danish
a unit of trust

ENGINEERING EXCELLENCE

RESPONSIBLE PROGRESS

Sustainability Report
2025-26

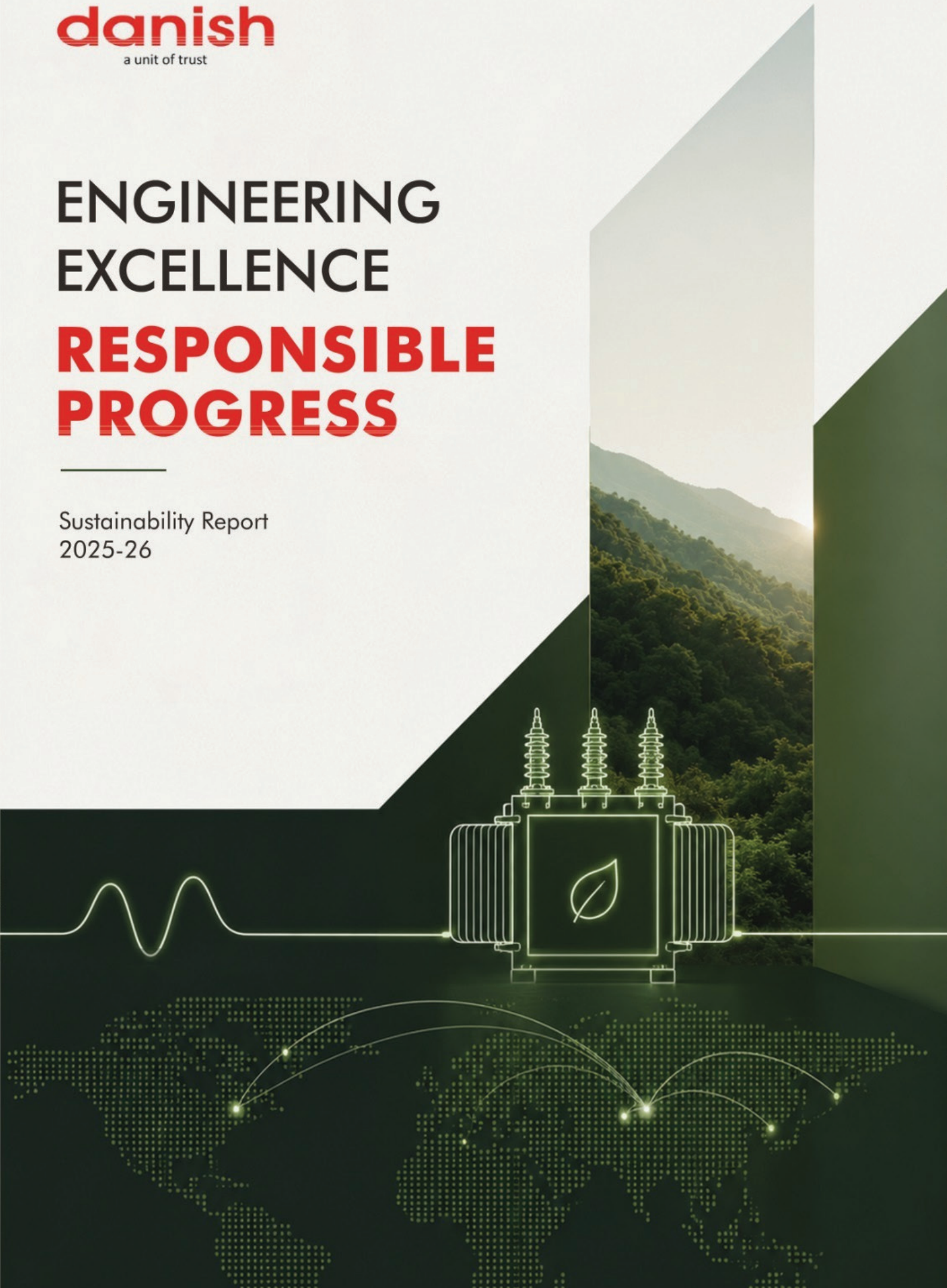


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About This Report

GRI 2-1, 2-2, 2-3 | BRSR General Disclosures | SDG 12, 17

Danish Power Limited (Danish Power) stands among India's leading manufacturers of Power Transformers, Inverter Duty Transformers, Distribution Transformers, Control Relay Panels and Substation Automation Systems. A symbol of excellence in the power equipment sector, Danish Power is widely recognised for its quality-centric operations, engineering capabilities and focus on delivering products that support power infrastructure across the globe.



Since its establishment in 1985 under the visionary leadership of **Mrs. Shashi Talwar and Mr. Dinesh Talwar,** the Company has transitioned from manufacturing LT Panels to offering a diverse product portfolio comprising Oil & Dry Type Power Transformers (PT), Distribution Transformers (DT), Inverter Duty Transformers (IDT), Control Relay Panels (CRP), and advanced Substation Automation Solutions (SAS).

