ▪ Media events Announcements Social media platforms	As required	To share Company news, manage public relations and communicate corporate initiatives and achievements.

Materiality Assessment Process

Identification of Potential Material Topics

CenturyPly's most recent structured materiality assessment was carried out in FY 2024-25. The process drew on sector trends, peer practices across Indian and global markets, and leading ESG frameworks and disclosures. Each identified topic was assessed for the significance of our actual and potential impacts on the economy, environment and people, alongside its relevance to long-term value creation. During FY 2025-26, we reviewed the outcomes of that assessment against developments over the year and improved the process for material topics and their prioritisation to remain appropriate.



Assessment of Impacts

Each identified ESG topic was evaluated for its actual and potential impacts across economic, environmental, social and human rights dimensions. The assessment drew on internal performance data, regulatory disclosures, external assurance inputs, stakeholder feedback and industry benchmarks, while considering site-specific contexts where relevant. This enabled a balanced understanding of our most significant impacts across the value chain and informed the prioritisation of material ESG matters.

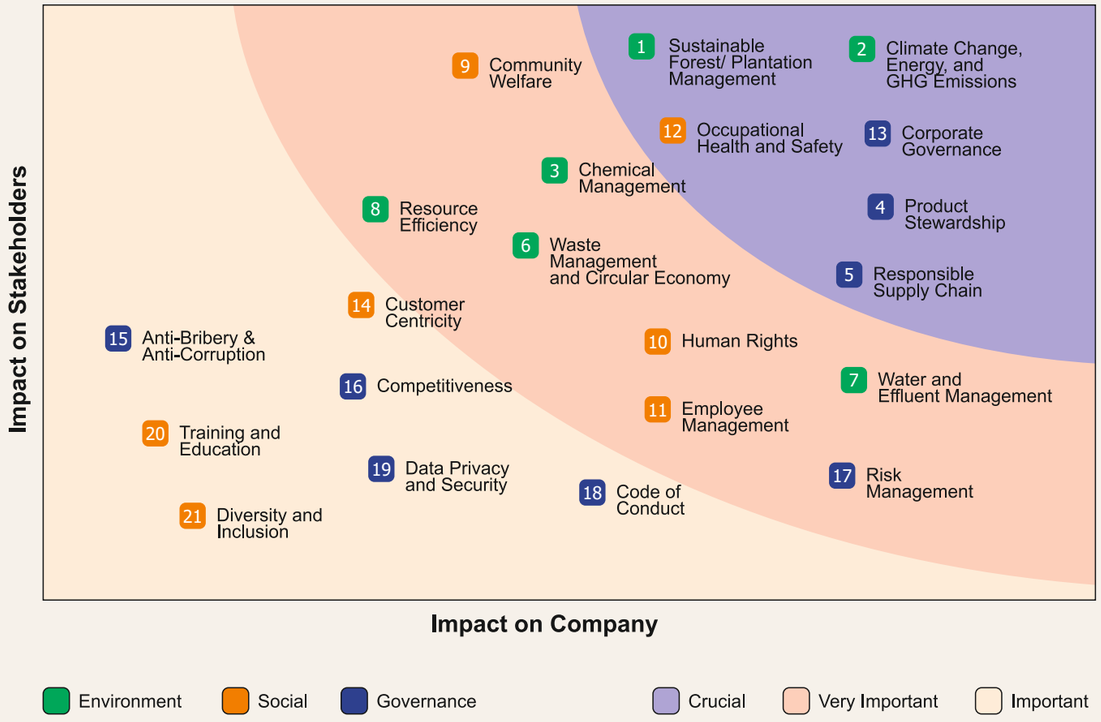
Stakeholder Engagement

Structured engagements were undertaken with key internal and external stakeholders to understand their perspectives on the significance of various ESG topics. Engagement was conducted through multiple channels, including meetings, surveys, interviews and feedback sessions. Stakeholder consultations covered a broad range of ESG topics across the Company's value chain, providing insights into diverse stakeholder expectations and concerns and supporting a balanced understanding of the actual and potential impacts of the Company's operations.

Prioritisation and Validation

Insights from stakeholder engagement and the impact assessment informed the prioritisation of ESG topics. Each topic was evaluated through two key lenses: its significance to stakeholders and its potential impact on the Company's business. This approach enabled us to focus on the ESG matters most relevant to long-term value creation and stakeholder expectations.

Materiality Matrix



Crucial	Very Important	Important
Sustainable Forest /Plantation Management	Community Welfare	Code of Conduct
Climate Change, Energy and GHG Emissions	Chemical Management	Customer Centricity
Occupational Health and Safety	Waste Management and Circular Economy	Competitiveness
Corporate Governance	Resource Efficiency	Data Privacy and Security
Product Stewardship	Water and Effluent Management	Anti-Bribery & Anti-Corruption
Responsible Supply Chain	Human Rights	Training and Education
	Employee Management	Diversity and Inclusion
	Risk Management	

Mapping of Sustainable Development Goals

Sustainable Forest / Plantation Management	7 8 12 13 15
Climate Change, Energy, and GHG Emissions	7 11 12 13 15
Chemical Management	12 13 15
Product Stewardship	8 9 12
Responsible Supply Chain	8 12 13 17
Waste Management and Circular Economy	11 12 13 14 15
Water and Effluent Management	6 12 13 14
Resource Efficiency	7 11 12 13
Community Welfare	2 3 11
Human Rights	5 8 10
Employee Management	3 5 8 10
Occupational Health and Safety	3 8 10
Corporate Governance	9 17
Customer Centricity	9 12



Responsible Actions Today for a Better Tomorrow

CenturyPly's Corporate Governance Philosophy

ESG Governance 40
Policies Supporting Responsible Business 41
Stakeholder Access to Grievance Redressal 49
Risk Management and Business Resilience 51
Cybersecurity and Data Protection 56

For us, governance is not just about policies and processes; it is about the way we choose to conduct our business every day. As we grow, our commitment to integrity, transparency and accountability must grow with us. We believe that strong governance gives us the confidence to take bold decisions, manage risks responsibly and build lasting relationships with our stakeholders. Going forward, we will continue to strengthen our governance and ESG practices, uphold high standards of ethical leadership and build an organisation that is trusted, resilient and built to deliver long-term value.



Sanjay Agarwal
CEO and Executive Director



CenturyPly's Corporate Governance Philosophy

Governing with Integrity, Accountability and Purpose

We believe that building a resilient and future-ready organisation begins with responsible governance. Our governance framework integrates environmental, social and governance (ESG) considerations into core business strategy, while fostering ethical leadership, transparent decision-making, accountability, and effective risk management. Our Board remains committed to upholding the principles of fairness and integrity, in alignment with our guiding philosophy "Sarvada Sarvottam – The Best Always".

Sarvada Sarvottam

In Pursuit Of Excellence And The Highest Standards In All Endeavours.

Governance is more than regulatory compliance; it is about clear ownership, informed oversight, responsible conduct, and continuous stakeholder engagement. By embedding ESG priorities into our governance design, we seek to ensure that sustainability principles are translated into operational and commercial decisions, strengthening long-term value creation.

Key Principles of CenturyPly's Corporate Governance

- Integrity & Ethical Conduct
- Accountability & Responsibility
- Transparency & Disclosure
- Stakeholder Protection & Fairness
- Risk Oversight & Sustainable Value Creation



ESG Governance

Our approach to sustainability is supported by a multi-level governance mechanism that brings together the Board, senior management and plant-level leadership. The structure is designed to provide clear ownership of ESG matters, monitor progress and ensure that sustainability priorities are followed across the organisation.

The Board provides overall direction on ESG matters, while the Risk Management Committee oversees key ESG priorities and reviews the Company's sustainability performance and related risks. This provides a formal mechanism for ESG matters to be considered alongside broader business and risk-related decisions.

At the operational level, the Company has established an ESG Committee comprising an Executive Director and all Plant Heads. The Committee reviews the Company's ESG performance and progress on an annual basis, with participation from both corporate and plant leadership helping connect ESG priorities with on-ground implementation.

The ESG Committee is supported by a Management Committee comprising HR Heads, the Administration team and representatives from relevant functions. The Management Committee is responsible for coordinating ESG activities and maintaining regular monitoring of performance.



The governance structure is further supported by functional leadership across operations, production, finance, sales and marketing, procurement, compliance, R&D, HR and CSR. These functions are responsible for incorporating relevant ESG considerations into their respective activities and providing the required information for monitoring and reporting.

Board Leadership and Oversight

Our governance framework is built around a Board with a broad mix of business experience, functional knowledge and professional expertise. The Board is responsible for providing direction on the Company's strategy, overseeing management and ensuring that business decisions are taken responsibly and in the interests of stakeholders.

The composition of the Board brings together Executive and Independent Directors, allowing operational knowledge and independent oversight to be considered together during Board deliberations. Independent Directors provide an objective view on matters placed before the Board, while Executive Directors contribute their understanding of the Company's businesses, operations and strategic priorities.

As of 31st March, 2026, the Board comprised 16 Directors, with 8 Executive Directors and 8 Non-Executive Independent Directors. The Board was led by an Executive Chairman and included four Managing Directors. Four women Directors were part of the Board during the reporting period. The Board composition was aligned with the requirements of Section 149 of the Companies Act, 2013 and Regulation 17(1) of the SEBI Listing Regulations.

During the year, three Independent Directors completed their tenure and three new Directors were appointed.



Board of Directors



Mr. Sajjan Bhajanka
Chairman & Managing Director
C F



Mr. Sanjay Agarwal
CEO & Managing Director
R F



Mr. Prem Kumar Bhajanka
Managing Director



Mr. Vishnu Khemani
Managing Director



Mr. Keshav Bhajanka
Executive Director
R T



Mr. Ajay Baldawa
Executive Director (Technical)
T



Ms. Nikita Bansal
Executive Director
S



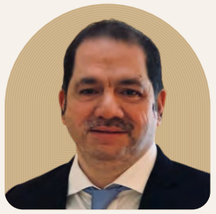
Mr. Rajesh Kumar Agarwal
Executive Director
A S C T F



Mr. Amit Kiran Deb
Independent Director
A N S R



Prof. (Dr.) Arup Roy Choudhury
Independent Director



Mr. K. Hari
Independent Director
A R



Mr. Naresh Pachisia
Independent Director
A



Mr. Pramod Agrawal
Independent Director



Prof. (Dr.) Anuradha Lohia
Independent Director
A N S C



Ms. Ratnabali Kakkar
Independent Director
N



Ms. Nilima Joshi
Independent Director

A Audit Committee
N Nomination and Remuneration Committee
S Stakeholders Relationship Committee
C CSR Committee
R Risk Management Committee
T Share Transfer Committee
F Finance Committee

*As on 31 March 2026

Committee-led Oversight

To support effective governance, the Board has established seven Board-level committees. These committees provide focused oversight on specific areas and assist the Board in reviewing matters that require detailed consideration.

Of the seven committees, five have been constituted to meet statutory and regulatory requirements, while two have been established voluntarily to strengthen our governance practices. Each committee functions in accordance with an approved charter that defines its responsibilities, scope and authority.

The committees enable matters to be examined at an appropriate level before being brought to the Board, supporting informed decisions and clear accountability. The Company Secretary coordinates the functioning of the committees and supports them in meeting procedural and compliance requirements.



*Non-Mandatory Committees

Board Competence and Knowledge

The composition of the Board is designed to bring together varied professional experiences and perspectives, supporting constructive discussions and balanced decision-making. Diversity in gender, age, professional background, experience and areas of expertise strengthens the Board's ability to consider different viewpoints and respond to changing business conditions, regulatory expectations and emerging sustainability considerations.

The Company periodically reviews the skills and experience available at the Board level to ensure that its collective capabilities remain aligned with its strategic direction and evolving business requirements. The Board's competency framework also supports the identification of emerging capability requirements and helps strengthen succession and leadership planning.



Key Attributes/Areas of Expertise of Directors

Key Attributes/ Areas of Expertise	Description
Industry Knowledge & Experience	Experience in and knowledge of the industry in which the Company operates and the competitive landscape.
Leadership & Management	Extended leadership resulting in a practical understanding of the Company's processes, strategic planning, developing talent, succession planning and driving change and long-term growth.
Financial & Accounting	Proficiency in financial management, capital allocation, and financial reporting processes together with the ability to read and comprehend financial statements.
Technical, Operations & Information Technology	Technical/professional skills, specialised knowledge associated with ongoing aspects of the Board's role and openness to digitisation, backed by a thorough understanding of the operations of the Company.
Behaviour & Equanimity	Effectiveness to use their knowledge and skills to function as team members; ability to remain calm, composed and collected, even under stressful or difficult circumstances; ability to work through disagreements in a productive manner thereby fostering positive working environment within the boardroom.
Global Business	Experience in driving business success in markets around the world, with an understanding of diverse business environments, economic conditions, cultures, and regulatory frameworks, and a broad perspective on global market opportunities.
Risk Management & Legal	Experience in managing areas of major risk to the organisation; understanding of significant issues faced by the industry and the organisation, changing technology and emerging risk areas; overseeing compliance with applicable laws as well as understanding an individual Director's legal duties and responsibilities.
Corporate Strategy & Arrangements	Focus on strategic planning, experience in acquisitions and other business combinations, with the ability to assess 'build' or 'buy' decisions and assessing operational integration.
Board Governance & Ethics	Insights on Board and management accountability, protecting shareholder interests, observing appropriate governance practices and upholding moral values.
Sales & Marketing	Experience in developing strategies to grow sales and market share, build brand awareness and equity and enhance enterprise reputation.

Directors' Key Attributes/Areas of Expertise

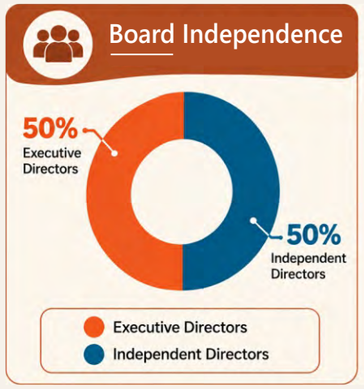
Name of Director	Industry Knowledge & Experience	Leadership & Management	Financial & Accounting	Technical, Operations & IT	Behaviour & Equanimity	Global Business	Risk Management & Legal	Corporate Strategy & Arrangements	Board Governance & Ethics	Sales & Marketing
Sri Sajjan Bhajanka	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sri Sanjay Agarwal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sri Prem Kumar Bhajanka	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sri Vishnu Khemani	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sri Keshav Bhajanka	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ms. Nikita Bansal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sri Ajay Baldawa	✓	✓	✓	✓	✓	✓	✓	–	✓	–
Sri Rajesh Kumar Agarwal	✓	✓	✓	✓	✓	✓	✓	–	✓	–
Sri Pramod Agrawal	✓	✓	✓	✓	✓	✓	✓	–	✓	–
Sri Debanjan Mandal	✓	✓	✓	✓	✓	✓	✓	✓	✓	–
Sri Sunil Mitra#	✓	✓	✓	✓	✓	–	✓	✓	✓	–
Sri Probir Roy#	–	✓	✓	✓	✓	–	✓	✓	✓	–
Sri Amit Kiran Deb	–	✓	✓	✓	✓	✓	–	✓	✓	–
Sri Naresh Pachisia	–	✓	✓	✓	✓	✓	✓	✓	✓	–
Ms. Ratnabali Kakkar	–	✓	✓	✓	✓	–	✓	✓	✓	–
Prof. (Dr.) Arup Roy Choudhury	–	✓	✓	✓	✓	–	✓	✓	✓	–
Prof. (Dr.) Anuradha Lohia@	–	✓	✓	✓	✓	–	✓	✓	✓	–
Sri K. Hari@	–	✓	✓	✓	✓	–	✓	✓	✓	–
Ms. Nilima Joshi@@	–	✓	✓	✓	✓	–	✓	✓	✓	–

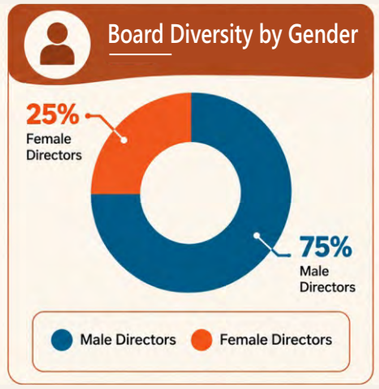
✓ = Area of expertise | – = Not identified
Independent Directors till 31st July, 2025
Independent Director till 30th September, 2025
@ w.e.f. 29th May, 2025
@@ w.e.f. 1st October, 2025

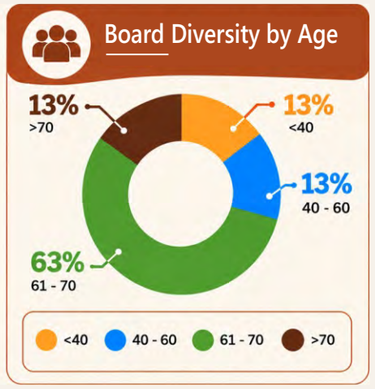
Board Composition
Diverse Expertise for Effective Governance

The Board comprises 16 Directors, including eight Executive Directors and eight Non-Executive Independent Directors, with four Executive Directors serving as Managing Directors. This structure provides a balance between operational insight and independent judgement, supporting informed discussion and effective oversight.

