

**Independent Auditor's Report on the Quarterly and Year to Date Consolidated Financial Results of the Company Pursuant to the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended**

To  
The Board of Directors of  
Nelco Limited

**Report on the audit of the Consolidated Financial Results****Opinion**

We have audited the accompanying statement of quarterly and year to date Consolidated Financial Results of Nelco Limited ("Holding Company") its subsidiary (the Holding Company and its subsidiary together referred to as "the Group") and its associate for the quarter ended March 31, 2026 and for the year ended March 31, 2026 ("Statement") attached herewith, being submitted by the Holding Company pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("Listing Regulations")

In our opinion and to the best of our information and according to the explanations given to us, the Statement:

- i. includes the results of the following entities;
  - a. Holding Company- Nelco Limited
  - b. Subsidiary Company- Nelco Network Products Limited
  - c. Associate Company- Piscis Networks Private Limited
- ii. are presented in accordance with the requirements of the Listing Regulations in this regard; and
- iii. gives a true and fair view in conformity with the applicable accounting standards and other accounting principles generally accepted in India, of the consolidated net profit and other comprehensive income/loss and other financial information of the Group for the quarter ended March 31, 2026 and for the year ended March 31, 2026.

**Basis for Opinion**

We conducted our audit in accordance with the Standards on Auditing (SAs), as specified under Section 143(10) of the Companies Act, 2013, as amended ("the Act"). Our responsibilities under those Standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Results" section of our report. We are independent of the Group and its associate in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our opinion.



# **S.R. BATLIBOI & ASSOCIATES LLP**

Chartered Accountants

Nelco Limited

Independent Auditor's Report on Consolidated Financial Results

Page 2 of 3

## **Management's Responsibilities for the Consolidated Financial Results**

The Statement has been prepared on the basis of the Consolidated Annual Financial Statements. The Holding Company's Board of Directors are responsible for the preparation and presentation of the Statement that give a true and fair view of the net profit and other comprehensive income/loss and other financial information of the Group including its associate in accordance with the applicable accounting standards prescribed under Section 133 of the Act read with relevant rules issued thereunder and other accounting principles generally accepted in India and in compliance with Regulation 33 of the Listing Regulations. The respective Board of Directors of the Companies included in the Group and of its associate are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of their respective Companies and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Statement that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the Statement by the Directors of the Holding Company, as aforesaid.

In preparing the Statement, the respective Board of Directors of the Companies included in the Group and of its associate are responsible for assessing the ability of their respective Companies to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the Companies included in the Group and of its associate are also responsible for overseeing the financial reporting process of their respective Companies.

## **Auditor's Responsibilities for the Audit of the Consolidated Financial Results**

Our objectives are to obtain reasonable assurance about whether the Statement as a whole is free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Statement.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Statement, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to Financial Statements in place and the operating effectiveness of such controls.



# **S.R. BATLIBOI & ASSOCIATES LLP**

Chartered Accountants

Nelco Limited

Independent Auditor's Report on Consolidated Financial Results

Page 3 of 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associate to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associate to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Statement, including the disclosures and whether the Statement represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the Financial Results/ Financial Information of the entities within the Group and its associate of which we are the independent auditors to express an opinion on the Statement. We are responsible for the direction, supervision and performance of the audit of the financial information of such entities included in the Statement of which we are the independent auditors.

We communicate with those charged with governance of the Holding Company and such other entities included in the Statement of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, related safeguards.

We also performed procedures in accordance with the Master Circular issued by the Securities Exchange Board of India under Regulation 33 (8) of the Listing Regulations, to the extent applicable.

## **Other Matter**

The Statement includes the results for the quarter ended March 31, 2026 being the balancing figures between the audited figures in respect of the full financial year ended March 31, 2026 and the published unaudited year-to-date figures up to the end of the third quarter of the current financial year, which were subjected to a limited review by us, as required under the Listing Regulations.

For S.R. Batliboi & Associates LLP

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

**Aniket Anil  
Sohani**

Digitally signed by Aniket Anil Sohani  
DN: cn=Aniket Anil Sohani, c=IN,  
o=Personal  
Date: 2026.04.20 18:34:56 +05'30'

per Aniket Sohani

Partner

Membership No.: 117142

UDIN: 26117142NNADEG3418

Mumbai

April 20, 2026



**Nelco Limited**  
**Audited Consolidated Statement of Assets and Liabilities**  
(Amount Rs in Lakhs, unless otherwise mentioned)



| Particulars                               | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
|   | Audited                 | Audited                 |
| <b>ASSETS</b>                             |                         |                         |
| <b>Non-current assets</b>                 |                         |                         |
| (a) Property, plant and equipment         | 6,024                   | 6,132                   |
| (b) Capital work-in-progress              | 4,149                   | 870                     |
| (c) Right-of-use assets                   | 1,176                   | 1,248                   |
| (d) Intangible assets                     | 460                     | 416                     |
| (e) Financial assets                      |                         |                         |
| (i) Investments                           | 422                     | 392                     |
| (ii) Other financial assets               | 106                     | 90                      |
| (f) Deferred tax assets (net)             | 3,226                   | 2,550                   |
| (g) Income tax assets (net)               | 723                     | 89                      |
| (h) Other non-current assets              | 247                     | 242                     |
| <b>Total non-current assets</b>           | <b>16,533</b>           | <b>12,029</b>           |
| <b>Current assets</b>                     |                         |                         |
| (a) Inventories                           | 3,625                   | 3,069                   |
| (b) Financial assets                      |                         |                         |
| (i) Trade receivables                     | 10,364                  | 10,653                  |
| (ii) Cash and cash equivalents            | 1,939                   | 1,385                   |
| (iii) Bank balances other than (ii) above | 86                      | 76                      |
| (iv) Loans                                | 9                       | 21                      |
| (v) Other financial assets                | 430                     | 341                     |
| (c) Other current assets                  | 1,751                   | 1,171                   |
| <b>Total current assets</b>               | <b>18,204</b>           | <b>16,716</b>           |
| <b>TOTAL ASSETS</b>                       | <b>34,737</b>           | <b>28,745</b>           |
| <b>EQUITY AND LIABILITIES</b>             |                         |                         |
| <b>EQUITY</b>                             |                         |                         |
| (a) Equity share capital                  | 2,282                   | 2,282                   |
| (b) Other equity                          | 10,601                  | 10,508                  |
| <b>Total equity</b>                       | <b>12,883</b>           | <b>12,790</b>           |
| <b>LIABILITIES</b>                        |                         |                         |
| <b>Non-current liabilities</b>            |                         |                         |
| (a) Financial liabilities                 |                         |                         |
| (i) Lease liabilities                     | 1,097                   | 691                     |
| (ii) Other financial liabilities          | 11                      | 14                      |
| <b>Total non-current liabilities</b>      | <b>1,108</b>            | <b>705</b>              |
| <b>Current liabilities</b>                |                         |                         |
| (a) Financial liabilities                 |                         |                         |
| (i) Borrowings                            | 5,877                   | 3,795                   |
| (ii) Lease liabilities                    | 310                     | 765                     |
| (iii) Trade payables                      | 4,140                   | 4,677                   |
| (iv) Other financial liabilities          | 4,429                   | 1,558                   |
| (b) Current tax liability (net)           | 640                     | -                       |
| (c) Contract liabilities                  | 4,051                   | 3,498                   |
| (d) Other current liabilities             | 437                     | 358                     |
| (e) Provisions                            | 862                     | 599                     |
| <b>Total current liabilities</b>          | <b>20,746</b>           | <b>15,250</b>           |
| <b>Total liabilities</b>                  | <b>21,854</b>           | <b>15,955</b>           |
| <b>TOTAL EQUITY AND LIABILITIES</b>       | <b>34,737</b>           | <b>28,745</b>           |

Statement of Audited Consolidated Financial Results for the quarter and year ended March 31, 2026

| Sr.No.    | Particulars   | (Rs in Lakhs, except per share data)            |   |   |                                      |  |
|-----------|---|---|---|---|--------------------------------------|--|
|           |   | 3 Months ended 31-Mar-2026<br>(Refer Note No 6) | Preceding 3 Months ended 31-Dec-2025<br>Unaudited | Corresponding 3 Months ended 31-Mar-2025<br>(Refer Note No 6) | Year ended March 31, 2026<br>Audited | Previous Year ended 31-Mar-2025<br>Audited |
| <b>1</b>  | <b>Income</b>   |   |   |   |                                      |  |
|           | a) Income from operations   | 7,918   | 7,830   | 6,752   | 30,660                               | 30,487                                     |
|           | b) Other income (refer note 4)  | 193   | 58  | 264   | 436                                  | 518  |
|           | <b>Total income</b>   | <b>8,111</b>                                    | <b>7,888</b>                                      | <b>7,016</b>  | <b>31,096</b>                        | <b>31,005</b>                              |
| <b>2</b>  | <b>Expenses</b>   |   |   |   |                                      |  |
|           | a) Purchase of stock-in-trade   | 824   | 1,475   | 1,111   | 4,235                                | 3,184                                      |
|           | b) Changes in inventories of stock-in-trade   | (206)   | (399)   | (857)   | (556)                                | (482)                                      |
|           | c) Operating expenses   | 3,917   | 3,502   | 3,461   | 14,182                               | 14,747                                     |
|           | d) Employee benefits expenses   | 1,379   | 1,286   | 1,103   | 5,054                                | 4,573                                      |
|           | e) Other expenses   | 1,451   | 1,184   | 1,271   | 4,889                                | 4,268                                      |
|           | <b>Total expenses</b>   | <b>7,365</b>                                    | <b>7,048</b>                                      | <b>6,089</b>  | <b>27,804</b>                        | <b>26,290</b>                              |
| <b>3</b>  | <b>Profit before finance cost, depreciation, amortisation, share of profit from associate and tax (1-2)</b> | <b>746</b>                                      | <b>840</b>  | <b>927</b>  | <b>3,292</b>                         | <b>4,715</b>                               |
| <b>4</b>  | <b>Finance cost, depreciation and amortisation</b>  |   |   |   |                                      |  |
|           | a) Finance cost   | 73  | 144   | 152   | 487                                  | 552  |
|           | b) Depreciation and amortisation expense  | 492   | 502   | 643   | 1,995                                | 2,216                                      |
|           | <b>Total finance cost, depreciation and amortisation</b>  | <b>565</b>                                      | <b>646</b>  | <b>795</b>  | <b>2,482</b>                         | <b>2,768</b>                               |
| <b>5</b>  | <b>Profit before share of profit from associate and tax (3-4)</b>   | <b>181</b>                                      | <b>194</b>  | <b>132</b>  | <b>810</b>                           | <b>1,947</b>                               |
| <b>6</b>  | <b>Add: Share of profit/(loss) from associate</b>   | <b>(6)</b>                                      | <b>14</b>   | <b>(19)</b>   | <b>30</b>                            | <b>19</b>                                  |
| <b>7</b>  | <b>Profit before exceptional items and tax (5+6)</b>  | <b>175</b>                                      | <b>208</b>  | <b>113</b>  | <b>840</b>                           | <b>1,966</b>                               |
| <b>8</b>  | <b>Exceptional items (refer note 2)</b>   | <b>-</b>  | <b>381</b>  | <b>-</b>  | <b>381</b>                           | <b>-</b>                                   |
| <b>9</b>  | <b>Profit/(Loss) before tax</b>   | <b>175</b>                                      | <b>(173)</b>                                      | <b>113</b>  | <b>459</b>                           | <b>1,966</b>                               |
| <b>10</b> | <b>Tax expense</b>  |   |   |   |                                      |  |
|           | a) Current tax  | 250   | 149   | 175   | 790                                  | 1,054                                      |
|           | b) Deferred tax (net)   | (199)   | (198)   | (147)   | (673)                                | (555)                                      |
|           | c) Tax adjustment for earlier years (including deferred tax) [refer note 3]                                 | 15  | (5)   | 493   | 10                                   | 514  |
|           | <b>Total tax expenses</b>   | <b>66</b>                                       | <b>(54)</b>                                       | <b>521</b>  | <b>127</b>                           | <b>1,013</b>                               |
| <b>11</b> | <b>Net profit/(loss) for the period/year (9-10)</b>   | <b>109</b>                                      | <b>(119)</b>                                      | <b>(408)</b>  | <b>332</b>                           | <b>953</b>                                 |
| <b>12</b> | <b>Other comprehensive income/(expenses)</b>  |   |   |   |                                      |  |
|           | Items that will not be reclassified to profit or loss (net of tax)  | 38  | -   | 6   | (11)                                 | (19)                                       |
|           | -Remeasurement of post employment benefit obligations (net of tax)  | <b>38</b>                                       | <b>-</b>  | <b>6</b>  | <b>(11)</b>                          | <b>(19)</b>                                |
| <b>13</b> | <b>Total comprehensive income/(expenses) for the period/year (11+12)</b>                                    | <b>147</b>                                      | <b>(119)</b>                                      | <b>(402)</b>  | <b>321</b>                           | <b>934</b>                                 |
| <b>14</b> | <b>Paid up equity share capital (face value Rs.10/- each)</b>   | <b>2,282</b>                                    | <b>2,282</b>                                      | <b>2,282</b>  | <b>2,282</b>                         | <b>2,282</b>                               |
| <b>15</b> | <b>Other equity</b>   |   |   |   | <b>10,600</b>                        | <b>10,508</b>                              |
| <b>16</b> | <b>Earnings per share (Basic and diluted) (Face value Rs. 10/-each) (not annualised)</b>                    | <b>0.48</b>                                     | <b>(0.52)</b>                                     | <b>(1.79)</b>   | <b>1.45</b>                          | <b>4.18</b>                                |
| <b>17</b> | <b>Dividend per share (Par Value Rs. 10/- each)</b>   |   |   |   |                                      |  |
|           | Final dividend on equity shares (in Rs.)  | -   | -   | -   | 1.00                                 | 2.20                                       |
|           | Total equity dividend percentage (%)  | -   | -   | -   | 10                                   | 22   |

| Particulars   | Year Ended<br>March 31, 2026 | Year Ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
|   | Audited                      | Audited                      |
| <b>A. CASH FLOWS FROM OPERATING ACTIVITIES</b>  |                              |                              |
| Profit before tax and share of profit from associate  | 429                          | 1,947                        |
| <b>Adjustments to reconcile profit before tax to net cash flows</b>   |                              |                              |
| Depreciation and amortisation expense   | 1,995                        | 2,216                        |
| Finance costs   | 487                          | 552                          |
| Unrealised mark to market loss on forward contracts   | (137)                        | 2                            |
| Unrealised foreign exchange loss (net)  | 82                           | 17                           |
| Impairment allowance (allowance for bad and doubtful debts)   | 280                          | -                            |
| Gain on termination of lease  | (21)                         | -                            |
| Liabilities/provisions no longer required, written back   | (179)                        | (205)                        |
| (Gain)/Loss on disposal of property, plant and equipment (net)  | (2)                          | 15                           |
| Provision for warranty (net)  | (180)                        | -                            |
| Unwinding of discount on financial asset measured at amortised cost   | (16)                         | (112)                        |
| Interest income   | (28)                         | (5)                          |
| <b>Operating profit before working capital changes</b>  | <b>2,710</b>                 | <b>4,427</b>                 |
| <b>Movement in working capital</b>  |                              |                              |
| <b>Movements in assets</b>  |                              |                              |
| - (Increase)/decrease in trade receivables  | 9                            | (2,146)                      |
| - (Increase)/decrease in other current assets   | (580)                        | (369)                        |
| - (Increase)/decrease in other non current assets   | (5)                          | 391                          |
| - (Increase)/decrease in inventories  | (556)                        | (749)                        |
| - (Increase)/decrease in other current financial assets   | (77)                         | (143)                        |
| - (Increase)/decrease in other non-current financial assets   | (16)                         | 74                           |
| - (Increase)/decrease in contract assets  | -                            | 809                          |
| <b>Movements in liabilities</b>   |                              |                              |
| - Increase/(decrease) in trade payables   | (303)                        | 1,342                        |
| - Increase/(decrease) in other financial liabilities - non current  | (3)                          | 14                           |
| - Increase/(decrease) in other current financial liabilities  | 64                           | (106)                        |
| - Increase/(decrease) in contract liabilities   | 569                          | (27)                         |
| - Increase/(decrease) in other current liabilities  | 79                           | (13)                         |
| - Increase/(decrease) in current provisions   | 428                          | (58)                         |
| <b>Cash generated from operations</b>   | <b>2,319</b>                 | <b>3,446</b>                 |
| - Direct taxes paid (net of refunds)  | (793)                        | (1,480)                      |
| <b>Net cash flow generated from operating activities (A)</b>  | <b>1,526</b>                 | <b>1,966</b>                 |
| <b>B. CASH FLOWS FROM INVESTING ACTIVITIES</b>  |                              |                              |
| Purchase of property, plant and equipment and intangible assets (net off capital work-in-progress/assets under development) | (2,328)                      | (1,657)                      |
| Proceeds from sale of property, plant and equipment   | 234                          | 21                           |
| Interest income received  | 28                           | 5                            |
| Increase in bank balance not considered as cash and cash equivalents  | (10)                         | (23)                         |
| <b>Net cash (used in) investing activities (B)</b>  | <b>(2,076)</b>               | <b>(1,654)</b>               |
| <b>C. CASH FLOWS FROM FINANCING ACTIVITIES</b>  |                              |                              |
| Proceeds from short term borrowings   | 18,598                       | 10,700                       |
| Repayment of short term borrowings  | (16,517)                     | (10,227)                     |
| Payment of principal portion of lease liabilities   | (271)                        | (482)                        |
| Payment of interest portion of lease liabilities  | (126)                        | (190)                        |
| Interest paid   | (357)                        | (425)                        |
| Dividend paid   | (223)                        | (482)                        |
| <b>Net cash flow from/(used in) financing activities (C)</b>  | <b>1,104</b>                 | <b>(1,106)</b>               |
| <b>Net increase/(decrease) in cash &amp; cash equivalents [(A)+(B)+(C)]</b>   | <b>554</b>                   | <b>(794)</b>                 |
| <b>Cash and cash equivalents at the beginning of the year</b>   | <b>1,385</b>                 | <b>2,179</b>                 |
| <b>Cash and cash equivalents at the end of the year</b>   | <b>1,939</b>                 | <b>1,385</b>                 |

**Note :**

1) Reconciliation of cash and cash equivalents as per cash flow statement

| Cash and cash equivalents comprise of : | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| Balance with banks in current accounts  | 1,937                   | 391                     |
| Balance with banks in deposits accounts | -                       | 651                     |
| Cheques on hand                         | -                       | 343                     |
| Cash on hand                            | 2                       | *                       |
| <b>Total</b>                            | <b>1,939</b>            | <b>1,385</b>            |

\* Below rounding off norms adopted by the Group.

**Notes to the Audited Consolidated Financial Results for the quarter and year ended March 31, 2026**

- 1 The Consolidated financial results of Nelco Limited ("the Holding Company"), its subsidiary Nelco Network Products Limited (together referred to as "Group") and its associate Pscis Networks Private Limited have been prepared in accordance with Indian Accounting Standards ("IND AS") notified under Section 133 of the Companies Act, 2013, read together with the Companies (Indian Accounting standard) Rules, 2015 (Amended). These have been reviewed and recommended by the Audit Committee and approved by the Board of Directors at its meeting held on April 20, 2026.
- 2 On November 21, 2025, the Government of India notified four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in the regulations. The Group has assessed and recognised the incremental impact of these changes on the basis of the best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India. Considering the materiality and nature of this item, the Group has presented such incremental impact as an Exceptional Item in the Consolidated statement of profit and loss for the quarter ended December 31, 2025 and year ended March 31, 2026. The Group continues to monitor the finalisation of Central / State Rules and Clarifications from the Government on other aspects of the Labour Code and would take appropriate steps as required.
- 3 During the quarter ended March 31, 2025, the Holding Company filed an application under "Vivad se Vishwas Scheme, 2024" to settle the pending Income Tax matter and dues relating to Assessment Year 2011-12. Holding Company's application was approved by the Income Tax Authorities. Tax payable Rs. 488 Lakhs as per the application was recognised as Tax Adjustments for earlier years and interest on income tax payable Rs 21 Lakhs was recognised as Finance Cost for the year ended March 31, 2025.
- 4 Other income includes interest received on income tax refunds amounting to Rs. 31 lakhs for the year ended March 31, 2026 and Rs. 115 lakhs for the year ended March 31, 2025.
- 5 For the financial year ended March 31, 2026, the Board of Directors have recommended a final dividend of Rs. 1 (10%) per equity share. The payment is subject to approval of the shareholders at ensuing Annual General Meeting of the Company.
- 6 The Figures of the quarters ended March 31, 2026 and March 31, 2025 are the balancing figures between the audited figures in respect of the full financial year and the published figures of nine months ended December 31, 2025 and December 31, 2024, which were subjected to limited review by the statutory auditors.
- 7 Based on evaluation of key financial parameters, the Group believes that it operates in only one reportable segment i.e. Network Systems and accordingly the financial results are reported as single reportable segment.
- 8 The Audited Standalone and Consolidated financial results for the quarter and year ended March 31, 2026, of the Holding Company are available on the Holding Company's website (URL: [www.nelco.in/investor-relation/financial.php](http://www.nelco.in/investor-relation/financial.php)), Bombay Stock Exchange's website (URL: [www.bseindia.com](http://www.bseindia.com)) and National Stock Exchange's website (URL: [www.nseindia.com](http://www.nseindia.com)).