With more than **40 years of operational expertise, over 14+ GW of installed capacity, and a presence across 34 countries**, Danish Power has earned a reputation not only for manufacturing excellence but also for a steadfast customer-first approach. The Company's ethos, *"Once a customer, always a customer,"* underscores its dedication to long-term relationships. With a forward-looking vision, Danish Power continues to anticipate market changes, invest in innovation, and embed sustainability into its operational DNA. Its product lines are engineered to deliver high performance and reliability while ensuring minimal environmental impact, supporting clients in fulfilling their energy needs responsibly.

The publication of Danish Power's second Sustainability Report marks the continuation of the Company's sustainability reporting journey, reflecting its commitment to transparency, accountability and sustainable progress. This report presents a detailed overview of the Company's environmental, social, and governance (ESG) performance, initiatives, and forward-looking commitments for FY 2025-26. It builds on Danish Power's first structured ESG disclosure and continues to draw upon global sustainability frameworks and peer benchmarks, reflecting the Company's commitment to transparency, accountability and continual improvement.



> The report outlines Danish Power's sustainability vision, key initiatives, achievements, and articulates the roadmap for creating long-term value for all stakeholders – including customers, employees, communities, and the environment.

The Foundation of Sustainability Reporting

The Sustainability Report has been developed through an integrated approach that draws upon both national and international frameworks to ensure comprehensive, credible, and comparable ESG disclosures in line with global best practices.

National Frameworks

Companies Act, 2013
Schedule VII for CSR activities

Business Responsibility and Sustainability Reporting (BRSR) requirements issued by the Securities and Exchange Board of India (SEBI).

International Frameworks

Global Reporting Initiative (GRI Standards)

United Nations Sustainable Development Goals (UN SDGs

Selected principles from **the Task Force on Climate-related Financial Disclosures (TCFD)**

Sustainability Accounting Standard Board (SASB)

Scope & Boundary

This report provides a comprehensive account of Danish Power's environmental, social, and governance performance for FY 2025–26, covering its operations, products, community development efforts, and governance mechanisms.

The disclosures presented in this report have been compiled from key departments including Operations, Human Resources, Quality Assurance, Procurement, CSR, and Governance to ensure a well-rounded representation of the Company's sustainability footprint. Where possible, ESG data has been measured quantitatively, benchmarked against industry norms, and accompanied by qualitative insights to contextualise strategies, implementation approaches, and outcomes.

The report also covers stakeholder engagement activities and materiality assessment, identifying key sustainability topics relevant to the business and its stakeholders. It underscores the Company's focus on transparency, responsibility, and continuous enhancement, in line with its long-term value creation goals.

Data Integrity & Assurance

Danish Power is committed to ensuring the accuracy, reliability, and transparency of the ESG data in this report through:

- Internal verification processes to confirm accuracy.
- Cross-functional data validation for consistency.
- KPI alignment with recognised sustainability standards for credibility.

As Danish Power continues its sustainability reporting journey, the Company recognises the need to further strengthen its ESG data systems. Certain FY 2024–25 comparative environmental and social figures have been recalculated using updated source data, revised classifications and calculation methodologies applied consistently for FY 2025–26. Accordingly, some comparative figures differ from those presented in Danish Power's FY 2024–25 Sustainability Report. In future reporting cycles, the Company intends to explore double materiality assessment and third-party assurance to enhance stakeholder confidence and the credibility of its disclosures.

Intended Audience

This report has been curated for a diverse group of stakeholders such as shareholders, customers, employees, suppliers, regulatory authorities, community representatives, and technology collaborators. It serves as both a performance record and a strategic outlook on the Company's ESG direction.

Forward-looking Statement

Sustainability at Danish Power is an evolving journey that goes beyond compliance or accolades – it reflects a firm commitment to generating measurable and positive impact. This report serves as both a documentation of current ESG performance and a foundation for a structured, data-driven sustainability strategy in the years ahead. It establishes a baseline to track progress, refine initiatives, and define measurable ESG targets in alignment with frameworks such as the UN SDGs and national priorities under the BRSR and Companies Act. Over the coming years, Danish Power aims to fortify its ESG governance structures, deepen stakeholder engagement, and integrate sustainability into every business decision. In doing so, the Company aspires to deliver sustained value to all stakeholders while actively contributing to India's sustainable development goals and the broader global climate agenda.



Message from Leadership

GRI 2-22, 2-23 | BRSR P1, P2 | SDG 8, 16

Chairman's Message

"Responsible growth is built on enduring values – integrity, resilience and a commitment to creating long-term value for every stakeholder."

Dear Stakeholders,

It gives me immense pleasure to present Danish Power's second Sustainability Report for FY 2025–26. The report reflects our continuing efforts to integrate environmental responsibility, social progress and sound governance into the way we conduct our business and create long-term value.