Diversity is an important aspect of the Board's composition, with four women Directors, including three Independent Directors. The Company's Board Diversity Policy guides the consideration of skills, experience and diverse perspectives while reviewing Board composition.







Board Evaluation and Ongoing Effectiveness

The Nomination and Remuneration Committee (NRC) reviews the composition and capability requirements of the Board in line with our business priorities and changing operating environment.

The Board evaluation process provides a formal mechanism to review the effectiveness of the Board and its Committees, as well as the contribution of individual Directors. The outcomes of the evaluation help identify areas that may require greater focus and support continuous improvement in Board functioning. Sustainability-related considerations are also reflected in the overall assessment of the Board's oversight responsibilities.

Board appointments and renewals are supported by a defined assessment process. Before recommending a candidate, the NRC considers the skills and competencies required by the Company, reviews any gaps in the existing Board composition and assesses potential candidates against these requirements. Background checks and due diligence are undertaken before recommendations are presented to the Board.

The Company also follows a structured approach to executive remuneration, with compensation determined after considering responsibilities, performance expectations, market practices and the Company's long-term objectives. This approach seeks to maintain a fair and transparent relationship between leadership performance, business priorities and remuneration.

Median Remuneration

	Male		Female	
	Number	Median remuneration/ salary/wages of respective category	Number	Median remuneration/ salary/wages of respective category
Board of Directors (BoD)*	5	6,00,000	3	6,00,000
Key Managerial Personnel**	9	3,25,00,000	1	2,75,00,000
Employees other than BoD and KMP	4,455	5,25,624	150	6,23,626
Workers	4,943	3,00,000	479	2,43,218

* Independent Directors
** Includes Executive Directors, MD, CFO and CS

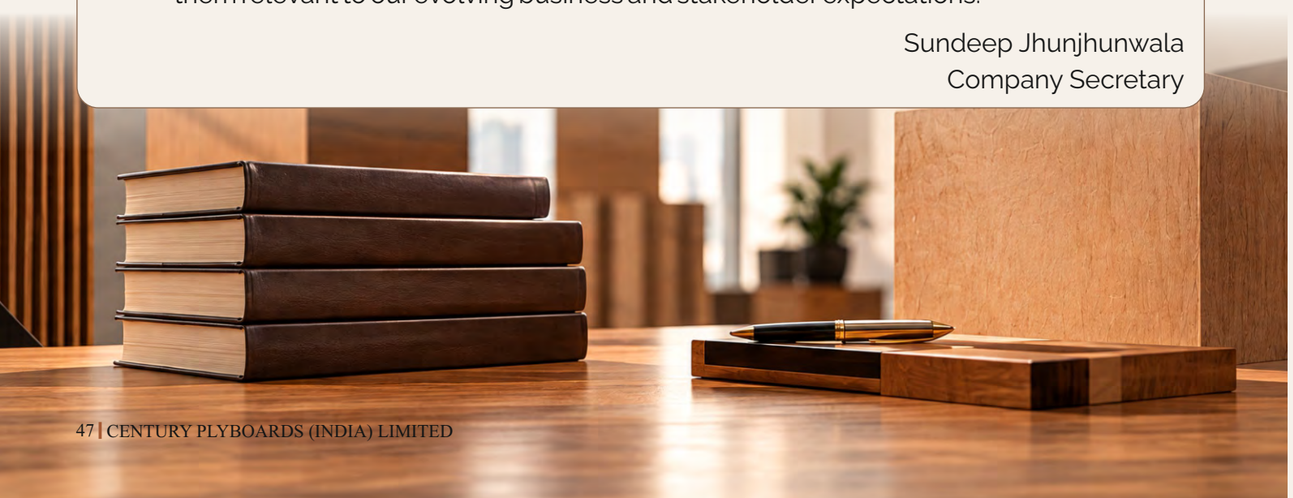
Note: The median remuneration for BoDs and KMPs has been computed based on the standalone reporting boundary, while that foremployees (excluding BoDs and KMPs) and workers has been computed based on the consolidated reporting boundary.

Annual Total Compensation Ratio

73.52

Formula: Annual compensation of highest-paid individual / Median annual compensation of all other employees

> Our policies provide a clear framework for ethical conduct, regulatory compliance and responsible decision-making. We periodically review and strengthen them to keep them relevant to our evolving business and stakeholder expectations.
>
> Sundeep Jhunjhunwala
> Company Secretary



Policies Supporting Responsible Business

The Company's approach to responsible business is supported by policies that define how ethical, social and sustainability considerations are incorporated into everyday business practices. These policies establish expectations for conduct, provide channels for raising concerns and set out mechanisms for managing key governance and workplace risks.

Code of Conduct	The Code of Conduct establishes the standards expected from Directors, employees and senior management. It covers integrity, responsible decision-making, fairness, transparency and respect, and provides a common basis for ethical conduct across the organisation.
Vigil Mechanism and Whistleblower Policy	The Vigil Mechanism and Whistleblower Policy provides a formal channel for reporting concerns relating to suspected misconduct, fraud, unethical practices or violations of the Company's policies and Code of Conduct. The mechanism is intended to encourage employees and Directors to raise concerns in good faith while providing protection against retaliation.
Conflicts of Interest	The Company maintains processes for identifying and addressing conflicts of interest involving Directors, senior management, shareholders and other relevant persons. Disclosures and reviews are undertaken through established governance mechanisms to support objective decision-making and protect the interests of the Company and its stakeholders.
Anti-Bribery and Anti-Corruption	Through its Anti-Bribery and Anti-Corruption Policy, the Company maintains a zero-tolerance approach to bribery and corrupt practices. The policy sets expectations for employees, Directors, officers, consultants, contractors and other associated parties and provides guidance for preventing and managing corruption-related risks.
Prevention of Sexual Harassment	The Prevention of Sexual Harassment Policy supports the Company's commitment to providing a workplace where individuals are treated with dignity and respect. It establishes processes for preventing, reporting and addressing concerns relating to sexual harassment.
Business Responsibility and Sustainability Policy	The Business Responsibility and Sustainability Policy provides an overarching framework for incorporating environmental, social and economic considerations into business activities. It reflects the Company's commitment to conducting business responsibly and considering the interests of its employees, workers, customers, investors, business partners and wider society.

Other Key Policy List

- Board Diversity Policy
- Policy for Preservation of Documents
- Policy for Determination of Materiality
- Policy on Materiality of and Dealing with Related Party Transactions
- Archival Policy
- Code of Conduct for Directors and Senior Management Executives
- Familiarisation Programme for Independent Directors
- Corporate Responsibility Sustainability Policy
- Criteria for Making Payment to the Non-Executive Directors
- Code of Practices and Procedures for Fair Disclosures of Unpublished Price Sensitive Information
- Policy on Material Subsidiary

Stakeholder Access to Grievance Redressal

At CenturyPly, whether it is an employee raising a workplace concern, a customer seeking support, a supplier facing an operational issue or an investor requiring clarification, we believe stakeholders should have a clear and accessible way to reach the Company.

Different stakeholder groups interact with us in different ways, and our approach to grievance redressal is not limited to a single channel. We have created multiple avenues for communication that allow concerns, feedback and suggestions to reach the appropriate teams.

Workforce

Creating an environment where people can speak openly is an important part of our workplace culture. Employees have access to both formal and informal platforms to share their views and raise concerns. Centurion Buddy, a WhatsApp-based employee group, provides an accessible platform for communication and issue resolution. Through CHRO Connect, employees can anonymously share feedback, suggestions, complaints and concerns directly with the organisation.

Regular HR Connect meetings and offline employee engagement sessions further create opportunities for face-to-face conversations across locations. In addition, our whistleblower mechanism provides a confidential route for reporting concerns related to unethical conduct or violations of Company policies.

Communities

Our relationship with communities is built through continued engagement on the ground. The CSR team works closely with implementation partners, community representatives and beneficiaries to understand local needs and address concerns arising from our programmes. Feedback from these interactions helps the company improve the relevance of its initiatives.

Customers & Retailers

For customers and retail partners, ease of communication shapes the overall experience with CenturyPly. Queries, feedback and complaints can be shared through several channels, including our toll-free helpline, WhatsApp support, customer service email, website and social media platforms. These channels help ensure that concerns can be directed to the relevant teams and addressed in a timely manner.

Suppliers & Dealers

Our suppliers and dealers are important partners in the way we operate and grow. We maintain regular communication with them through our procurement and business teams, while also providing multiple channels such as email, chat, SMS, toll-free support and the “Get in Touch” feature on our website for raising queries or concerns.

Investors & Shareholders

We seek to maintain transparent and responsive communication with our investors and shareholders. The Secretarial Department acts as the primary point of contact for investor-related matters, with a dedicated email channel—investors@centuryply.com—available for addressing shareholder queries and grievances.

Summary of Complaints

PARTICULARS	FY 2025-26	FY 2024-25
CONFLICT OF INTEREST	Nil	Nil
ANTI-BRIBERY & ANTI-CORRUPTION	Nil	Nil
POSH	Nil	Nil
DATA PRIVACY	Nil	Nil
ADVERTISING AND CYBERSECURITY	Nil	Nil



Risk Management and Business Resilience

We treat risk management as part of how the business is run, not as a separate compliance activity. Our operations span multiple manufacturing locations, a raw material base dependent on agroforestry, and markets across India and overseas, each carrying exposures that need to be understood before they can be managed.

Risk management is embedded across the organisation and forms part of both strategic and operational decision-making. The Company reviews risks through a structured process that draws inputs from relevant functions and management teams, allowing emerging risks to be considered alongside existing business and operational exposures.

Our Risk Management Approach

Risk Identification

The Company regularly assesses its business environment to identify risks that could affect its operations, strategic objectives or ability to deliver sustained performance. The assessment covers risks arising from internal operations as well as changes in the external environment.

Risk Measurement

Identified risks are evaluated to understand their potential impact and significance. This enables the Company to focus management attention on areas requiring timely intervention and appropriate mitigation.

Risk Analysis and Assessment

We proactively identify and address key risks, integrating risk considerations into strategic decisions and daily operations. This approach helps safeguard stakeholder value, maintain business continuity and support long-term performance.

Risk Reporting

Key risks and the status of mitigation measures are communicated through established reporting mechanisms. This provides management and relevant governance bodies with visibility over the Company's risk profile and supports informed decision-making.

Risk Monitoring

Risk management is an ongoing process. Risks, controls and mitigation measures are reviewed periodically to identify changes in the risk environment and determine whether additional action is required.

This approach enables the Company to remain prepared for emerging challenges, strengthen operational resilience and incorporate risk considerations into its pursuit of sustainable and long-term business growth.

The Mitigation of our Prominent Risks, FY 2025-26

Risks	Potential consequences	Likelihood of sustained risk occurrence	External stimulus and our strategic response
Macro-economic risk: The plywood business remains exposed to national and global economic fluctuations that lie outside the Company's control.	▪ Possible erosion of brand relevance within the sector and region. ▪ Growth momentum may slow or stagnate. ▪ Overall competitiveness could be weakened.	Low	▪ India, as the world's sixth-largest economy, is witnessing a steady narrowing of the rural– urban consumption gap, signalling stronger rural demand. CenturyPly holds the leading position in India's organised interior infrastructure market. Despite rising demand, the interior infrastructure space continues to be significantly underpenetrated, offering ample room for expansion and resilience against macro-economic pressures.
Political risk: Shifts in government leadership may result in policy changes that could influence business operations and overall profitability.	▪ Alterations in government regulations may affect the Company's future growth trajectory. ▪ Business expansion could face constraints if policy directions change unfavourably.	Low	▪ Stable, long-term government initiatives have consistently supported growth in India's housing and interior infrastructure sectors. These policies provide a strong foundation that helps sustain the Company's expansion and reinforces its market position.
Regulatory risk: The Company's ability to secure raw materials depends on obtaining required permits and adhering to regulatory guidelines, creating potential operational exposure.	▪ Failure to comply with regulations could result in temporary suspension or even permanent closure of operations. ▪ Such outcomes may adversely affect the Company's credit standing and overall reputation.	Low	▪ CenturyPly's strong brand presence across diverse products, customer segments, and markets continues to drive improvements in living standards. In addition, our strategies are closely aligned with national policy priorities, particularly in infrastructure development, positioning the Company for sustained growth and long-term resilience.
Locational risk: Selecting an unsuitable manufacturing site can be both costly and difficult to reverse, creating significant challenges for the Company's operations and profitability.	▪ Lower investment returns, with adverse effects on margins and overall profitability. ▪ Potential damage to brand reputation and market perception. ▪ Decline in organisational morale and reduced employee engagement.	Low	▪ To mitigate the possibility of poor site selection, the Company conducts comprehensive feasibility studies that evaluate critical factors such as port accessibility, land acquisition costs, and regional demand trends. These assessments ensure informed decision-making and reduce the likelihood of suboptimal investments. ▪ The Company's proven track record of consistent profitability and sustained growth across its manufacturing facilities highlights the effectiveness of its strategic choices. This performance demonstrates operational excellence in site selection and resource deployment.
Demand risk for emerging products: There is a significant possibility that demands for new product categories may fall short of initial projections, which could affect revenue generation and overall growth prospects.	▪ Exposure to unpredictable demand cycles may cause fluctuations in plant utilisation. ▪ Revenue streams could become volatile, leading to reduced predictability in performance.	Low	▪ The Company follows a focused strategy in product selection, targeting underserved segments and leveraging emerging market trends. This disciplined approach has consistently enabled the Company to build a strong foothold in niche markets. ▪ With India's economy expanding steadily, the Company remains confident that its product portfolio will retain relevance and deliver sustained growth. This anticipated momentum is expected to offset potential risks associated with weaker demand for emerging products.

Risks	Potential consequences	Likelihood of sustained risk occurrence	External stimulus and our strategic response
Competition risk: Heightened competition from rival players, particularly in cargo shipments, poses a potential threat to the Company's revenue streams and market share.	▪ Intense market rivalry could constrain growth and compress profit margins. ▪ Demand for services may decline, accompanied by pricing pressures that erode profitability.	Low	▪ CenturyPly maintains the largest share of India's organised interior infrastructure market, supported by its robust production capacity and cost-efficient operations. ▪ The Company has also cultivated a strong reputation for delivering premium, durable, and aesthetically appealing interior solutions that align with evolving customer preferences, reinforcing its competitive edge.
Geographic risk: The Company's regional concentration exposes it to climate and weather-related disruptions, which may affect resource availability and operational continuity.	▪ The Company has established a comprehensive risk management framework to identify, evaluate, and mitigate weather-related challenges across its operating regions. ▪ To safeguard business continuity, contingency plans and proactive measures have been developed to minimise disruptions and maintain smooth logistics. ▪ With a strong focus on sustainability and responsible resource utilisation, the Company is well-prepared to manage climate-related risks, reinforcing stakeholder confidence and trust.	Low	▪ Prior to finalising manufacturing sites and resource access points, the Company undertakes extensive, data-driven analysis to ensure minimal exposure to weather related interruptions. ▪ To date, the Company has not encountered any productivity setbacks due to weather conditions, underscoring the strength and effectiveness of its proactive risk management practices.
Project management risk: Delays in completing projects can adversely affect the Company's reputation and market standing, creating significant risks for operations and profitability.	▪ Project delays present a dual challenge: they can reduce revenue streams while simultaneously increasing costs, potentially jeopardising the long-term viability of the project.	Low	▪ The Company's integrated methodology— covering resource evaluation, land acquisition, construction preparedness, technical assessments, and supply chain coordination— has enabled faster project execution, consistently surpassing industry standards. ▪ Drawing on the extensive expertise of its experienced management team, the Company ensures projects are commissioned on time and within budget, effectively minimising risks linked to delays and cost escalations.
Risk of receivables: Challenges in collecting payments from established customers can adversely affect receivables and revenues, thereby impacting liquidity and overall financial stability.	▪ Weak sales performance may result in delayed collections, customer defaults, and the need for provisions or write offs. ▪ Limited visibility of revenue streams could heighten sales-related risks and create uncertainty around future cash inflows.	Low	▪ The Company has consistently partnered with reliable customers, ensuring steady cash flows and minimising the incidence of payment defaults. ▪ In FY 2025–26, the receivables cycle stood at 41 days, maintaining stability and underscoring disciplined receivables management.