For Nelco Limited

P. J. Nath

PRADIP  
JYOTI NATH

Digitally signed by  
PRADIP JYOTI NATH  
Date: 2026.04.20  
17:46:05 +05'30'

Managing Director & CEO

DIN :- 05118177

Place :- Mumbai

Date :- April 20, 2026

**Nelco Limited**  
**Consolidated Balance Sheet as at March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

| Particulars  | Note No  | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|----------|-------------------------|-------------------------|
| <b>ASSETS</b>  |          |                         |                         |
| <b>Non-current assets</b>  |          |                         |                         |
| (a) Property, plant and equipment                                    | 4 (a)    | 6,024                   | 6,132                   |
| (b) Capital work-in-progress   | 4 (b)(i) | 4,149                   | 870                     |
| (c) Right-of-use assets  | 4 (c)    | 1,176                   | 1,248                   |
| (d) Intangible assets  | 4 (d)    | 460                     | 416                     |
| (e) Financial assets   |          |                         |                         |
| (i) Investments  | 5        | 422                     | 392                     |
| (ii) Other financial assets  | 6 (a)    | 106                     | 90                      |
| (f) Deferred tax assets (net)  | 38       | 3,226                   | 2,550                   |
| (g) Non-current tax assets (net)                                     | 7 (a)    | 723                     | 89                      |
| (h) Other non-current assets   | 8 (a)    | 247                     | 242                     |
| <b>Total non-current assets</b>                                      |          | <b>16,533</b>           | <b>12,029</b>           |
| <b>Current assets</b>  |          |                         |                         |
| (a) Inventories  | 9        | 3,625                   | 3,069                   |
| (b) Financial assets   |          |                         |                         |
| (i) Trade receivables  | 10       | 10,364                  | 10,653                  |
| (ii) Cash and cash equivalents                                       | 11       | 1,939                   | 1,385                   |
| (iii) Bank balances other than (ii) above                            | 12       | 86                      | 76                      |
| (iv) Loans   | 13       | 9                       | 21                      |
| (v) Other financial assets   | 6 (b)    | 430                     | 341                     |
| (c) Other current assets   | 8 (b)    | 1,751                   | 1,171                   |
| <b>Total current assets</b>  |          | <b>18,204</b>           | <b>16,716</b>           |
| <b>Total assets</b>  |          | <b>34,737</b>           | <b>28,745</b>           |
| <b>EQUITY AND LIABILITIES</b>  |          |                         |                         |
| <b>EQUITY</b>  |          |                         |                         |
| (a) Equity share capital   | 15       | 2,282                   | 2,282                   |
| (b) Other equity   | 16       | 10,601                  | 10,508                  |
| <b>Total equity</b>  |          | <b>12,883</b>           | <b>12,790</b>           |
| <b>LIABILITIES</b>   |          |                         |                         |
| <b>Non-current liabilities</b>                                       |          |                         |                         |
| (a) Financial liabilities  |          |                         |                         |
| (i) Lease liabilities  | 4 (c)    | 1,097                   | 691                     |
| (ii) Other financial liabilities                                     | 18 (a)   | 11                      | 14                      |
| <b>Total non-current liabilities</b>                                 |          | <b>1,108</b>            | <b>705</b>              |
| <b>Current liabilities</b>   |          |                         |                         |
| (a) Financial liabilities  |          |                         |                         |
| (i) Borrowings   | 17 (b)   | 5,877                   | 3,795                   |
| (ii) Lease liabilities   | 4 (c)    | 310                     | 765                     |
| (iii) Trade payables   | 19       | -                       | -                       |
| (a) Total outstanding dues to micro and small enterprises            |          | -                       | -                       |
| (b) Total outstanding dues to other than micro and small enterprises |          | 4,140                   | 4,677                   |
| (iv) Other financial liabilities                                     | 18 (b)   | 4,429                   | 1,558                   |
| (b) Current tax liability (net)                                      | 7 (b)    | 640                     | -                       |
| (c) Contract liabilities   | 14       | 4,051                   | 3,498                   |
| (d) Other current liabilities  | 20       | 437                     | 358                     |
| (e) Provisions   | 21       | 862                     | 599                     |
| <b>Total current liabilities</b>                                     |          | <b>20,746</b>           | <b>15,250</b>           |
| <b>Total liabilities</b>   |          | <b>21,854</b>           | <b>15,955</b>           |
| <b>Total equity and liabilities</b>                                  |          | <b>34,737</b>           | <b>28,745</b>           |

Summary of material accounting policies

1

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date

For **S.R. Batliboi & Associates LLP**

Firm Registration Number : 101049W/E300004

Chartered Accountants

**Aniket Sohani**

Partner

Membership No. 117142

For and on behalf of the Board of Directors

**Nelco Limited**

CIN: L32200MH1940PLC003164

**A. S. Lakshminarayanan**

Chairman

(DIN: 08616830)

**P. J. Nath**

Managing Director & CEO

(DIN: 05118177)



**Malav Shah**

Chief Financial Officer

**Ritesh Kamdar**

Company Secretary &

**Nelco Limited**

**Consolidated Statement of Profit and Loss for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

| Particulars  | Note No. | Year ended March 31, 2026 | Year ended March 31, 2025 |
|--|----------|---------------------------|---------------------------|
| <b>Income</b>  |          |                           |                           |
| (a) Revenue from operations  | 22       | 30,660                    | 30,487                    |
| (b) Other income   | 23       | 436                       | 518                       |
| <b>Total income</b>  |          | <b>31,096</b>             | <b>31,005</b>             |
| <b>Expenses</b>  |          |                           |                           |
| (a) Purchases of stock-in-trade  |          | 4,235                     | 3,184                     |
| (b) (Increase) in inventories of stock-in-trade  | 24       | (556)                     | (482)                     |
| (c) Operating expenses   | 25       | 14,182                    | 14,747                    |
| (d) Employee benefits expenses   | 26       | 5,054                     | 4,573                     |
| (e) Other expenses   | 27       | 4,889                     | 4,268                     |
| <b>Total expenses</b>  |          | <b>27,804</b>             | <b>26,290</b>             |
| <b>Profit before finance cost, depreciation &amp; amortisation and share of profit from associate and tax (PBITDA)</b> |          | <b>3,292</b>              | <b>4,715</b>              |
| (f) Finance costs  | 28       | 487                       | 552                       |
| (g) Depreciation & amortisation expense  | 29       | 1,995                     | 2,216                     |
| <b>Total finance costs and depreciation &amp; amortisation expenses</b>  |          | <b>2,482</b>              | <b>2,768</b>              |
| <b>Profit before share of profit from associate and tax</b>  |          | <b>810</b>                | <b>1,947</b>              |
| Share of net profit from associate   | 5        | 30                        | 19                        |
| <b>Profit before exceptional items and tax</b>   |          | <b>840</b>                | <b>1,966</b>              |
| <b>Exceptional items</b>   |          |                           |                           |
| Statutory impact of new Labour Codes   | 42       | 381                       | -                         |
| <b>Profit before tax</b>   |          | <b>459</b>                | <b>1,966</b>              |
| <b>Tax expense</b>   |          |                           |                           |
| - Current tax  | 38(b)    | 790                       | 1,054                     |
| - Deferred tax (credit)  | 38(b)    | (673)                     | (555)                     |
| - Tax adjustment for earlier years   | 38(b)    | 10                        | 514                       |
| <b>Total tax expenses</b>  |          | <b>127</b>                | <b>1,013</b>              |
| <b>Profit for the year</b>   |          | <b>332</b>                | <b>953</b>                |
| <b>Other comprehensive income/(expenses)</b>   |          |                           |                           |
| <b>Items that will not be reclassified to profit or loss in subsequent years</b>                                       |          |                           |                           |
| - Net fair value gain on investments in equity shares at FVTOCI (net of tax)   | 30       |                           | -                         |
| - Share of other comprehensive income of associate company accounted for using the equity method                       |          |                           | -                         |
| - Remeasurement of post employment benefit obligations (loss)  | 42       | (15)                      | (26)                      |
| - Income tax relating to this item   |          | 4                         | 7                         |
| <b>Other comprehensive (expense) for the year, (net of tax)</b>  |          | <b>(11)</b>               | <b>(19)</b>               |
| <b>Total comprehensive income for the year</b>   |          | <b>321</b>                | <b>934</b>                |
| Earnings per share (Face value of Rs 10/- per share) : (Basic and diluted)   | 35       | 1.45                      | 4.18                      |

Summary of material accounting policies

1

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date

For S.R. Batliboi & Associates LLP

Firm Registration Number : 101049W/E300004

Chartered Accountants

For and on behalf of the Board of Directors of

Nelco Limited

CIN: L32200MH1940PLC003164

Aniket Sohani

Partner

Membership No. 117142

A. S. Lakshminarayanan

Chairman

(DIN: 08616830)

P. J. Nath

Managing Director & CEO

(DIN: 05118177)



m. B. Shah

Malav Shah  
Chief Financial Officer

Ritesh Kamdar  
Company Secretary &

Nelco Limited

Consolidated Statement of Cash Flow for the year ended March 31, 2026

(Amount Rs in Lakhs, unless otherwise mentioned)

| Particulars   | Year Ended<br>March 31, 2026 | Year Ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
|   | Audited                      | Audited                      |
| <b>A. CASH FLOWS FROM OPERATING ACTIVITIES</b>  |                              |                              |
| Profit before tax and share of profit from associate  | 429                          | 1,947                        |
| <b>Adjustments to reconcile profit before tax to net cash flows</b>   |                              |                              |
| Depreciation and amortisation expense   | 1,995                        | 2,216                        |
| Finance costs   | 487                          | 552                          |
| Unrealised mark to market loss on forward contracts   | (137)                        | 2                            |
| Unrealised foreign exchange loss (net)  | 82                           | 17                           |
| Impairment allowance (allowance for bad and doubtful debts)   | 280                          | -                            |
| Gain on termination of lease  | (21)                         | -                            |
| Liabilities/provisions no longer required, written back   | (179)                        | (205)                        |
| Loss/(gain) on disposal of property, plant and equipment (net)  | (2)                          | 15                           |
| Provision for warranty (net)  | (180)                        | -                            |
| Unwinding of discount on financial asset measured at amortised cost   | (16)                         | (112)                        |
| Interest income   | (28)                         | (5)                          |
| <b>Operating profit before working capital changes</b>  | <b>2,710</b>                 | <b>4,427</b>                 |
| <b>Movement in working capital</b>  |                              |                              |
| <b>Movements in assets</b>  |                              |                              |
| - (Increase) in trade receivables   | 9                            | (2,146)                      |
| - (increase)/decrease in other current assets   | (580)                        | (369)                        |
| - Decrease in other non current assets  | (5)                          | 391                          |
| - (Increase) in inventories   | (556)                        | (749)                        |
| - (Increase)/decrease in other current financial assets   | (77)                         | (143)                        |
| - Decrease in other non-current financial assets  | (16)                         | 74                           |
| - Decrease/(increase) in contract assets  | -                            | 809                          |
| <b>Movements in liabilities</b>   |                              |                              |
| - Increase/(decrease) in trade payables   | (303)                        | 1,342                        |
| - Increase in other financial liabilities - non current   | (3)                          | 14                           |
| - (Decrease)/increase in other current financial liabilities  | 64                           | (106)                        |
| - (Decrease)/increase in contract liabilities   | 569                          | (27)                         |
| - (Decrease)/increase in other current liabilities  | 79                           | (13)                         |
| - (Decrease) in current provisions  | 428                          | (58)                         |
| <b>Cash generated from operations</b>   | <b>2,319</b>                 | <b>3,446</b>                 |
| - Direct taxes paid (net of refunds)  | (793)                        | (1,480)                      |
| <b>Net cash flow generated from operating activities (A)</b>  | <b>1,526</b>                 | <b>1,966</b>                 |
| <b>B. CASH FLOWS FROM INVESTING ACTIVITIES</b>  |                              |                              |
| Purchase of property, plant and equipment and intangible assets (net off capital work-in-progress/assets under development) | (2,328)                      | (1,657)                      |
| Proceeds from sale of property, plant and equipment   | 234                          | 21                           |
| Interest income received  | 28                           | 5                            |
| Increase in bank balance not considered as cash and cash equivalents  | (10)                         | (23)                         |
| <b>Net cash flow (used in) investing activities (B)</b>   | <b>(2,076)</b>               | <b>(1,654)</b>               |
| <b>C. CASH FLOWS FROM FINANCING ACTIVITIES</b>  |                              |                              |
| Proceeds from short term borrowings   | 18,598                       | 10,700                       |
| Repayment of short term borrowings  | (16,517)                     | (10,227)                     |
| Payment of principal portion of lease liabilities   | (271)                        | (482)                        |
| Payment of interest portion of lease liabilities  | (126)                        | (190)                        |
| Interest paid   | (357)                        | (425)                        |
| Dividend paid   | (223)                        | (482)                        |
| <b>Net cash flow (used in) financing activities (C)</b>   | <b>1,104</b>                 | <b>(1,106)</b>               |
| <b>Net (decrease)/increase in cash &amp; cash equivalents [(A)+(B)+(C)]</b>   | <b>554</b>                   | <b>(794)</b>                 |
| <b>Cash and cash equivalents at the beginning of the year</b>   | <b>1,385</b>                 | <b>2,179</b>                 |
| <b>Cash and cash equivalents at the end of the year</b>   | <b>1,939</b>                 | <b>1,385</b>                 |



**Nelco Limited****Consolidated Statement of Cash Flow for the year ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***Note :**

1) Reconciliation of cash and cash equivalents as per cash flow statement

| Cash and cash equivalents comprise of : | Year Ended<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|------------------------------|-------------------------|
| Balance with banks in current accounts  | 1,937                        | 391                     |
| Balance with banks in deposits accounts | -                            | 651                     |
| Cheques on hand                         | -                            | 343                     |
| Cash on hand                            | 2                            | *                       |
| <b>Total (refer note 11)</b>            | <b>1,939</b>                 | <b>1,385</b>            |

\* Below rounding off norms adopted by the Group.

Summary of material accounting policies

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

**For S.R. Batliboi & Associates LLP**

Firm Registration Number : 101049W/E300004

Chartered Accountants

**Aniket Sohani**

Partner

Membership No. 117142

**For and on behalf of the Board of Directors of  
Nelco Limited****CIN: L32200MH1940PLC003164****A. S. Lakshminarayanan**

Chairman

(DIN: 08616830)

**P. J. Nath**

Managing Director &amp; CEO

(DIN: 05118177)

*m.B. Shah***Malav Shah**

Chief Financial Officer

(ICAI M. No: 102314)

**Ritesh Kamdar**

Company Secretary &amp;

Head- Legal

(ICSI M. No: A20154)

Place : Mumbai

Date : April 20, 2026

Place : Mumbai

Date : April 20, 2026

**Nelco Limited****Consolidated Statement of Changes in Equity for the year ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***A. Equity share capital**

Equity shares of Rs. 10 each issued, subscribed and fully paid.

| Particulars                     | Number of shares | Amount |
|---------------------------------|------------------|--------|
| As at April 1, 2025             | 2,28,17,461      | 2,282  |
| Changes in equity share capital | -                | -      |
| As at March 31, 2026            | 2,28,17,461      | 2,282  |
| As at April 1, 2024             | 2,28,17,461      | 2,282  |
| Changes in equity share capital | -                | -      |
| As at March 31, 2025            | 2,28,17,461      | 2,282  |

**B. Other Equity**

| Particulars  | Attributable to equity shareholders |                   |   | Total  |
|--|-------------------------------------|-------------------|---|--------|
|  | Reserves and Surplus                |                   | Reserve for FVTOCI<br>Equity instrument |        |
|  | General Reserve                     | Retained earnings |   |        |
| As at April 1, 2025                                    | 250                                 | 10,240            | 18                                      | 10,508 |
| Profit for the year                                    | -                                   | 332               | -                                       | 332    |
| Dividend paid*   | -                                   | (228)             | -                                       | (228)  |
| Other comprehensive expenses for the year (net of tax) | -                                   | (11)              | -                                       | (11)   |
| As at March 31, 2026                                   | 250                                 | 10,333            | 18                                      | 10,601 |
| As at April 1, 2024                                    | 250                                 | 9,808             | 18                                      | 10,076 |
| Profit for the year                                    | -                                   | 953               | -                                       | 953    |
| Dividend paid*   | -                                   | (502)             | -                                       | (502)  |
| Other comprehensive expenses for the year (net of tax) | -                                   | (19)              | -                                       | (19)   |
| As at March 31, 2025                                   | 250                                 | 10,240            | 18                                      | 10,508 |

\*For financial year ended March 31, 2025, the Board of Directors had recommended a dividend of 10% (March 31, 2024: 22%) which was Rs. 1/- (March 31, 2024: Rs. 2.20/-) per equity share of Rs.10/- each, which was approved by shareholders in the Annual General Meeting of the Company held on June 25, 2025.

\*For financial year ended March 31, 2026, the Board of Directors have recommended a dividend of 10% (March 31, 2025: 10%) which is Rs. 1/- (March 31, 2025: Rs. 1/-) per equity share of Rs.10/- each. This is subject to approval at the annual general meeting by the members and liability is not recognised as at March 31, 2026.

Summary of material accounting policies

1

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

**For S.R. Batliboi & Associates LLP**

Firm Registration Number : 101049W/E300004

Chartered Accountants

**For and on behalf of the Board of Directors of****Nelco Limited**

CIN: L32200MH1940PLC003164

**Aniket Sohani**

Partner

Membership No. 117142

**A. S. Lakshminarayanan**

Chairman

(DIN: 08616830)

**P.J. Nath**

Managing Director &amp; CEO

(DIN: 05118177)

**Malav Shah**

Chief Financial Officer

(ICAI M. No: 102314)

**Ritesh Kamdar**

Company Secretary &amp; Head- Legal

(ICSI M. No: A20154)

Place : Mumbai

Date : April 20, 2026

Place : Mumbai

Date : April 20, 2026

**Nelco Limited**

**Notes to the consolidated financial statements for the quarter ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

| <b>Note 4(a) : Property, plant and equipment</b> |                               |                     |                         |                       |                       |  |           |                                     |
|--|-------------------------------|---------------------|-------------------------|-----------------------|-----------------------|--|-----------|-------------------------------------|
| Description                                      | Property, plant and equipment |                     |                         |                       |                       |  |           |                                     |
|  | Building                      | Plant and machinery | Electrical installation | Furniture and fixture | Office equipment- Own | Office equipment- Given on lease (operating lease) | Vehicles  | Total Property, plant and equipment |
| <b>Cost</b>                                      |                               |                     |                         |                       |                       |  |           |                                     |
| Balance as at April 1, 2025                      | 236                           | 11,785              | 40                      | 171                   | 610                   | 2,606  | 51        | 15,499                              |
| Additions  | 46                            | 687                 | -                       | 23                    | 108                   | 857  | -         | 1,721                               |
| Disposals  | -                             | (71)                | (15)                    | (5)                   | (95)                  | (1,277)  | (1)       | (1,464)                             |
| <b>Balance as at Mar 31, 2026</b>                | <b>282</b>                    | <b>12,401</b>       | <b>25</b>               | <b>189</b>            | <b>623</b>            | <b>2,186</b>                                       | <b>50</b> | <b>15,756</b>                       |
| <b>Accumulated depreciation</b>                  |                               |                     |                         |                       |                       |  |           |                                     |
| Balance as at April 1, 2025                      | 136                           | 7,074               | 26                      | 104                   | 429                   | 1,573  | 25        | 9,367                               |
| For the year                                     | 15                            | 997                 | 2                       | 14                    | 84                    | 479  | 6         | 1,597                               |
| On disposals                                     | (1)                           | (105)               | (17)                    | (19)                  | (63)                  | (1,025)  | (2)       | (1,232)                             |
| <b>Balance as at Mar 31, 2026</b>                | <b>150</b>                    | <b>7,966</b>        | <b>11</b>               | <b>99</b>             | <b>450</b>            | <b>1,027</b>                                       | <b>29</b> | <b>9,732</b>                        |
| <b>Net carrying amount as at Mar 31, 2026</b>    | <b>132</b>                    | <b>4,435</b>        | <b>14</b>               | <b>90</b>             | <b>173</b>            | <b>1,159</b>                                       | <b>21</b> | <b>6,024</b>                        |
| <b>Cost</b>                                      |                               |                     |                         |                       |                       |  |           |                                     |
| Balance as at April 1, 2024                      | 163                           | 11,383              | 24                      | 112                   | 522                   | 1,920  | 51        | 14,175                              |
| Additions  | 73                            | 403                 | 16                      | 59                    | 89                    | 776  | -         | 1,416                               |
| Disposals  | -                             | (1)                 | -                       | -                     | (1)                   | (90)   | -         | -92                                 |
| <b>Balance as at March 31, 2025</b>              | <b>236</b>                    | <b>11,785</b>       | <b>40</b>               | <b>171</b>            | <b>610</b>            | <b>2,606</b>                                       | <b>51</b> | <b>15,499</b>                       |
| <b>Accumulated depreciation</b>                  |                               |                     |                         |                       |                       |  |           |                                     |
| Balance as at April 1, 2024                      | 120                           | 6,116               | 24                      | 94                    | 357                   | 1,245  | 18        | 7,974                               |
| For the year                                     | 16                            | 958                 | 2                       | 10                    | 73                    | 383  | 7         | 1,449                               |
| On disposals                                     | -                             | -                   | -                       | -                     | (1)                   | (55)   | -         | -56                                 |
| <b>Balance as at March 31, 2025</b>              | <b>136</b>                    | <b>7,074</b>        | <b>26</b>               | <b>104</b>            | <b>429</b>            | <b>1,573</b>                                       | <b>25</b> | <b>9,367</b>                        |
| <b>Net carrying amount as at March 31, 2025</b>  | <b>100</b>                    | <b>4,711</b>        | <b>14</b>               | <b>67</b>             | <b>181</b>            | <b>1,033</b>                                       | <b>26</b> | <b>6,132</b>                        |

**Note :-**

1) Property, plant and equipment pledged as security by the group (refer note 34)

2) Contractual obligations in respect of capital commitment for acquisition of property, plant and equipment (refer note 40)

**Nelco Limited****Notes to the consolidated financial statements for the quarter ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)*

---

**Note 4(b) : Capital work-in-progress****i) Capital work-in-progress**

| Particulars                  | Ageing of capital work-in-progress |           |           |                   | Total |
|------------------------------|------------------------------------|-----------|-----------|-------------------|-------|
|                              | Less than 1 year                   | 1-2 years | 2-3 years | More than 3 years |       |
| Balance as at March 31, 2026 | 3,682                              | 92        | 375       | -                 | 4,149 |
| Balance as at March 31, 2025 | 197                                | 673       | -         | -                 | 870   |

As at March 31, 2026 and As at March 31, 2025 there are no projects which are temporarily suspended.

Further there are no projects whose completion is overdue or has exceeded its cost compared to its original plan.

**Nelco Limited****Notes to the consolidated financial statements for the quarter ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***Note 4(c) : Right-of-use assets and lease liabilities****4(c)(I) Group as lessee**

- The Holding Company as lessee acquired on lease Leasehold land. The total lease term is 95 years, remaining lease term is 58 years as on March 31, 2026. This has been included under leasehold premises and equipment disclosed below. The Group does not have an option to purchase the land at the end of the lease term. Also Group has taken on lease various offices for its branches where lease term ranges from 1 year to 9 years.
- The Group has taken on premises on lease along with certain equipments for term of 5 years to 10 years. The group is restricted from assigning and subleasing the leased assets.
- Group has taken motor vehicle on lease which have lease term varying from 2 years to 5 years.
- The effective interest rate for lease liabilities is from 8.00% to 9.95%.