FY 2025–26 was a year of sustained growth and capability expansion. On a standalone basis, revenue from operations increased by 22.57% to ₹520.90 crore from ₹424.97 crore in FY 2024–25, while profit after tax increased by 20.44% to ₹70.01 crore from ₹58.13 crore. This performance reflects the trust placed in Danish Power by its customers, the dedication of its people and the strength of the operating foundation built over more than four decades. During the year, we expanded our manufacturing capabilities at Mahindra World City, Jaipur, and strengthened our ability to serve the evolving requirements of the power infrastructure and renewable-energy sectors. Our continued work on Ester Fluid Inverter Duty Transformers and Wind Turbine Generator Transformers demonstrates our focus on solutions relevant to the changing energy landscape.



Responsible growth, however, extends beyond financial and operational performance. Danish Power continued to advance energy efficiency, renewable-energy use, resource conservation and environmental monitoring across its operations. During the year, the Company also undertook a rainwater-harvesting assessment across the assessed plot areas at Mahindra World City. Based on the assessment inputs, the estimated annual rainwater-capture potential is approximately 6,100 kL. This report also introduces a location-based screening of our manufacturing facilities using the WWF Water Risk Filter and Biodiversity Risk Filter, providing an indicative understanding of the environmental context in which we operate.

Our commitment to people and communities remains central to our progress. During the year, we continued to invest in workforce development, occupational health, safety and employee well-being. Our community initiatives addressed water conservation, education, skill development, preventive healthcare, sanitation, environmental protection and social rehabilitation. These efforts are supported by a governance framework founded on Board oversight, internal controls, ethical conduct, risk management and transparent disclosures. Looking ahead, we will continue to strengthen ESG measurement, resource efficiency, workforce capabilities and responsible practices across our operations and value chain.

I extend my sincere appreciation to our employees, customers, suppliers, shareholders, business partners and community partners for their continued trust and contribution. Together, we will continue to build a resilient Danish Power and create enduring value for future generations.

Mr. Dinesh Talwar
Chairman & Whole-time Director

Managing Director's Message

"At Danish Power, the focus is not just on building transformers – it is on building trust, enabling resilience and powering a sustainable future for generations to come."

Dear Stakeholders,

As Danish Power enters its next phase of growth, our priority is to ensure that the organization supporting this expansion becomes stronger, more capable, and more inclusive. Expanding our manufacturing and technical capabilities brings new opportunities, but it also demands greater collaboration, accountability, and preparedness across the Company.

People remain central to this journey. Our focus is to create a workplace where individuals can develop their capabilities, contribute ideas, and take greater responsibility as the organization evolves. This requires sustained attention to technical expertise, leadership development, workplace safety, employee well-being, and the continued strengthening of our talent pipeline. During FY 2025–26, our learning and development initiatives continued to support the technical, quality, safety, and behavioral capabilities required across the organization. Going forward, we intend to strengthen the measurement of training coverage and effectiveness through improved participant-level records, category-wise training data, and assessment of learning outcomes.

A strong organization is also built through open communication and meaningful engagement. Operational reviews, performance feedback, recognition programs, and employee-engagement activities strengthen workplace connections and encourage individual ownership. Furthermore, our Employee Stock Option Scheme, subject to regulatory approvals, reflects our intent to align employee contribution with long-term value creation, fostering a shared sense of ownership in our future growth.



Our commitment to the environment is foundational to our operational philosophy. We recognize that sustainable growth is inseparable from environmental stewardship. We are rigorously integrating sustainable practices into our manufacturing processes, focusing on resource efficiency, energy management, and waste reduction. Our efforts to monitor and improve ambient air quality and manage stack emissions are integral to our regulatory compliance and our broader goal of minimizing our ecological footprint. We believe that responsible manufacturing is the only path forward, and we are continuously investing in systems that allow us to operate with greater efficiency and lower environmental impact.

Our responsibility extends far beyond the workplace. Danish Power is deeply committed to supporting meaningful progress in the communities connected with our operations. We view our social responsibility not as a series of isolated interventions, but as a commitment to long-term community well-being. We are dedicated to driving tangible impact in areas such as water conservation, education, livelihoods, healthcare, and sanitation.

As these programs evolve, we are strengthening our beneficiary tracking, project monitoring, and outcome assessments. This ensures that our interventions are not only effective but also sustainable, allowing us to identify areas for improvement and direct future resources toward initiatives that create lasting, measurable value for society.

Integrity remains the bedrock of these efforts. Danish Power's governance framework – supported by Board oversight, defined corporate policies, internal controls, and ethical conduct requirements – guides our decision-making. Our grievance and whistle-blower mechanisms reinforce our commitment to transparency, regulatory compliance, and fair conduct at every level.
Looking ahead, we will continue to invest in our people, strengthen our environmental and workplace systems, support meaningful employee participation, and deepen the effectiveness of our community initiatives. By combining organizational capability with responsible environmental and social conduct, we aim to create lasting value for employees, communities, and all our stakeholders.

I sincerely thank our employees and workers for their commitment and contribution. I also extend my appreciation to our customers, shareholders, suppliers, community partners, and other stakeholders for their continued trust and support.

Mr. Shivam Talwar
Managing Director

Executive Director's Message

"Responsible growth depends on the strength of our people, the integrity of our decisions and the value we create for the communities connected with our business."