Risks	Potential consequences	Likelihood of sustained risk occurrence	External stimulus and our strategic response
Debt repayment risk: Failure to meet debt repayment or servicing obligations could seriously harm the Company's reputation, restrict growth opportunities, and trigger financial instability.	▪ Inability to honour debt commitments may have significant consequences, including deterioration of creditworthiness and reduced access to future borrowings on favourable terms. ▪ Such outcomes could damage the Company's reputation, weaken business prospects, and compromise long-term financial stability and success.	Low	▪ Over nearly four decades of operations, the Company has consistently maintained a debt free balance sheet and has never defaulted on payments to lenders. ▪ In FY 2025–26, the Company reported a strong interest cover of 7.57, reflecting its minimal debt exposure and reinforcing financial resilience.
People risk: The Company faces the challenge of retaining and attracting skilled professionals, which could affect operations, productivity, and overall competitiveness.	▪ Such talent gaps may create a cascading effect, limiting the Company's ability to harness expertise, eroding brand equity, reducing productivity, and ultimately impacting profitability.	Low	▪ The Company has a strong track record of engaging and retaining highly skilled professionals. Recognised as an employer of choice within the industry, it provides exceptional opportunities for both career advancement and personal development, enabling it to consistently attract and retain top talent.
Environmental risk: Failure to comply with global ESG standards could adversely affect the Company's reputation, regulatory standing, and financial performance.	▪ Inability to meet environmental requirements may result in reputational setbacks, attracting criticism and scrutiny. Environmentally conscious customers, particularly OEMs, could reconsider partnerships and shift toward more sustainable competitors.	Low	▪ The Company has invested significantly in reducing its carbon footprint, going beyond regulatory requirements to ensure long-term environmental sustainability. ▪ In FY 2025–26, 26% of the Company's electricity needs were met through renewable energy sources, underscoring its commitment to sustainable operations.
Safety risk: Inadequate safety standards can have serious repercussions across manufacturing and transportation operations, creating risks for employees, customers, and the business overall.	▪ Weak or insufficient safety measures may result in accidents and incidents, harming the Company's reputation, brand equity, and customer confidence, ultimately reducing market share. ▪ Workplace accidents leading to injuries could lower employee morale, diminish productivity, and disrupt operations, with negative consequences for financial performance.	Low	▪ The Company places strong emphasis on safety, investing significantly in mechanisation to reduce risks in both manufacturing and transportation activities. ▪ A safety-first culture has been embedded across the organisation, supported by comprehensive training programmes and well-defined operating procedures that ensure employees are fully equipped and committed to maintaining rigorous safety standards.

Risks	Potential consequences	Likelihood of sustained risk occurrence	External stimulus and our strategic response
Increased investment requirements risk: Rising investment demands may place pressure on the Company's Balance Sheet, potentially affecting its ability to meet short-term financial commitments.	▪ Higher investment requirements could strain liquidity and weaken leverage ratios, increasing the risk of a credit rating downgrade. ▪ Such financial stress may elevate funding costs and create challenges in securing capital for future projects, ultimately constraining growth prospects.	Low	▪ The Company maintains ample liquidity to support ongoing growth initiatives without compromising Balance Sheet strength or relying on debt financing. ▪ Its near debt-free position reinforces financial stability and resilience, helping preserve or enhance credit ratings and ensuring cost-efficient access to resources for future investments.
Innovation risk: A lack of innovation or failure to introduce new products could weaken brand equity, reduce competitiveness, and result in loss of market share.	▪ Inconsistent product launches may lessen the Company's appeal to trade partners, leading to reduced engagement and negatively affecting brand reputation and customer loyalty.	Low	▪ The Company's dedicated R&D team actively drives innovation, consistently developing and rolling out new products. This forward-looking approach strengthens relationships with trade partners and end-users, reinforcing brand reputation and sustaining customer loyalty.
Distribution risk: Dependence on a single geographic region for revenue exposes the Company to localised market downturns, which could restrict growth and affect overall performance.	▪ Heavy reliance on one region in India creates vulnerability; a slowdown in demand there could impede nationwide expansion. ▪ Over time, this may limit the Company's ability to capture rising demand across other regions, thereby constraining its overall market potential.	Low	▪ CenturyPly's products are distributed nationwide through 26 marketing offices, ensuring coverage across nearly all major cities and townships. ▪ The Company also maintains a strong international footprint, with operations spanning more than 19 countries, reducing dependence on any single market.
Forex fluctuation risk: Volatility in foreign currency exchange rates can materially affect the Company's financial performance, influencing import costs, export revenues, and overall profitability.	▪ Currency fluctuations pose a significant challenge, potentially eroding margins by increasing import expenses, reducing export ▪ earnings, and weakening competitiveness in global markets.	Medium	▪ The Company actively monitors its foreign exchange exposures and employs hedging strategies to reduce the impact of currency volatility. ▪ This disciplined approach enables the Company to selectively extend credit periods to overseas buyers while effectively managing long-term currency risks, thereby safeguarding financial stability and protecting profitability.

Cybersecurity and Data Protection

CenturyPly places strong importance on protecting its information, systems and stakeholder data from cyber threats and unauthorised access. Cybersecurity and data protection practices are integrated into its operations to support secure and reliable business processes.

Further strengthening its information security practices, the Company has established an Information Security Management System (ISMS) ISO 27001:2022, demonstrating its commitment to managing information security risks in line with internationally recognised standards. This framework includes controls covering information access, data security, system protection, risk management and incident response.

The Company also conducts regular monitoring and awareness initiatives to strengthen employee understanding of information security requirements. These measures, along with periodic reviews and assessments, help the Company identify potential risks and continuously improve its approach to cybersecurity and data protection.



Building a Responsible Value Chain

From responsible sourcing to lasting customer relationships, we are strengthening every link in our value chain. Our focus is on building resilient partnerships, using resources responsibly and creating sustainable value across the communities and markets we serve.

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Responsible Actions Today for a Better Tomorrow

Building a Responsible Enterprise

UPSTREAM

Raw Material Procurement

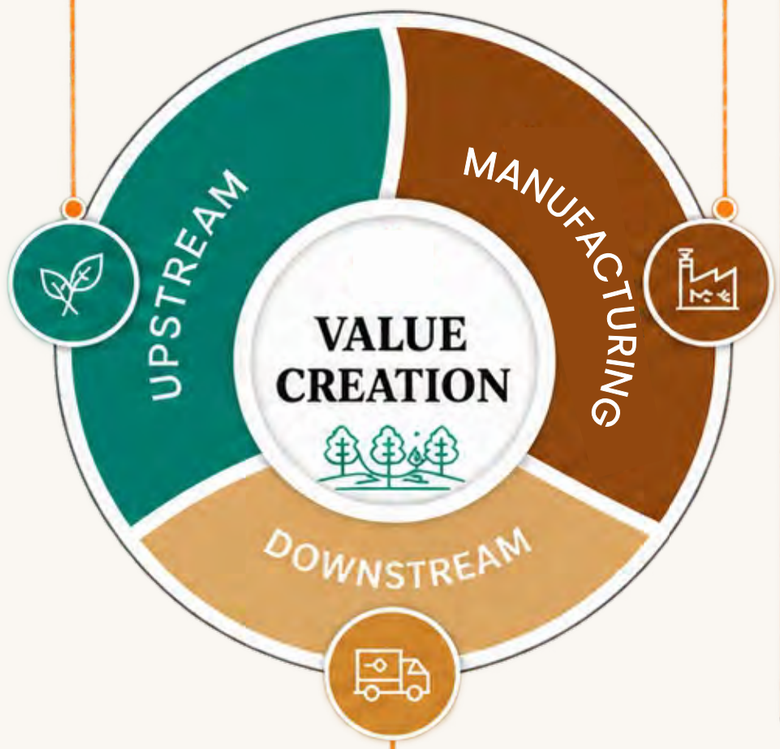
Transport & Logistics

Agroforestry
98% timber through agro-forestry



Paper (Both imported and locally sourced)
- Kraft Paper
- Barrier Paper
- Design Paper
- Tissue Paper





DOWNSTREAM

Packaging | **Logistics** | **Distribution & Market**

MANUFACTURING

Chemicals
- Paraformaldehyde
- Resins
- Melamine
- Phenol

Our Divisions

Laminates Division

Particle Board Division

Plywood Division

MDF Division

Pan-India Manufacturing Units
- » Bishnupur, West Bengal
- » Gummidipoondi, Tamil Nadu
- » TVK SIPCOT, Tamil Nadu
- » Taraori, Haryana
- » Kamrup, Assam
- » Bhachau-Gujarat
- » Roorkee, Uttarakhand
- » Hoshiarpur, Punjab
- » Badvel, Andhra Pradesh

DOWNSTREAM

Export to 34 Countries across Asia, the Middle East, North America, South America, Europe, Africa, and Oceania.



41 Warehouses Pan India

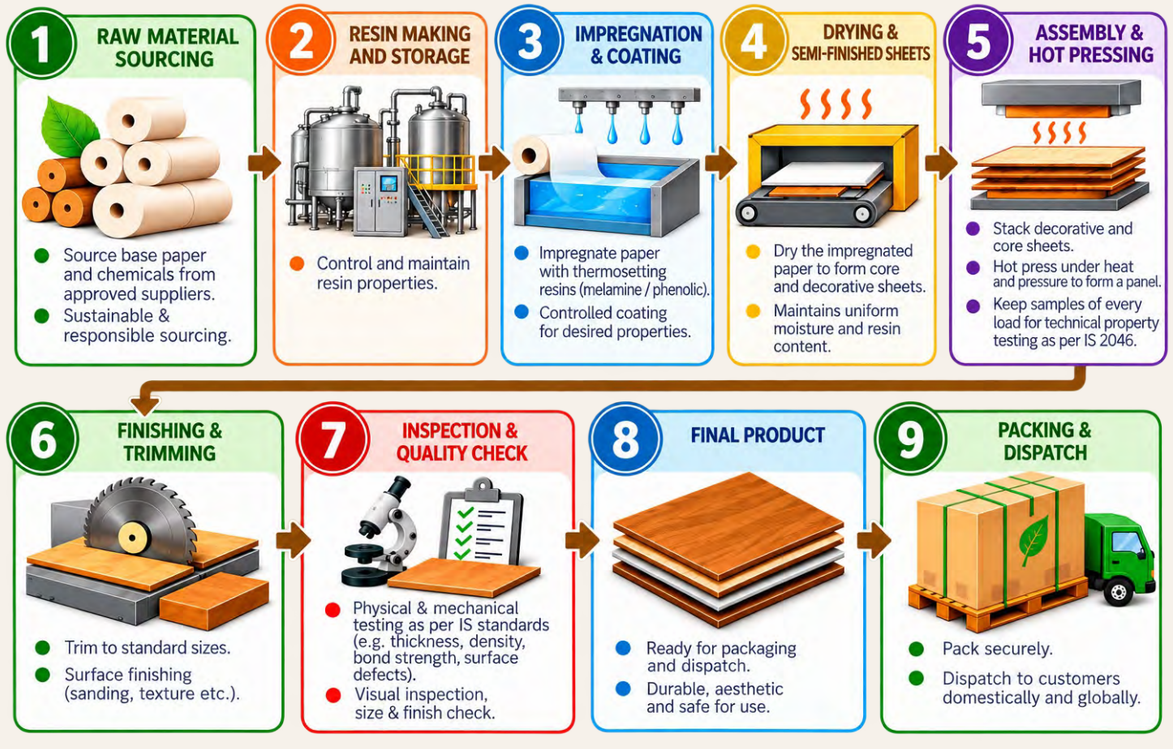


7,091 Dealers and Distributors
17,883 Retailers



97.15% revenue from Pan India Distribution

Laminates Manufacturing



Strengthening the Value Chain for Sustainable Growth

We believe that sustainable value is built across every link of our value chain. Our focus goes beyond procurement and production to include the way we engage with business partners, manage resources, assure product quality and deliver products that meet evolving customer expectations.

Our value chain approach is guided by key priorities: responsible sourcing, responsible partnerships, resource efficiency, product certification and quality assurance. We seek to work with suppliers and other partners who demonstrate sound business practices and support our expectations on environmental, social and ethical performance. For key raw materials, we continue to strengthen sourcing practices and improve visibility across the supply chain.

Efficient use of materials, energy and other resources is embedded in our operational approach, helping us reduce avoidable consumption and improve productivity. At the product level, relevant certifications and quality standards provide greater confidence in the performance, safety and reliability of our offerings.

Responsible Sourcing

Timber is a key input for our business and responsible sourcing and traceability are important considerations. We source wood through established supply channels and in accordance with applicable legal and regulatory requirements.

CenturyPly sources 98% of its timber from Agroforestry and Farm Forestry plantations and the balance from designated non-forest sources through established supply channels. Over 50% of the timber we source is FSC-certified, supporting responsible forest management and traceable supply chains. Further, none of the Company's operations or offices are located near ecologically sensitive areas.

Our procurement process places importance on the credentials and practices of our suppliers. Suppliers are expected to meet applicable statutory requirements and follow the Company's expectations on ethical conduct, responsible business practices and relevant environmental and social requirements. We also seek appropriate documentation and information from suppliers to support the credibility of our sourcing channels.

As our supply chain evolves, we continue to improve supplier oversight and traceability so that we have greater visibility of key raw materials and can identify areas where responsible sourcing practices can be further strengthened.



Agroforestry Initiative at Badvel

Case Study

Planned Agroforestry Initiative – Badvel Unit

At CenturyPly's MDF unit in Badvel, Andhra Pradesh, farm forestry is helping create shared value for the Company, farmers and local communities. The initiative encourages farmers to cultivate trees on their land, creating a sustainable source of raw material for the manufacturing unit while providing farmers with an additional long-term income opportunity.



From Saplings to a Sustainable Raw Material Base

The programme is built around a 10-year farm-forestry model, giving farmers a longer-term view of the benefits of tree cultivation. CenturyPly supports farmers by providing quality saplings and financial assistance, helping them adopt plantation-based farming alongside their regular agricultural activities.

Between FY 2023-24 and FY 2025-26, the programme covered approximately 11,315 acres, distributed around 181 lakhs saplings and engaged nearly 2,860 farmers.

The programme continued to expand in FY 2025-26, covering around 4,087 acres, distributing 65 lakhs saplings and supporting 532 farmers.

Creating Value Beyond the Supply Chain

The initiative goes beyond securing raw materials. By encouraging tree cultivation on agricultural land, it supports additional income opportunities for farmers, rural employment and community development, while contributing to increased green cover and carbon sequestration.

The local sourcing model also helps strengthen the resilience of CenturyPly's supply chain by developing a reliable raw material base closer to the manufacturing unit. At the same time, farmers benefit from a structured and supported approach to long-term tree cultivation.

Encouraged farmers to cultivate eucalyptus and other fast-growing tree species along with short rotation species through large-scale plantations. Conducted farmer training programmes on scientific plantation practices and soil health management.

Growing Together

CenturyPly's Badvel farm-forestry programme demonstrates how business needs and community development can work together. By partnering with farmers and investing in long-term plantation development, the initiative is helping create a more resilient supply chain while supporting rural livelihoods and contributing to environmental resilience and growth.