**i. Right of use assets**

| Description                                     | Leasehold premises and equipment | Office equipment | Motor vehicle | Total        |
|---|----------------------------------|------------------|---------------|--------------|
| <b>Cost</b>                                     |                                  |                  |               |              |
| Balance as at April 1, 2025                     | 2,207                            | 464              | 167           | 2,838        |
| Additions                                       | 349                              | -                | 8             | 357          |
| Disposals                                       | (196)                            | (5)              | (17)          | (218)        |
| <b>Balance as at Mar 31, 2026</b>               | <b>2,360</b>                     | <b>459</b>       | <b>158</b>    | <b>2,977</b> |
| <b>Accumulated depreciation</b>                 |                                  |                  |               |              |
| Balance as at April 1, 2025                     | 1,259                            | 273              | 58            | 1,590        |
| For the year                                    | 217                              | 65               | 33            | 315          |
| On disposals                                    | (126)                            | 25               | (3)           | (104)        |
| <b>Balance as at Mar 31, 2026</b>               | <b>1,350</b>                     | <b>363</b>       | <b>88</b>     | <b>1,801</b> |
| <b>Net carrying amount as at Mar 31, 2026</b>   | <b>1,010</b>                     | <b>96</b>        | <b>70</b>     | <b>1,176</b> |
| <b>Cost</b>                                     |                                  |                  |               |              |
| Balance as at April 1, 2024                     | 2,187                            | 1,711            | 160           | 4,058        |
| Additions                                       | 82                               | -                | 70            | 152          |
| Disposals                                       | (62)                             | (1,247)          | (63)          | (1,372)      |
| <b>Balance as at March 31, 2025</b>             | <b>2,207</b>                     | <b>464</b>       | <b>167</b>    | <b>2,838</b> |
| <b>Accumulated depreciation</b>                 |                                  |                  |               |              |
| Balance as at April 1, 2024                     | 1,042                            | 872              | 64            | 1,978        |
| For the year                                    | 227                              | 244              | 39            | 510          |
| On disposals                                    | (10)                             | (843)            | (45)          | (898)        |
| <b>Balance as at March 31, 2025</b>             | <b>1,259</b>                     | <b>273</b>       | <b>58</b>     | <b>1,590</b> |
| <b>Net carrying amount as at March 31, 2025</b> | <b>948</b>                       | <b>191</b>       | <b>109</b>    | <b>1,248</b> |

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

**Note 4(c) : Right-of-use assets and lease liabilities**

**ii. Lease liabilities**

| Description                         | Leasehold premises & equipment | Office equipment | Motor vehicle | Total        |
|-------------------------------------|--------------------------------|------------------|---------------|--------------|
| <b>Balance as at April 1, 2025</b>  | <b>1,146</b>                   | <b>196</b>       | <b>114</b>    | <b>1,456</b> |
| Add: Additions                      | 357                            | -                | 10            | 367          |
| (Less): Disposal                    | 130                            | -                | 15            | 145          |
| Add: Accrued finance cost           | 101                            | 17               | 8             | 126          |
| (Less): Payments                    | 269                            | 88               | 40            | 397          |
| <b>Balance as at March 31, 2026</b> | <b>1,204</b>                   | <b>125</b>       | <b>78</b>     | <b>1,407</b> |
| <b>Current</b>                      | <b>197</b>                     | <b>79</b>        | <b>34</b>     | <b>310</b>   |
| <b>Non current</b>                  | <b>1,007</b>                   | <b>46</b>        | <b>44</b>     | <b>1,097</b> |
| <b>Balance as at April 1, 2024</b>  | <b>1,305</b>                   | <b>960</b>       | <b>100</b>    | <b>2,365</b> |
| Add: Additions                      | 80                             | -                | 71            | 151          |
| (Less): Disposal                    | 53                             | 508              | 17            | 578          |
| Add: Accrued finance cost           | 97                             | 84               | 9             | 190          |
| (Less): Payments                    | 283                            | 340              | 49            | 672          |
| <b>Balance as at March 31, 2025</b> | <b>1,146</b>                   | <b>196</b>       | <b>114</b>    | <b>1,456</b> |
| <b>Current</b>                      | <b>672</b>                     | <b>71</b>        | <b>22</b>     | <b>765</b>   |
| <b>Non current</b>                  | <b>474</b>                     | <b>125</b>       | <b>92</b>     | <b>691</b>   |

**iii. Amount recognised in Statement of profit or loss**

| Amount recognised in Statement of profit or loss      | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| Depreciation of Right-of-use assets                   | 315                          | 510                          |
| Interest on lease liabilities                         | 126                          | 190                          |
| Expenses related to short term leases (refer note 27) | 232                          | 161                          |

**iv. Amount recognised in statement of cash flows**

| Amount recognised in statement of cash flows | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| Total cash outflow of leases                 | (629)                        | (833)                        |

**4(c)(II) Group as lessor**

**a. Operating Lease**

The Group as Lessor

- Group has given its office premises on sublease to its associate Company on lease term of 3 years.
- Group has given its plant and machinery on lease to its customer on lease term of 3 to 7 years.
- No refundable deposits are taken and the lease rentals recognised in the consolidated statement of Profit and Loss for the year included under sale of services under revenue from Operations (refer note 22) aggregate to Rs 1,351 Lakhs (March 31, 2025 : Rs. 1,224 Lakhs).

**Operating lease receivables**

| Particulars                                   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| Not Later than 1 year                         | 260                     | 247                     |
| Later than 1 year and not longer than 5 years | 310                     | 233                     |
| Later than 5 years                            | -                       | -                       |
| <b>Total</b>                                  | <b>570</b>              | <b>480</b>              |

Disaggregation of property, plant and equipment given on operating lease as at March 31, 2026 is as follows:

| Class of assets  | Operating Lease          |                             |                          |
|------------------|--------------------------|-----------------------------|--------------------------|
|                  | Gross block              | Accumulated<br>Depreciation | Carrying Amount          |
| Office equipment | 2,186<br>(2,606)         | 1,027<br>(1,573)            | 1,159<br>(1,033)         |
| <b>Total</b>     | <b>2,186<br/>(2,606)</b> | <b>1,027<br/>(1,573)</b>    | <b>1,159<br/>(1,033)</b> |

Figures in (brackets) represents previous year's figures.

**Nelco Limited****Notes to the consolidated financial statements for the year ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***Note 4(d) : Intangible assets**

| Description                                     | Intangible assets |            |                               |
|---|-------------------|------------|-------------------------------|
|   | Testing software  | Licenses   | Total other intangible assets |
| <b>Cost</b>                                     |                   |            |                               |
| Balance as at April 1, 2025                     | 745               | 348        | 1,093                         |
| Additions                                       | 38                | 63         | 101                           |
| Disposals                                       | -                 | -          | -                             |
| <b>Balance as at Mar 31, 2026</b>               | <b>783</b>        | <b>411</b> | <b>1,194</b>                  |
| <b>Accumulated amortisation</b>                 |                   |            |                               |
| Balance as at April 1, 2025                     | 586               | 91         | 677                           |
| For the year                                    | 40                | 17         | 57                            |
| On disposals                                    | -                 | -          | -                             |
| <b>Balance as at Mar 31, 2026</b>               | <b>626</b>        | <b>108</b> | <b>734</b>                    |
| <b>Net carrying amount as at Mar 31, 2026</b>   | <b>157</b>        | <b>303</b> | <b>460</b>                    |
| <b>Cost</b>                                     |                   |            |                               |
| Balance as at April 1, 2024                     | 674               | 348        | 1,022                         |
| Additions                                       | 71                | -          | 71                            |
| <b>Balance as at March 31, 2025</b>             | <b>745</b>        | <b>348</b> | <b>1,093</b>                  |
| <b>Accumulated amortisation</b>                 |                   |            |                               |
| Balance as at April 1, 2024                     | 509               | 74         | 583                           |
| For the year                                    | 77                | 17         | 94                            |
| <b>Balance as at March 31, 2025</b>             | <b>586</b>        | <b>91</b>  | <b>677</b>                    |
| <b>Net carrying amount as at March 31, 2025</b> | <b>159</b>        | <b>257</b> | <b>416</b>                    |

**Nelco Limited**
**Notes to the consolidated financial statements for the quarter ended March 31, 2026**
*(Amount Rs in Lakhs, unless otherwise mentioned)*
**Note 5 : Investments**

| Particulars  | As at<br>Mar 31, 2026 |              | As at<br>March 31, 2025 |              |
|--|-----------------------|--------------|-------------------------|--------------|
|  | Numbers               | Amount       | Numbers                 | Amount       |
| <b>Investment accounted using equity method (Unquoted, fully paid)</b>   |                       |              |                         |              |
| <b>Investment in associates</b>  |                       |              |                         |              |
| Piscis Networks Private Limited of Rs. 10 each (refer note below)  | 5,029                 | 400          | 5,029                   | 370          |
| <b>Investments at fair value through OCI (Unquoted, fully paid)</b>  |                       |              |                         |              |
| Technopolis Knowledge Park Limited of Rs. 10/- each<br>[(net of impairment of Rs.181 Lakhs (March 31, 2025 : Rs. 181 Lakhs)] | 1,810,000             | -            | 1,810,000               | -            |
| Zoroastrian Co-operative Bank Limited  | 6,000                 | 22           | 6,000                   | 22           |
| <b>Total equity instruments</b>  |                       | <b>422</b>   |                         | <b>392</b>   |
| <b>Total investments</b>   |                       | <b>422</b>   |                         | <b>392</b>   |
| <b>Aggregate amount of unquoted investments</b>  |                       | <b>422</b>   |                         | <b>392</b>   |
| <b>Aggregate amount of impairment in the value of investments</b>  |                       | <b>(181)</b> |                         | <b>(181)</b> |

During the year, the Group did not make any additional investment in Piscis Networks Private Limited, an unlisted entity in which it holds a 31.72% equity interest. The Company is primarily engaged in the business of providing an SD-WAN solution to organizations to improve their network performance, reliability and security. The Group's interest in Piscis Networks Private Limited is accounted for using the equity method in the consolidated financial statements in accordance with Ind AS 28 'Investment in associates and joint ventures'. The following table illustrates the summarised financial information of the Group's investment in Piscis Networks Private Limited.

**i. Details of associate**

| Name of Associate               | Principal activity | Country of incorporation and principal place of business | Proportion of ownership interest / voting rights held by the group |                         |
|---------------------------------|--------------------|--|--|-------------------------|
|                                 |                    |  | As at<br>Mar 31, 2026  | As at<br>March 31, 2025 |
| Piscis Networks Private Limited | SDWAN Equipment    | India  | 31.72%   | 31.72%                  |

**ii. Summarised financial information of associate**

| Summarised Balance Sheet                  | As at<br>Mar 31, 2026 | As at<br>March 31, 2025 |
|---|-----------------------|-------------------------|
| Total current assets                      | 906                   | 763                     |
| Add: Total non-current assets             | 196                   | 87                      |
| Less: Total current liabilities           | (111)                 | (42)                    |
| Less: Total Non-current liabilities       | (89)                  | -                       |
| Equity                                    | 901                   | 808                     |
| Group's Share in Equity-31.72%            | 286                   | 256                     |
| Group's carrying amount of the investment | 400                   | 370                     |

**iii. Summarised statement profit and loss**

|   | For the year ended<br>March 31, 2026 | For the year ended<br>March 31, 2025 |
|---|--------------------------------------|--------------------------------------|
| Revenue from operations                             | 1,069                                | 1,433                                |
| Other income  | 21                                   | -                                    |
| Cost of raw material and components consumed        | (602)                                | (875)                                |
| Depreciation & amortization                         | (17)                                 | (7)                                  |
| Finance cost  | (15)                                 | (21)                                 |
| Employee benefit expense                            | (225)                                | (149)                                |
| Other expense                                       | (112)                                | (73)                                 |
| <b>Profit/(loss) before tax</b>                     | <b>120</b>                           | <b>308</b>                           |
| Income tax expense                                  | (28)                                 | (78)                                 |
| <b>Profit/(loss) for the year</b>                   | <b>92</b>                            | <b>230</b>                           |
| Other comprehensive income for the year, net of tax | -                                    | -                                    |
| <b>Total comprehensive income</b>                   | <b>92</b>                            | <b>230</b>                           |
| Group's share of profit for the year - 31.72%       | 30                                   | 73                                   |
| Adjustment to profit:                               |                                      |                                      |
| a) Profit on Unsold Inventory                       | (35)                                 | (35)                                 |
| b) Amortisation of Technology                       | (19)                                 | (19)                                 |
| <b>Group's net share of profit for the year</b>     | <b>(24)</b>                          | <b>19</b>                            |

iv. Reconciliation of the above summarised financial information to the carrying amount of the interest in Piscis Networks Private Limited recognised in the Consolidated Financial Statements:

The Purchase Price Allocations were made to the assets acquired and liabilities assumed based on the estimated fair values at the date of acquisition. The excess of the purchase price over the fair value of the net assets acquired was allocated to Goodwill, Technology and Workforce amounting to Rs.192 Lakhs, Rs. 96 Lakhs and Rs. 30 Lakhs respectively. Management has assessed the average useful life of technology acquired as 5 years based on which amortisation has been started from previous year and adjusted with the carrying value of the investment.

**Nelco Limited**

**Notes to the consolidated financial statements for the quarter ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

**Note 6 (a) : Other non current financial assets - at amortised cost**

| Particulars   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| (Unsecured considered good, unless otherwise stated)  |                         |                         |
| Security deposits                                     | 74                      | 58                      |
| Balances held as margin money against bank guarantees | 32                      | 32                      |
| <b>Total</b>  | <b>106</b>              | <b>90</b>               |

**Note 6 (b) : Other current financial assets - at amortised cost**

| Particulars  | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| (Unsecured considered good, unless otherwise stated)   |                         |                         |
| Security deposits  | 250                     | 341                     |
| Security deposits which have significant increase in credit risk                               | -                       | 21                      |
| Less: Impairment allowance on security deposits which have significant increase in credit risk | -                       | (21)                    |
|  | 250                     | 341                     |
| Fair value of foreign exchange forward contract  | 135                     | -                       |
| Others-Amount recoverable on lease termination   | 45                      | -                       |
| <b>Total</b>   | <b>430</b>              | <b>341</b>              |

**Note 7 (a): Non-current tax assets (net)**

| Particulars   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| Opening balance   | 342                     | 176                     |
| Add : Tax deducted at source and advance tax                    | 391                     | 1,190                   |
| Less: Income tax refund received                                | -                       | 440                     |
| Less: Amount paid under protest (refer note 38b)                | -                       | (128)                   |
| Less: Current tax payable for the year                          | -                       | (1,059)                 |
| Less: current tax payable for the earlier year (refer note 38b) | -                       | (509)                   |
| Less: interest payable for the earlier year                     | (10)                    | (21)                    |
| <b>Total</b>  | <b>723</b>              | <b>89</b>               |

**Note 7 (b) : Current tax liability (net)**

| Particulars   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| Opening balance   | 253                     | -                       |
| Transaction during the year                                     |                         |                         |
| Add : Tax deducted at source and advance tax                    | (644)                   | -                       |
| Less: Income tax refund received                                | 241                     | -                       |
| Less: Amount paid under protest (refer note 38b)                | -                       | -                       |
| Less: Current tax payable for the year                          | 790                     | -                       |
| Less: current tax payable for the earlier year (refer note 38b) | -                       | -                       |
| Less: interest payable for the earlier year                     | -                       | -                       |
| <b>Total</b>  | <b>640</b>              | <b>-</b>                |

**Note 8 (a) : Other non current assets**

| Particulars                          | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--------------------------------------|-------------------------|-------------------------|
| Balances with government authorities | 186                     | 178                     |
| Prepaid Expenses                     | 61                      | 64                      |
| <b>Total</b>                         | <b>247</b>              | <b>242</b>              |

**Note 8 (b) : Other current assets**

| Particulars   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| Prepaid expenses  | 189                     | 222                     |
| Advance to suppliers  | 174                     | 58                      |
| Balance with government authorities                                       | 1,351                   | 592                     |
| Recoverable from Department of Telecommunication, charges paid in advance | 36                      | 210                     |
| Excess gratuity contribution (refer note 42)                              | -                       | 17                      |
| Other recoverable   | 1                       | 72                      |
| <b>Total</b>  | <b>1,751</b>            | <b>1,171</b>            |

**Note 9 : Inventories**

| Particulars   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| <b>Inventories (lower of cost and net realisable value)</b> |                         |                         |
| Stock-in-trade  | 3,625                   | 3,069                   |
| <b>Total</b>  | <b>3,625</b>            | <b>3,069</b>            |

During the year ended March 31, 2026, Rs. Nil lakhs (March 31, 2025: Rs.30 lakhs) has been recognised as an expense in relation to inventory being carried at net realisable value.

**Nelco Limited**
**Notes to the consolidated financial statements for the quarter ended March 31, 2026**
*(Amount Rs in Lakhs, unless otherwise mentioned)*
**Note 10 : Trade receivables**

| Particulars  | As at         | As at          |
|--|---------------|----------------|
|  | Mar 31, 2026  | March 31, 2025 |
| <u>Trade receivables from contract with customers</u>  |               |                |
| - Trade receivables - considered good- secured   |               | -              |
| - Trade receivables - considered good- unsecured   | 8,049         | 6,765          |
| - Trade receivables which have significant increase in credit risk   | 131           | 131            |
| - Trade receivables- credit impaired   | 189           | 189            |
|  | 8,369         | 7,085          |
| Trade receivables from contract with customers-considered good- unsecured- related parties (refer note 43) | 294           | 638            |
|  | 8,663         | 7,723          |
| Less : Impairment allowance (allowance for bad and doubtful debts)   | (601)         | (321)          |
|  | 8,062         | 7,402          |
| Unbilled receivables   | 2,302         | 3,251          |
| <b>Total</b>   | <b>10,364</b> | <b>10,653</b>  |

- Trade receivables are dues in respect of goods sold and services rendered in the normal course of business.
- Trade receivables are non-interest bearing and are generally on terms of 0 to 60 days.
- The Company has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a detailed analysis of trade receivables.
- There are no dues by directors or other officers of the Company or any of them either severally or jointly with any other person or debts due by firms or private companies respectively in which any director is a partner or a director is a member.
- Trade receivables from related parties (refer note 43).

**Trade receivables ageing schedule**

| Particulars  | Outstanding for following periods from due date of payment |                    |                    |            |           |                   | As at        |
|--|--|--------------------|--------------------|------------|-----------|-------------------|--------------|
|  | Not due  | Less than 6 months | 6 months to 1 year | 1-2 years  | 2-3 years | More than 3 years | Mar 31, 2026 |
| i. Undisputed trade receivables- considered good                                 | 4,180  | 2,066              | 749                | 884        | 10        | 173               | 8,062        |
| ii. Undisputed trade receivables- which have significant increase in credit risk | -  | 280                | 68                 | 24         | 10        | 165               | 547          |
| iii. Undisputed trade receivables- credit impaired                               | -  | -                  | -                  | -          | -         | -                 | -            |
| iv. Disputed trade receivables- considered good                                  | -  | -                  | -                  | -          | -         | -                 | -            |
| v. Disputed trade receivables- which have significant increase in credit risk    | -  | -                  | -                  | -          | -         | -                 | -            |
| vi. Disputed trade receivables- credit impaired                                  | -  | -                  | -                  | -          | -         | 54                | 54           |
| <b>Total</b>   | <b>4,180</b>   | <b>2,346</b>       | <b>817</b>         | <b>908</b> | <b>20</b> | <b>392</b>        | <b>8,663</b> |
| Impairment allowance   | -  | 280                | 68                 | 24         | 10        | 219               | 601          |
| <b>Total</b>   | <b>4,180</b>   | <b>2,066</b>       | <b>749</b>         | <b>884</b> | <b>10</b> | <b>173</b>        | <b>8,062</b> |

  

| Particulars  | Outstanding for following periods from due date of payment |                    |                    |            |           |                   | As at          |
|--|--|--------------------|--------------------|------------|-----------|-------------------|----------------|
|  | Not due  | Less than 6 months | 6 months to 1 year | 1-2 years  | 2-3 years | More than 3 years | March 31, 2025 |
| i. Undisputed trade receivables- considered good                                 | 3,420  | 2,153              | 1,188              | 642        | -         | -                 | 7,403          |
| ii. Undisputed trade receivables- which have significant increase in credit risk | 56   | 24                 | 12                 | 5          | 34        | -                 | 131            |
| iii. Undisputed trade receivables- credit impaired                               | -  | -                  | -                  | -          | -         | 122               | 122            |
| iv. Disputed trade receivables- considered good                                  | -  | -                  | -                  | -          | -         | -                 | -              |
| v. Disputed trade receivables- which have significant increase in credit risk    | -  | -                  | -                  | -          | -         | -                 | -              |
| vi. Disputed trade receivables- credit impaired                                  | -  | -                  | -                  | -          | -         | 67                | 67             |
| <b>Total</b>   | <b>3,476</b>   | <b>2,177</b>       | <b>1,200</b>       | <b>647</b> | <b>34</b> | <b>189</b>        | <b>7,723</b>   |
| Impairment allowance   | 56   | 24                 | 12                 | 6          | 34        | 189               | 321            |
| <b>Total</b>   | <b>3,420</b>   | <b>2,153</b>       | <b>1,188</b>       | <b>641</b> | <b>-</b>  | <b>-</b>          | <b>7,402</b>   |

**Unbilled receivables ageing schedule**

| Particulars          | Ageing of unbilled receivables |                    |           |           |                   | As at        |
|----------------------|--------------------------------|--------------------|-----------|-----------|-------------------|--------------|
|                      | Less than 6 months             | 6 months to 1 year | 1-2 years | 2-3 years | More than 3 years | Mar 31, 2026 |
| Unbilled receivables | 2,270                          | 32                 | -         | -         | -                 | 2,302        |
| <b>Total</b>         | <b>2,270</b>                   | <b>32</b>          | <b>-</b>  | <b>-</b>  | <b>-</b>          | <b>2,302</b> |

**Unbilled receivables ageing schedule**

| Particulars          | Ageing of unbilled receivables |                    |           |           |                   | As at          |
|----------------------|--------------------------------|--------------------|-----------|-----------|-------------------|----------------|
|                      | Less than 6 months             | 6 months to 1 year | 1-2 years | 2-3 years | More than 3 years | March 31, 2025 |
| Unbilled receivables | 3,079                          | 172                | -         | -         | -                 | 3,251          |
| <b>Total</b>         | <b>3,079</b>                   | <b>172</b>         | <b>-</b>  | <b>-</b>  | <b>-</b>          | <b>3,251</b>   |

**Nelco Limited****Notes to the consolidated financial statements for the year ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***Note 11 : Cash and cash equivalents**

| Particulars            | As at<br>Mar 31, 2026 | As at<br>March 31, 2025 |
|------------------------|-----------------------|-------------------------|
| Balances with banks :- |                       |                         |
| -in current accounts   | 1,937                 | 391                     |
| -in deposits accounts  | -                     | 651                     |
| Cheques on hand        | -                     | 343                     |
| Cash on hand           | 2                     | *                       |
| <b>Total</b>           | <b>1,939</b>          | <b>1,385</b>            |

\* Below rounding off norms adopted by the Group.