Dear Stakeholders,

As Danish Power enters its next phase of growth, our priority is to ensure that the organisation supporting this growth becomes stronger, more capable and more inclusive. Expanding manufacturing and technical capabilities brings new opportunities, but it also requires greater collaboration, accountability and preparedness across the Company.

People remain central to this journey. Our focus is to create a workplace where individuals can develop their capabilities, contribute ideas and take greater responsibility as the organisation evolves. This requires sustained attention to technical expertise, leadership development, workplace safety, employee well-being and the continued strengthening of our talent pipeline.

During FY 2025–26, our learning and development initiatives continued to support the technical, quality, safety and behavioural capabilities required across the organisation. Going forward, we intend to strengthen the measurement of training coverage and effectiveness through improved participant-level records, category-wise training data and assessment of learning outcomes.

A strong organisation is also built through open communication and meaningful employee engagement. Operational reviews, interdepartmental collaboration, performance feedback, recognition programmes and employee-engagement activities help strengthen workplace connections and encourage individuals to take ownership of their responsibilities. Our grievance-redressal mechanisms and employee policy framework provide channels through which workplace concerns can be raised and addressed.



The Board's approval of an Employee Stock Option Scheme, subject to the necessary shareholder and regulatory approvals, reflects the intention to strengthen employees' participation in Danish Power's future growth. By aligning employee contribution with long-term value creation, the proposed scheme seeks to encourage a stronger sense of ownership and shared progress.

Our responsibility extends beyond the workplace. Danish Power's community initiatives reflect our commitment to supporting meaningful progress in areas such as water conservation, education, livelihoods, healthcare, sanitation and community well-being. We believe that business growth should contribute positively to the communities connected with our operations.

As these programmes evolve, we will continue to strengthen beneficiary information, project monitoring and outcome assessment. This will help us understand the effectiveness of individual interventions, identify areas for improvement and direct future resources towards initiatives capable of creating sustained value.

Integrity and accountability remain essential to all these efforts. Danish Power's governance framework is supported by Board oversight, defined corporate policies, internal controls, ethical-conduct requirements and grievance and whistle-blower mechanisms. These arrangements guide responsible decision-making and reinforce our commitment to transparency, regulatory compliance and fair conduct.

Looking ahead, we will continue to invest in our people, strengthen workplace systems, support employee participation and deepen the effectiveness of our community initiatives. By combining organisational capability with responsible conduct, we aim to create lasting value for employees, communities and all our stakeholders.

I sincerely thank our employees and workers for their commitment and contribution. I also extend my appreciation to our customers, shareholders, suppliers, community partners and other stakeholders for their continued trust and support.

Mrs. Puneet S. Talwar
Executive Director

About Danish Power

GRI 2-1, 2-6, 2-7 | BRSR General Disclosure, P2 | SDG 8, 9, 12

Danish Power at a Glance

Established in **1985**

40+ years of experience

2 manufacturing facilities in Jaipur

Export contribution of **8%** of turnover

2 Product portfolio

Total sales of **5,209** million INR

11,000+ MVA of transformer manufacturing capacity

Team size of **600+** employees and workers

Presence across **34** countries

Countries Served by Region



Rooted in decades of innovation and responsibility, Danish Power Limited (Danish Power) has emerged as a leading name in India's power equipment manufacturing landscape. Established in 1985 by Mr Dinesh Talwar and Mrs Shashi Talwar, Danish Power began its journey with LT Panels and Battery Chargers and gradually expanded into Control Relay Panels, Transformers and Substation Automation Systems.

Danish Power is headquartered in Jaipur, Rajasthan and listed on the NSE SME platform. The Company designs, engineers and manufactures specialised electrical equipment for power transmission, distribution and renewable energy applications. For over four decades, Danish Power has built its reputation on integrity, ethics, technical excellence and customer-centricity. The Company believes in "building a legacy by looking at the future", fostering an organisation that retains the skills, expertise and innovative capacity to meet the evolving demands of the power sector.

During FY 2025–26, Danish Power incorporated Danish Foundation as a wholly owned subsidiary under Section 8 of the Companies Act, 2013, with the objective of undertaking charitable activities. As at the date of the Board's Report, Danish Power had three wholly owned subsidiaries – Evernest Shelter Private Limited, Danish Transformer India Private Limited and Danish Foundation.

For Danish Power, sustainability is not a choice. It is embedded in the Company's growth philosophy. This commitment is reflected in the adoption of a Green Procurement Policy, workplace safety programmes such as fire mock drills and a strong focus on renewable energy integration and eco-friendly transformer oils, including biodegradable ester fluids.

Danish Power remains committed to powering industries while minimising environmental impact through energy-efficient and future-ready designs that comply with international standards, including IS, IEC and IEEE. The Company fosters technical expertise, innovation and responsible practices to meet emerging challenges. At the core of Danish Power's success is a skilled and committed team that upholds quality and integrity in every process.