Supporting Sustainable Forestry

Timber logs are a critical raw material for our business, and ensuring their long-term availability requires a responsible and forward-looking approach to sourcing. We recognise that sustainable forestry is closely linked to the protection of natural ecosystems, responsible land management and the creation of economic opportunities for farming communities.

Our approach focuses on promoting plantation-grown timber and strengthening responsible sourcing practices that help preserve natural forest cover. Agroforestry and farm-based plantations offer an opportunity for farmers to diversify their income while contributing to a more reliable and renewable supply of wood. By encouraging the cultivation of suitable tree species on agricultural and non-forest land, these practices can support both rural livelihoods and the sustainable development of the wood-based industry.

During FY 2025-26, the Company distributed over 78 lakhs saplings to farmers and communities, alongside training on scientific plantation practices. This contributes towards our target of distributing a total of three crore saplings by 2030.

As we continue to grow, we aim to strengthen our responsible sourcing practices and contribute towards a value chain where economic development, farmer participation and the conservation of natural forest resources can progress together.

Sustainable Forestry KPIs

4,260
Acres Land Covered Under Plantation

2,042
Farmers Benefited

over 50%
Timber is FSC-Certified

98%
timber is from Agroforestry/Farm forestry

over 78 lakh
Saplings Distributed

Case Study **Managing Eucalyptus Core Shortages and Rising Input Costs**

Context: The industry experienced supply-side volatility arising from shortages in eucalyptus core availability alongside increasing raw material costs.

Challenge: Ensuring uninterrupted production while managing procurement pressures and cost escalation became a key operational priority.

Initiatives: The Company implemented improved sourcing strategies and tighter operational planning. Procurement coordination was strengthened to ensure better supply visibility and production continuity despite volatile market conditions.

Outcome: The initiatives helped maintain stable manufacturing operations and reduced the impact of supply disruptions. The Company was able to sustain production continuity while improving execution discipline amid a challenging sourcing environment.

Building Value Through Responsible Partnerships

At CenturyPly, value creation extends beyond our own operations to the network of suppliers, producers and partners that support our business. We recognise that the strength of our supply chain directly influences product quality, business continuity and our ability to respond to evolving customer and sustainability expectations. Our focus is therefore on developing a supply base that is dependable, capable and aligned with responsible business practices.

For critical inputs, including timber and core veneer, we are strengthening sourcing visibility and working towards greater backward integration. This enables better understanding of material origins, improves supply assurance and supports stronger oversight of sourcing practices.

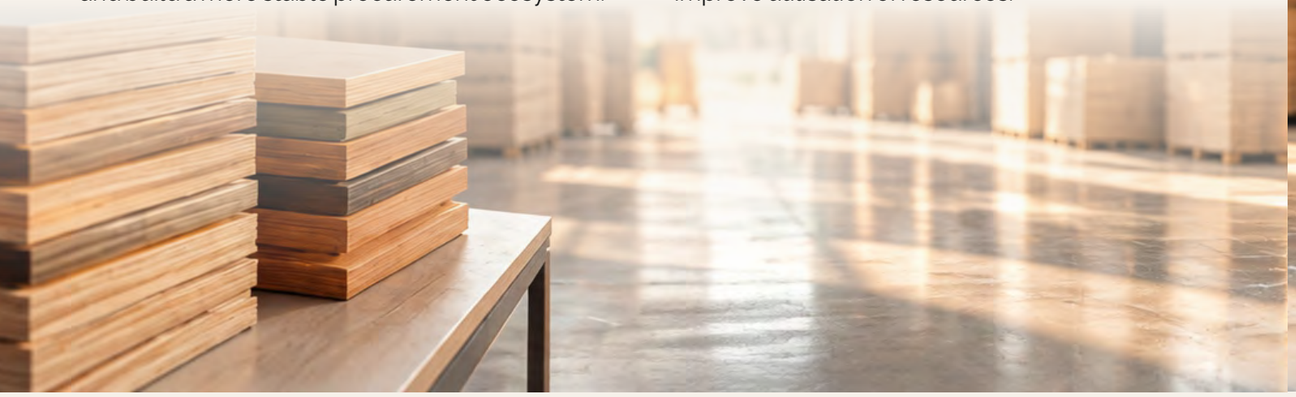
Supplier engagement is guided by considerations such as legal and regulatory compliance, quality, health and safety, environmental practices, ethical conduct, traceability, operational capability and financial resilience.



Strengthening Supplier Relationships

Our supplier management approach combines selection, evaluation and ongoing engagement rather than focusing only on transactional procurement. Suppliers are assessed according to their importance to the business, performance standards, compliance requirements, capabilities and risk exposure. This helps us identify critical suppliers, address areas requiring improvement and build a more stable procurement ecosystem.

We also seek to create shared value for producers within our sourcing network. Our engagement with farmers includes mechanisms such as minimum support prices and opportunities to realise better market value, where applicable. Alongside this, centralised procurement and demand-based planning help align sourcing with business requirements, reduce avoidable inventory and improve utilisation of resources.



Procurement from MSMEs and Domestic Suppliers

	FY 2025-26	FY 2024-25
Purchase from MSMEs	43.36%	41.52%
Purchase within India	75.85%	79.98%

We continue to engage with suppliers, sourcing partners, customers and other stakeholders to improve practices across the value chain.

Our focus is on strengthening the systems and relationships that support responsible procurement, product quality, resource efficiency and ethical business conduct.



Our Customers

CenturyPly serves a wide range of customers through its network of distributors, dealers, retailers, project customers and end users. Our products are used across residential and commercial construction, furniture manufacturing and interior applications.

The Company has a presence across India through its branch offices, depots and warehouses, enabling products to reach customers across different markets. Its relationships with distributors and other trade partners are built over the long term, while project-based engagements help address specific requirements across construction and interior projects.

The Company also has a growing presence in international markets, exporting its products to 34 countries. Its overseas customers include importers, builders and furniture manufacturers, with its export footprint spanning Asia, the Middle East, North America, South America, Europe, Africa and Oceania.

The Company's key customer groups include:

- Distributors and Dealers who support the availability and distribution of products across markets.
- Retailers and Trade Partners who connect the Company's products with customers at the point of purchase.
- Project and Institutional Customers involved in residential, commercial, hospitality and other construction projects.
- Furniture Manufacturers, Architects and Interior Professionals who use CenturyPly products across a range of applications.
- Importers, Builders and Furniture Manufacturers in International Markets who distribute and use the Company's products across overseas markets.
- End Customers who purchase products for their homes, offices and other spaces.

The Company continues to strengthen its relationships across domestic and international markets by focusing on product quality, availability and service, while responding to the changing needs of its customers.

Distribution Network

CenturyPly's distribution infrastructure is designed to support the efficient movement of products from manufacturing locations to markets across India. The network comprises 26 branch offices, 17,883 retailers, 7,091 dealers and 41 warehouses, supported by the Company's registered office in Kolkata.

This integrated channel network enables effective coordination across manufacturing, warehousing, distribution and customer-facing channels. Its presence across markets helps the Company manage product availability, respond to regional demand and maintain consistency in service delivery.



Empowering People, Driving Change

At CenturyPly, we are building a culture where talent is empowered, potential is nurtured, and every individual has the opportunity to grow. With 16,918 employees and workers, our focus is on strengthening capabilities, fostering inclusion and creating a future-ready workforce that grows with the organisation.

Rakesh Tiga
Chief Human Resource Officer

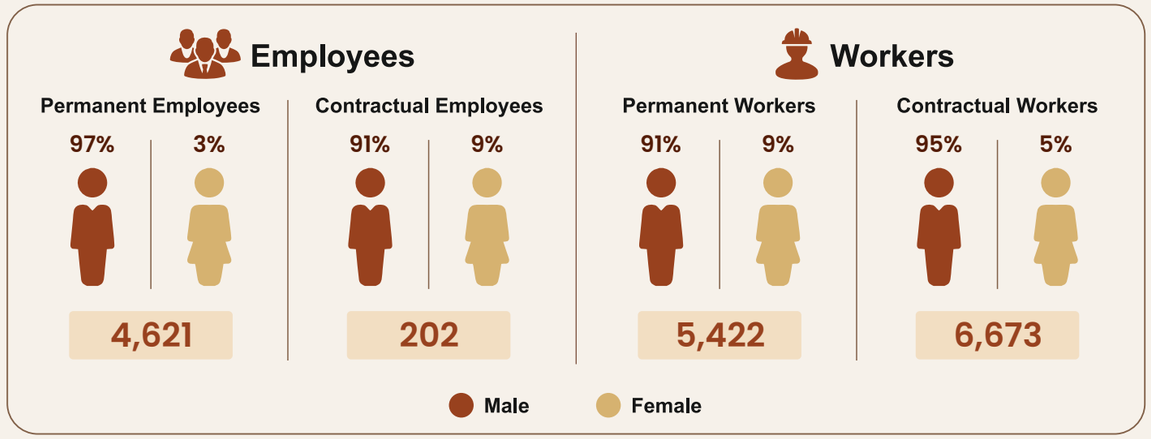
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Human Rights 82
Community Welfare and CSR Activities 83
Customer Centricity 90



Our People

Workforce Composition

CenturyPly's workforce of 16,918 comprises 4,823 employees and 12,095 workers, engaged on both permanent and contractual terms across its manufacturing facilities and offices.





Age-wise Categorisation

Our workforce spans a range of age groups, bringing together a combination of experience, knowledge and emerging perspectives. Out of 10,043 permanent employees and workers, 61% are aged between 31 and 50, 26% are under 30 and 13% are above 50. Monitoring the age profile of the workforce helps us understand workforce demographics and support appropriate talent development.

Age-wise Categorisation of Permanent Workforce

<30 (18-30)		31-50		>50 (51 & above)	
Employees	Workers	Employees	Workers	Employees	Workers
1,224	1,395	2,961	3,162	436	865

Building and Retaining Talent

During FY 2025-26, CenturyPly onboarded 2,634 permanent employees and workers. Employee onboarding is an important part of the Company's talent strategy, enabling new employees to understand the organisation's values, culture, policies, roles and responsibilities and operational requirements.



Turnover Rate for Permanent Workforce

Category	FY 2025-26			FY 2024-25		
	Male	Female	Total	Male	Female	Total
Permanent Employees	23%	17%	23%	25%	14%	25%
Permanent Workers	27%	11%	26%	19%	7%	18%

The Company places emphasis on long-term association, with nearly 40% permanent employees having been with CenturyPly for over five years.

Permanent employee turnover reduced from 25% in FY 2024-25 to 23% in FY 2025-26, while turnover among permanent workers rose from 18% to 26%. We are strengthening our engagement, career development and retention initiatives to attract and retain talent over the long term.

4,064
permanent workforce have been associated with the organisation for over five years.

77%
retention rate of employees during FY 2025-26

74%
retention rate of workers during FY 2025-26

Our Culture

Diversity, Equity and Inclusion

We believe that an inclusive workplace starts with treating people fairly and giving individuals the opportunity to succeed based on their skills, capabilities and performance. Women currently represent 4% of our employees and 7% of our workers, and widening the candidate pool remains a focus for us.

Our people practices are designed to encourage equal opportunity at different stages of the employee lifecycle, from hiring and development to career progression and engagement. We encourage applications and participation from individuals across different age groups, genders, communities, cultural backgrounds, professional disciplines and socio-economic backgrounds. We also remain committed to supporting the inclusion of persons with disabilities wherever it is applicable.

Our Business Responsibility and Sustainability (BRS) Policy provides a framework for promoting equal opportunity and maintaining a work environment where discrimination and unfair treatment are not tolerated. Employees are encouraged to work in an environment based on dignity, respect and collaboration.

Through these efforts, we aim to build a workforce where people from different backgrounds have a fair opportunity to contribute and progress.

Differently Abled Employees & Workers



HR Policy Aspect	Description
Non-discrimination & Anti-Harassment	Maintains a zero-tolerance approach towards discrimination and harassment.
Equal Opportunities	Promotes equal employment opportunities and merit-based career advancement.
Respectful Workplace	Encourages respectful communication, teamwork and active employee participation.
Accessibility & Inclusion	Provides an inclusive and accessible workplace for persons with disabilities wherever feasible.
Fair & Respectful Treatment	Upholds fairness, employee dignity, privacy and personal rights while promoting awareness and management of individual biases.
Gender-Neutral Practices	Ensures gender-neutral recruitment and equitable talent development practices.
Grievance Redressal	Provides a defined mechanism for fair, transparent and unbiased resolution of employee grievances.
Employment of Differently-abled Persons	Employs 26 differently abled employees across functions.

Gender Pay Equity

CenturyPly considers equal pay an important part of a fair and inclusive workplace. Remuneration decisions are based on the requirements of the role, relevant skills, experience, and individual performance, rather than gender.

The Company monitors its compensation practices to support consistency in pay across similar roles and reviews compensation structures periodically against market trends to identify areas where greater alignment may be required.

We remain focused on providing employees with fair opportunities for career advancement and rewards based on their contribution.



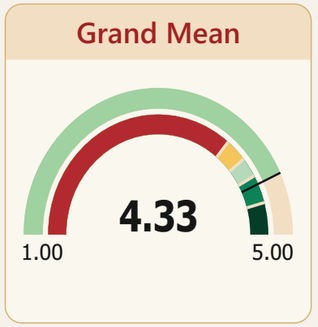
Employee Engagement

We seek to foster an engaging workplace where employees feel connected to the organisation and its purpose. Employee feedback helps us understand expectations and identify opportunities to strengthen the overall employee experience. During FY 2025-26, CenturyPly recorded an employee engagement score of 83 % as per the Great Place To Work assessment.



Best Employer Brand Awards 2025





Great Place To Work® Certified INDIA

Great Place to Work-Certified®

Great Place to Work (GPTW) Score

95%
Score in FY 2025-26

93%
Score in FY 2024-25

93%
Score in FY 2023-24

Great Place to Work (GPTW) Ranking

Top 5
Ranking in consumer durable category (GPTW ranking)

51
Rank among India's Top 100 companies (GPTW ranking)

Top 25
Among India's leading manufacturing companies (GPTW ranking)

Performance Management

Performance management recognises employee contribution and aligns individual performance with our organisation's evolving business priorities.

Employees participate in the performance cycle through self-assessment, providing an opportunity to reflect on their accomplishments, areas for improvement, and development needs. The process is complemented by regular interactions and feedback from managers, helping employees understand their performance and identify opportunities for growth. Performance outcomes are also considered in decisions relating to career progression, rewards, compensation, and capability-building initiatives.

For workers, wage revisions are undertaken in accordance with applicable statutory requirements and, where relevant, through formal agreements with recognised trade unions.



86%
Employee received performance review



Learning and Development

During FY 2025-26, CenturyPly conducted a total of 1,730 training programmes, covering various areas relevant to employee development, business requirements and responsible business practices.

The training programmes covered ESG compliance and updates, Ethics and Code of Conduct, Anti-Bribery Management System, Human Rights Awareness, BRSR Principles and SEBI updates on ESG guidelines, Climate Change, Cybersecurity Awareness, Communication and Soft Skills, ESG training, Human Resources, Supply Chain and Field Analytics, Leadership and Project Management, Skill Upgradation, Health and Safety, Sustainable Procurement, Artificial Intelligence (AI) and Machine Learning (ML).





L & D Highlights

92%
average feedback score from employees on training programmes, reflecting high satisfaction and effectiveness

3,814
employees have benefitted from education and certification programmes during the financial year

868
employees pursued continuous learning by completing more than five programmes each

59
average training hrs per person

1,730
Number of training programmes

Skill Upgradation Trainings

Category	FY 2025-26			FY 2024-25		
	Employees					
	Total	Coverage No.	%	Total	Coverage No.	%
Male	4,653	3,274	70%	4,244	2,933	69%
Female	170	112	66%	135	91	67%
	Worker					
Male	11,306	7,659	68%	9,806	3,301	34%
Female	789	561	71%	505	218	43%

Case Study — Gurukul – Nurturing the Next Generation of Talent Building Young Talent for the Future

CenturyPly's Gurukul – Graduate Engineer Trainee (GET) Programme is designed to help young engineers build the knowledge, skills and confidence needed to begin their careers and contribute effectively to the Company's manufacturing operations.