**Note 12 : Bank balances other than cash and cash equivalents**

| Particulars  | As at<br>Mar 31, 2026 | As at<br>March 31, 2025 |
|--|-----------------------|-------------------------|
| In earmarked accounts  |                       |                         |
| Unclaimed dividend accounts  | 42                    | 37                      |
| Balances held as margin money against letter of credit and bank guarantees | 44                    | 39                      |
| <b>Total</b>   | <b>86</b>             | <b>76</b>               |

**Note 13: Loans - at amortised cost**

| Particulars                | As at<br>Mar 31, 2026 | As at<br>March 31, 2025 |
|----------------------------|-----------------------|-------------------------|
| Unsecured, considered good |                       |                         |
| Loans to employees         | 9                     | 21                      |
| <b>Total</b>               | <b>9</b>              | <b>21</b>               |

**Note 14 : Contract balances**

| Particulars                       | As at<br>Mar 31, 2026 | As at<br>March 31, 2025 |
|-----------------------------------|-----------------------|-------------------------|
| Deferred revenue                  | 3,310                 | 3,001                   |
| Advances received from customers  | 741                   | 497                     |
| <b>Total contract liabilities</b> | <b>4,051</b>          | <b>3,498</b>            |

**Revenue recognised in relation to contract liabilities**

The following table shows how much of the revenue recognised in the current period relates to a carried forward contract liabilities and how much relates to performance obligation satisfied in current year.

| Particulars                           | As at<br>Mar 31, 2026 | As at<br>March 31, 2025 |
|---------------------------------------|-----------------------|-------------------------|
| Opening balance                       | 3,001                 | 2,526                   |
| Deferred during the year              | 3,310                 | 3,001                   |
| Recognised as revenue during the year | (3,001)               | (2,526)                 |
| <b>Closing balance</b>                | <b>3,310</b>          | <b>3,001</b>            |

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

**Note 15 : Equity share capital**

| Particulars  | As at          | As at          |
|--|----------------|----------------|
|  | March 31, 2026 | March 31, 2025 |
| <b>Authorised share capital:</b>   |                |                |
| 3,00,00,000 (3,00,00,000 as at March 31, 2025) equity shares of Rs.10/- each             | 3,000          | 3,000          |
| 25,00,000 (25,00,000 as at March 31, 2025) redeemable preference shares of Rs.100/- each | 2,500          | 2,500          |
|  | <b>5,500</b>   | <b>5,500</b>   |
| <b>Issued share capital:</b>   |                |                |
| 2,28,18,400 (2,28,18,400 as at March 31, 2025) equity shares of Rs.10/- each )           | 2,282          | 2,282          |
|  | <b>2,282</b>   | <b>2,282</b>   |
| <b>Subscribed and fully paid-up equity share capital:</b>                                |                |                |
| 2,28,17,461 (2,28,17,461 as at March 31, 2025) equity shares of Rs.10/- each )           | 2,282          | 2,282          |
| <b>Total</b>   | <b>2,282</b>   | <b>2,282</b>   |

**Notes:**

**(i) Reconciliation of the shares outstanding at the beginning and at the end of the reporting year**

| Particulars                               | As at             |              | As at             |              |
|---|-------------------|--------------|-------------------|--------------|
|   | March 31, 2026    |              | March 31, 2025    |              |
|   | Number of shares  | Amount       | Number of shares  | Amount       |
| <b>Equity Shares</b>                      |                   |              |                   |              |
| At the beginning of the year              | 22,817,461        | 2,282        | 22,817,461        | 2,282        |
| Issued during the year                    | -                 | -            | -                 | -            |
| <b>Outstanding at the end of the year</b> | <b>22,817,461</b> | <b>2,282</b> | <b>22,817,461</b> | <b>2,282</b> |

**(ii) Details of shares held by the holding company, the ultimate holding company, their subsidiaries and associates**

| Particulars  | As at            |        | As at            |        |
|--|------------------|--------|------------------|--------|
|  | March 31, 2026   |        | March 31, 2025   |        |
|  | Number of shares | Amount | Number of shares | Amount |
| <b>Equity shares of Rs. 10/- each, fully paid up</b>                               |                  |        |                  |        |
| The Tata Power Company Limited [50.08% (March 31, 2025 : 50.08%)(Holding Company)] | 11,427,940       | 1,143  | 11,427,940       | 1,143  |

**(iii) Terms and rights attached to equity shares**

The Company has only one class of equity shares having a par value of Rs.10 /- per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian Rupees.

The Board of directors have recommended dividend of Rs. 1.00/- per equity share for the year ended March 31, 2026. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Company, the holder of equity shares will be entitled to receive remaining assets of the Company after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

**(iv) Details of shareholder holding more than 5% shares in the company :**

| Name of shareholder                                  | As at            |           | As at            |           |
|--|------------------|-----------|------------------|-----------|
|  | March 31, 2026   |           | March 31, 2025   |           |
|  | Number of shares | % holding | Number of shares | % holding |
| <b>Equity shares of Rs. 10/- each, fully paid up</b> |                  |           |                  |           |
| The Tata Power Company Limited                       | 11,427,940       | 50.08%    | 11,427,940       | 50.08%    |

As per records of the Company and other declarations received from shareholders, the above shareholding represents both legal and beneficial ownerships of shares.

**(v) Shareholding of the promoter in the Company as at March 31, 2026 and March 31, 2025:**

| Promoter's Name                                      | As at            |           | As at            |           |
|--|------------------|-----------|------------------|-----------|
|  | March 31, 2026   |           | March 31, 2025   |           |
|  | Number of shares | % holding | Number of shares | % holding |
| <b>Equity shares of Rs. 10/- each, fully paid up</b> |                  |           |                  |           |
| The Tata Power Company Limited                       | 11,427,940       | 50.08%    | 11,427,940       | 50.08%    |

**(vi)** 939 shares (March 31,2025 : 939 shares) are kept in abeyance out of the rights issued in the year 1994 pending for final allotment.

**(vii)** There are no shares bought back or allotted either as fully paid up by way of bonus shares or allotted under any contract without payment received in cash during 5 years immediately preceding March 31, 2026.

**Nelco Limited****Notes to the consolidated financial statements for the year ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***Note 16 : Other equity**

| Particulars  | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| General reserve - refer (i) below                        | 250                     | 250                     |
| Retained earnings - refer (ii) below                     | 10,332                  | 10,240                  |
| Reserve for FVTOCI Equity instrument - refer (iii) below | 18                      | 18                      |
| <b>Total</b>   | <b>10,600</b>           | <b>10,508</b>           |

**(i) General reserve**

| Particulars              | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--------------------------|-------------------------|-------------------------|
| Opening balance          | 250                     | 250                     |
| Addition during the year | -                       | -                       |
| <b>Closing balance</b>   | <b>250</b>              | <b>250</b>              |

**(ii) Retained earnings**

| Particulars   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| Opening balance   | 10,240                  | 9,808                   |
| Net Profit for the year   | 332                     | 953                     |
| Less :- Dividend paid*  | (228)                   | (502)                   |
| Other comprehensive (expenses (net of tax))                         |                         |                         |
| - Remeasurements of post employment benefit obligations, net of tax | (11)                    | (19)                    |
| <b>Closing balance</b>  | <b>10,332</b>           | <b>10,240</b>           |

**(iii) Reserve for FVTOCI Equity instrument**

| Particulars  | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| Opening balance                                    | 18                      | 18                      |
| Changes in fair value of FVTOCI equity instruments | -                       | -                       |
| <b>Closing balance</b>                             | <b>18</b>               | <b>18</b>               |

**Nature and purpose of reserves:****General reserve**

General Reserve is used to transfer profits from retained earnings for appropriation purposes. The amount can be utilised in accordance with the provision of the Companies Act, 2013.

**Retained earnings**

The same reflects surplus/ (deficit) after taxes in the Statement of Profit and Loss. The amount that can be distributed by the group as dividends to its equity shareholders is determined based on the balance in this reserve and also considering the requirements of the Companies Act, 2013.

**Reserve for FVTOCI Equity instrument**

This reserve represents the cumulative gains and losses arising on the revaluation of equity instruments measured at fair value through other comprehensive income, net of amounts reclassified to retained earnings when those assets have been disposed off.

**Note on Dividend :-**

\*For financial year ended March 31, 2024, the Board of Directors had recommended a dividend of 22% (March 31, 2023: 20%) which was Rs. 2.20/- (March 31, 2023: Rs. 2.00/-) per equity share of Rs.10/- each, which was approved by shareholders in the Annual General Meeting of the Company held on June 25, 2024.

For financial year ended March 31, 2025, the Board of Directors have recommended a dividend of 10% (March 31, 2024: 22%) which is

Rs. 1.00/- (March 31, 2024: Rs. 2.20/-) per equity share of Rs.10/- each. This is subject to approval at the annual general meeting by the members and liability is not recognised as at March 31, 2025.

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

**Note 17(a) : Non current borrowings**

| Particulars  | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| <b>Secured</b>   |                         |                         |
| Term Loans from banks (refer note (i) and (iii) below) | -                       | -                       |
| <b>Total</b>   | -                       | -                       |

**Note 17(b) : Current borrowings**

| Particulars  | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| <b>Secured</b>   |                         |                         |
| Term loans from banks (refer note (i) and (iii) below)                 | 3,400                   | 1,500                   |
| Cash credit facility from banks (refer note (i), (ii) and (iii) below) | 679                     | 42                      |
| Current maturity of long term debt (refer note (i) and (iii) below)    | -                       | 17                      |
|  | <b>4,079</b>            | <b>1,559</b>            |
| <b>Unsecured</b>   |                         |                         |
| Term loans from banks (refer note (iii) below)                         | 1,400                   | 1,800                   |
| Cash credit facility from banks (refer note (iii) below)               | 398                     | 436                     |
|  | <b>1,798</b>            | <b>2,236</b>            |
| <b>Total</b>   | <b>5,877</b>            | <b>3,795</b>            |

**Notes:**

(i) The carrying amount of financial and non-financial assets pledged as security for current borrowings are given in note 34.

(ii) Disclosure related to returns filed with banks with respect to working capital facilities are given in note 46.

(iii) Details of borrowings are as follows :

| Particulars                                   | As at<br>March 31, 2026 |              | As at<br>March 31, 2025 |              | Terms of<br>Repayment                        | Rate of Interest<br>(p.a.)                              | Nature of security  |
|---|-------------------------|--------------|-------------------------|--------------|--|---|---|
|   | Non current             | Current      | Non current             | Current      |  |   |   |
| Term loan from Bajaj Finance Limited          |                         |              | -                       | 17           | 36 monthly equal instalments till April 2025 | ROI linked to ICICI Bank MCLR+ Spread (Currently 9.05%) | Exclusive charge over the VSAT's installed at HPCL, IOCL, Bank of India and BPCL Outlets and in inventory |
| Term loan from IDFC First Bank Ltd            |                         | 3400         | -                       | 1,500        | Payable on demand                            | 8.50% to 8.60%  | First Pari Passu charge on entire Current Assets of the Borrower  |
| Cash credit facility from IDFC First Bank Ltd |                         | 679          | -                       | 42           | Payable on demand                            | 1 month MCLR+ Spread                                    | First Pari Passu charge on entire Current Assets of the Borrower present and future                       |
| Term loan from ICICI Bank Ltd                 |                         | 1400         | -                       | 1,800        | Payable on demand                            | 8.40% to 8.70%  | Unsecured   |
| Cash credit facility from ICICI Bank Limited  |                         | 398          | -                       | 436          | Payable on demand                            | 6 month MCLR+ Spread                                    | Unsecured   |
| <b>Total</b>                                  | -                       | <b>5,877</b> | -                       | <b>3,795</b> |  |   |   |

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

*(Amount Rs in Lakhs, unless otherwise mentioned)*

**Note 17 (c) : Changes in liabilities arising from financing activities**

**Net debt reconciliation**

| Particulars  | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| Cash & cash equivalents (refer note 11)  | 1,939                   | 1,385                   |
| Lease liabilities [refer note 4 (c)]   | (1,407)                 | (1,456)                 |
| Non current borrowings (including current maturities of long term debt) (refer note 17(a)) | -                       | (17)                    |
| Current borrowings (refer note 17(b))  | (5,877)                 | (3,778)                 |
| <b>Net debts</b>   | <b>(5,345)</b>          | <b>(3,866)</b>          |

| Particulars                          | Other assets               |                      | Liabilities from financial activities   |                      |                |
|--------------------------------------|----------------------------|----------------------|---|----------------------|----------------|
|                                      | Cash & cash<br>equivalents | Lease<br>liabilities | Non current<br>borrowings<br>(including current<br>maturities of long<br>term debt) | Current<br>borrowing | Total          |
| <b>Net debt as at April 1, 2025</b>  | <b>1,385</b>               | <b>(1,456)</b>       | <b>(17)</b>   | <b>(3,778)</b>       | <b>(3,866)</b> |
| Cash flow                            | 554                        | 503                  | 17  | (2,099)              | (1,025)        |
| Modification of lease term           | -                          | 145                  | -   | -                    | 145            |
| Acquisitions - finance leases        | -                          | (367)                | -   | -                    | (367)          |
| Interest expenses                    | -                          | (126)                | -   | (456)                | (582)          |
| Interest paid                        | -                          | 126                  | -   | 456                  | 582            |
| <b>Net debt as at March 31, 2026</b> | <b>1,939</b>               | <b>(1,175)</b>       | <b>-</b>  | <b>(5,877)</b>       | <b>(5,113)</b> |
| <b>Net debt as at April 1, 2024</b>  | <b>2,179</b>               | <b>(2,365)</b>       | <b>(701)</b>  | <b>(2,621)</b>       | <b>(3,508)</b> |
| Cash flow                            | (794)                      | 482                  | 684   | (1,157)              | (785)          |
| Modification of lease term           | -                          | 578                  | -   | -                    | 578            |
| Acquisitions - finance leases        | -                          | (151)                | -   | -                    | (151)          |
| Interest expenses                    | -                          | (190)                | (31)  | (342)                | (563)          |
| Interest paid                        | -                          | 190                  | 31  | 342                  | 563            |
| <b>Net debt as at March 31, 2025</b> | <b>1,385</b>               | <b>(1,456)</b>       | <b>(17)</b>   | <b>(3,778)</b>       | <b>(3,866)</b> |

**Nelco Limited**
**Notes to the consolidated financial statements for the year ended March 31, 2026**
*(Amount Rs in Lakhs, unless otherwise mentioned)*
**Note 18(a) : Other non current financial liabilities - at amortised cost**

| Particulars                                | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| Security deposits received (refer note 43) | 11                      | 14                      |
| <b>Total</b>                               | <b>11</b>               | <b>14</b>               |

**Note 18(b) : Other current financial liabilities - at amortised cost**

| Particulars                                      | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| Interest accrued                                 | 191                     | 187                     |
| Overdrawn balance but not due on borrowings      | -                       | -                       |
| Liability towards voluntary retirement scheme    | -                       | -                       |
| Sundry deposits received from customers          | 29                      | 29                      |
| Capital creditors                                | 3,087                   | 289                     |
| Employee related payables                        | 1,080                   | 1,014                   |
| Fair value of foreign exchange forward contract* | -                       | 2                       |
| Unclaimed dividend (refer note below)            | 42                      | 37                      |
| <b>Total</b>                                     | <b>4,429</b>            | <b>1,558</b>            |

Note: There is no amount due and outstanding as at March 31, 2026 and March 31, 2025, to be credited to Investor Education and Protection Fund.

**Note 19 : Trade payables**

| Particulars  | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|--|-------------------------|-------------------------|
| Total outstanding dues of micro enterprises and small enterprises (refer note 49)                          | -                       | -                       |
| Trade payable to related parties (refer note 43)   | 559                     | 842                     |
| Total outstanding dues of creditors other than micro enterprises and small enterprises and related parties | 3,581                   | 3,835                   |
| <b>Total</b>   | <b>4,140</b>            | <b>4,677</b>            |

Note: Trade payables are non-interest bearing and are generally on terms of 0 to 90 days.

**Trade payable ageing schedule**

| Particulars  | Outstanding for following periods from due date of payment |                     |           |           |                   | As at<br>March 31, 2026 |
|--|--|---------------------|-----------|-----------|-------------------|-------------------------|
|  | Unbilled   | Less than 1<br>year | 1-2 years | 2-3 years | More than 3 years |                         |
| <b>Micro enterprises and small enterprises (A)</b> | -  | -                   | -         | -         | -                 | -                       |
| Disputed   | -  | -                   | -         | -         | -                 | -                       |
| Undisputed   | -  | -                   | -         | -         | -                 | -                       |
| <b>Others (B)</b>                                  | <b>1,494</b>   | <b>2,385</b>        | <b>56</b> | <b>25</b> | <b>179</b>        | <b>4,139.54</b>         |
| Disputed   | -  | 7                   | 10        | 1         | 153               | 171                     |
| Undisputed   | 1,494  | 2,378               | 46        | 24        | 26                | 3,968                   |
| <b>Total (A+B)</b>                                 | <b>1,494</b>   | <b>2,385</b>        | <b>56</b> | <b>25</b> | <b>179</b>        | <b>4,140</b>            |

| Particulars  | Outstanding for following periods from due date of payment |                     |            |           |                   | As at<br>March 31, 2025 |
|--|--|---------------------|------------|-----------|-------------------|-------------------------|
|  | Unbilled   | Less than 1<br>year | 1-2 years  | 2-3 years | More than 3 years |                         |
| <b>Micro enterprises and small enterprises (A)</b> | -  | -                   | -          | -         | -                 | -                       |
| Disputed   | -  | -                   | -          | -         | -                 | -                       |
| Undisputed   | -  | -                   | -          | -         | -                 | -                       |
| <b>Others (B)</b>                                  | <b>1,449</b>   | <b>2,897</b>        | <b>126</b> | <b>10</b> | <b>195</b>        | <b>4,677</b>            |
| Disputed   | -  | -                   | -          | -         | -                 | -                       |
| Undisputed   | 1,449  | 2,897               | 126        | 10        | 195               | 4,677                   |
| <b>Total (A+B)</b>                                 | <b>1,449</b>   | <b>2,897</b>        | <b>126</b> | <b>10</b> | <b>195</b>        | <b>4,677</b>            |

**Note 20 : Other current liabilities**

| Particulars            | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|------------------------|-------------------------|-------------------------|
| Statutory dues payable | 438                     | 358                     |
| <b>Total</b>           | <b>438</b>              | <b>358</b>              |

**Note 21 : Current provisions**

| Particulars   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---|-------------------------|-------------------------|
| <b>Provision for employee benefits obligations:</b> |                         |                         |
| Compensated absences (refer note 42)                | 230                     | 214                     |
| Gratuity (refer note 42)                            | 433                     | -                       |
|   | <b>663</b>              | <b>214</b>              |
| <b>Provision - Others:</b>                          |                         |                         |
| Warranty (refer note 37)                            | 34                      | 220                     |
| Provision for disputed obligations (refer note 37)  | 165                     | 165                     |
|   | <b>199</b>              | <b>385</b>              |
| <b>Total</b>  | <b>862</b>              | <b>599</b>              |

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

**Note 22 : Revenue from operations**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| <b>Revenue from operations</b>                     |                              |                              |
| <u>Revenue from contracts with customer</u>        |                              |                              |
| Sale of products                                   | 4,843                        | 3,595                        |
| Sale of services                                   | 25,817                       | 26,885                       |
|  | <b>30,660</b>                | <b>30,480</b>                |
| Scrap sales  | -                            | 7                            |
|  | -                            | 7                            |
| <b>Total revenue from contracts with customers</b> | <b>30,660</b>                | <b>30,487</b>                |

| Type of goods or services                          | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| Sale of satellite communication equipment          | 4,843                        | 3,595                        |
| Sale of satellite communication services           | 19,700                       | 20,554                       |
| Equipment rental services                          | 1,350                        | 1,224                        |
| Installation and other services                    | 4,767                        | 5,107                        |
| Other  | -                            | 7                            |
| <b>Total revenue from contracts with customers</b> | <b>30,660</b>                | <b>30,487</b>                |

| Location   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| India  | 21,141                       | 30,055                       |
| Outside India                                      | 9,519                        | 432                          |
| <b>Total revenue from contracts with customers</b> | <b>30,660</b>                | <b>30,487</b>                |

| Timing of recognition of revenue                   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| Goods transferred at point in time                 | 4,843                        | 3,602                        |
| Services transferred over time                     | 25,817                       | 26,885                       |
| <b>Total revenue from contracts with customers</b> | <b>30,660</b>                | <b>30,487</b>                |

**Reconciling the amount of revenue recognised in the statement of profit and loss with the contracted price**

| Particulars                                 | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| Revenue as per contracted price             | <b>31,918.00</b>             | 29,605                       |
| <b>Adjustments for:</b>                     |                              |                              |
| <u>Unbilled revenue (refer note 10)</u>     |                              |                              |
| Opening balance                             | (3,251)                      | (1,894)                      |
| Closing balance                             | 2,302                        | 3,251                        |
|   | <b>(949)</b>                 | <b>1,357</b>                 |
| <u>Contract liabilities (refer note 14)</u> |                              |                              |
| Opening balance                             | 3,001                        | 2,526                        |
| Closing balance                             | (3,310)                      | (3,001)                      |
|   | (309)                        | (475)                        |
| Refund liabilities                          | -                            | -                            |
| <b>Total</b>                                | <b>30,660</b>                | <b>30,487</b>                |

**Nelco Limited****Notes to the consolidated financial statements for the year ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***Performance obligation:**Equipment:

Generally performance obligation is satisfied upon delivery of equipment and payment is generally due

Satellite communication services and internet services:

The performance obligation is satisfied over-time and payment is generally due upon link activation and

Installation, AMC and rental services:

The performance obligation for installation is satisfied upon completion of installation activity,

AMC and rental services are satisfied over-time and payment is

**Note 23 : Other income**

| Particulars   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| <b>Interest income</b>                                  |                              |                              |
| - On bank deposits                                      | 28                           | 5                            |
| - On finance lease                                      | -                            | -                            |
| - On income tax refund                                  | 31                           | 115                          |
|   | <b>59</b>                    | <b>120</b>                   |
| <b>Other non-operating income</b>                       |                              |                              |
| Insurance claims recovered                              | -                            | -                            |
| Liabilities/provisions no longer required, written back | 200                          | 205                          |
| Rent income   | 11                           | 5                            |
| Amount recoverable on lease termination                 | -                            | 69                           |
| Others  | 9                            | 2                            |
|   | <b>220</b>                   | <b>281</b>                   |
| <b>Other gains</b>                                      |                              |                              |
| Profit on sale of property, plant and equipment (net)   | 2                            | -                            |
| Gain on mark to mark forward contract                   | 137                          | -                            |
| Foreign exchange gain (net)                             | 2                            | 5                            |
| Unwinding of discount on financial asset                | 16                           | 112                          |
|   | <b>157</b>                   | <b>117</b>                   |
| <b>Total</b>  | <b>436</b>                   | <b>518</b>                   |