The Company's product portfolio includes Power Transformers, Distribution Transformers, Dry Type Cast Resin Transformers, Inverter Duty Transformers, Control Relay Panels and Substation Automation Systems. These offerings encompass both standard designs and customised solutions to meet specific client requirements. Inverter Duty Transformers are manufactured for solar power farms, while specialised transformers are manufactured for Wind Turbine Generators. The manufacturing process is supported by advanced design and testing mechanisms and rigorous quality-control gates, ensuring superior product design, proven field performance and compliance with national and international standards.

Manufacturing & Testing Capabilities

- Two modern manufacturing facilities for Transformers, Control Relay Panels and Substation Automation Systems, located at Sitapura Industrial Area and DTA Phase II, Mahindra World City, Jaipur.
- The Mahindra World City facility has a total land area of 27,982 sq m and a covered area of 17,726 sq m, while the Sitapura Industrial Area facility has a total land area of 6,458 sq m and a covered area of 5,193 sq m. Together, the facilities comprise 34,440 sq m of land and 22,919 sq m of covered area.
- An in-house ISO/IEC 17025 NABL-accredited test laboratory supporting high-voltage testing up to the 245 kV class.
- Transformers compliant with IS 1180 Part 1, IS 1180 Part 3, IS 2026 and IEC 60076.
- A dedicated in-house design team using Computer-Aided Engineering software to develop efficient and robust transformers to customer specifications.
- Annual production capacity of over 11,000 MVA for transformers and 1,200 Control Relay Panels, enabling timely delivery of projects of varied scale.
- An Integrated Quality Management System certified to ISO 9001, ISO 14001 and ISO 45001:2018, reflecting the Company's commitment to quality, environmental stewardship and workplace safety.
- Advanced testing infrastructure comprising impulse testing systems, partial discharge testers and automatic transformer analysers.
- Advanced CNC Controlled Vapour Phase Drying & Vacuum Change Drying Ovens provide efficient drying of the active parts of the transformers.
- Transformer design optimisation software supporting design accuracy, material optimisation and product performance.

National Frameworks

Customised transformer design; core stacking; coil winding; tank fabrication; shot blasting and powder coating; vacuum processing and moisture extraction.

Quality & Testing

In-house ISO/IEC 17025 NABL-accredited laboratory; routine, type and special testing, including partial-discharge, temperature-rise, impulse and tan-delta tests.

Project Delivery & Service

Substation automation and control-panel assembly; site commissioning; project support and after-sales service.