The one-year programme provides GETs with a structured learning journey that combines training, practical experience, exposure to different functions, mentoring and on-the-job learning.

A Journey of Learning and Growth

The programme begins with an introduction to CenturyPly's culture, policies, ways of working and key aspects of manufacturing operations. GETs receive both technical and behavioural training and are introduced to important areas such as quality, safety, continuous improvement and compliance.

As they progress, GETs gain hands-on experience across different manufacturing locations. They work on projects related to their areas of specialisation, giving them an opportunity to apply what they have learned in real workplace situations and understand how different teams work together.

Throughout this journey, GETs are supported by experienced leaders, mentors and HR teams. Regular interactions and feedback help them understand their strengths, address challenges and continuously improve. At the end of each project, GETs reflect on their experience and key learnings, helping them build on their knowledge.

From Learning to Taking Responsibility

The final stage of the programme focuses on helping GETs transition into their respective roles within the organisation. After completing the one-year journey, they share their experiences and learnings with senior leaders before moving into their assigned roles.

Their progress is assessed throughout the programme based on areas such as knowledge, initiative, problem-solving, teamwork, communication, discipline and willingness to learn.

Creating Opportunities for Young Talent

Through Gurukul, CenturyPly is creating opportunities for young engineers to learn, experience, contribute and grow within the organisation. By combining structured learning with practical exposure and continuous guidance, the programme aims to develop capable professionals and create a strong talent pipeline for the Company's future.



Employee Well-being

The well-being of our employees remains an important part of our people philosophy. We strive to provide a supportive workplace that promotes physical and mental well-being while enabling employees to maintain a healthy balance between their professional and personal responsibilities.

The Company provides eligible employees and workers with access to various social security and health-related benefits designed to support their physical, financial and overall well-being. Medical coverage is extended through the Group Mediclaim Policy and the Employees' State Insurance Scheme (ESIC), as applicable. Workers are also covered under the Workmen's Compensation Act, wherever applicable, providing financial protection in the event of employment-related injuries or incidents.

We also support employees during important life stages through maternity and paternity benefits, in line with applicable statutory requirements and internal policies. Maternity benefits are provided to both permanent and contractual female employees and workers, while paternity benefits are provided to permanent male employees and workers.



458 lakhs
Cost incurred on well-being measures

Employee Well-being and Benefits

Workforce Category		Health Insurance	Accident Insurance
Permanent Workforce	% of total employees covered	96%	76%
	% of total workers covered	77%	96%
Contractual Workforce	% of total employees covered	72%	19%
	% of total workers covered	90%	86%

100%
Employees returned to work post availing maternity or paternity benefits

74%
Employees remained with the Company 12 months after returning from parental leave

100%
Workers remained with the Company 12 months after returning from parental leave

Recognition and Empowerment

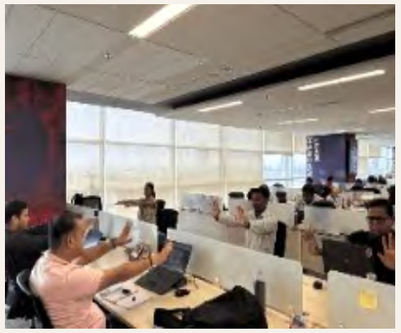
We believe in recognising employee contributions and empowering our people to take ownership of their responsibilities. By providing opportunities to contribute, make decisions and demonstrate their capabilities, we seek to create a culture where employees feel valued and motivated to contribute to the Company's success.





Stretching Towards Wellness, Together

CenturyPly celebrated International Yoga Day with a virtual Desk Yoga livestream led by expert Isha Lall, in collaboration with Elattionz.





Occupational Health and Safety

CenturyPly recognises that promoting a safe and healthy work environment is essential for the success of the organisation. The Company's policy-level guidelines on occupational health and safety are incorporated within its Business Responsibility and Sustainability (BRS) Policy. Our facilities at Joka, Hoshiarpur, Karnal, Gummidipoondi, and Badvel have achieved ISO 45001:2018 (Occupational Health and Safety Management Systems) certification.

Target

ISO International Organization for Standardization
ISO 45001:2018

Implement ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Health and Safety Management System) across all manufacturing facilities by FY 2027-28.

In line with its commitment to safeguarding the health of employees and workers, the Company operates an on-site occupational health centre at each manufacturing facility, staffed by qualified medical practitioners and paramedical personnel.



Our occupational health and safety management system involves the following:

- Health and safety training for the workforce
- Hazards awareness programme
- Work permit management system
- Risk assessment and emergency planning
- Communication of safety management systems
- Emergency response mechanisms
- Monitoring and continual improvement

Health and Safety Trainings

Category	FY 2025-26			FY 2024-25		
	Employees					
	Total	Coverage No.	%	Total	Coverage No.	%
Male	4,653	3,545	76%	4,244	3,206	76%
Female	170	121	71%	135	95	70%
	Worker					
Male	11,306	7,421	66%	9,806	3,335	34%
Female	789	549	70%	505	188	37%

The Company provides non-occupational medical and healthcare services to its employees and workers at its facilities. Here, the workforce can access medical support for non-occupational health concerns.

Employees and workers are covered under health insurance, and eligible employees are enrolled in the Employees State Insurance Corporation (ESIC) scheme. At the Head Office, the Company has implemented various wellness initiatives, including fitness sessions, first-aid training, and periodic health check-ups to promote overall employee well-being. Additionally, it has partnered with local hospitals and diagnostic centres in Kolkata, enabling employees to avail medical services at discounted rates.

To maintain and enhance a safe working environment, the Company assesses health and safety practices and working conditions. Proactive measures, such as the installation of additional mechanical barriers, sensors, and process modifications, are undertaken based on insights from accident root cause analyses. Findings from safety committee reviews and safety audits ensure that identified risks are addressed and all necessary corrective actions are implemented effectively.

Safety Related Incidents

Safety Incident/Number	Category*	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one-million-person hours worked)	Employees	0.26	1.05
	Workers	1.79	4.15
Total recordable work-related injuries	Employees	4	11
	Workers	52	98
No. of fatalities	Employees	0	0
	Workers	1	0
High-consequence work-related injury or ill health (excluding fatalities)	Employees	0	0
	Workers	0	0

* Including contractual

During FY 2025-26, the Company recorded one work-related fatality involving a worker. The incident was investigated under the Company's root cause analysis process, with findings reviewed by the site safety committee. Corrective measures undertaken following accident root cause analyses and the Company has provided accidental compensation to worker's family.

Complaints on Health & Safety and Working Conditions

	FY 2025-26	FY 2024-25
Working Conditions	23	1
Health& Safety	3	21

Note: Complaints for FY 2025-26 are reported on a consolidated basis, whereas FY 2024-25figures are reported on a standalone basis.

Human Rights

Our approach to human rights is guided by our policies, Code of Conduct and applicable laws and regulations.

We promote a workplace based on equality, dignity and mutual respect. We do not tolerate discrimination on the basis of factors such as gender, age, caste, race, religion, disability or other legally protected characteristics. We aim to provide equal opportunities for employment, development and career progression.



100%
Employees covered under Human rights Trainings



100%
Workers covered under Human rights Trainings

Complaints on Human Rights Issues

	Sexual Harassment	Discrimination at Workplace	Child Labour	Forced/ Involuntary Labour	Wages*	Other Human Rights-Related Issues
FY 2025-26	Nil	Nil	Nil	Nil	103	Nil
FY 2024-25	Nil	Nil	Nil	Nil	128	Nil

*All reported wage-related complaints were routine in nature, and appropriate corrective actions were taken to resolve them

Our Human Rights Policy is integrated into the BRS Policy and applies to all the entities in the group, including subsidiaries. In the event of a reported human rights grievance, a structured process is followed. The HR department of the relevant facility undertakes a thorough investigation to ensure effective resolution. For more serious matters requiring further escalation, the issue is reported to senior management for their intervention and expedited closure.

Additionally, the Company maintains a dedicated policy focused on Prevention of Sexual Harassment (POSH). An Internal Complaints Committee (ICC) has been established to address and resolve complaints regarding sexual harassment. It also conducts awareness programmes, training sessions, and regular policy reviews to ensure effectiveness and compliance with applicable laws and regulations.

Freedom of Association

We respect employees' rights to express their views and engage in collective dialogue in accordance with applicable laws. We encourage open communication between employees and management to foster trust and address workplace concerns.



43%
of workers are part of association(s) or Union

Community Welfare and CSR Activities

At CenturyPly, we believe that responsible business extends beyond our operations to creating a positive and lasting impact on the communities around us. Through CSR projects during FY 2025-26, we engaged with local communities to support marginalised and vulnerable groups. The CSR Committee oversees the planning and implementation of these initiatives, while implementing agencies stay connected with communities to understand their needs. The Company also uses surveys and focus group discussions to gather feedback and address community concerns.

SR. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalised groups
	VATAVARAN SANRAKSHAN – Animal welfare, conserve flora and fauna		
1	Calcutta Pinjrapole Society	215	100%
2	Prerna Foundation	Public at large	100%
3	Friends of Vrindavan	Public at large	100%
4	Tree Plantation	Distributed over 78+ lakhs saplings to 2,042 beneficiaries	100%
5	Akhil Bharat Goseva Sansthan	1,000	100%
6	Calcutta Centre Mahavir Seva Sadan	Public at large	100%
	GYANODAY – Education and livelihood enhancement projects		
7	Udayan Care	15	100%
8	Morning Glory School	100	100%
9	Shree Burrabazar Kumarsabha Pustakalya	Public at large	100%
10	Vidyarthi Vikash	732	100%
11	Tagore Foundation School Kolkata	15	100%
12	Debanjan Sen Foundation	30	100%
13	Vocation Training / Coaching/Computer Centres at Guwahati	341	100%
14	Vocation Training Centre at Joka, W.B.	58	100%
15	Renovation of rural school (Barkukuria)	Students at large	100%
16	Vanvasi Kalyan Ashram, Odisha	120	100%
17	Friends of Tribals Society	5,974	100%
18	Future Hope India	421	100%
19	Aryasamaj Gandhidham Charitable Trust	150	100%
20	Vivekananda Rock Memorial and Vivekananda Kendra	120	100%
21	Garden Reach Institute for the Rehabilitation and Research	633	100%
22	Katakhali Swapnopuran Welfare Society	271	100%
23	Ashadeep Welfare Society	50	100%
24	Purvanchal Kalyan Ashram	54	100%
25	Vaani Deaf Children's Foundation	30	100%
26	Shree Ram Seva Samity Trust	100	100%
27	Kurpai Unnayani Society	1,000	100%
28	Manav Seva Trust	2,482	100%
29	Shrimad Rajchandra Aatma Tatva Research Centre	839	100%
30	Keshav Seva Kendra	30	100%
31	Sujangarh Nagarik Parishad	350	100%
32	Renovation of Bhagabatipara Madhabdev High School	Students at large	100%
33	Shreehari Satsanga Samity	Public at large	100%
34	Aim Art Illuminates Mankind	200	100%
35	Renovation of public library	Public at large	100%
36	Samaritan Help Mission	1,000	100%
37	Sunbird Trust	202	100%
38	Mukti	365	100%
39	Century Charitable Trust	50	100%
	Swasthya Aur Swachhata - Healthcare		
40	Can Kids-Cancer Patients	299	100%
41	Indian Institute of Cerebral Palsy	474	100%
42	Marwari Relief Society	220	100%
43	Nagrik Swasthya Sangh	580	100%
44	Vision Mission Foundation	5,014	100%
45	Shree Vishudhanand Saraswati Marwari Hospital	1	--
46	Bhukailash Welfare Centre	Public at large	100%
47	Swami Vivekananda Yoga Anusandhana Samsthana	500	100%
48	Rotary Club of Central Calcutta Trust	8	100%
49	Shree Shyam Prem Mondal Kathgola	4,900	100%
50	Seva Bharati Purbanchal	1,250	100%
51	Shree Kashi Vishwanath Seva Samity	Public at large	100%
52	Shree Kalyan Arogya Sadan	Public at large	100%
53	Help Us Help Them	1,000	100%
54	Jasidih Arogya Bhawan	Public at large	100%
55	Serva Rithu Seva Foundation	Public at large	100%
56	Shree Sai Healing Trust	Public at large	100%

Responsible Actions Today for a Better Tomorrow

57	Manovikas Kendra Rehabilitation & Research Institute for the handicapped	397	100%
58	Akhil Bhartiya Vanvasi Kalyan Ashram	1,000	100%
59	Arogya Foundation of India	15,000	100%
60	Dr. Bholanath Chakravarty Memorial Trust	Public at large	100%
61	Services Club Hoshiarpur	435	100%
62	Bharat Sevashram Sangha	700	100%
63	Distribution of blankets	50	100%
64	Vishwanath Seva Samity Trust	Public at large	100%
65	Free Eye check-up camp	201	100%
66	Century Charitable Trust	50	100%

SAMAJIK KALYAN – Reducing inequalities faced by socially and economically backward groups

67	Armed Forces Flag Day Fund Kendriya Sainik Board	Public at large	100%
68	Installation of Street lights- Hoshiarpur	Public at large	100%
69	Renovation of rural community hall	Public at large	100%
70	Shree Manav Seva Trust	80	100%
71	Installation of Two RO Water Plants at Bethayapalli Project Colony-1 and Project Colony-2	600	100%
72	Contribution towards Gandikota Utsavaalu	Public at large	100%



CenturyPly's CSR Vision

The Company's CSR vision centres on advancing community well-being, protecting the environment, promoting ethical conduct and supporting inclusive development with integrity.





Strategic Focus Areas

Our CSR initiatives are structured across diverse yet interconnected areas, including education, healthcare, animal welfare, environmental sustainability, disaster relief, women empowerment, and sports development.

To ensure focused execution and impact, these initiatives are guided by four core pillars:

Vatavaran Sanrakshan: Promoting environmental sustainability, conservation of biodiversity, and animal welfare.

Gyanoday: Advancing education, skill development, livelihood generation, and women empowerment.

Swasthya aur Swachhata: Strengthening access to healthcare and sanitation.

Samajik Kalyan: Supporting social equity by addressing the needs of marginalised and economically disadvantaged communities.

Cancer Care

Supported CanKids - KidsCan in establishing and operating a paediatric cancer care centre in Kolkata, enabling treatment, educational continuity, and emotional support for children and their families throughout the recovery journey.

Special Needs and Disability Support

Partnered with Indian Institute of Cerebral Palsy to support individuals with neuromotor disabilities through skill development and inclusive programmes. Supported Vaani Deaf Children's Foundation in enabling communication, education, and holistic development for hearing-impaired children. Extended support to Garden Reach Institute for Rehabilitation to improve access to education, healthcare, and livelihood opportunities for persons with disabilities.

Child Higher Education Sponsorship Policy

Saraswati Samman Scholarship Programme

As part of our commitment to contributing towards nation-building, CenturyPly recognises the importance of investing in the education of our employees' children for higher education. This policy governs the Saraswati Samman Scholarship Programme, which aims to provide financial assistance to talented children of the employees in the Workmen cadre.

Permanent workmen, including security personnel, labourers, peons and drivers, with three or more years of service, as well as eligible permanent peons and drivers at the Head Office. The scholarship is available to legal heirs of employees pursuing full-time undergraduate or postgraduate professional courses such as Medicine, Engineering, Management and other similar programmes at recognised higher education institutions. Students are selected on merit, with a defined annual intake across the Company's manufacturing plants and Head Office. The programme covers 90% of tuition fees, hostel fees, books and other reasonable education-related expenses, along with a one-time laptop. The scholarship is renewable annually subject to satisfactory academic performance, and the scholarship amount is directly disbursed to the educational institution on behalf of the recipient.

The programme is implemented across CenturyPly's manufacturing locations and Head Office, with a defined number of students selected annually based on merit. Through this initiative, we seek to contribute to educational development, equal opportunities and the long-term socio-economic well-being of employees' families.



Empowering Futures Through Digital Education

We inaugurated a Computer Centre for underprivileged students in Palasbari on 29th July 2025, equipped with six computers and a dedicated trainer, all supported by CenturyPly, an initiative to address the lack of computer access in local government schools.