**Note 24 : (Increase) in inventories of stock-in-trade**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| <b>Inventories at the beginning of the year :</b>      |                              |                              |
| Stock - in - trade                                     | 3,069                        | 2,587                        |
| Stock - in - transit                                   | -                            | -                            |
|  | <b>3,069</b>                 | <b>2,587</b>                 |
| <b>Less : Inventories at the end of the year :</b>     |                              |                              |
| Stock - in - trade                                     | 3,625                        | 3,069                        |
| Stock - in - transit                                   | -                            | -                            |
|  | <b>3,625</b>                 | <b>3,069</b>                 |
| <b>Net (increase) in inventories of stock-in-trade</b> | <b>(556)</b>                 | <b>(482)</b>                 |

**Nelco Limited****Notes to the consolidated financial statements for the year ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***Note 25 : Operating expenses**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| License fees   | 2,271                        | 2,442                        |
| Transponder charges  | 8,090                        | 8,732                        |
| Connectivity charges   | 542                          | 394                          |
| ISP monitoring & support charges                                       | 3                            | 3                            |
| Subcontracting expenses  | 3,241                        | 3,109                        |
| Standing Advisory Committee on Radio Frequency Allocation (SACFA) Fees | 35                           | 67                           |
| <b>Total</b>   | <b>14,182</b>                | <b>14,747</b>                |

**Note 26 : Employee benefits expense**

| Particulars   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| Salaries, wages and bonus                             | 4,481                        | 4,085                        |
| Contributions to provident fund (refer note 42)       | 174                          | 154                          |
| Contributions to superannuation funds (refer note 42) | 11                           | 16                           |
| Gratuity (refer note 42)                              | 71                           | 47                           |
| Staff welfare expenses                                | 317                          | 271                          |
| <b>Total</b>  | <b>5,054</b>                 | <b>4,573</b>                 |

**Note 27 : Other Expenses**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| Bank charges   | 53                           | 62                           |
| Consumption of loose tools   | 14                           | 23                           |
| Power and fuel   | 293                          | 296                          |
| Rent including lease rentals [refer note 4(c)]                     | 232                          | 161                          |
| Repairs and maintenance - Plant and machinery                      | 356                          | 400                          |
| Repairs and maintenance - Others                                   | 974                          | 736                          |
| Rates and taxes  | -                            | 96                           |
| Travelling and conveyance  | 414                          | 371                          |
| Freight and forwarding   | 433                          | 277                          |
| Legal and professional charges                                     | 329                          | 264                          |
| Consultancy charges  | 421                          | 430                          |
| Director sitting fees  | 53                           | 67                           |
| Installation expenses  | 364                          | 266                          |
| Payment to auditors (refer note below)                             | 56                           | 55                           |
| Impairment allowance ((gain)/allowance for bad and doubtful debts) | 280                          | -                            |
| Loss on sale of property, plant and equipment (net)                | -                            | 15                           |
| Corporate social responsibility expenses (refer note 48)           | 25                           | 30                           |
| Loss on mark to market forward contract                            | -                            | 2                            |
| Sales commission   | 122                          | 83                           |
| Software expenses  | 144                          | 135                          |
| Vehicle charges  | 189                          | 189                          |
| Insurance  | 40                           | 34                           |
| Telephone charges  | 32                           | 39                           |
| Provision for warranty (net) (refer note 37)                       | -180                         | -                            |
| Miscellaneous expenses   | 245                          | 237                          |
| <b>Total</b>   | <b>4,889</b>                 | <b>4,268</b>                 |

**Nelco Limited****Notes to the consolidated financial statements for the year ended March 31, 2026***(Amount Rs in Lakhs, unless otherwise mentioned)***Note: Payment to auditors (excluding Goods and Service Tax)**

| Particulars                               | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| <u>Payments to the auditors comprises</u> |                              |                              |
| <u>As Auditors</u>                        |                              |                              |
| Audit fee                                 | 26                           | 26                           |
| Tax audit fee                             | 2                            | 2                            |
| Limited review                            | 18                           | 18                           |
| <u>In other capacity</u>                  |                              |                              |
| Other services                            | 5                            | 5                            |
| Reimbursement of expenses                 | 4                            | 4                            |
| <b>Total</b>                              | <b>55</b>                    | <b>55</b>                    |

**Note 28 : Finance costs**

| Particulars                 | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|-----------------------------|------------------------------|------------------------------|
| <b>Interest expense on:</b> |                              |                              |
| Borrowings                  | 383                          | 373                          |
| Leased liabilities          | 109                          | 164                          |
| Trade payables              | -5                           | -                            |
| Loan from Holding Company   |                              |                              |
| Interest on finance lease   |                              | -                            |
| Others                      | -                            | 15                           |
| Less: capitalised/recovered |                              | -                            |
|                             | 487                          | 552                          |
| <b>Total</b>                | <b>487</b>                   | <b>552</b>                   |

**Note 29 : Depreciation and amortisation expense**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| On property, plant and machinery [refer note 4(a)] | 1,600                        | 1,449                        |
| On intangible assets [refer note 4(d)]             | 90                           | 94                           |
| On right of use assets [refer note 4(c)(i)]        | 305                          | 510                          |
| On right of use assets on termination of lease     | -                            | 163                          |
| <b>Total</b>                                       | <b>1,995</b>                 | <b>2,216</b>                 |

**Note 30 : Fair Value Measurements**

This section gives an overview of the significance of financial instruments for the Group and provides additional information on balance sheet items that contain financial instruments.

The details of significant accounting policies, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised in respect of each class of financial asset, financial liability and equity instrument are disclosed in the financial statements.

The following tables presents the carrying value and fair value of each category of financial assets and liabilities.

The Group's assets and liabilities which are measured at amortised cost for which fair values are disclosed:

| Particulars                              | As at<br>March 31, 2026 |           |                | As at<br>March 31, 2025 |           |                |
|--|-------------------------|-----------|----------------|-------------------------|-----------|----------------|
|  | FVPL                    | FVOCI     | Amortised cost | FVPL                    | FVOCI     | Amortised Cost |
| <b>Financial Assets</b>                  |                         |           |                |                         |           |                |
| Investments                              |                         | 22        |                | -                       | 22        | -              |
| Trade receivables                        |                         |           | 10,364         | -                       | -         | 10,653         |
| Cash and cash equivalents                |                         |           | 1939           | -                       | -         | 1,385          |
| Other bank balances                      |                         |           | 86             | -                       | -         | 76             |
| Current loans                            |                         |           | 9              | -                       | -         | 21             |
| Other financial assets                   |                         |           | 356            | -                       | -         | 431            |
| <b>Total financial assets</b>            | -                       | <b>22</b> | <b>12,754</b>  | -                       | <b>22</b> | <b>12,566</b>  |
| <b>Financial liabilities</b>             |                         |           |                |                         |           |                |
| Borrowings                               |                         |           | 5,877          | -                       | -         | 3,795          |
| Trade payables                           |                         |           | 4140           | -                       | -         | 4,677          |
| Mark to market loss on forward contracts | -                       |           |                | 2                       | -         | -              |
| Other financial liabilities              |                         |           | 4429           | -                       | -         | 1,556          |
| <b>Total financial liabilities</b>       | -                       | -         | <b>14,446</b>  | <b>2</b>                | -         | <b>10,028</b>  |

\* Less than below rounding off norms adopted by the Group.

**(i) Fair Value hierarchy**

This section explains the judgements and estimates made in determining the fair value of the financial instruments that are (a) recognised and measured at fair value and (b) measured at amortised cost and for which fair values are disclosed in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the group has classified its financial instruments into the three levels prescribed under the accounting standard. An explanation of each level follows underneath the table.

| Financial assets and liabilities measured at fair value at<br>March 31, 2026 | Notes | Level 1 | Level 2 | Level 3   | Total     |
|--|-------|---------|---------|-----------|-----------|
| <b>Financial assets</b>  |       |         |         |           |           |
| <b>Financial assets at FVOCI</b>   |       |         |         |           |           |
| Investment in equity shares  | 5     | -       | -       | 22        | <b>22</b> |
| <b>Financial instrument at FVPL</b>  |       |         |         |           |           |
| Fair value of foreign exchange forward contract                              | 18(b) | -       | -       | -         | -         |
| <b>Total financial assets</b>  |       | -       | -       | <b>22</b> | <b>22</b> |

| Financial assets and liabilities measured at fair value at<br>March 31, 2025 | Notes | Level 1 | Level 2  | Level 3   | Total     |
|--|-------|---------|----------|-----------|-----------|
| <b>Financial assets</b>  |       |         |          |           |           |
| <b>Financial assets at FVOCI</b>   |       |         |          |           |           |
| Investment in equity shares  | 5     | -       | -        | 22        | <b>22</b> |
| <b>Financial instrument at FVPL</b>  |       |         |          |           |           |
| Fair value of foreign exchange forward contract                              | 18(b) | -       | 2        | -         | <b>2</b>  |
| <b>Total financial assets</b>  |       | -       | <b>2</b> | <b>22</b> | <b>24</b> |

**Level 1** - Level 1 Hierarchy includes financial instruments measured using quoted price. This includes listed equity instruments, traded bonds, mutual funds that have quoted price.

**Level 2** - The fair value of financial instruments that are not traded in an active market is determined using valuation technique which maximize the use of observable market data and rely as little as possible on entity - specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

**Level 3** - If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

**(ii) Valuation method used to determine fair value**

a) Specific valuation technique used to value financial instruments include:

- The use of quoted market price or dealer quotes for similar instruments.
- The fair value of foreign exchange forward contract is determined using forward exchange rates at the balance sheet date.
- The fair value of the remaining financial instruments is determined using discounted cash flow analysis.

b) During the current year, there is no significant movement in the items of fair value measurements categorised within Level 3 of the fair value hierarchy.

c) The Fair value for investment in unquoted equity share were calculated based on risk adjusted discounted rate. They are classified as level 3 fair values in the fair value hierarchy due to the inclusion of unobservable inputs including counterparty credit risk.

**(iii) Valuation processes**

The finance department of the group performs the valuations of financial assets and liabilities required for financial reporting purposes, including level 3 fair values. Discussions of valuation processes and results are held between the CFO, Audit Committee and the finance team at least once every three months, in line with group's quarterly reporting periods

**(iv) Fair value of financial assets and liabilities measured at amortised cost**

| Particulars                        | As at<br>March 31,2026 |               | As at<br>March 31,2025 |               |
|------------------------------------|------------------------|---------------|------------------------|---------------|
|                                    | Carrying<br>Amounts    | Fair Value    | Carrying<br>Amounts    | Fair Value    |
| <b>Financial assets</b>            |                        |               |                        |               |
| Trade receivables                  | 10,364                 | 10,364        | 10,653                 | 10,653        |
| Cash and cash equivalents          | 1939                   | 1939          | 1,385                  | 1,385         |
| Other bank balances                | 86                     | 86            | 76                     | 76            |
| Loans to employees                 | 9                      | 9             | 21                     | 21            |
| Other financial assets             | 356                    | 356           | 431                    | 431           |
| <b>Total financial assets</b>      | <b>12,754</b>          | <b>12,754</b> | <b>12,566</b>          | <b>12,566</b> |
| <b>Financial liabilities</b>       |                        |               |                        |               |
| Borrowings                         | 5,877                  | 5,877         | 3,795                  | 3,795         |
| Trade payables                     | 4,140                  | 4,140         | 4,677                  | 4,677         |
| Other financial liabilities        | 4,429                  | 4,429         | 1,556                  | 1,556         |
| <b>Total financial liabilities</b> | <b>14,446</b>          | <b>14,446</b> | <b>10,028</b>          | <b>10,028</b> |

The carrying amounts of cash and cash equivalent, other bank balances, loans to employees, other financial assets, trade payables are considered to be the same as their fair values, due to their short-term nature.

The Fair value of Loans, Trade Receivables, Borrowings and Other financial liabilities were calculated based on cash flows discounted using a current deposit rate. They are classified as level 3 fair values in the fair value hierarchy due to the inclusion of unobservable inputs including counterparty credit risk.

**Significant Estimates**

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The group uses its judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. For details of the key assumptions used and the impact of changes to these assumptions see (ii) and (iii) above.

**(v) Reconciliation of fair value measurement of unquoted equity shares classified as FVTOCI**

| Particulars                       | Technopolis Knowledge Park<br>Limited |          | Zoroastrian Co-operative<br>Bank Limited |           | Total amount |
|-----------------------------------|---------------------------------------|----------|--|-----------|--------------|
|                                   | Qty                                   | Amount   | Qty                                      | Amount    |              |
| As at 1 April 2025                | 1,810,000                             | -        | 6,000                                    | 22        | 22           |
| Addition/(deletion)/remeasurement | -                                     | -        | -  | -         | -            |
| <b>As at March 31, 2026</b>       | <b>1,810,000</b>                      | <b>-</b> | <b>6,000</b>                             | <b>22</b> | <b>22</b>    |
| As at April 1, 2024               | 1,810,000                             | -        | 6,000                                    | 22        | 22           |
| Addition/(deletion)/remeasurement | -                                     | -        | -  | -         | -            |
| <b>As at March 31, 2025</b>       | <b>1,810,000</b>                      | <b>-</b> | <b>6,000</b>                             | <b>22</b> | <b>22</b>    |

**Note 31 : Financial Risk Management**

The Group's activities expose it to the market risk, liquidity risk and credit risk.

The Groups's principal financial liabilities, other than derivatives, comprise loans and borrowings, trade and other payables. The main purpose of these financial liabilities is to support its operations. The Group's principal financial assets include trade and other receivables, and cash and cash equivalents that derive directly from its operations.

The Group is exposed to market risk, foreign currency risk, liquidity risk and credit risk. The Group's senior management oversees the management of these risks. The Group's senior management is supported by a Risk management committee that advises on financial risks and the appropriate financial risk governance framework for the Group. The Risk management committee provides assurance to the Group's senior management that the Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below.

| Risk                           | Exposure arising from  | Measurement  | Management   |
|--------------------------------|--|--|--|
| Credit risk                    | Cash and cash equivalents, trade receivables, loans, financial assets measured at amortised cost | Ageing analysis, credit ratings                    | Diversification of bank deposit, credit limits   |
| Liquidity risk                 | Borrowings, Trade Payables, contract liabilities and other Financial liabilities                 | Rolling cash flow forecast                         | Availability of bank credit lines and borrowings facilities  |
| Market risk - foreign exchange | Recognised financial assets and liabilities not denominated in Indian rupees (INR)               | Rolling cash flow forecast<br>Sensitivity analysis | Monitoring foreign currency fluctuation, availing forward contracts                                |
| Market risk -interest rate     | Long-term borrowings at variable rates   | Sensitivity analysis                               | Availability of borrowing facilities at fixed rate, Periodic monitoring of variable interest rates |

**(A) Credit Risk**

Credit risk is the risk that counterparty will not meet its obligation under a financial instrument or customer contract, leading to a financial loss. The group is exposed to credit risk from its operating activities (primarily trade receivables), deposits with bank and financial institution, Loans and deposits with third party, Foreign exchange transactions and other financial instruments / assets.

The group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. It considers reasonable and supportive forward looking information such as: adverse changes in business, changes in the operating results of the counterparty, change to the counterparty's ability to meet its obligations etc. Financial assets are written off when there is no reasonable expectation of recovery.

**(i) Credit Risk Management**

**Financial Assets**

The group maintains exposure in cash and cash equivalents, trade receivables, term deposits with banks, Security deposits with counterparties, loans to third parties. Individual risk limits are set for each counter-party based on financial position, credit rating and past experience. Credit limits and concentration of exposures are actively monitored by the group.

The group's maximum exposure to credit risk as at March 31, 2026 and March 31, 2025 is the carrying value of each class of financial assets as disclosed in the consolidated financial statements.

**Trade receivables**

Trade receivables are typically unsecured and are derived from revenue earned from customers. Credit risk has been managed by the Group through credit approvals, establishing credit limits and continuously monitoring the creditworthiness of customers to which the Group grants credit terms in the normal course of business. On account of adoption of Ind AS 109, the Group uses expected credit loss model to assess the impairment loss or gain. The Group uses a provision matrix and forward-looking information and an assessment of the credit risk over the expected life of the financial asset to compute the expected credit loss allowance for trade receivables.

Individual receivables which are known to be uncollectible are written off by reducing the carrying amount of trade receivable and the amount of the loss is recognised in the statement of profit and loss within other expenses.

Four customers as at March 31, 2026 and Three customers as at March 31, 2025 contributed to more than 5% of the total balance of trade receivables. Receivable from these customers was Rs. 2907 Lakhs and Rs. 2512 Lakhs as at March 31, 2026 and as at March 31, 2025 respectively.

**The amount of Trade receivable outstanding as at March 31, 2026 and March 31, 2025 is as follows:**

ECL rate followed by the Company for BFSI customer 0.57% (2025: 1.33%) and non BFSI 1.02% (2025 1.13%).

| Particulars          | Particulars          | Not Due      | 0-180 days   | 181 - 365 days | More than 365 days | Total        |
|----------------------|----------------------|--------------|--------------|----------------|--------------------|--------------|
|                      |                      |              |              |                |                    |              |
|                      | Impairment allowance | -            | 280          | 68             | 253                | 601          |
|                      | <b>Net</b>           | <b>4,180</b> | <b>2,066</b> | <b>749</b>     | <b>1,067</b>       | <b>8,062</b> |
| As at March 31, 2025 | Gross                | 3,476        | 2,177        | 1,200          | 681                | 7,534        |
|                      | Impairment allowance | 56           | 24           | 12             | 40                 | 132          |
|                      | <b>Net</b>           | <b>3,420</b> | <b>2,153</b> | <b>1,188</b>   | <b>641</b>         | <b>7,402</b> |

(ii) Reconciliation of loss allowances provision

|   |            |
|---|------------|
| Loss Allowances on March 31, 2024                                     | 321        |
| Add: provision made during the year                                   | -          |
| Less: Provision for doubtful debts made in earlier years written back | -          |
| <b>Loss Allowances on March 31, 2025</b>                              | <b>321</b> |
| Add: provision made during the year                                   | 280        |
| Less: Provision for doubtful debts made in earlier years written back | -          |
| <b>Loss Allowances on March 31, 2026</b>                              | <b>601</b> |

Management does not expect any significant loss from non-performance by counterparties on credit granted during the financial year that has not been provided for.

**Other than trade receivables and financial assets.**

Management believes that the parties from which the receivables are due have strong capacity to meet the obligations and risk of default is negligible or nil and accordingly no significant provision for expected credit loss has been recorded.

Credit risk from balances with bank and financial institutions is managed by the Group's treasury department in accordance with the Group's policy.

**(B) Liquidity Risk**

Liquidity risk refers to the risk that the Group cannot meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts. The Group manages its liquidity risk by ensuring, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due through rolling cash flow forecast. Also, the Group has unutilized credit limits with banks.

**(i) Financing arrangements**

The group had access to the following undrawn borrowing facilities at the end of the reporting period:

| Particulars  | As at          | As at          |
|--|----------------|----------------|
|  | March 31, 2026 | March 31, 2025 |
| <b>Floating Rate</b>   |                |                |
| Expiring within one year (Bank overdraft, Term Loans and other facilities) | 6,102          | 7,122          |
| <b>Total</b>   | <b>6,102</b>   | <b>7,122</b>   |

The Bank has an unconditional right to cancel the undrawn/ unused/ unavailed portion of the loan/ facility sanctioned at any time during the period of the loan/ facility, without any prior notice to the Group.

**(ii) Maturities of financial liabilities**

The tables below analyse the group's financial liabilities into relevant maturity groupings based on their contractual maturities for all non derivative financial liabilities.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balance due within 12 months equal their carrying balances as the impact of discounting is not significant.

| Contractual maturities of financial liabilities | Less than 1 Year | 1 - 5 Years  | 5 Year & above | Total         |
|---|------------------|--------------|----------------|---------------|
| <b>March 31, 2026</b>                           |                  |              |                |               |
| <b>Non - Derivative</b>                         |                  |              |                |               |
| Borrowings                                      | 5,877            | -            | -              | 5,877         |
| Lease liability                                 | 386              | 1,167        | 24             | 1,577         |
| Trade payables                                  | 4,140            | -            | -              | 4,140         |
| Other financial liabilities                     | 4,439            | 11           | -              | 4,450         |
| <b>Total non derivative liabilities</b>         | <b>14,842</b>    | <b>1,178</b> | <b>24</b>      | <b>16,044</b> |

| Contractual maturities of financial liabilities | Less than 1 Year | 1 - 5 Years  | 5 Year & above | Total         |
|---|------------------|--------------|----------------|---------------|
| <b>March 31, 2025</b>                           |                  |              |                |               |
| <b>Non - Derivative</b>                         |                  |              |                |               |
| Borrowings                                      | 3,795            | -            | -              | 3,795         |
| Lease liability                                 | 377              | 1,183        | 257            | 1,817         |
| Trade payables                                  | 4,677            | -            | -              | 4,677         |
| Other financial liabilities                     | 1,558            | 14           | -              | 1,572         |
| <b>Total non derivative liabilities</b>         | <b>10,407</b>    | <b>1,197</b> | <b>257</b>     | <b>11,861</b> |

**(C ) Market Risk**

**(i) Foreign currency risk**

Group is exposed to foreign exchange risk arising from direct transactions in foreign currency and also indirectly through transactions denominated in foreign currency though settled in functional currency (INR), primarily with respect to the US Dollar (USD). Foreign currency risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the company's functional currency (INR). The Group enters into derivative financial instruments such as foreign exchange forward and option contracts to mitigate the risk of changes in exchange rates on foreign currency exposures.

When a derivative is entered into for the purpose of being a hedge, the Group negotiates the terms of those derivatives to match the terms of the hedged exposure. For hedges of forecast transactions the derivatives cover the period of exposure from the point of the cash flows of the transactions are forecasted up to the point of settlement of the resulting receivable or payable that is denominated in the foreign currency.

The risk is measured through a forecast of highly probable foreign currency cash flows.