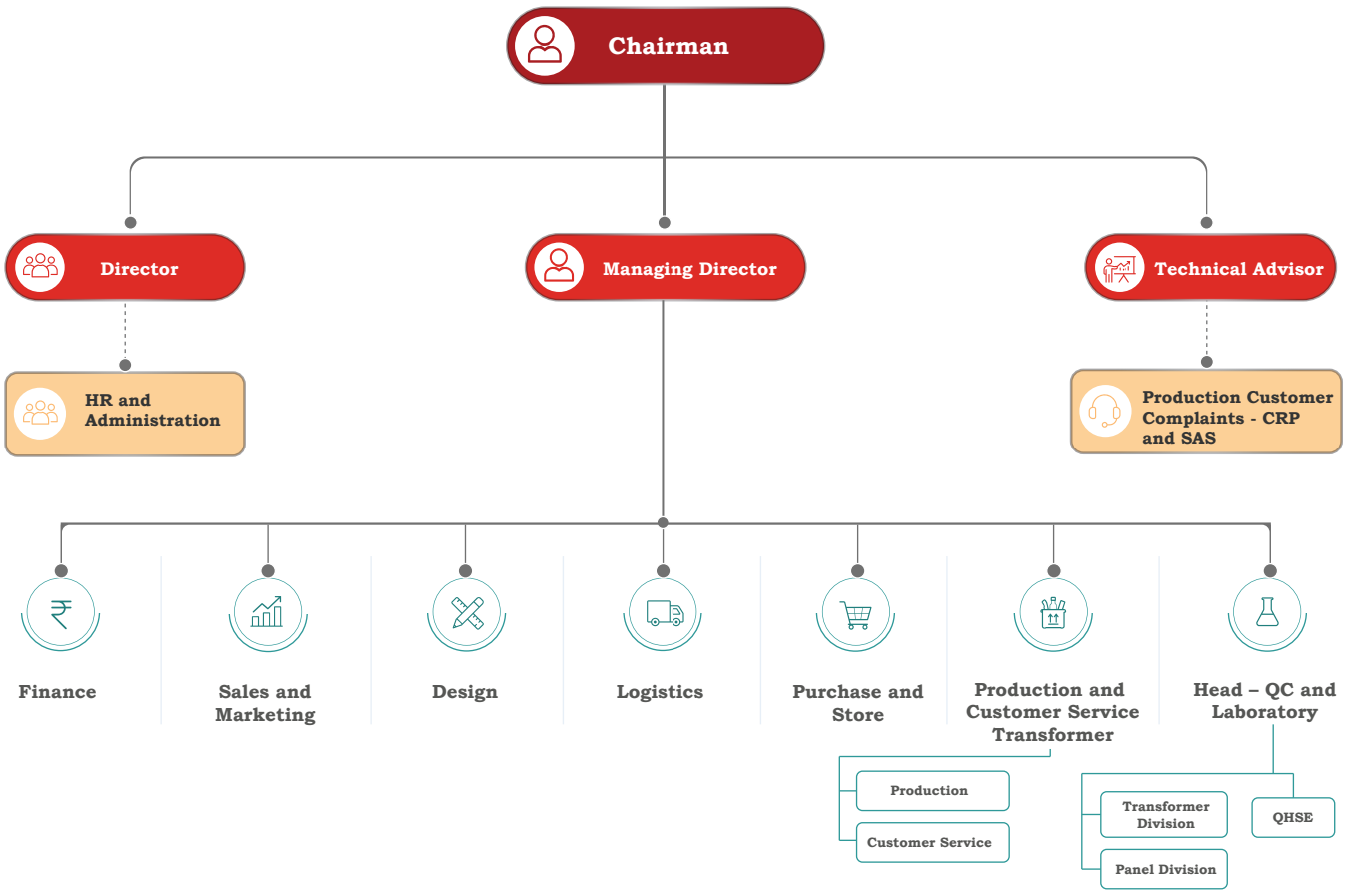
Materials and Product Innovation

Key manufacturing inputs include cold-rolled grain-oriented steel, electrolytic copper and aluminium, transformer-grade mineral oil and biodegradable ester fluids.

Danish Power supplies ester fluid-filled transformers as an alternative to conventional mineral oil-filled equipment. It also manufactures Inverter Duty Transformers and specialised transformers that support solar and wind power infrastructure.

Organization Structure

A strong governance structure that enables collaboration, accountability and operational excellence.



Our structure reflects clarity in roles and responsibilities, enabling effective decision-making, operational efficiency and long-term value creation for all our stakeholders.