Our outcomes

15
Udayan Care
Girls benefited

30
Debanjan Sen Foundation
Girls benefited

220
Marwari Relief Society
Bed provided along with other medical support

100
Morning Glory School
Differently-abled children benefited

299
Can Kids - Cancer patients
Cancer kids benefited

5,014
Vision Mission Foundation
Beneficiaries

Century Ninjas

Through Empathy in Action, our NINJA Club members across Badvel, Chennai, Hoshiarpur, Kolkata, Lucknow and Delhi stepped out of their routines and into real moments of care, connection and compassion.

CENTURY NINJAS
Silent Warriors. Bold Actions.

Hoshiarpur

"Playing for Dreams"

At Govt. High School, Bhikhowal, our Ninjas organized a spirited cricket tournament to ignite a love for sports and teamwork among young students.



Badvel

"Giving with Dignity"

The Badvel Ninja Team organized a thoughtful Clothes Donation Drive for old age homes and orphanages, ensuring dignity and ease for all contributors.

The team has conducted Blood Donation Camp 70+ donors step up to save lives.



HO, Joka & Kolkata

"Purpose Beyond Work"

Our Ninjas from HO, Joka and Kolkata spent a deeply moving day at Adhigam Bhoomi, one of our CSR institutions where employees experienced the true power of education and skill-building.

Further, we have donated 8 cartons of clothes to those in need, spreading warmth and hope.



Delhi

"Sharing a Meal, Sharing Humanity"

In Delhi, our Ninjas visited an orphanage and distributed lunch boxes, creating moments of warmth and connection.



Chennai

"Restoring Dignity, One Life at a Time"

Our Chennai Ninjas helped a mentally disturbed homeless man, Raja, with a complete personal clean-up, haircut, shave, fresh clothes and basic care.



Lucknow

"Listening with the Heart"

In Lucknow, our Ninja team visited an old age home housing 170 residents, including those with mental health conditions.



Customer Centricity

Customer centricity is an integral part of our approach to business. We strive to understand evolving customer needs and deliver products and experiences that meet expectations for quality, performance, safety and reliability.

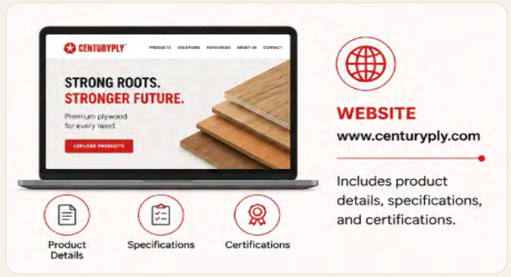
Customer Service and Responsiveness

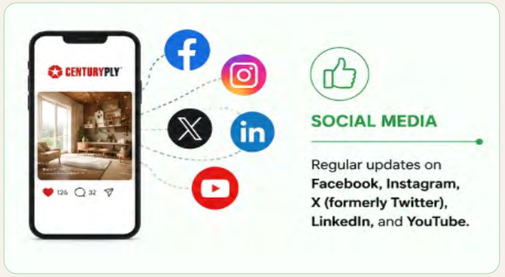
We aim to provide timely and responsive support throughout the customer journey. Our customer-facing teams work to address queries, feedback and concerns while strengthening relationships with customers and channel partners.

We provide customers with clear information for safe and responsible product usage through product labels, packaging instructions, and technical specifications. We believe that education empowers consumers to make better choices. Through its 'Jaaniye Phir Chuniye' campaign, the Company raises awareness about the differences between certified, high-quality plywood and unreliable low-cost alternatives, addressing myths, counterfeit products, and misleading claims in the market. To prevent counterfeit products and ensure product authenticity, the Company has developed the 'Century Promise' mobile application, which allows customers to scan QR codes on products to verify authenticity, access product details, and download e-warranty. Detailed product information and specifications are also available on the Company's website to help customers make informed decisions and ensure proper usage of products.

The Company provides product and service information through the following platforms:

- **Website:** www.centuryply.com - includes product details, specifications, and certifications.
- **Social media:** Regular updates on Facebook, Instagram, X (formerly Twitter), LinkedIn, and YouTube.
- **Retail & Dealer Outlets:** Physical brochures and on-ground product support.
- **Customer Support:** Toll-free helpline and email for product-related queries.









Customer Feedback and Grievance Redressal

Customer feedback provides valuable insights into areas for improvement. We have mechanisms to receive and address customer queries, complaints and feedback, enabling us to identify recurring concerns and take appropriate corrective measures.

Complaints

	FY 2025-26		FY 2024-25	
	Received	Pending	Received	Pending
Restrictive Trade Practices	Nil	Nil	Nil	Nil
Unfair Trade Practices	Nil	Nil	Nil	Nil
Products Related Complaints	4,742	223	3,481	16

Note: Complaints for FY 2025-26 are reported on a consolidated basis, whereas FY 2024-25 figures are reported on a standalone basis.

MEET ADVISIR

Your guide to making an informed choice



Progress with Purpose: Environmental Action

Climate Change, Energy and GHG Emissions 95
Resource Efficiency 100
Chemical Management 102
Water Management 103
Land and Waste Management 105

At CenturyPly, sustainability is more than a compliance exercise and is embedded into our philosophy. We recognise the importance and account for environmental risks and opportunities in our operations. This year, we continued to expand our usage of renewables and biomass as alternatives to conventional fuel sources. We also took steps to formalise this approach by setting our initial climate goals, thus marking an important milestone in our journey toward building a climate-resilient and future-ready business.

Ajay Baldawa
Executive Director (Technical)





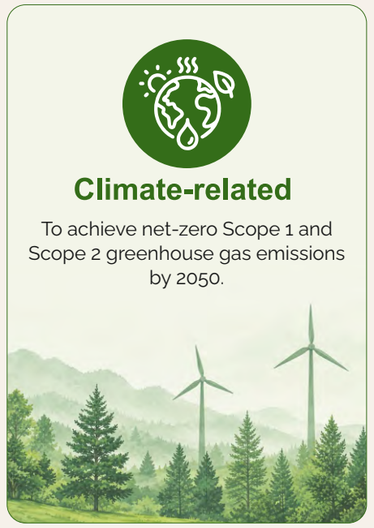
Climate Change, Energy and GHG Emissions

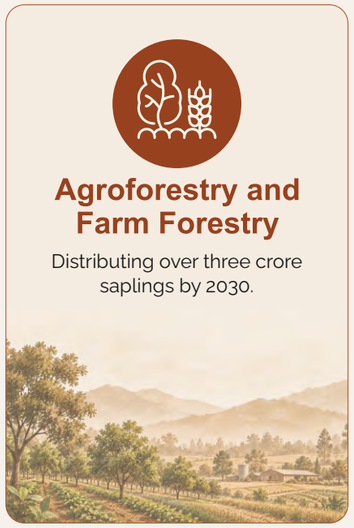
Climate change increases the likelihood of extreme weather events, including flooding and drought, and can also exacerbate water stress. Therefore, as a Company reliant on raw materials coming from agroforestry/farm forestry, climate change is a direct risk both to our everyday operations and profitability, as well as to the future of our planet. We have consciously embedded climate action and decarbonisation in our business agenda. This takes the form of two key paths: development of clean energy (by increasing capacity and reducing dependence on conventional sources) and our drive to improve energy efficiency.

Last year, our journey toward sustainable manufacturing led us to make progress in renewable electricity consumption, with a 53% year-on-year increase. This year, we continued that trend and further expanded our use of cleaner and renewable energy sources. Our targeted technological interventions across key operational areas helped us reduce specific energy consumption and minimise losses. Meanwhile, the consistent monitoring of our greenhouse gas (GHG) emissions, lying at the heart of our ability to understand the environmental impact of our energy use, also helped us identify opportunities for further reduction. This approach enables us to track our environmental performance and align our progress with our broader climate goals.

This year, in line with our commitment to environmental footprint management, we formalised a set of long-term goals. We will develop a decarbonisation pathway to track our progress against these goals using FY 2025-26 as the base year, and monitor our performance on an ongoing basis, recognising that they may evolve in response to regulatory requirements and stakeholder expectations. In the upcoming years, following a comprehensive assessment of our climate-related risks and opportunities, we shall develop a detailed transition plan aligned with the IFRS S2 Climate-related Disclosures.

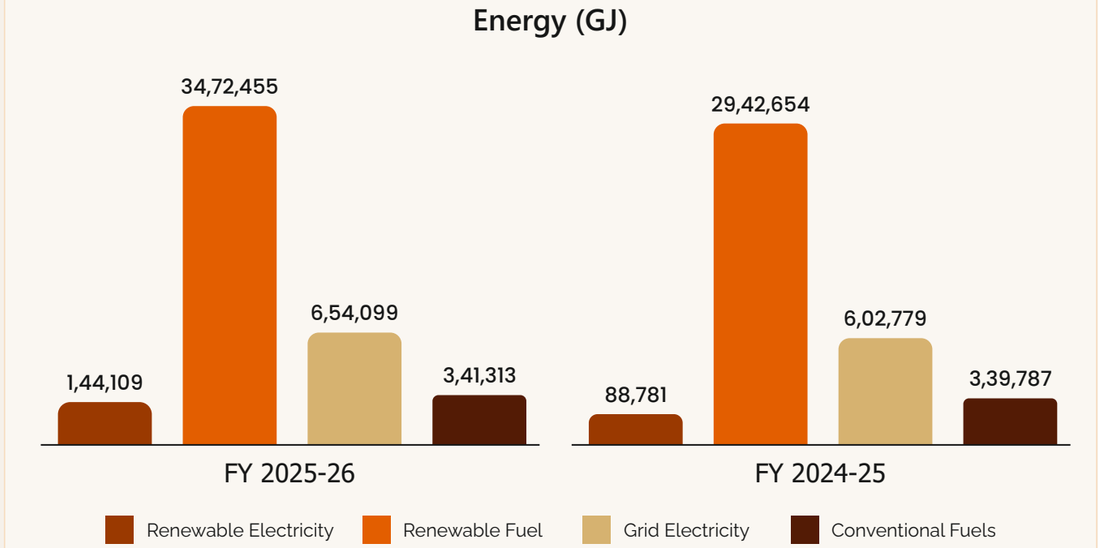
Our Environmental Goals and Targets

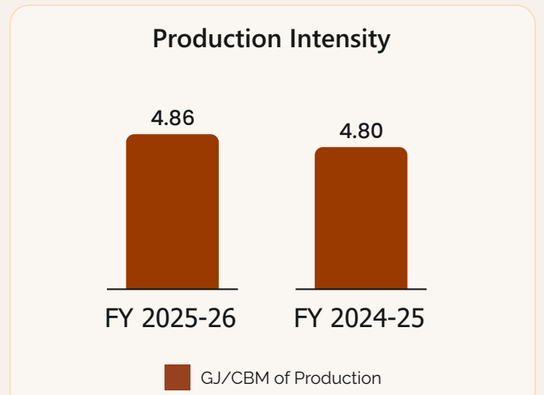


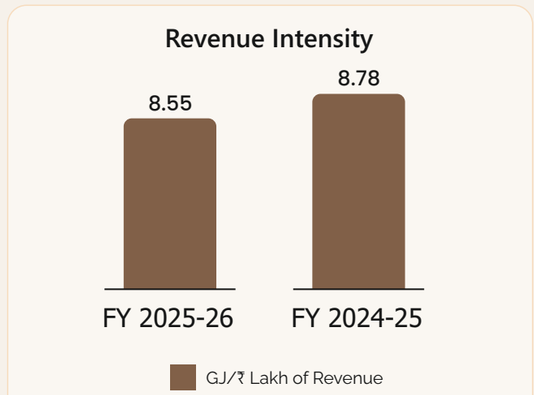




Energy Consumption



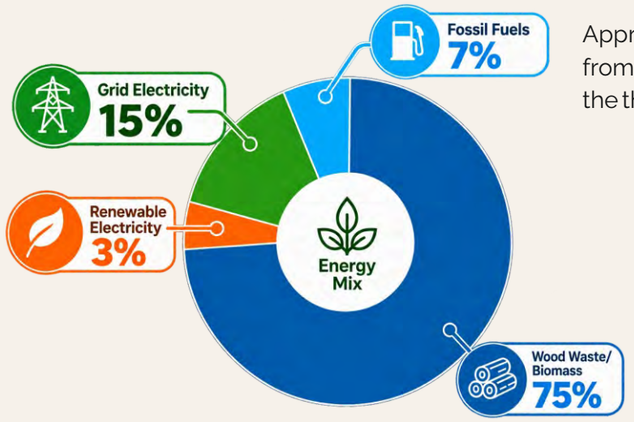




Notes:

- Energy (GJ) – During the year, energy intensity improved by 3% per lakh of revenue (INR).
- FY 2025-26 figures are reported on a consolidated basis using DEFRA conversion factors (refer to Page 3 for reporting boundary).
- FY 2024-25 figures have been restated to the same consolidated basis and DEFRA factors, replacing the standalone figures and GHG Protocol cross-sector factors used previously.
- If the energy consumption were calculated using the GHG - Cross Sector Tools (March 2024) conversion factors, the total energy consumption would be 5,126.60 TJ for FY 2025-26 and 4,410.81 TJ for FY 2024-25.
- The Company accounts for all wood waste utilised as biomass in its energy consumption. Energy derived from this biomass accounts for approximately 75% of the Company's total energy consumption

Energy Mix by Source

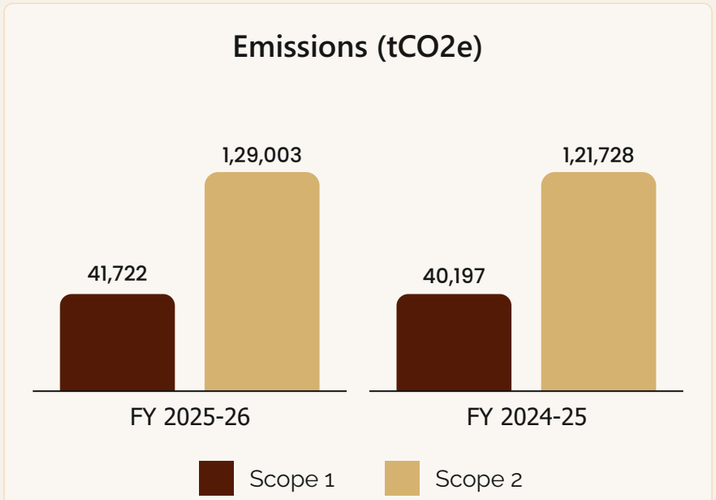


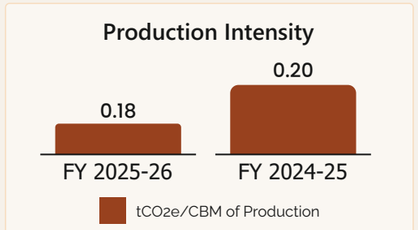
Approx. 75% of the total energy utility in this year came from wood waste / biomass, specifically as fuel for the thermic fluid heaters (TFH) and boilers.

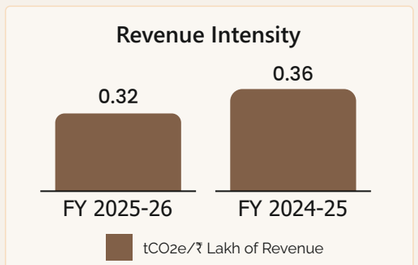
78%
Renewable Sources

22%
Conventional Sources

GHG Emissions







During the year, emission intensity improved by 11% per ₹ lakh of revenue and 8% per CBM of production.

FY 2025-26 figures are reported on a consolidated basis using DEFRA emission factors (refer to Page 3 for reporting boundary.) The biogenic portion of emissions from biomass consumption is 341 ktCO2e.

FY 2024-25 figures have been restated to the same consolidated basis and DEFRA factors, replacing the standalone figures and GHG Protocol cross-sector factors used previously.

If the emissions were calculated using the GHG - Cross Sector Tools emission factors, the total Scope 1 emissions would be 67,823 tCO2e for FY 2025-26 and 62,550 tCO2e for FY 2024-25. The Company's absolute Scope 1 and Scope 2 GHG emissions increased year-on-year due to higher production. However, GHG emission intensity improved by 11% per lakh of revenue and 8% per CBM of production, indicating operational efficiency.