**(a) Foreign currency risk exposure:**

The group's exposure to foreign currency risk at the end of the reporting period are as follows

| Particulars                                       | Foreign Currency | As at March 31,2026 |                | As at March 31,2025 |                |
|---|------------------|---------------------|----------------|---------------------|----------------|
|   |                  | In foreign currency | Rs in Lakhs    | In foreign currency | Rs in Lakhs    |
| <b>Financial liabilities</b>                      |                  |                     |                |                     |                |
| Trade payables and capex creditors                | USD              | 38                  | 3,618          | 19                  | 1,607          |
| Derivative Liabilities                            | USD              | -                   | -              | -                   | 2              |
| <b>Foreign exchange forward contract</b>          |                  |                     |                |                     |                |
| Buy foreign currency                              | USD              | (37)                | (3,548)        | (7)                 | (598)          |
| <b>Net exposure to foreign currency liability</b> | <b>USD</b>       | <b>1</b>            | <b>70</b>      | <b>12</b>           | <b>1,011</b>   |
| <b>Financial Assets</b>                           |                  |                     |                |                     |                |
| Trade receivables                                 | USD              | (15)                | (1,413)        | (13)                | (1,082)        |
| Derivative assets                                 | USD              | -                   | -              | *                   | -              |
| <b>Net exposure to foreign currency assets</b>    | <b>USD</b>       | <b>(15)</b>         | <b>(1,413)</b> | <b>(13)</b>         | <b>(1,082)</b> |

\* Below rounding off norms adopted by the Group.

**(b) Sensitivity**

The Sensitivity of profit or loss to changes in the exchange rates arises mainly currency denominated financial instrument .

| Particulars                                     | Impact on profit after tax |                        |
|---|----------------------------|------------------------|
|   | As at<br>March 31,2026     | As at<br>March 31,2025 |
| <i>USD sensitivity</i>                          |                            |                        |
| INR/USD - Increase by 5% (March 31, 2024 - 5%)* | 50                         | 3                      |
| INR/USD - Decrease by 5% (March 31, 2024 - 5%)* | (50)                       | (3)                    |
| * Holding all other variables constant          |                            |                        |

**(ii) Interest rate risk**

The group's main interest rate risk arises from long-term borrowings with variable rates, which expose the group to cash flow interest rate risk.

**(a) Interest Rate risk exposure**

The exposure of the group's borrowings to interest rate changes at the end of the reporting period are as follows.

| Particulars              | As at<br>March 31,2026 | As at<br>March 31,2025 |
|--------------------------|------------------------|------------------------|
| Variable rate borrowings | 5,877                  | 3,795                  |
| <b>Total Borrowings</b>  | <b>5,877</b>           | <b>3,795</b>           |

**(b) Sensitivity**

Profit or loss is sensitive to higher / lower interest expense from borrowings as a result of changes in interest rates.

| Particulars                                   | Impact on profit after tax |                        |
|---|----------------------------|------------------------|
|   | As at<br>March 31,2026     | As at<br>March 31,2025 |
| Interest Rate - Increase by 100 basis points* | (44)                       | (28)                   |
| Interest Rate - Decrease by 100 basis points* | 44                         | 28                     |
| * Holding all other variable constant         |                            |                        |

**(iii) Price Risk**

The Group does not have any financial instrument which is exposed to change in price.

**Note 32 : Capital Management & Gearing Ratio**

**Risk Management**

The Group's objectives when managing capital are to

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- Maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital using gearing ratio, which is net debt divided by total capital plus net debt. The Group's policy is to keep the gearing ratio around 60%. The Group includes within net debt, interest bearing loans and borrowings, less cash and bank balances as detailed in the notes below.

The Group's capital management is intended to create value for shareholders by facilitating the meeting of its long-term and short-term goals. Its capital structure consists of net debt (borrowings as detailed in notes below) and total equity.

**Gearing Ratio**

The gearing ratio at the end of the reporting period was as follows:

| Particulars                                      | As at         | As at         |
|--|---------------|---------------|
|  | March 31,2026 | March 31,2025 |
| Debt (refer note 17a & 17b)                      | 5,877         | 3,795         |
| Cash and cash equivalents (refer note 11)        | 1,939         | 1,385         |
| <b>Net debt</b>                                  | <b>3,938</b>  | <b>2,410</b>  |
| Equity share capital (refer note 15)             | 2,282         | 2,282         |
| Other equity (refer note 16)                     | 10,600        | 10,508        |
| <b>Total Capital</b>                             | <b>12,882</b> | <b>12,790</b> |
| Capital and net debt                             | 16,820        | 15,200        |
| Net debt to total capital and net debt ratio (%) | 23%           | 16%           |

**Loan covenants**

Under the terms of the major borrowing and facilities, the group was required to comply with the following financial covenants.

Exclusive charge over the VSAT's installed at HPCL, IOCL, Bank of India and BPCL Outlets with minimum security cover of 1.35x at all times and over VSAT's assets with minimum security cover of 1.35x at all times.

Group has complied with the above covenants throughout the reporting period.

Group has regularly filed statements with banks from whom loans are taken and there are no deviation from books of accounts. (refer note 46).

**Note 33 : Offsetting Financial Assets And Financial Liabilities**

There are no financial assets and liabilities which are eligible for offset under any arrangement.

**Note 34 : Assets pledged as security**

**Collateral against borrowings**

Current assets and property, plant and equipment of the Group are pledged as security against debt facilities from the lender i.e. land and building, plant and machinery situated at Mahape, Maharashtra, Dehradun, Uttarakhand and other locations and VSAT installed at HPCL, IOCL, Bank of India and BPCL.

The Group has pledged financial instruments as collateral against a number of its borrowings. The carrying amounts of assets pledged as security for current and non-current borrowings are :

| Particulars                                     | As at         | As at         |
|---|---------------|---------------|
|   | March 31,2026 | March 31,2025 |
| <b>Financial assets</b>                         |               |               |
| First charge                                    |               |               |
| Trade receivables                               | 10,362        | 10,053        |
| Inventories                                     | 3,626         | 3,069         |
| Cash & cash equivalents                         | 1,939         | 1,385         |
| Bank balances other than above                  | 84            | 76            |
| Loans   | 9             | 21            |
| Loans to Employees                              | -             | -             |
| Other financial assets                          | 319           | 411           |
| Contract assets                                 | -             | -             |
| Other current assets                            | 1,892         | 1,308         |
| <b>Total current assets pledged as security</b> | <b>18,231</b> | <b>16,323</b> |

**Note 35 : Earnings per share (EPS)**

| Sr. No. | Particulars   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---------|---|------------------------------|------------------------------|
| 1       | Net profit after tax attributable to equity shareholders (Rs. in lakhs) | 332                          | 953                          |
| 2       | Weighted average number of equity shares                                | 22,817,461                   | 22,817,461                   |
| 3       | EPS (Rs.) [Basic and diluted] (face value per share Rs. 10)             | 1.45                         | 4.18                         |

**Note 36 : Contingent liabilities**

| Sr. No. | Particulars   | As at<br>March 31, 2026 | As at<br>March 31, 2025 |
|---------|---|-------------------------|-------------------------|
| a)      | Claims against the group not acknowledged as debt comprises of:<br>- Sales tax and service tax claims disputed by the Group relating to issues of applicability and classification              | 607                     | 657                     |
| b)      | Claims from Vendor<br>- Future cash outflows in respect of above matters are determinable only on receipt of judgments/decisions pending at various forums / authorities<br>- Others*           | 168<br>294              | 168<br>394              |
| c)      | Income tax demand against the group not acknowledged as debt and not provided for, relating to issues of deductibility and taxability in respect of which Group is in appeal (refer note 38(b)) | 68                      | 68                      |
|         | <b>Total (a+b+c)</b>  | <b>1,137</b>            | <b>1,287</b>            |

\* Application filed by plaintiffs with Small Causes Court, Mumbai, claiming from Holding Company mesne profit of Rs. 560 lakhs and interest thereon. Based on valuation report obtained by the Holding Company from an independent valuer, Holding Company has made provision of Rs. 166 lakhs and accrued interest thereon. Balance has been disclosed as contingent liability.

Future cash outflows in respect of the above matters are determinable only on receipt of judgements/decisions pending at various forums / authorities.

The Group does not have any contingent assets at the balance sheet date.

The above figures for contingent liabilities do not include amounts towards certain additional penalties/interest that may devolve on the Group in the event of an adverse outcome as the same is subjective and not capable of being presently quantified. Unless otherwise stated below, the management believes that, based on legal advice, the outcome of these contingencies will be favourable and that a loss is not probable, further outflow of resources is not probable in either cases.

**Note 37 : Disclosure as required by Ind AS 37 – “Provisions, contingent Liabilities and contingent Assets” as at year end are as follows:**

- Provision for disputed obligation represents estimates made for probable liabilities arising out of pending assessment proceedings with various Government Authorities and others. The information usually required by Ind AS 37 – “Provisions, Contingent Liabilities and Contingent Assets”, is not disclosed on grounds that it can be expected to prejudice the interests of the group. The timing of the outflow with regard to the said matter depends on the exhaustion of remedies available to the group under the law and hence, the group is not able to reasonably ascertain the timing of the outflow (refer note 36).
- Provision for Warranty relates to warranty provision made in respect of sale of certain products, the estimated cost of which is accrued at the time of sale. The products are generally covered under free warranty period ranging from one to three years.
- The movement and provision during the year are as follows:

| Particulars                           | Provision for disputed obligation |                              | Provision for warranties     |                              |
|---------------------------------------|-----------------------------------|------------------------------|------------------------------|------------------------------|
|                                       | Year ended<br>March 31, 2026      | Year ended<br>March 31, 2025 | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
| Opening balance                       | 165                               | 165                          | 220                          | 254                          |
| Add: Provision during the year        | -                                 | -                            | 26                           | 3                            |
| Less: Utilisation during the year     | -                                 | -                            | (213)                        | (37)                         |
| Less: Reversal during the year        | -                                 | -                            | -                            | -                            |
| <b>Closing balance</b>                | <b>165</b>                        | <b>165</b>                   | <b>34</b>                    | <b>220</b>                   |
| Classified as current (refer note 21) | 165                               | 165                          | 34                           | 220                          |

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

**Note 38 : Income Tax**

**a) Components and movements of deferred tax asset (net) :**

| Particulars  | As at<br>April 31, 2024 | Recognised in<br>the statement of<br>profit and Loss | Recognised in<br>the statement of<br>other<br>comprehensive | As at<br>March 31, 2025 | Recognised in<br>the statement of<br>profit and Loss | Recognised in<br>the statement of<br>other<br>comprehensive | As at<br>March 31, 2026 |
|--|-------------------------|--|---|-------------------------|--|---|-------------------------|
|  | (a)                     | (b)  | ©   | (d=a+b+c)               |  |   |                         |
| <b>i. Items of deferred tax liabilities :</b>  |                         |  |   |                         |  |   |                         |
| Assets given on finance lease  | -                       | -  | -   | -                       |  |   |                         |
| Right of use assets  | 529                     | (213)  | -   | 316                     | (7)  | -   | 309                     |
| Others   | 12                      | 17   | -   | 29                      | (2)  | -   | 27                      |
| <b>Total deferred tax liability (i)</b>  | <b>541</b>              | <b>(196)</b>   |   | <b>345</b>              | <b>(9)</b>   |   | <b>336</b>              |
| <b>ii. Items of deferred tax assets :</b>  |                         |  |   |                         |  |   |                         |
| Disallowances under Section 43B of the Income Tax Act, 1961, provision for legal dispute and investment impairment | 141                     | (12)   | 6   | 135                     | 174  | 4   | 313                     |
| Provision for doubtful debts and deposits  | 103                     | 42   | -   | 145                     | (59)   | -   | 86                      |
| Allowance u/s 35DDA and 35DD of Income Tax Act, 1961   | 8                       | (2)  | -   | 6                       | (6)  | -   | -                       |
| Allowance u/s 35ABB of Income Tax Act, 1961  | 620                     | 554  | -   | 1,174                   | 467  | -   | 1,641                   |
| Allowance u/s 35ABB of Income Tax Act, 1961 (Previous year (refer note 38(b))*                                     | 446                     | -  | -   | 446                     |  | -   | 446                     |
| Property, plant and equipment and intangible assets  | 539                     | (5)  | -   | 534                     | 27   | -   | 561                     |
| Lease liability  | 600                     | (231)  | -   | 369                     | (3)  | -   | 366                     |
| Inventory  | 14                      | -  | -   | 14                      |  | -   | 14                      |
| Others   | 59                      | 13   | -   | 72                      | 64   | -   | 136                     |
| <b>Total deferred tax assets (ii)</b>  | <b>2,530</b>            | <b>359</b>   | <b>6</b>  | <b>2,895</b>            | <b>664</b>   | <b>4</b>  | <b>3,562</b>            |
| <b>Net deferred tax assets (ii-i)</b>  | <b>1,989</b>            | <b>555</b>   | <b>6</b>  | <b>2,550</b>            | <b>673</b>   | <b>4</b>  | <b>3,226</b>            |

**Note 38 : b) Current tax and deferred tax**

| Particulars   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| <b>Income tax expense</b>                           |                              |                              |
| <b>For current year</b>                             |                              |                              |
| <u>Current tax</u>                                  |                              |                              |
| Current tax on profits for the year                 | 790                          | 1,054                        |
| <b>Total current tax expense (A)</b>                | <b>790</b>                   | <b>1,054</b>                 |
| <u>Deferred tax [refer note 38(a)]</u>              |                              |                              |
| (Increase) in deferred tax assets                   | (664)                        | (359)                        |
| (Decrease) in deferred tax liabilities              | (9)                          | (196)                        |
| <b>Total deferred tax (benefit) (B)</b>             | <b>(673)</b>                 | <b>(555)</b>                 |
| <b>Income tax expense for current year (C=A+B)</b>  | <b>117</b>                   | <b>499</b>                   |
| <b>For earlier year</b>                             |                              |                              |
| <u>Current tax</u>                                  |                              |                              |
| Current tax for the earlier years                   | 10                           | 514*                         |
| <u>Deferred tax [refer note 38(a)]</u>              |                              |                              |
| (Increase) in deferred tax assets for earlier years | -                            | -                            |
| <b>Tax adjustment for earlier years (D)</b>         | <b>10</b>                    | <b>514</b>                   |
|   |                              |                              |
| <b>Total income tax expense (C+D)</b>               | <b>127</b>                   | <b>1,013</b>                 |

\*In relation to Income tax demand disclosed in contingent liability (refer note 36) of Rs. 1,095 lakhs, during the previous year ended March 31, 2025, Holding Company filed an application under "Vivad se Vishwas Scheme, 2024" to settle the pending Income Tax matter and dues relating to Assessment Year 2011-12. Holding Company's application has been approved by the Income Tax Authorities. Tax payable Rs. 488 Lakhs as per the application has been recognised as Tax Adjustments for earlier years and Interest on income tax payable Rs 21 Lakhs has been recognised as Finance Cost for the year ended March 31, 2025. This settlement resulted in reduction in contingent liability from Rs. 1,095 Lakhs to NIL.

**Note 39 : Reconciliation of tax expense and accounting profit multiplied by India's tax rates:**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| <b>Profit from operation before Income tax expenses</b>        | <b>459</b>                   | <b>1,947</b>                 |
| Statutory tax rate (%)   | 25.17%                       | 25.17%                       |
| <b>Tax at Indian tax rate</b>                                  | <b>115</b>                   | <b>490</b>                   |
| <b>Tax adjustment related to current year</b>                  |                              |                              |
| Impact of change in tax rate                                   | -                            | -                            |
| Expenses not allowed in tax                                    | 8                            | 11                           |
| Tax impact on OCI  | (4)                          | (7)                          |
| Others   | (2)                          | 5                            |
| <b>Tax adjustment related to earlier years</b>                 |                              |                              |
| Income tax provision made for earlier year, including interest | 10                           | 514                          |
| <b>Total tax expense</b>                                       | <b>127</b>                   | <b>1,013</b>                 |

**Note 40 : Capital and other commitments**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advance paid) | 575                          | 236                          |

**Note 41 : Segment reporting**

The Company's Managing Director and CEO is identified as Chief Operating Decision Maker ('CODM') of the Group and CODM reviews and allocates resources for consolidated business i.e. Network Systems products and services and accordingly, it is a single operating segment.

**Note 42 : Employee benefit obligations****a Short-term employee benefits**

These benefits include salaries and wages, including other monetary and non-monetary benefits, compensated absences which are either non-accumulating or accumulating and expected to be availed within twelve months after the end of the reporting period.

**b Long-term employee benefits****i) Defined contribution plans**

Groups's contribution paid/payable during the year to superannuation fund and provident fund contribution are recognised as an expense and included in Note 26 under the heading "Contributions to superannuation funds" are as under:

| Sr. No | Particulars                                    | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--------|--|------------------------------|------------------------------|
| a)     | Contribution to employees' superannuation fund | 12                           | 16                           |
| b)     | Contribution to provident fund                 | 174                          | 59                           |
|        | <b>Total</b>                                   | <b>186</b>                   | <b>75</b>                    |

**ii Defined Benefit Plans**

The Group operates the following funded/unfunded defined benefit plans:

**Provident Fund (Funded)**

The Holding Company makes Provident Fund contributions to defined benefit plans for eligible employees. Under the scheme, the Group is required to contribute a specified percentage of the payroll costs to fund the benefits. The contributions as specified under the law are paid to the provident fund set up as a trust by the Group. The Rules of the Group's provident fund administered by the Trust requires that if the Board of Trustees are unable to pay interest at the rate declared by Central Government under para 60 of the Employees' Provident Fund Scheme, 1952 then the shortfall shall be made good by the Group. Having regard to the assets of the fund and the return on the investments, the Group does not expect any shortfall in the foreseeable future.

In terms of guidance note issued by the Institute of Actuaries of India, the Actuary has provided a valuation of Provident fund liability based on the assumptions listed and determined that there is no shortfall as at March 31, 2026 and March 31, 2025, respectively.

The details of fund and plan asset position are given below:

| Particulars                                       | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| Plan assets at period end, at fair value          | 3,535                        | 3,140                        |
| Present value of benefit obligation at period end | (3,683)                      | -3,140                       |
| Asset recognized in Balance Sheet                 | -148                         | -                            |

The Plan assets have been primarily invested in government securities.

Assumptions used in determining the present value of obligation of interest rate guarantee under the deterministic approach :

| Particulars                             | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| Government of India (GOI) bond yield    | 7.27%                        | 6.94%                        |
| Remaining term to maturity of portfolio | 11 years                     | 11 years                     |
| Expected guaranteed interest rate       | 8.25%                        | 8.25%                        |

The Holding Company has contributed Rs 109 Lakhs and Rs 95 Lakhs during the year ended March 31, 2026 and March 31, 2025 respectively and the same has been recognized in the Statement of Profit and Loss.

**Provident Fund Assessment as per recent Supreme court Judgment**

Recent Supreme Court judgement in case of Vivekananda Vidyamandir and Others (February 2019) lays down principles to exclude a particular allowance from the definition of "basic wages" for the purposes of computing the deduction towards provident fund contributions. A review petition have been filed against the said order by other Companies and await clarification from Provident Fund Commissioner/Supreme Court. Based on the initial assessment and recently concluded inspections by Provident Fund authorities, management does not expect any material impact on the financial statements.

**Gratuity (funded)**

The Group has a funded defined benefit gratuity plan. The Group's defined benefit gratuity plan is a final salary plan for employees, which requires contributions to be made to a separately administered fund.

The gratuity plan is governed by the Payment of Gratuity Act, 1972. Under the Act, every employee who has completed five years or more of service gets gratuity on departure at 15 days salary (last drawn salary) for each completed year of service. The gratuity liability amount is contributed to the approved gratuity fund formed exclusively for gratuity payment to the employees. The gratuity fund has been approved by respective Income Tax authorities. The liability in respect of gratuity and other post employment benefits is calculated using the Projected Unit Credit Method and spread over the period during which the benefit is expected to be derived from employees' services.

The following table sets out the status of the defined benefit scheme and the amount recognised in the consolidated financial statements:

**Amount recognised in the statement of profit and loss**

| Particulars   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| Current service cost  | 71                           | 48                           |
| Past Service Cost   | 371                          | -                            |
| Interest cost   | 50                           | 41                           |
| Interest income on plan assets                                      | (40)                         | (42)                         |
| <b>Total expense recognised in the statement of profit and loss</b> | <b>452</b>                   | <b>47</b>                    |

| Amount recognised in other comprehensive income (OCI) |                              |                              |
|---|------------------------------|------------------------------|
| Particulars   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
| Due to change in financial assumptions                | (26)                         | 11                           |
| Due to experience                                     | 12                           | 21                           |
| Return on Plan Assets, excluding interest income      | 28                           | (6)                          |
| <b>Total losses recognised in OCI</b>                 | <b>15</b>                    | <b>26</b>                    |

**Change in Defined Obligation (DBO) during the year**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| Present value of DBO at the beginning                  | 568                          | 570                          |
| Current service cost                                   | 71                           | 48                           |
| Past Service Cost                                      | 372                          |                              |
| Interest cost (Net)                                    | 50                           | 41                           |
| Liabilities transferred In/acquisitions                | -                            | -                            |
| Remeasurement (gain)/loss                              | (14)                         | 32                           |
| Liabilities transferred in/acquisitions                | 6                            | 8                            |
| Benefits paid  | (48)                         | (131)                        |
| <b>Present value of DBO at end of the year</b>         | <b>1,004</b>                 | <b>568</b>                   |
| Present value of plan assets at the beginning          | 584                          | 583                          |
| Interest income  | 40                           | 42                           |
| Amount paid to employees gratuity trust                | (13)                         | 9                            |
| Return on Plan Assets, excluding interest income       | (28)                         | 6                            |
| Assets transferred in/acquisitions                     | (6)                          |                              |
| Benefits paid from the fund                            | (22)                         | (55)                         |
| <b>Present value of plan assets at end of the year</b> | <b>554</b>                   | <b>585</b>                   |
| <b>Present value of net DBO at the end of the year</b> | <b>450</b>                   | <b>(17)</b>                  |

**The details of fund and plan asset position are given below:**

| Particulars  | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|--|------------------------------|------------------------------|
| Plan assets at period end, at fair value             | 562                          | 585                          |
| Present value of benefit obligation at period end    | -1,005                       | 568                          |
| <b>Asset/(liability) recognised in Balance Sheet</b> | <b>1,567</b>                 | <b>17</b>                    |

**Principal Actuarial assumptions for valuation of gratuity liability**

| Particulars                           | Year ended<br>March 31, 2026   | Year ended<br>March 31, 2025   |
|---------------------------------------|--|--|
| Discount rate                         | 7.25%  | 6.84%  |
| Expected rate of escalation in salary | 7.50%  | 7.50%  |
| Rate of employee turnover             | a. For service 4 years and below - 8.00% p.a.<br>b. For service 5 years and above - 5.00% p.a. | a. For service 4 years and below - 8.00% p.a.<br>b. For service 5 years and above - 5.00% p.a. |
| Mortality tables                      | Indian Assured Lives Mortality 2012-14 (Urban)   | Indian Assured Lives Mortality 2012-14 (Urban)   |

The discount rate is based on the prevailing market yields of Government of India securities as at the balance sheet date for the estimated term of the obligations.