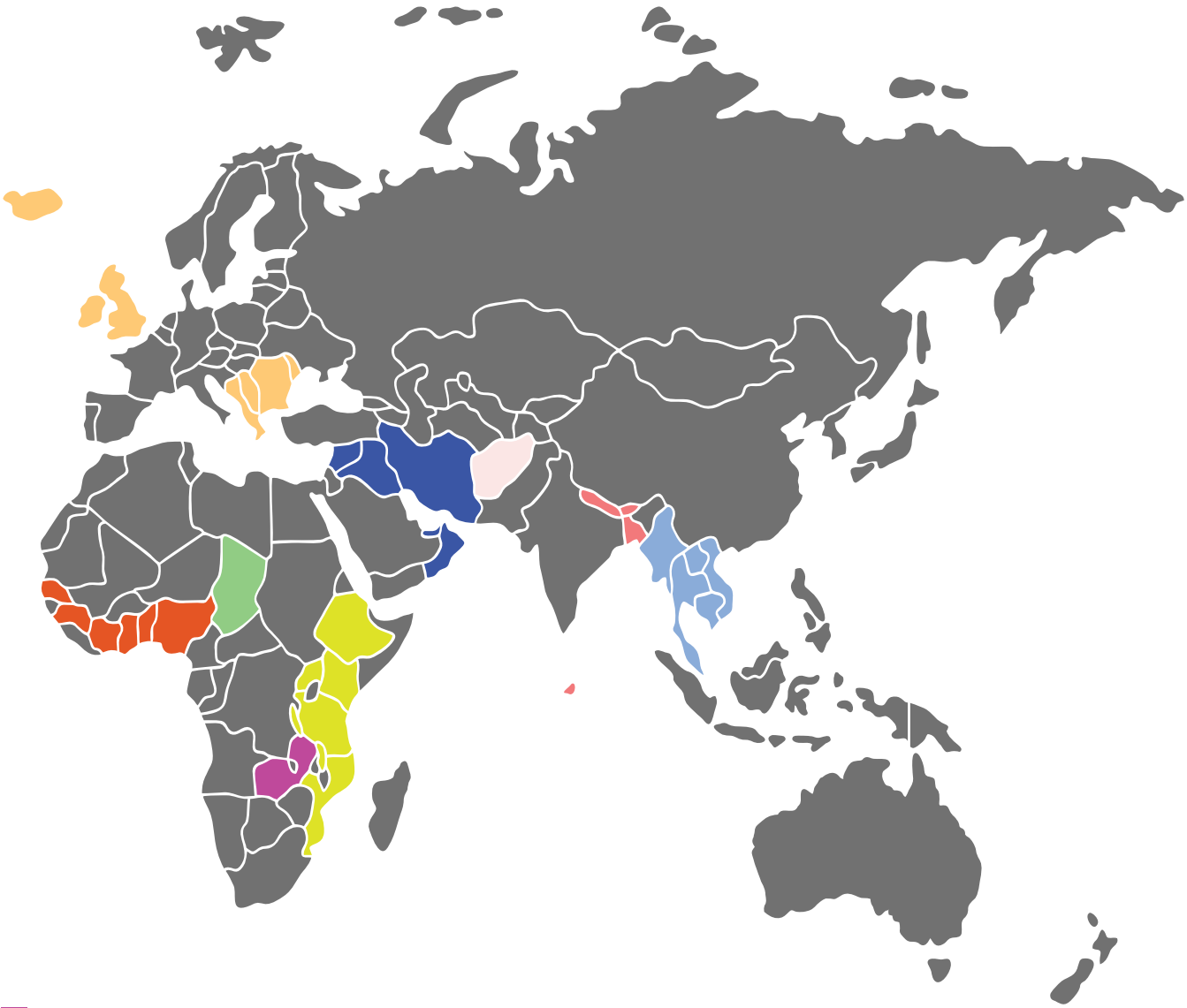


People & Culture

The strength of Danish Power lies in its highly trained, skilled, and dedicated workforce, which takes complete ownership of quality, applying care, precision, and innovation at every stage of production. This culture of excellence has been instrumental in ensuring customer satisfaction, retention, and long-term partnerships, reinforcing the Company's motto: "Once a customer, always a customer."

Global Presence & Impact

With transformer installations in over 14 GW of RE plants worldwide, Danish Power's solutions play a vital role in creating reliable, efficient, and sustainable power infrastructure globally. By integrating quality engineering with environmental responsibility, the Company continues to power progress while protecting the planet, aligning with the global transition towards cleaner, more efficient energy systems.



Africa	Zambia
Central Africa	Chad
East Africa	Ethiopia, Kenya, Uganda, Tanzania, Rwanda, Malawi, Mozambique, Burundi
West Africa	Nigeria, Benin, Togo, Ghana, Guinea, Senegal
Europe	United Kingdom, Greece
Middle East	United Arab Emirates, Bahrain, Iran, Syria, Oman, Jordan, Iraq
Central Asia	Afghanistan
South Asia	Nepal, Bangladesh, Sri Lanka, Bhutan, Maldives
Southeast Asia	Myanmar, Laos, Vietnam



Vision, Mission & Core Values

GRI 2-22 | BRSR P1 | SDG 8

Vision

To be among the most trusted global leaders in power sector manufacturing, delivering innovative, reliable, and sustainable energy solutions that power progress, protect the planet, and create lasting value for generations to come.

Mission

GCI's mission is to always put the customer first, pursue profit with purpose, demonstrate global leadership, foster innovation and excellence, promote responsible growth and empower people.

Core Values

- Caring for People & Planet
- Integrity & Fairness
- Commitment to Excellence
- Innovation with Responsibility
- Sustainable Partnerships

Journey of Growth, Innovation & Sustainability

GRI 2-6, 3-3, 201-2 | BRSR P1, P2, P6, P8 | SDG 9, 12, 13

1985

Foundation Laid

Founded by Mr. Dinesh Talwar and Mrs. Shashi Talwar, Danish Power began with a vision to engineer excellence in India's power sector.

1990

Diversification into Core Electrical Solutions

Expanded from LT Panels and Battery Chargers to Control Relay Panels and Transformer Manufacturing, marking a shift toward integrated energy infrastructure.

1995

Manufacturing Milestone

Manufactured its first 3.15 MVA power transformer, which successfully cleared the Short Circuit Type Test.

2001

First Export

Secured its first export order to Oman.

2008

Expanding Global Reach

Recorded its highest export sales and expanded its export footprint to 10 countries.

2011

Renewable Energy Applications

Developed special transformers for solar and wind power generation.

2014

International Expansion

Secured a major export order valued at EUR 17 million, received Star Export House status and secured its first export order to the United Kingdom.

2016

National Export Excellence

Received the National Award for Export Excellence from Union Minister Smt. Nirmala Sitharaman, highlighting global competitiveness and product quality.

2017

ISO 17025 Accreditation

Danish Power became the first transformer manufacturer in Rajasthan to achieve NABL accreditation for its Transformer Testing Laboratory, setting a national benchmark.

2018

High-Voltage Solutions

Received its first order for 400 kV substation control relay panels.

2022

Sustainability & Innovation Leadership

- Achieved BIS certification for Ester-filled Transformers under IS 1180 Part 3, becoming the first in India to do so.
- Successfully type-tested an 18 MVA Aluminum Wound 5-Winding Inverter Duty Transformer, described as the first in India.
- Inaugurated a new manufacturing unit at Mahindra World City, Jaipur, supporting scalable, digital-first production.

2023

Technological Excellence Recognised

- Won India SME 100 Award for business performance.
- Honored by Solar Quarter for leadership in Inverter Duty Transformers.
- Shortlisted for Economic Times MSME Awards 2022, recognising innovation and resilience.
- Installed a 144 kW rooftop solar plant and recorded annual sales of ₹188 crore.

2024

Strategic Transformation & IPO

- Featured among Top Indian SMEs by Dun & Bradstreet (July 2024).
- Expanded supplies to solar projects, secured its first export order for a 132 kV transformer, and crossed ₹300 crore in revenue.
- Launched Initial Public Offering (IPO) in October 2024.
- Transitioned from a pure-play manufacturer to a sustainability-focused industry leader aligned with global ESG priorities.