Scope 3 Emissions

During the year, we initiated the tracking and reporting of Scope 3 emissions, making key progress towards understanding and managing emissions across our value chain. Categories 1 & 2 covering purchased goods and services and capital goods, and Categories 4 & 9 covering upstream and downstream transportation and distribution were included in the initial iteration of this process based on their materiality.

Scope 3 Emissions
5,50,548 tCO2e

Case Study **Building a stronger energy backbone at the Kandla plant**

Context: Increasing production levels at the Kandla plant created the need for a stronger and more dependable energy infrastructure capable of handling higher operational loads.

Challenge: The earlier setup based on a combined capacity of 7 MW faced limitations in supporting rising production requirements efficiently while maintaining process consistency and operational stability.

Initiatives: The Company transitioned to a 14 MW TFH system to strengthen the plant's energy backbone. The upgraded system was designed to improve load handling capability, reduce manpower dependence and deliver greater temperature stability across operations.

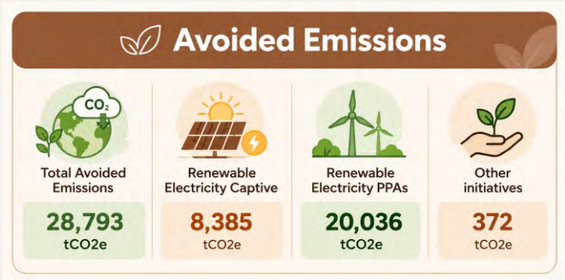
Outcome: The transition enhanced operational reliability and process efficiency. It also improved energy management, supported larger production volumes and strengthened the plant's preparedness for progressive scale-up.

Renewable Energy

To enhance energy sustainability, we have biomass and solar energy-based solutions across our operations to reduce reliance on fossil fuels and grid electricity.

A majority of our manufacturing sites are equipped with rooftop solar photovoltaic (PV) systems that serve as captive power sources, with an installed solar capacity of 14.26 MW across our facilities. These installations contribute to on-site renewable energy generation, directly supporting plant operations and reducing associated carbon emissions. Additionally, the Company has Renewable Energy Power Purchase Agreements (RE PPAs) for its two facilities located at Gummidipoondi, which significantly contribute to the renewable electricity mix.

Continuous monitoring through our environmental management systems helps us take a data-driven approach to evaluating and addressing emission reduction opportunities.



18%
total electricity demand met through renewables

62%
Y-o-Y increase in renewable consumption

18%
Y-o-Y increase in installed renewable capacity

Facility-wise Solar Plant Capacities

Hoshiarpur	Joka	Guwahati	Karnal
3.80 MW	2.70 MW	2.00 MW	1.30 MW

Kandla	Gummidipoondi	Roorkee	Offices
1.25 MW	2.28 MW	0.91 MW	0.02 MW

Total Capacity | 14.26 MW

Driving the Shift to Electric Mobility

Material handling operations at our manufacturing site have historically relied on diesel-powered forklifts. In line with our commitment to reducing carbon emissions, we made progress in our transition to electric forklifts by deploying 59 EV forklifts.

Life Cycle Assessment

During the financial year, a Life Cycle Assessment (LCA) of one of our products, High Pressure Laminates - Compact Panels, was conducted and independently verified. The declaration sets out the product's life cycle environmental impacts across the assessed stages.

Results of the LCA:

https://www.environdec.com/library/epd21337

Air Emissions

We are committed to minimising emissions within and around our operational sites while complying with applicable environmental regulations and maintaining emissions within prescribed limits. To support this commitment, we implement pollution control measures, including dust collection systems, wet scrubbers equipped with hill screen systems, and process controls. Treated wastewater is also reused for dust suppression spraying across relevant operational areas, helping control fugitive dust while promoting water reuse. In addition, improved adhesive formulations help minimise emissions during manufacturing and reduce associated environmental and health impacts.

Particulars	Unit	FY 2025-26	FY 2024-25
NOx	MT	148.70	144.07
SOx	MT	180.45	177.81
Particulate matter (PM)	MT	204.68	201.07
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	-	-	-

Resource Efficiency

Our Approach

Our approach towards responsible resource use focuses on optimising energy, water and material consumption, supported by process efficiency and maximising reuse and recovery. Our initiatives to this end help us uphold circularity principles across our operations, from responsible sourcing and efficient material utilisation to manufacturing and final product delivery.

Energy Efficiency

Our various initiatives to replace obsolete and old equipment with newer energy-efficient alternatives, and process improvements driven by technology have enabled us to make an estimated emissions avoidance of 372 tCO2e this year.

Initiative	Outcome
Ageing equipment like peeling lines, L-type finger jointers, core composers, glue spreaders, pre-presses, hot presses, resin kettles, conveyor/feeder systems and circular saw sharpening machine were upgraded.	Replacing equipment with energy efficient alternatives.
Variable Frequency Drives (VFDs) installed across key process equipment like blowers, exhaust systems, submersible pumps and various hot-press/ heating and cooling pumps.	Optimising motor speed based on load, reducing electricity consumption and ~400 MWh of savings.
An Automatic Power Factor Control (APFC) panel was installed at Laminate PDB-1.	Ensuring optimal power factor, eliminating manual regulation and ~100 MWh of savings.
Insulated valves at impregnators, hot water tanks and hot press control valves were installed.	Precise temperature control, optimised energy utilisation to minimise heat-radiation losses.
Additional heat exchangers were installed in hydraulic power packs.	Improved equipment efficiency and reduced electrical load.
Improvements in heating, combustion and fuel-feeding systems.	Reduced fuel consumption, minimised process losses, and improved efficiency.
Optimisation of wood-waste based thermal systems by connecting dust supply systems and replacing two smaller TFHs with one larger system.	Optimised fuel utilisation and thermal efficiency.
Installation of pneumatic vibrators in fuel-feeding systems of the energy plant.	Prevention of material clogging, improvement in fuel feeding efficiency.
Installation of cooling systems in resin kettles and chillers for impregnators.	Improved process control and energy utilisation.

Water Efficiency

This year, we undertook the following initiatives which helped bring down our groundwater withdrawal:

- Redirecting process-generated wastewater back into subsequent stages of production.
- Reusing AC condensate water as a top-up for the hot water generator.
- Channelling treated water into washrooms, dust suppression spraying, and gardening.
- Building rainwater harvesting infrastructure that feeds into the fire hydrant network.
- Reusing kettle-wash water generated after a resin batch in the next production process, reducing chemical-linked water wastage.
- At our Joka facility, all water generated from the air conditioning (AC) system was collected and reused in the cooling towers and hot water generators processes, resulting in savings of 495 kilolitres (KL) of water.

Waste and Material Efficiency

Our operations are aligned with circular economy principles, and we seek to reduce material loss and increase efficiency by emphasising waste recovery and reuse across all our facilities.

Initiative	Outcome
Upgraded dosing pumps were installed in the smart wax system.	Reduced wax consumption and improved system reliability.
Successfully implemented 3-feet veneer composition at L-Type Jointer No. 1.	Improved material utilisation and reduced wastage.
The Company uses process technologies and operational controls to improve material utilisation and minimise waste during the log-to-plywood conversion process.	Improved utilisation of wood resources and reduced material wastage.
Leftover veneers are rejoined to create usable raw materials, while waste veneers and centre core logs are repurposed as feedstock or reprocessed into value-added products.	Reduced reliance on virgin materials through the reuse of leftover wood veneers.
The Company recycles PVC waste into secondary raw materials, and reuses ash for ground levelling within plant premises.	Increased recovery and reuse of waste materials, reducing the need for disposal.
STP sludge is reused as manure for gardening and green-belt development, enabling productive use of process waste.	Supports circular use of resources across the Company's operations.
At the Badvel facility, STP/ETP sludge undergoes treatment through thickening, digestion and dewatering before being used as an alternative fuel in boilers.	Converts process waste into a useful energy resource.

Our commitment to sustainable manufacturing drives us progressively toward responsible resource management. In the upcoming years, we shall strive to align these efforts more sharply with our climate goals.

Chemical Management

We strive to minimise exposure to hazardous chemicals and explore non-hazardous alternatives to protect our workers, the environment and end-users.

We focus on minimising chemical waste through process integration and digital monitoring. Our SAP inventory management system (SAP S/4HANA) enables us to track chemical inventories and optimise their use, reducing our wastage. We have a zero-landfill policy for chemical residue, ensuring their utilisation and minimising the risk of soil or groundwater contamination, in keeping with applicable regulatory requirements.

We recognise the risks associated with chemicals such as formaldehyde and phenols. This year, magnetic coupling pumps were installed in the formaldehyde transfer systems to reduce gland leakages and improve operational safety. We continue to work actively to lower our formaldehyde emissions. Our low-formaldehyde resin systems maintain panel strength while meeting the emission limits applicable in each market we serve, including CARB Phase 2, TSCA Title VI, European E1/E0 and JIS A 1460. This has helped us align our operations with global compliance standards, and we remain committed to exploring safer alternatives to these chemicals.

Key Initiatives for Chemical Safety

01 Controlled Transport System

Chemicals are transported within our facilities via an integrated closed pipeline system, which minimises exposure risks, provides a controlled environment for secure handling and prevents accidental spills, protecting our workforce and ensuring smooth operations.



02 Comprehensive Quality Checks

Every batch of procured chemicals is subjected to quality inspections to ensure safety and compliance. This process is essential for maintaining product quality, and the plant runs several QCs for optimising resource consumption and reinforcing safe manufacturing practices.



03 Educational and Safety Displays

Strategically placed display boards across our facilities provide workers with vital information about safe chemical handling practices. These boards, along with signs are a constant reminder of safety protocols, enabling employees to handle chemicals responsibly.



04 Authorised Chemical Disposal

We adhere to strict protocols for the disposal of hazardous chemicals, ensuring that all disposals are handled by authorised vendors who comply with regulatory standards. This approach not only safeguards the environment but also aligns with our compliance standards. Plants have an MoU with authorised Treatment, Storage, and Disposal Facility (TSDF).



Water Management

Water is essential across our manufacturing processes in soaking, steaming, adhesive and resin preparation. Climate change can place additional pressure on already depleting groundwater reserves and water stress zones.

This has brought into sharp focus the need to use water responsibly and efficiently across our operations, striving to maximise reuse and minimise wastage. Water is sourced, stored and distributed across our operations for both industrial and domestic uses. The resulting wastewater generated is treated at our Effluent Treatment Plant (ETP) or Sewage Treatment Plant (STP) facilities. We keenly monitor our wastewater generation and test the water regularly for quality, ensuring that it meets all regulatory environmental standards. The water is then reused wherever appropriate.

Water Stress Zones

According to the Central Ground Water Board (CGWB) Dynamic Ground Water Resources Report 2025 and WRI Aqueduct Water Risk Atlas, four of the Company's plants located across three locations can be categorised as water stress zones. These locations are Karnal, Gummidipoondi (Tamil Nadu) and Hoshiarpur. At these facilities, manufacturing of plywood, particle board, & MDF are the primary industrial activities. Given these considerations, the Company remains cognisant of the importance of judicious water use across its operations.

Particular	FY 2025-26	FY 2024-25
Total Volume of Water Withdrawal\Consumption (KL)	3,16,096	3,41,984

Zero Liquid Discharge

The Company has successfully implemented ZLD across all its facilities, ensuring that all wastewater generated during operations is treated in on-site treatment plants. The treated water is then reused for various purposes, such as filling log storage ponds, irrigation, toilet flushing, fire water storage and facility cleaning.

Water Reuse and Conservation

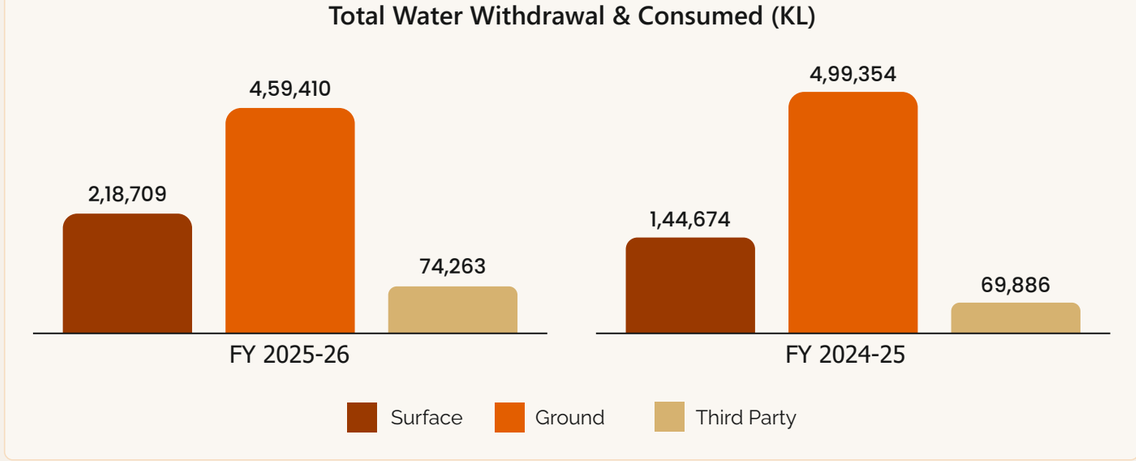
We also employ process level measures that help us reduce our water consumption. Our advanced resin manufacturing technology eliminates the need for vacuum distillation in the final stages of production, further reducing both water consumption and wastewater generation.

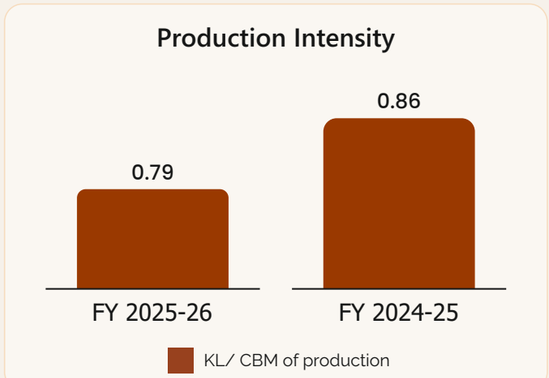
Rainwater Harvesting

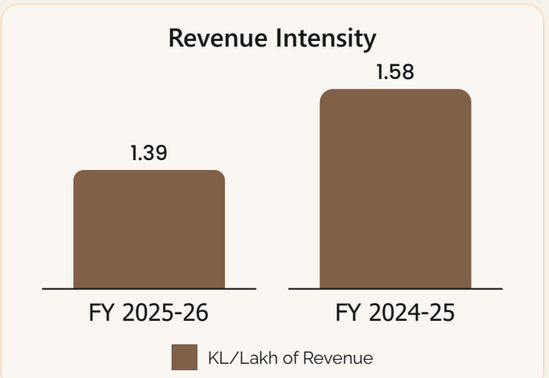
We have installed rainwater harvesting systems across a majority of our sites, helping us capture this precious resource. At select locations, this rainwater harvesting helps us enhance our fire preparedness, reinforcing our commitment to sustainable water management.

All our manufacturing sites are equipped with treatment plants (ETP/STPs), implementing Zero Liquid Discharge (ZLD).

Water Withdrawal and Consumption







During the year, water intensity improved by 12% per ₹ lakh of revenue and 8% per CBM of production.

Rooting for a Greener Tomorrow

CenturyPly marked World Environment Day with fervour across its Chennai, Hoshiarpur & Kandla plants, with tree plantation drives and awareness sessions to celebrate sustainability in action.





Land and Waste Management

Land Stewardship

We seek to manage the land on which we operate while maintaining and enhancing the green cover on that land. During FY 2025-26, 33% of acquired land was maintained under green cover through plantations and employee-led tree plantation drives. We extended this afforestation drive to our broader communities, distributing over 78 lakhs saplings and providing training on scientific plantation practices. This sets us well on our longer-term path toward our target of distributing a total of 3 crore saplings by 2030.