This plan typically exposes the Group to actuarial risks such as:

- Interest rate risk** - A decrease in the bond interest rate will increase the plan liability.
- Demographic risk** - This is the risk of variability of results due to unsystematic nature of decrements that include mortality, withdrawal, disability and retirement. The effect of these decrements on the defined benefit obligation is not straight forward and depends upon the combination of salary increase, discount rate and vesting criteria.
- Salary risk** - The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The estimate of future salary increases considered, takes into account the inflation, seniority, promotion, increments and other relevant factors.

**Sensitivity**

Sensitivity of the defined benefit obligation to changes in the weighted principal assumptions (while holding all other assumptions constant) is:

| Particulars                           | Change in assumption | Year ended<br>March 31, 2026 |                        | Year ended<br>March 31, 2025 |                        |
|---------------------------------------|----------------------|------------------------------|------------------------|------------------------------|------------------------|
|                                       |                      | Increase in assumption       | Decrease in assumption | Increase in assumption       | Decrease in assumption |
| Discount rate                         | 1%                   | (58)                         | 66.0295                | (35)                         | 40                     |
| Expected rate of escalation in salary | 1%                   | 65                           | (59)                   | 39                           | (35)                   |
| Rate of employee turnover             | 1%                   | (3)                          | 3                      | (2)                          | 2                      |

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

**Defined benefit liability and employers contributions**

The weighted average duration of the projected benefit obligation is 8 years (March 31, 2024 - 8 years). The expected maturity analysis of undiscounted gratuity is as follows:

| Particulars               | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---------------------------|------------------------------|------------------------------|
| 1st following year        | 197                          | 43                           |
| 2nd following year        | 57                           | 30                           |
| 3rd following year        | 108                          | 134                          |
| 4th following year        | 76                           | 51                           |
| 5th following year        | 72                           | 43                           |
| Sum of years 6 to 10      | 362                          | 195                          |
| Sum of years 11 and above | 893                          | 495                          |

**iii) Other employee benefits**

a) Compensated absences which are accumulated and not expected to be availed after the end of the reporting period in which the employee renders the related service are recognised as a liability at the present value of the defined benefit obligation as at the balance sheet date. Compensated absences is recognised as a liability based on actuarial valuation of the defined benefit obligation as at the balance sheet date.

b) An amount of Rs. XXX Lakhs (March 31, 2025 Rs. 62 Lakhs) has been charged to the Statement of Profit and Loss for the year ended March 31, 2026 towards Compensated absences.

c) Net liability recognised for compensated absences in the Balance Sheet as at March 31, 2026 is Rs. XXX Lakhs (March 31, 2025 : Rs. 196 Lakhs).

**Principal Actuarial assumptions for valuation of long-term compensated absences**

| Particulars                           | Year ended<br>March 31, 2026   | Year ended<br>March 31, 2025   |
|---------------------------------------|--|--|
| Discount rate                         | 7.24%  | 6.94%  |
| Expected rate of escalation in salary | 7.50%  | 7.50%  |
| Rate of Employee Turnover             | a. For service 4 years and below - 8.00%<br>p.a.<br>b. For service 5 years and above - 5.00%<br>p.a. | a. For service 4 years and below - 8.00%<br>p.a.<br>b. For service 5 years and above - 5.00%<br>p.a. |

The discount rate is based on the prevailing market yields of Government of India securities as at the balance sheet date for the estimated term of the obligations.

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

*(Amount Rs in Lakhs, unless otherwise mentioned)*

---

**Note 43 : Related party transactions**

Disclosure as required by Ind AS 24 - "Related Party Disclosures" is as follows:

Names of the related parties and description of relationship:

**(A) Related parties where control exists:**

Employment Benefit Funds

Nelco Limited Employees Gratuity Trust  
Nelco Network products Limited Employees Gratuity Trust  
The National Radio & Electronics Co. Ltd. Employees Provident Fund  
The National Radio & Electronics Co. Ltd. Superannuation Fund

**(B) Holding Company/ Promoter**

The Tata Power Company Limited

**(C) Associate Company**

Piscis Networks Private Limited w.e.f. June 5, 2023

**(D) (i) Promoter of Holding Company**

Tata Sons Private Limited

**(ii) Subsidiaries and Jointly Controlled Entities of Promoter - Promoter Group (where transactions have taken place during the year or previous year / balances outstanding)**

The Tata Power Green Energy Limited  
Poolavadi Windfarm Limited  
TP Southern Odisha Distribution Limited  
Tata Communications Limited  
Tata Communications Payment Solutions Limited  
Tata Advanced Systems Limited  
Tata Teleservices Limited  
Tata Technologies Limited  
Tata Steel Limited  
Tata Sia Airlines Limited  
Tata Capital Limited  
C-edge Technologies Limited  
Air India Limited  
The Indian Hotels Company Limited  
Tata AIG General Insurance Company Limited  
Tata 1MG Technologies Private Limited  
Tata AIA Life Insurance Co Ltd  
Tata Business Hub Limited  
Novamesh Limited

**(E) Key Managerial Personnel**

**(i) Executive Director**

Mr. P. J. Nath (Managing Director and CEO)

**(ii) Independent, Non-Executive Directors and others**

Mr. A. S. Lakshminarayanan (Non-Executive Director)  
Mr. Saurabh Ray (Non Executive Director)  
Mr. Ajay Kumar Pandey (Independent Director)  
Dr. Lakshmi Nadkarni (Independent Director )  
Mr. K. Narasimha Murthy (Independent Director upto January 27, 2025)  
Mr. Vijay Somaiya (Independent Director w.e.f January 27, 2025)  
Mr. Girish V. Kirkinde (Company Secretary upto April 30, 2024)  
Mr. Ritesh Kamdar (Company Secretary w.e.f May 14, 2024)  
Mr. Malav Shah (Chief Financial Officer)

## (F) Details of Transactions:

| Sr. No.   | Particulars  | Holding Company |       | Associate Company |       | Promoter Group/ Promoter |       | Employment Benefit Funds |       | Key Management Personnel |       |
|-----------|--|-----------------|-------|-------------------|-------|--------------------------|-------|--------------------------|-------|--------------------------|-------|
|           |  | FY 26           | FY 25 | FY 26             | FY 25 | FY 26                    | FY 25 | FY 26                    | FY 25 | FY 26                    | FY 25 |
| <b>1</b>  | <b>Rendering of services</b>                         |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | The Tata Power Green Energy Limited                  | -               | -     | -                 | -     | 1                        | -     | -                        | -     | -                        | -     |
|           | Poolavadi Windfarm Limited                           | -               | -     | -                 | -     | 93                       | 1     | -                        | -     | -                        | -     |
|           | Tata Communications Limited                          | -               | -     | -                 | -     |                          | 83    | -                        | -     | -                        | -     |
|           | C-edge Technologies Limited                          | -               | -     | -                 | -     | 477                      | 520   | -                        | -     | -                        | -     |
|           | Tata communications Payment solutions Limited        | -               | -     | -                 | -     |                          | 314   | -                        | -     | -                        | -     |
|           | Tata Steel Limited                                   | -               | -     | -                 | -     | 37                       | 317   | -                        | -     | -                        | -     |
|           | Tata Technologies Limited                            | -               | -     | -                 | -     | 344                      | 457   | -                        | -     | -                        | -     |
|           | Tata Teleservices Limited                            | -               | -     | -                 | -     | 31                       | -     | -                        | -     | -                        | -     |
|           | TP Southern Odisha Distribution Limited              | -               | -     | -                 | -     | 11                       | 11    | -                        | -     | -                        | -     |
|           | Air India Limited                                    | -               | -     | -                 | -     | 488                      | 745   | -                        | -     | -                        | -     |
|           | Tata Power Renewable Energy Ltd                      | -               | -     | -                 | -     | 3                        | -     | -                        | -     | -                        | -     |
| <b>2</b>  | <b>Sale of goods</b>                                 |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Tata Communications Limited                          | -               | -     | -                 | -     | 1                        | 2     | -                        | -     | -                        | -     |
|           | C-edge Technologies Limited                          | -               | -     | -                 | -     | 351                      | -     | -                        | -     | -                        | -     |
|           | Tata Advanced Systems Limited                        | -               | -     | -                 | -     | 23                       | -     | -                        | -     | -                        | -     |
|           | Tata communications Payment solutions Limited        | -               | -     | -                 | -     | -                        | -     | -                        | -     | -                        | -     |
|           | Tata Steel Limited                                   | -               | -     | -                 | -     | 28                       | -     | -                        | -     | -                        | -     |
|           | Tata Technologies Limited                            | -               | -     | -                 | -     | 157                      | -     | -                        | -     | -                        | -     |
|           | TP Southern Odisha Distribution Limited              | -               | -     | -                 | -     | 7                        | -     | -                        | -     | -                        | -     |
| <b>3</b>  | <b>Receiving of services</b>                         |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Tata Sons Private Limited                            | -               | -     | -                 | -     | 32                       | -     | -                        | -     | -                        | -     |
|           | Tata Communications Limited                          | -               | -     | -                 | -     | 541                      | 555   | -                        | -     | -                        | -     |
|           | Tata Teleservices Limited                            | -               | -     | -                 | -     | 97                       | 89    | -                        | -     | -                        | -     |
|           | The Indian Hotels Company Limited                    | -               | -     | -                 | -     | 18                       | 4     | -                        | -     | -                        | -     |
|           | Tata 1MG Technologies Private Limited                | -               | -     | -                 | -     | 10                       | *     | -                        | -     | -                        | -     |
|           | Novamesh Limited                                     | -               | -     | -                 | -     | 106                      | 72    | -                        | -     | -                        | -     |
|           | Tata Business Hub Limited                            | -               | -     | -                 | -     |                          | 3     | -                        | -     | -                        | -     |
|           | Air India Limited                                    | -               | -     | -                 | -     |                          | 126   | -                        | -     | -                        | -     |
|           | Tata capital   | -               | -     | -                 | -     | 26                       | -     | -                        | -     | -                        | -     |
| <b>4</b>  | <b>Purchase of Goods</b>                             |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Piscis Networks Private Limited                      | -               | -     | 1,060             | 1,430 |                          |       | -                        | -     | -                        | -     |
| <b>5</b>  | <b>Reimbursement of charges</b>                      |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Tata Communications Limited                          | -               | -     | -                 | -     | 57                       | 39    | -                        | -     | -                        | -     |
| <b>6</b>  | <b>Rent earned</b>                                   |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Piscis Networks Private Limited                      | -               | -     | 10                | 5     |                          |       | -                        | -     | -                        | -     |
| <b>7</b>  | <b>Rent paid</b>                                     |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Tata Capital Limited                                 | -               | -     | -                 | -     | 35                       | 60    | -                        | -     | -                        | -     |
| <b>8</b>  | <b>Brand equity payment</b>                          |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Tata Sons Private Limited                            | -               | -     | -                 | -     | 31                       | 71    | -                        | -     | -                        | -     |
| <b>9</b>  | <b>Purchase of capital goods</b>                     |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Piscis Networks Private Limited                      | -               | -     | -                 | -     |                          |       | -                        | -     | -                        | -     |
| <b>10</b> | <b>investment</b>                                    |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Piscis Networks Private Limited                      | -               | -     | -                 | -     |                          |       | -                        | -     | -                        | -     |
| <b>11</b> | <b>Dividend paid</b>                                 |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | The Tata Power Company Limited                       | 114             | 251   | -                 | -     |                          |       | -                        | -     | -                        | -     |
| <b>12</b> | <b>Purchase of Insurance Policy</b>                  |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Tata AIG General Insurance Company Limited           | -               | -     | -                 | -     | 1                        | 4     | -                        | -     | -                        | -     |
|           | Tata AIA Life Insurance Co Ltd                       | -               | -     | -                 | -     |                          | 16    | -                        | -     | -                        | -     |
| <b>13</b> | <b>Remuneration - short term employee benefits**</b> |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Mr. P. J. Nath                                       | -               | -     | -                 | -     |                          |       | -                        | -     | 424                      | 419   |
|           | Mr. Girish V. Kirkinde                               | -               | -     | -                 | -     |                          |       | -                        | -     |                          | 53    |
|           | Mr. Malav Shah                                       | -               | -     | -                 | -     |                          |       | -                        | -     | 78                       | 81    |
|           | Mr. Ritesh Kamdar                                    | -               | -     | -                 | -     |                          |       | -                        | -     | 59                       | 37    |
| <b>14</b> | <b>Contribution to Employee Benefit Plans</b>        |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Nelco Limited Employees Gratuity Trust               | -               | -     | -                 | -     |                          |       | -                        | -     | -                        | -     |



**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

| Sr. No.   | Particulars                  | Holding Company |       | Associate Company |       | Promoter Group/ Promoter |       | Employment Benefit Funds |       | Key Management Personnel |       |
|-----------|------------------------------|-----------------|-------|-------------------|-------|--------------------------|-------|--------------------------|-------|--------------------------|-------|
|           |                              | FY 26           | FY 25 | FY 26             | FY 25 | FY 26                    | FY 25 | FY 26                    | FY 25 | FY 26                    | FY 25 |
| <b>15</b> | <b>Director sitting fees</b> |                 |       |                   |       |                          |       |                          |       |                          |       |
|           | Mr. A. S. Lakshminarayanan   | -               | -     | -                 | -     | -                        | -     | -                        | -     | 5                        | 1     |
|           | Mr. Saurabh Ray              | -               | -     | -                 | -     | -                        | -     | -                        | -     | 4                        | 5     |
|           | Mr. Ajay Kumar Pandey        | -               | -     | -                 | -     | -                        | -     | -                        | -     | 17                       | 24    |
|           | Dr. Lakshmi Nadkarni         | -               | -     | -                 | -     | -                        | -     | -                        | -     | 14                       | 19    |
|           | Mr. K. Narasimha Murthy      | -               | -     | -                 | -     | -                        | -     | -                        | -     | -                        | 14    |
|           | Mr. Vijay Somaia             | -               | -     | -                 | -     | -                        | -     | -                        | -     | 14                       | 4     |

**(G) Balances outstanding**

| Sr. No.  | Particulars   | Holding Company |       | Associate Company |       | Promoter Group/ Promoter |       | Employment Benefit Funds |       | Key Management Personnel |       |
|----------|---|-----------------|-------|-------------------|-------|--------------------------|-------|--------------------------|-------|--------------------------|-------|
|          |   | FY 26           | FY 25 | FY 26             | FY 25 | FY 26                    | FY 25 | FY 26                    | FY 25 | FY 26                    | FY 25 |
| <b>1</b> | <b>Trade receivables</b>                                |                 |       |                   |       |                          |       |                          |       |                          |       |
|          | The Tata Power Green Energy Limited                     | -               | -     | -                 | -     | 0.23                     | *     | -                        | -     | -                        | -     |
|          | Tata Power Renewable Energy Ltd                         | -               | -     | -                 | -     | 0.14                     | -     | -                        | -     | -                        | -     |
|          | Tata Communications Limited                             | -               | -     | -                 | -     | 24                       | 12    | -                        | -     | -                        | -     |
|          | Tata communications Payment solutions Limited           | -               | -     | -                 | -     | 47                       | 125   | -                        | -     | -                        | -     |
|          | Tata Teleservices Limited                               | -               | -     | -                 | -     | -                        | *     | -                        | -     | -                        | -     |
|          | C-edge Technologies Limited                             | -               | -     | -                 | -     | 145                      | 278   | -                        | -     | -                        | -     |
|          | Tata Steel Limited                                      | -               | -     | -                 | -     | 38                       | 99    | -                        | -     | -                        | -     |
|          | TP Southern Odisha Distribution Limited                 | -               | -     | -                 | -     | 8                        | 13    | -                        | -     | -                        | -     |
|          | Poolavadi Windfarm Limited                              | -               | -     | -                 | -     | 4                        | 1     | -                        | -     | -                        | -     |
|          | Piscis Networks Private Limited                         | -               | -     | -                 | -     | -                        | -     | -                        | -     | -                        | -     |
|          | Tata Technologies Limited                               | -               | -     | -                 | -     | 28                       | 110   | -                        | -     | -                        | -     |
|          | Air India Limited (unbilled)                            | -               | -     | -                 | -     | -                        | 745   | -                        | -     | -                        | -     |
| <b>2</b> | <b>Advance</b>  |                 |       |                   |       |                          |       |                          |       |                          |       |
|          | Tata Sia Airlines Limited                               | -               | -     | -                 | -     | -                        | -     | -                        | -     | -                        | -     |
|          | Tata Technologies Limited                               | -               | -     | -                 | -     | -                        | -     | -                        | -     | -                        | -     |
|          | Tata Communications Limited                             | -               | -     | -                 | -     | 9.37                     | -     | -                        | -     | -                        | -     |
| <b>3</b> | <b>Trade payables</b>                                   |                 |       |                   |       |                          |       |                          |       |                          |       |
|          | Piscis Networks Private Limited                         | -               | -     | 515               | 662   | -                        | -     | -                        | -     | -                        | -     |
|          | Tata Sons Private Limited                               | -               | -     | -                 | -     | 42                       | 42    | -                        | -     | -                        | -     |
|          | Tata Communications Limited                             | -               | -     | -                 | -     | 2                        | 11    | -                        | -     | -                        | -     |
|          | Tata Capital Limited                                    | -               | -     | -                 | -     | -                        | -     | -                        | -     | -                        | -     |
|          | Tata 1MG Technologies Private Limited                   | -               | -     | -                 | -     | -                        | *     | -                        | -     | -                        | -     |
|          | Tata Teleservices Limited                               | -               | -     | -                 | -     | -                        | *     | -                        | -     | -                        | -     |
|          | Tata Business Hub Limited                               | -               | -     | -                 | -     | 0.29                     | 1     | -                        | -     | -                        | -     |
|          | Air India Limited                                       | -               | -     | -                 | -     | -                        | 126   | -                        | -     | -                        | -     |
| <b>4</b> | <b>Other payables</b>                                   |                 |       |                   |       |                          |       |                          |       |                          |       |
|          | Piscis Networks Private Limited                         | -               | -     | 6                 | 6     | -                        | -     | -                        | -     | -                        | -     |
| <b>5</b> | <b>Other receivables</b>                                |                 |       |                   |       |                          |       |                          |       |                          |       |
|          | Nelco Limited Employees Gratuity Trust                  | -               | -     | -                 | -     | -                        | -     | 1                        | -     | -                        | -     |
|          | Piscis Networks Private Limited                         | -               | -     | 15                | -     | -                        | -     | -                        | -     | -                        | -     |
|          | Nelco Network products Limited Employees Gratuity Trust | -               | -     | -                 | -     | -                        | -     | 16                       | -     | -                        | -     |
| <b>6</b> | <b>Security deposit received</b>                        |                 |       |                   |       |                          |       |                          |       |                          |       |
|          | Piscis Networks Private Limited                         | -               | -     | -                 | 6     | -                        | -     | -                        | -     | -                        | -     |

The sales to, purchases from and other transactions entered with related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash. For the year ended March 31, 2026, the Group has not recorded any impairment of receivables relating to amounts owed by related parties (March 31, 2025: INR Nil). This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

\*figures are below rounding of norm adopted by the Group.

\*\*The Group provides long term benefits in the form of Gratuity to Key managerial personnel along with all employees, cost of same is not identifiable separately and hence not disclosed.

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

**Note 44 :** Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013

**a. Net assets, i.e., total assets minus total liabilities**

| Name of the entity in the Group                           | As at March 31, 2026            |               | As at March 31, 2025            |               |
|---|---------------------------------|---------------|---------------------------------|---------------|
|   | As % of consolidated net assets | Amount        | As % of consolidated net assets | Amount        |
| <b>Parent</b>   |                                 |               |                                 |               |
| Nelco Limited   | 97.93%                          | 12,615        | 95.70%                          | 12,240        |
| <b>Indian Subsidiaries</b>                                |                                 |               |                                 |               |
| Nelco Network Products Limited                            | 24.97%                          | 3,217         | 27.54%                          | 3,522         |
| <b>Indian Associate (Investment as per equity method)</b> |                                 |               |                                 |               |
| Piscis Networks Private Limited                           | 3.10%                           | 400           | 2.89%                           | 370           |
| Adjustment on consolidation                               | -(26.00%)                       | (3,349)       | (26.13%)                        | (3,342)       |
| <b>Total</b>  | <b>100.00%</b>                  | <b>12,882</b> | <b>100.00%</b>                  | <b>12,790</b> |

**b. Share in profit or loss**

| Name of the entity in the Group                           | As at March 31, 2026           |            | As at March 31, 2025                     |            |
|---|--------------------------------|------------|--|------------|
|   | As % of consolidated net Other | Amount     | As % of consolidated net Profit and Loss | Amount     |
| <b>Parent</b>   |                                |            |  |            |
| Nelco Limited   | 183.51%                        | 609        | 102.94%                                  | 981        |
| <b>Indian Subsidiaries</b>                                |                                |            |  |            |
| Nelco Network Products Limited                            | -90.10%                        | (299)      | (6.40%)                                  | (61)       |
| <b>Indian Associate (Investment as per equity method)</b> |                                |            |  |            |
| Piscis Networks Private Limited                           | 8.92%                          | 30         | 1.99%                                    | 19         |
| Adjustment on consolidation                               | -2.34%                         | (8)        | (1.47%)                                  | 14         |
| <b>Total</b>  | <b>100.00%</b>                 | <b>332</b> | <b>100.00%</b>                           | <b>953</b> |

**c. Share in Other Comprehensive Income**

| Name of the entity in the Group | As at March 31, 2026                         |             | As at March 31, 2025                         |             |
|---------------------------------|--|-------------|--|-------------|
|                                 | As % of consolidated net Other Comprehensive | Amount      | As % of consolidated net Other Comprehensive | Amount      |
| <b>Parent</b>                   |  |             |  |             |
| Nelco Limited                   | 0.55   | (6)         | 73.68%                                       | (14)        |
| <b>Indian Subsidiaries</b>      |  |             |  |             |
| Nelco Network Products Limited  | 0.55   | (6)         | 26.32%                                       | (5)         |
| <b>Total</b>                    | <b>57.89%</b>                                | <b>(11)</b> | <b>100.00%</b>                               | <b>(19)</b> |

\* figures below rounding off norm adopted by the group.