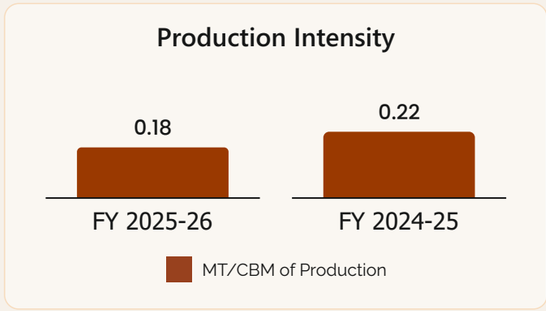
Waste Management

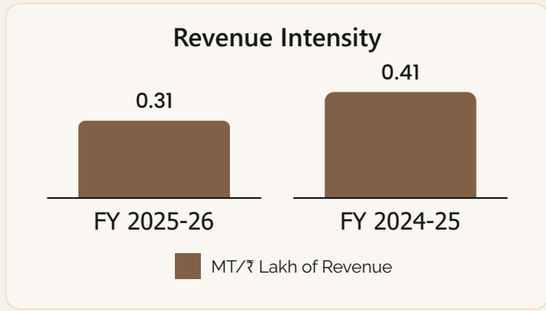
The solid waste generated across our operations is managed through dedicated infrastructure for the collection and temporary storage of waste, including a designated solid waste storage yard. Hazardous waste like waste oil generated from production machinery is securely stored in a temporary hazardous waste facility before being processed by licensed third-party waste handlers. We also track our treated water usage through flow meters and Online Continuous Effluent Monitoring Systems (OCEMS), supporting our implementation of ISO 14001:2015 environmental management practices.

MT	FY 2025-26	FY 2024-25
Plastic	285.99	236.09
E-Waste	3.35	3.56
Biomedical	0.014	0.005
Construction	27.28	-
Battery	1.72	1.68
Hazardous	120.91	114.90
Non-Hazardous	1,66,204.07	1,83,163.65
Total	**1,66,643.34**	**1,83,519.87**

Wood waste constitutes approximately 98% of the Company's total waste generated and is utilised as biomass fuel for heat generation in its energy plants. At select locations, ash and ETP/STP sludge are reused as part of the fuel mix in the energy plants.

Ash waste has been reclassified from landfilling to other recovery operations, as it is utilised for ground levelling within the plant premises. Similarly, sludge generated from the Sewage Treatment Plant (STP) is utilised as manure for gardening and green belt development within the plant premises.





During the year, Waste intensity improved by 24% per ₹ lakh of revenue and 21% per CBM of production.

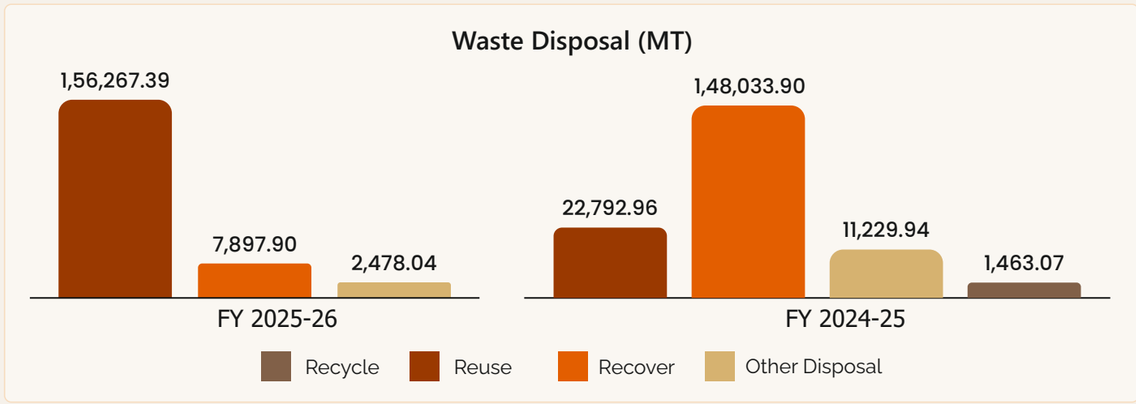
Waste Disposal

Plastic including packaging:
We ensure that plastic waste is disposed of responsibly through authorised vendors.

E-waste:
We carefully monitor and dispose E-waste generated from the use of electronics in our offices and facility operations through authorised vendors.

Hazardous Waste:
We segregate waste into different categories and safely dispose it through authorised vendors certified by the Pollution Control Board (CPCB/SPCB).

Non-hazardous Waste:
Most of our waste is wood-based that is repurposed as fuel in our energy plant. All other waste is disposed through authorised vendors.



In FY 2024-25, a portion of the wood waste was utilised in the manufacture of particle boards. Following changes in the facility in FY 2025-26, the wood waste is now utilised as biomass for energy generation.

Independent Assurance Report

To
The Board of Directors,
Century Plyboards (India) Ltd,
Century House P15/1, Taratala Road,
Kolkata - 700088, West Bengal.

Subject: Independent Reasonable & Limited Assurance Report on 'Identified Sustainability Information' (ISI) in the Sustainability Report of Century Plyboards (India) Limited for the Financial Year 2025-26.

1. Introduction and Scope

Moore Singhi Advisors LLP ("Moore Singhi" or "we" or "us") has been engaged by Century Plyboards (India) Limited (hereafter referred to as "the Company" or "Centuryply") to provide independent assurance on 'Identified Sustainability Information' that forms part of the Sustainability Report prepared by the Company with reference to GRI Sustainability Reporting Standards issued by the Global Reporting Initiative (GRI) ("Criteria").

The scope of this engagement comprises the provision of 'reasonable assurance' on the Identified Sustainability Information detailed in Annexure A and 'limited assurance' on the Identified Sustainability Information detailed in Annexure B.

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, and ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board (IAASB). Our engagement has been conducted in accordance with the terms of the engagement letter dated February 02, 2026.

Our assurance covers the period from April 1, 2025 to March 31, 2026. We have not performed any procedures on elements of the Sustainability report other than those listed in Annexure A and Annexure B, and accordingly do not express any opinion or conclusion thereon.

2. Boundary

For the purpose of this engagement, the reporting boundary for the Sustainability disclosures comprises the Company together with its Indian subsidiaries, as specified in Annexure C. It covers eight manufacturing locations at Joka, Hoshiarpur, Gummidipoondi, Guwahati, Kandla, Karnal, Badvel and Roorkee along with two Container Freight Stations and the Port Terminal at Kolkata, and the Corporate Office at Kolkata (together, the "reporting boundary").

On-site verification was conducted at the Joka, Gummidipoondi, Badvel and Roorkee manufacturing locations and at the Corporate Office.

3. Management Responsibilities

The Company's management is responsible for the selection of the reporting criteria, reporting period, reporting boundary, preparation, and disclosure of Sustainability information, as listed in Annexure A, and Annexure B, in reference to the GRI Standards, issued by the Global Reporting Initiative (GRI).

This responsibility includes stakeholder engagement, designing, implementing and maintaining adequate internal controls, including relevant policies and procedures, maintaining adequate records, performing appropriate calculations, and making estimates that are reasonable in the circumstances, and ensuring that they are free from material misstatement, whether due to fraud or error.

4. Moore Singhi's Responsibilities

Our responsibility is to express a reasonable assurance opinion and a limited assurance conclusion on the Identified Sustainability Information listed in Annexure A and Annexure B, respectively, based on the procedures we have performed and the evidence we have obtained from the Company.

We do not accept or assume any responsibility for any other purpose or to any other person or organization. We have considered quantitative materiality and qualitative factors in; (i) planning the scope of our work and evaluating the results of our work; and (ii) evaluating the effect of any identified misstatements in the Sustainability report. Moore Singhi expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement and for any damages in case erroneous data is reported. This assurance engagement relies on the assumption that all data and information provided by the Company is accurate and complete.

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, and the International Standard on Assurance Engagements (ISAE) 3410: Assurance Engagements on Greenhouse Gas Statements, as well as the terms of reference for this engagement as agreed with Centuryply in the engagement letter dated February 02, 2026.

Those standards require that we plan and perform our engagement to obtain reasonable assurance (as detailed in Annexure A) and limited assurance (as detailed in Annexure B) about whether, in all material respects, the Identified Sustainability Information presented to us is prepared in accordance with the reporting criteria chosen by the Company and as referenced in the GRI Sustainability Reporting Standards.

4a. Reasonable Assurance Procedures:

Annexure A reasonable assurance engagement includes performing procedures to obtain sufficient and appropriate evidence to assess the risk of material misstatement of the Identified Sustainability Information. In this connection, our procedures included:

- Performing process walkthroughs at selected locations to understand controls relevant to data capture, validation, and reporting of KPIs.
- Understanding and assessing data collection, aggregation, and reporting processes across divisions.
- Evaluating whether the methodologies, assumptions, and calculation approaches adopted by the Company are consistent with the Criteria.
- Conducting interviews with management and operational personnel responsible for this data.
- Performing sample-based testing of underlying data and supporting documents and parameters listed in Annexure A.
- Performing recalculations of selected KPIs, including verification of arithmetic accuracy and consistency of formulas.
- Obtaining written management representations confirming completeness, accuracy, and consistency of the reported information.

4b. Limited Assurance Procedures: Annexure B

A limited assurance engagement includes performing procedures that are less extensive than those performed in a reasonable assurance engagement and are primarily designed to identify matters that may be indicative of material misstatement.

- Enquiries with management and personnel responsible for the preparation of the KPIs in Annexure B.
- Obtaining a broad understanding, through inquiries, of the controls and processes applied by management for the capture and

compilation of KPIs in Annexure B.

- Performing analytical procedures, including consistency checks against related disclosures in the report.
- Reviewing the methodologies, assumptions, and definitions applied for each Annexure B KPI against the Criteria.
- Reviewing calculations of selected KPIs for arithmetic accuracy and consistency as shared by management.
- Obtaining written management representations confirming completeness and accuracy of the reported information.

4c. Exclusions

The following are excluded from the scope of the engagement:

- An opinion on the overall design, implementation, or operating effectiveness of the Company's internal control framework or IT general controls, beyond procedures performed as part of this assurance engagement.
- The Company's statements that describe expressions of opinion, belief, aspiration, expectation, aim, or future intentions, including forward-looking statements.
- Independent verification of the economic and/or financial performance indicators, which are derived from the Company's audited financial statements.

5. Inherent Limitations

The reliability of assurance on non-financial information is subject to uncertainties inherent in the assurance process. The lack of a significant universal body of established practice for measuring and evaluating non-financial information allows for different, but acceptable, measures and measurement techniques, potentially affecting comparability between entities. Specifically, the uncertainties in greenhouse gas (GHG) emissions estimation arise due to incomplete scientific knowledge, limitations in quantification models, and the assumptions or conversion factors used to arrive at results. Due to these inherent limitations, there is a possibility that material misstatements in the sustainability information of the Identified Sustainability Information in the Report may remain undetected. The application of this assurance statement is limited to the aforementioned Standards and Criteria.

With respect to Annexure B KPIs, these limitations are particularly relevant for Scope 3 GHG emissions (categories 1,2,4, and 9), where estimation uncertainty is materially higher than for Scope 1 and Scope 2.

6A. Opinion -Reasonable Assurance (Annexure A)

Based on the procedures performed and evidence obtained, as described in Section 4A, and on the information and explanations provided to us, including written management representations, we are of the opinion that the Identified Sustainability Information mentioned in Annexure A of our report is prepared, in all material respects, in accordance with the Criteria chosen by the Company as per the aforementioned Standards.

6B. Conclusion - Limited Assurance (Annexure B)

Based on the procedures performed and evidence obtained, as described in Section 4B, and on information and explanations provided to us, including written management representations, nothing has come to our attention that causes us to believe that the Identified Sustainability Information of the Company listed in Annexure B are not prepared, in all material respects, in accordance with the Criteria, as stated in Section 1 above, chosen by the Company as per the aforementioned Standards.

7. Restriction on Use

Our work was performed solely to assist management in meeting their responsibilities in relation to Centuryply's Sustainability Report. The report is addressed and provided to the Board of Directors of the Company, solely for the purpose of reporting on the Identified Sustainability Information in accordance with the terms of our engagement letter dated February 02, 2026, and should not be used, for any other purpose or to any other party without our prior written consent. Accordingly, we do not accept or assume any liability or duty of care to any person other than the Board of Directors of the Company in connection with this report. Other than as described in paragraph 1, which sets out the scope of our engagement, we did not perform any assurance procedures on the remaining information. Accordingly, we do not express an opinion on that information.

8. Statement of Independence, Impartiality, and Competence

Moore Singhi is a professional services firm offering a range of services in assurance and advisory to both domestic and international clients across industries. We have complied with independence and ethical requirements, which are founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. This assurance engagement comprises multidisciplinary experts with deep knowledge in sustainability, ESG reporting principles and standards, and related assurance standards.

For and on behalf of Moore Singhi Advisors LLP,

Ravi Sankar Nori

Chief Operating Officer (ESG Services)

Date: September 15, 2026

Annexure A: Identified Sustainability Information subject to Reasonable Assurance

S. No.	Parameter	GRI indicators (ISI)
1	Energy consumption within the organisation	302 – 1
2	Energy intensity	302 – 3
3	Water withdrawal	303 – 3 a
4	Water discharge	303 – 4
5	Water consumption	303 – 5
6	Direct (scope 1) GHG emissions	305 – 1
7	Indirect (scope 2) GHG emissions	305 – 2
8	GHG emissions intensity	305 – 4
9	Waste generated	306 – 3
10	Waste diverted from disposal	306 – 4
11	Waste diverted to disposal	306 – 5
12	Work-related injuries	403 – 9
13	Work-related ill health	403 – 10
14	Proportion of spending on local suppliers	204 – 1
15	POSH Complaints (Non-discrimination)	406 – 1
16	Customer privacy (data breaches)	418 – 1
17	Ratio of basic salary of women to men	405 – 2
18	Benefits provided to employees	401 – 2

Annexure B: Identified Sustainability Information subject to Limited Assurance

S. No.	Parameter	GRI indicators (ISI)
1	Employees	2 – 7 & 8
2	Compliance with laws and regulations	2 - 27

3	Direct economic value generated and distributed	201 – 1
4	Economic performance	201 – 2
5	Reduction of energy consumption	302 – 4
6	Water withdrawal from areas with water stress	303 – 3 b
7	Reduction of GHG emissions	305 – 5
8	Other indirect (Scope 3) GHG emissions	305 – 3
9	New employee hires and employee turnover	401 – 1
10	Parental leave	401 – 3
11	Worker training on occupational health and safety	403 – 5
12	Programs for upgrading employee skills and transition assistance programs	404 – 2
13	Percentage of employees receiving regular performance and career development reviews	404 – 3
14	Diversity of governance bodies and employees	405 – 1
15	Ratio of remuneration of women to men	405 – 2

Annexure C: Subsidiaries within the reporting boundary

S. No.	Name of the Subsidiary	Relationship
1	Auro Sundram Ply & Door Pvt. Ltd.	Subsidiary
2	Ara Suppliers Pvt. Ltd.	Subsidiary
3	Arham Sales Pvt. Ltd.	Subsidiary
4	Adonis Vyaper Pvt. Ltd.	Subsidiary
5	Apnapan Viniyog Pvt. Ltd.	Subsidiary
6	Century Ports Ltd.	Subsidiary
7	Century MDF Ltd.	Subsidiary
8	Century Infotech Ltd.	Subsidiary
9	Pacific Plywoods Pvt. Ltd.	Subsidiary
10	Century Infra Ltd.	Subsidiary
11	Century Panels Ltd.	Subsidiary
12	Centuryply Furniture Fittings Ltd.	Subsidiary
13	Asis Plywood Ltd.	Step Down Subsidiary
14	Century Adhesives & Chemicals Ltd.	Step Down Subsidiary

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	2-2 Entities included in the organization's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	4
	2-4 Restatements of information	4
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	2-8 Workers who are not employees	71
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	2-11 Chair of the highest governance body	46
	2-12 Role of the highest governance body in overseeing the management of impacts	40
	2-13 Delegation of responsibility for managing impacts	40
	2-14 Role of the highest governance body in sustainability reporting	40
	2-15 Conflicts of interest	48
	2-16 Communication of critical concerns	49
	2-17 Collective knowledge of the highest governance body	45
	2-18 Evaluation of the performance of the highest governance body	43
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	2-27 Compliance with laws and regulations	50
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	3-1 Process to determine material topics	33
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GRI 201	**Economic Performance**	
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