**d. Share in Total Comprehensive Income**

| Name of the entity in the Group                           | As at March 31, 2026                         |            | As at March 31, 2025                         |            |
|---|--|------------|--|------------|
|   | As % of consolidated net Total Comprehensive | Amount     | As % of consolidated net Total Comprehensive | Amount     |
| <b>Parent</b>   |  |            |  |            |
| Nelco Limited   | 188.09%                                      | 604        | 103.53%                                      | 967        |
| <b>Indian Subsidiaries</b>                                |  |            |  |            |
| Nelco Network Products Limited                            | -94.90%                                      | (305)      | (7.07%)                                      | (66)       |
| <b>Indian Associate (Investment as per equity method)</b> |  |            |  |            |
| Piscis Networks Private Limited                           | 9.23%  | 30         | 2.03%  | 19         |
| Adjustment on consolidation                               | -2.42%                                       | (8)        | 1.50%  | 14         |
| <b>Total</b>  | <b>100.00%</b>                               | <b>321</b> | <b>100.00%</b>                               | <b>934</b> |

**Note 45 : Interest In other entities**

**(a) Subsidiaries**

The group's subsidiaries at March 31, 2026 are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the group, and the proportion of ownership interests held equals the voting rights held by the group. The country of incorporation or registration is also their principal place of business.

| Name of the entity             | Place of business / Country of incorporation | Ownership interest held by the group |                     | Principal activities     |
|--------------------------------|--|--------------------------------------|---------------------|--------------------------|
|                                |  | As at March 31,2026                  | As at March 31,2025 |                          |
| Nelco Network Products Limited | India  | 100%                                 | 100%                | Sale of VSAT Equipment's |

**(b) Interests in associate**

**(i)** Set out below are the associate as at March 31, 2026 which, in the opinion of the directors, are material to the group. The entities listed below have share capital consisting solely of equity shares, which are held directly by the group. The country of incorporation or registration is also their principal place of business, and the proportion of ownership interest is the same as the proportion of voting rights held.

The Group has a 31.72% interest in Piscis Networks Private Limited, which is involved in the SD-WAN technology product. Piscis Networks Private Limited is a private entity that is not listed on any public exchange. The Group's interest in Piscis Networks Private Limited is accounted for using the equity method in the consolidated financial statements. The following table illustrates the summarised financial information of the Group's investment in Piscis Networks Private Limited :

| Name of the entity                         | Place of business | % of Ownership interest | Relationship | Accounting Method | Carrying Amount     |                     |
|--|-------------------|-------------------------|--------------|-------------------|---------------------|---------------------|
|  |                   |                         |              |                   | As at March 31,2026 | As at March 31,2025 |
| Piscis Networks Private Limited*           | India             | 31.72%                  | Associate    | Equity Method     | 400                 | 370                 |
| <b>Total Equity Accounting Investments</b> |                   |                         |              |                   | <b>400</b>          | <b>370</b>          |

\*Unlisted entity - no quoted price available.

During the quarter ended June 30, 2023, the Holding Company made an investment of Rs. 100 Lakhs in 9.09% equity shares of Piscis Networks Private Limited. During the quarter ended September 30, 2023, the Holding Company made further investment of Rs. 204 Lakhs to acquire additional 22.63% of equity shares. As at March 31, 2025 and March 31, 2024 the Holding Company holds 31.72% stake in Piscis Networks Private Limited. As per provisions of Ind AS 28 -Investment in Associates and Joint ventures, Piscis Networks Private Limited has been treated as an associate.



**Note 46: Returns filed with banks with respect to working capital facility availed by the Group**

| Name of Bank                       | Quarter         | Particulars of Securities provided | Amount as per books of accounts | Amount as reported in the quarterly return/ statement | Amount of difference | Reason for material discrepancies |
|------------------------------------|-----------------|------------------------------------|---------------------------------|---|----------------------|-----------------------------------|
| Bank of India, Union Bank of India | Q-1 of FY 25-26 | Debtors                            | 4,262                           | 4,262   | -                    |                                   |
|                                    |                 | Creditors                          | 1,385                           | 1,385   | -                    |                                   |
| Bank of India, Union Bank of India | Q-2 of FY 25-26 | Debtors                            | 4,023                           | 4,023   | -                    |                                   |
|                                    |                 | Creditors                          | 1,050                           | 1,050   | -                    |                                   |
| Bank of India, Union Bank of India | Q-3 of FY 25-26 | Debtors                            | 4,469                           | 4,469   | -                    |                                   |
|                                    |                 | Creditors                          | 1,327                           | 1,327   | -                    |                                   |
| Bank of India, Union Bank of India | Q-4 of FY 25-26 | Debtors                            | 4,338                           | 4,338   | -                    |                                   |
|                                    |                 | Creditors                          | 1,089                           | 1,089   | -                    |                                   |
| Bank of India, Union Bank of India | Q-1 of FY 24-25 | Debtors                            | 4,723                           | 4,723   | -                    | -                                 |
|                                    |                 | Creditors                          | 1,368                           | 1,368   | -                    | -                                 |
| Bank of India, Union Bank of India | Q-2 of FY 24-25 | Debtors                            | 3,816                           | 3,816   | -                    | -                                 |
|                                    |                 | Creditors                          | 1,408                           | 1,408   | -                    | -                                 |
| Bank of India, Union Bank of India | Q-3 of FY 24-25 | Debtors                            | 4,122                           | 4,122   | -                    | -                                 |
|                                    |                 | Creditors                          | 875                             | 875   | -                    | -                                 |
| Bank of India, Union Bank of India | Q-4 of FY 24-25 | Debtors                            | 3,995                           | 3,995   | -                    | -                                 |
|                                    |                 | Creditors                          | 703                             | 703   | -                    | -                                 |

**For Subsidiary**

| Name of Bank  | Quarter         | Particulars of Securities provided | Amount as per books of accounts | Amount as reported in the quarterly return/statement | Amount of difference | Reason for material discrepancies |
|---------------|-----------------|------------------------------------|---------------------------------|--|----------------------|-----------------------------------|
| IDFC Bank Ltd | Q-1 of FY 25-26 | Inventory                          | 2,700                           | 2,700  | -                    |                                   |
|               |                 | Debtors                            | 7,426                           | 7,426  | -                    |                                   |
|               |                 | Creditors                          | 3,048                           | 3,048  | -                    |                                   |
| IDFC Bank Ltd | Q-2 of FY 25-26 | Inventory                          | 3,019                           | 3,019  | -                    |                                   |
|               |                 | Debtors                            | 6,968                           | 6,968  | -                    |                                   |
|               |                 | Creditors                          | 3,420                           | 3,420  | -                    |                                   |
| IDFC Bank Ltd | Q-3 of FY 25-26 | Inventory                          | 3,419                           | 3,419  | -                    |                                   |
|               |                 | Debtors                            | 7,256                           | 7,256  | -                    |                                   |
|               |                 | Creditors                          | 3,759                           | 3,759  | -                    |                                   |
| IDFC Bank Ltd | Q-4 of FY 25-26 | Inventory                          | 3,626                           | 3,626  | -                    |                                   |
|               |                 | Debtors                            | 6,024                           | 6,024  | -                    |                                   |
|               |                 | Creditors                          | 2,929                           | 2,929  | -                    |                                   |
| IDFC Bank Ltd | Q1 of 2024-25   | Inventory                          | 2,623                           | 2,623  | -                    | -                                 |
|               |                 | Debtors                            | 5,519                           | 5,519  | -                    | -                                 |
|               |                 | Creditors                          | 2,226                           | 2,226  | -                    | -                                 |
| IDFC Bank Ltd | Q2 of 2024-25   | Inventory                          | 2,188                           | 2,188  | -                    | -                                 |
|               |                 | Debtors                            | 6,474                           | 6,474  | -                    | -                                 |
|               |                 | Creditors                          | 2,802                           | 2,802  | -                    | -                                 |
| IDFC Bank Ltd | Q3 of 2024-25   | Inventory                          | 2,212                           | 2,212  | -                    | -                                 |
|               |                 | Debtors                            | 7,051                           | 7,051  | -                    | -                                 |
|               |                 | Creditors                          | 3,089                           | 3,089  | -                    | -                                 |
| IDFC Bank Ltd | Q4 of 2024-25   | Inventory                          | 3,069                           | 3,069  | -                    | -                                 |
|               |                 | Debtors                            | 6,658                           | 6,658  | -                    | -                                 |
|               |                 | Creditors                          | 3,971                           | 3,971  | -                    | -                                 |

## Note 47 : Ratios

| Sr No | Particulars   | Note            |                |                |             | Remarks for movement                                      |
|-------|---|-----------------|----------------|----------------|-------------|---|
|       |   |                 | March 31, 2026 | March 31, 2025 | % of change |   |
| a     | Current ratio=Current assets/Current liabilities  | Refer note I    | 0.91           | 1.10           | -17%        | -   |
| b     | Debt equity ratio= Total Debt/Total Equity  | Refer note II   | 0.46           | 0.30           | 53%         | -   |
| c     | Debt service coverage ratio = EBITDA/Total amount of interest and principal payable or paid during the period | Refer note III  | 0.53           | 3.46           | -85%        | Due to decrease in EBITDA during the year                 |
| d     | Return on equity ratio= Net Profits after taxes/Total Equity  | Refer note IV   | 0.03           | 0.08           | -63%        | -   |
| e     | Inventory turnover ratio= COGS/Average inventory  | Refer note V    | 1.10           | 0.96           | 15%         | Due to increase in inventory at year end                  |
| f     | Trade receivable turnover ratio= Sales/Average trade receivable   | Refer note VI   | 2.92           | 3.18           | -8%         | -   |
| g     | Trade payable turnover ratio= (Total expenses-provision for doubtful debts)/Average trade payables            | Refer note VII  | 6.24           | 6.41           | -3%         | -   |
| h     | Net capital turnover ratio= Net Sales/Working capital   | Refer note VIII | 7.16           | 5.06           | 42%         | -   |
| i     | Net profit ratio = Net Profit after Tax/Revenue   | Refer note IX   | 0.01           | 0.03           | -67%        | Due to reduction in net profit                            |
| j     | Return on capital employed= Earning before interest and taxes/Capital employed                                | Refer note X    | 0.07           | 0.15           | -53%        | Due to reduction in EBIT and increase in capital employed |
| k     | Return on investment = Interest income /Average investment in fixed deposits                                  | Refer note XI   | 0.38           | 0.08           | 375%        | -   |
|       | Innt  |                 | 378            | 388            |             |   |

3.43 6.44

| Sr No | Particulars                               | Refer note | March 31, 2026 | March 31, 2025 |
|-------|---|------------|----------------|----------------|
| I     | <b>Current assets</b>                     |            |                |                |
|       | (a) Inventories                           | 9          | 3,625          | 3,069          |
|       | (b) Financial assets                      |            |                |                |
|       | (i) Trade receivables                     | 10         | 10,364         | 10,653         |
|       | (ii) Cash and cash equivalents            | 11         | 1,939          | 1,385          |
|       | (iii) Bank balances other than (ii) above | 12         | 86             | 76             |
|       | (iv) Loans                                | 13         | 9              | 21             |
|       | (v) Other financial assets                | 6 (b)      | 430            | 341            |
|       | (c) Contract Assets                       | 14         | -              | -              |
|       | (d) Other current assets                  | 8 (b)      | 1,751          | 1,171          |
|       |   |            | 18,204         | 16,716         |
|       | <b>Current liabilities</b>                |            |                |                |
|       | (a) Financial liabilities                 |            |                |                |
|       | (i) Borrowings                            | 17 (b)     | 5,877          | 3,795          |
|       | (ia) Lease liabilities                    | 4 (c)      | 310            | 765            |
|       | (ii) Trade payables                       | 19         | 4,140          | 4,677          |
|       | (iii) Other financial liabilities         | 18 (b)     | 4,429          | 1,558          |
|       | (b) Provisions                            | 21         | 862            | 599            |
|       | (c) Contract Liabilities                  | 14         | 4,051          | 3,498          |
|       | (d) Other current liabilities             | 20         | 438            | 358            |
|       |   |            | 20,107         | 15,250         |
| II    | <b>Total Debt</b>                         |            |                |                |
|       | Non current borrowings                    | 17 (a)     | -              | -              |
|       | Current borrowings                        | 17 (b)     | 5,877          | 3,795          |
|       |   |            | 5,877          | 3,795          |
|       | <b>Total equity</b>                       |            |                |                |
|       | Equity share capital                      | 15         | 2,282          | 2,282          |
|       | Other equity                              | 16         | 10,600         | 10,508         |
|       |   |            | 12,882         | 12,790         |

| Sr No | Particulars   | Refer note   | March 31, 2026 | March 31, 2025 |
|-------|---|--------------|----------------|----------------|
| III   | Earning before interest tax depreciation and amortisation (EBITDA)              | Refer P & L  | 3,292          | 4,715          |
|       | <u>Total amount of interest and principal payable or paid during the period</u> |              |                |                |
|       | <u>Total interest paid or payable during the period</u>                         |              |                |                |
|       | On long term borrowings   | 28           | -              | 31             |
|       | On lease liabilities  | 28           | 109            | 164            |
|       |   |              | 109            | 195            |
|       | <u>Total principal paid or payable during the period</u>                        |              |                |                |
|       | Principal portion of long term borrowing  | 17 (a)       | 5,877          | 684            |
|       | Principal portion of lease liabilities  | 4 (c)        | 271            | 482            |
|       |   |              | 6,148          | 1,166          |
| IV    | Net Profits after taxes   | As per P & L | 332            | 1,013          |
|       | <u>Total equity</u>   |              |                |                |
|       | Equity share capital  | 15           | 2,282          | 2,282          |
|       | Other equity  | 16           | 10,600         | 10,508         |
|       |   |              | 12,882         | 12,790         |
| V     | <u>Average inventory</u>  |              |                |                |
|       | Opening inventory   | 9            | 3,069          | 2,587          |
|       | Closing inventory   | 9            | 3,625          | 3,069          |
|       | Average inventory   |              | 3,347          | 2,828          |
|       | Cost of goods sold (COGS)   | As per P & L | 3,679          | 2,702          |
| VI    | Sales   | 22           | 30,660         | 30,487         |
|       | <u>Average trade receivable</u>   |              |                |                |
|       | Opening trade receivable  | 10           | 10,653         | 8,507          |
|       | Closing trade receivable  | 10           | 10,364         | 10,653         |
|       | Average trade receivable  |              | 10,509         | 9,580          |
| VII   | Total expenses  | As per P & L | 27,804         | 26,290         |
|       | Less: provision for doubtful debts  | 27           | -280.00        | -              |
|       |   |              | 27,524         | 26,290         |
|       | <u>Average trade payables</u>   |              |                |                |
|       | Opening trade payables  | 19           | 4,677          | 3,520          |
|       | Closing trade payables  | 19           | 4,140          | 4,677          |
|       | Average trade payables  |              | 4,409          | 4,099          |
| VIII  | Net Sales   | 22           | 30,660         | 30,487         |
|       | <u>Working capital (Current assets- current liabilities)</u>                    |              |                |                |
|       | <u>Current assets</u>   |              |                |                |
|       | (a) Inventories   | 9            | 3,625          | 3,069          |
|       | (b) Financial assets  |              |                |                |
|       | (i) Trade receivables   | 10           | 10,364         | 10,653         |
|       | (ii) Cash and cash equivalents  | 11           | 1,939          | 1,385          |
|       | (iii) Bank balances other than (ii) above                                       | 12           | 86             | 76             |
|       | (iv) Loans  | 13           | 9              | 21             |
|       | (v) Other financial assets  | 6 (b)        | 430            | 341            |
|       | (c) Contract Assets   | 14           | -              | -              |
|       | (d) Other current assets  | 8 (b)        | 1,751          | 1,171          |
|       | Total Current assets  |              | 18,204         | 16,716         |
|       | <u>Current liabilities</u>  |              |                |                |
|       | (a) Financial liabilities   |              |                |                |
|       | (i) Trade payables  | 19           | 4,140          | 4,677          |
|       | (ii) Other financial liabilities  | 18 (b)       | 4,429          | 1,558          |
|       | (b) Provisions  | 21           | 862            | 599            |
|       | (c) Contract Liabilities  | 14           | 4,051          | 3,498          |
|       | (d) Other current liabilities   | 20           | 438            | 358            |
|       | Total Current liabilities   |              | 13,920         | 10,690         |
|       | Working capital (Current assets - current liabilities)                          |              | 4,284          | 6,026          |

| Sr No | Particulars   | Refer note   | March 31, 2026 | March 31, 2025 |
|-------|---|--------------|----------------|----------------|
| IX    | Net Profit after Tax  | As per P & L | 332            | 953            |
|       | Revenue   | 22           | 30,660         | 30,487         |
| X     | <u>Earning before interest and taxes</u>                        |              |                |                |
|       | Earning before finance cost, depreciation, amortisation and tax | As per P & L | 3,292          | 4,715          |
|       | Less: Depreciation and amortisation                             | 29           | 1,995          | 2,216          |
|       |   |              | 1,297          | 2,499          |
|       | <u>Capital employed</u>   |              |                |                |
|       | Equity share capital  | 15           | 2,282          | 2,282          |
|       | Other equity  | 16           | 10,600         | 10,508         |
|       | Borrowing   |              |                |                |
|       | Non current   | 17 (a)       | -              | -              |
|       | Current   | 17 (b)       | 5,877          | 3,795          |
|       | <b>Total capital employed</b>                                   |              | <b>18,759</b>  | <b>16,585</b>  |
| XI    | Interest on bank deposits                                       | 23           | 28             | 5              |
|       | Less: interest income on security deposits                      |              |                | -              |
|       |   |              | 28             | 5              |
|       | Average investment in fixed deposit                             |              |                |                |
|       | Opening   | 6(a) & 12    | 71             | 53             |
|       | Closing   | 6(a) & 12    | 76             | 71             |
|       | <b>Average investment in fixed deposit</b>                      |              | <b>74</b>      | <b>62</b>      |

**Note 48 : Corporate Social Responsibility**

| Particulars   | Year ended<br>March 31, 2026 | Year ended<br>March 31, 2025 |
|---|------------------------------|------------------------------|
| a) Gross amount required to be spent by the Group during the year |                              | -                            |
| b) Amount approved by the Board to be spent during the year       | 25                           | 30                           |
| c) Amount spend in cash during the year ending March 31, 2025     |                              |                              |
| i) Construction/acquisition of an asset                           |                              | -                            |
| ii) <u>On purpose other than (i) above</u>                        |                              |                              |
| Contribution to Catalysts for Social Action                       | 25                           | 10                           |
| Contribution to Tata Power Community Development Trust            |                              | 20                           |
| <b>Total (C=i+ii)</b>   | 25.00                        | 30                           |
| d) Amount yet to be paid in cash (d=b-c)                          | -                            | -                            |

During the year Company has spent on on-going CSR projects

**Note 49 :** There are no Micro and Small Enterprises to whom the Group owes dues, which are outstanding as at March 31, 2026 (Nil: March 31, 2025). This information as required to be disclosed under the Micro, Small and Medium Enterprises Development Act, 2006 has been determined on the basis of information available with the Group.

**Note 50 : Relationship with Struck off Companies**

| Name of struck off Company        | Nature of transactions with struck off Company | Balance outstanding as on March 31, 2024 | Relationship with the Struck off Company |
|-----------------------------------|--|--|--|
| Trident Eservices Private Limited | Purchase of services                           | *  | Service provider                         |

\* Below rounding off norms adopted by the Group.

**Note 51 :** The Holding Company, subsidiary and the associate which are companies incorporated in India and whose financial statements have been audited under the Act have complied with the requirements of audit trail except for the following:

|   |  |
|---|--|
| <p>Instances of audit trail feature not enabled at the database level and master fields with certain privileged access rights throughout the year for all relevant transactions recorded in SAP</p> | <p><b><u>In respect of Holding Company and Subsidiary Company</u></b><br/>                 Holding Company and its subsidiary (Nelco Network products Limited) has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software, except that audit trail feature is not enabled at the database level for the year and also for certain master fields (Asset Master, Customer Master and Vendor Master) changes made using privileged/ administrative access rights related to the SAP application and/or the underlying SQL database. However, this was enabled for changes made using privileged/ administrative access rights related to the SAP application and/or the underlying SQL database from April 10, 2024. Further no instance of audit trail feature being tampered with was noted in respect of other software. Additionally, the audit trail of prior year has been preserved as per the statutory requirements for record retention.</p> <p><b><u>In respect of Associate Company</u></b><br/>                 Management is not in possession of Service Organisation Controls report to determine whether audit trail feature of the said software was enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature being tampered with, in respect of an accounting software where the audit trail has been enabled.<br/>                 Additionally, in the absence of Service Organisation Controls report, Management is unable to assess whether the audit trail has been preserved as per the statutory requirements for record retention.</p> |
| <p>Instances of audit trail feature being tampered with</p>   |  |

**Note 52 : Other statutory information**

- (i) The Group does not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property.
- (ii) The Group does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- (iii) The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- (iv) The Group have neither received nor given any fund from or to any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall: (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
- (v) The Group is in compliance with the number of layers prescribed under clause (87) of section 2 of the Companies Act, 2013 read with the Companies (Restriction on number of Layers) Rules, 2017 (as amended).
- (vi) The Group does not have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income-tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income-tax Act, 1961.
- (vii) The Group has not been declared as wilful defaulter by any bank or financial institution or other lender.
- (viii) The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries

**Nelco Limited**

**Notes to the consolidated financial statements for the year ended March 31, 2026**

(Amount Rs in Lakhs, unless otherwise mentioned)

- (vi) The Group does not have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income-tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income-tax Act, 1961.
- (vii) The Group has not been declared as wilful defaulter by any bank or financial institution or other lender.
- (viii) The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries

**Note 53 : Events after the reporting period**

The Group has evaluated subsequent events from the balance sheet date through April 20, 2026 the date at which the financial statements were available to be issued, and determined that there are no material items to be disclosed other than those disclosed above.

**Note 54: Approval of Consolidated Financial Statements**

The Consolidated financial statements were approved for issue by the Board of Directors on April 20, 2026.

As per our report of even date.

**For S.R. Batliboi & Associates LLP**

Firm Registration Number : 101049W/E300004

Chartered Accountants

**For and on behalf of the Board of Directors of**

**Nelco Limited**

**CIN:L32200MH1940PLC003164**

**Aniket Sohani**

Partner

Membership No. 117142

**A. S. Lakshminarayanan**

Chairman

(DIN: 08616830)

**P. J. Nath**

Managing Director & CEO

(DIN: 05118177)

Place : Mumbai

Date : April 20, 2026



*m.B. Shah*

**Malav Shah**

Chief Financial Officer

(ICAI M. No: 102314)

Place : Mumbai

Date : April 20, 2026

**Ritesh Kamdar**

Company Secretary &

Head- Legal

(ICSI M. No: A20154)