2025

Record-Breaking Business Performance

- Secured largest-ever single domestic order worth ₹99.72 Crores.
- Crossed ₹400 Crores in revenue with the highest-ever Profit After Tax (PAT) milestone.

2026

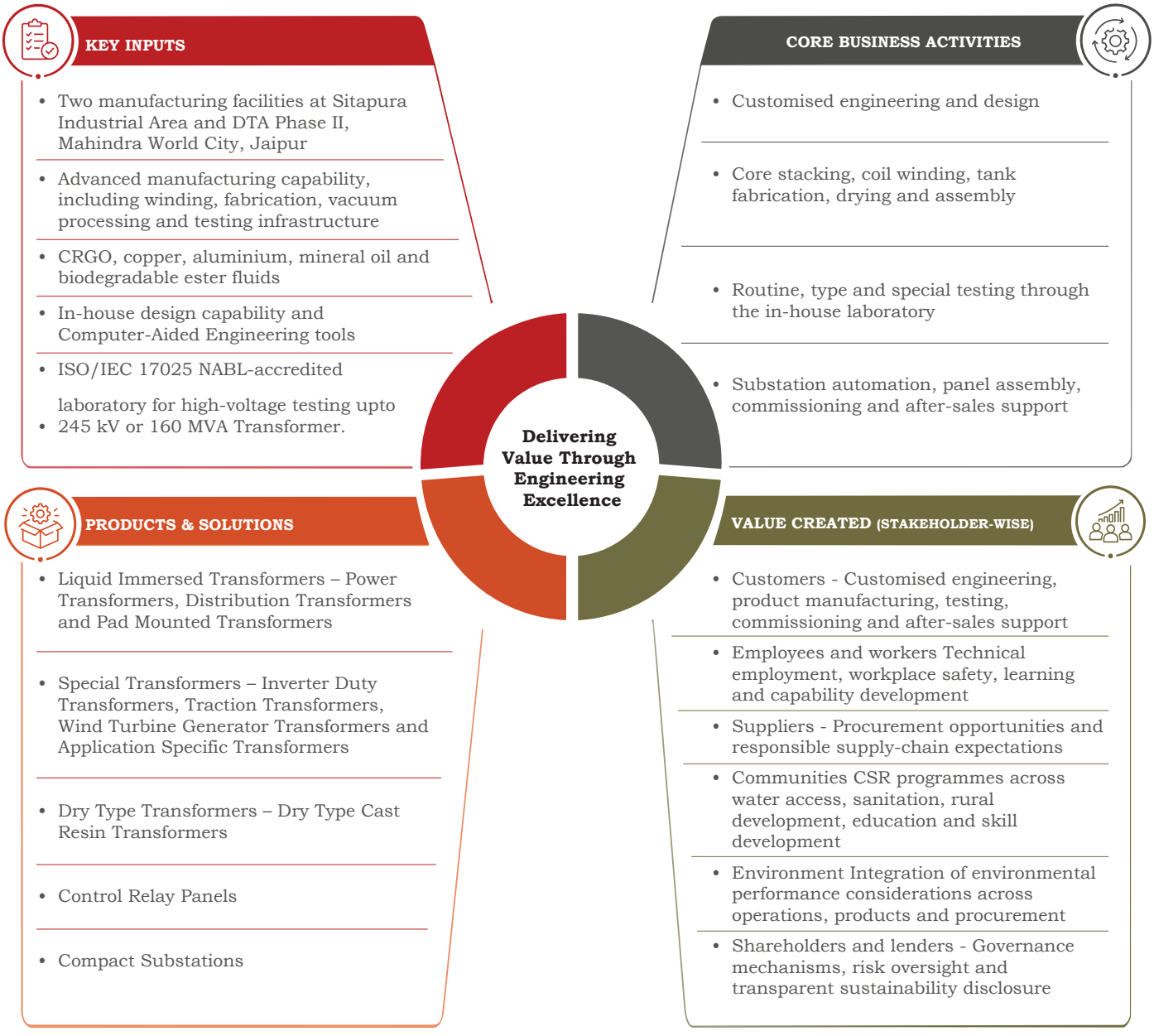
Growth and Investment

- Achieved turnover of ₹520.90 crore, with exports representing 8% of total turnover.
- Expanded manufacturing capacity at Mahindra World City, Jaipur, with Phase 1 operational from October 2025 and Phase 2 commencing commercial operations in January 2026.

Business Model & Value Creation Framework

Danish Power's business model combines manufacturing infrastructure, engineering expertise, quality assurance and project-support capability to deliver power-equipment solutions for varied customer requirements. The Company's activities span customised design, manufacturing, testing, commissioning and after-sales support.

Through this model, Danish Power creates value for customers, employees and workers, suppliers, communities, shareholders and the environment. The sections that follow describe the environmental, social and governance practices that support this approach to long-term value creation.



ESG Strategy, Governance & UN SDGs Alignment

GRI 2-9, 2-12, 2-13, 3-1, 3-2 | BRSR P1, P2, P5 | SDG 8, 12, 13, 16

ESG Commitment

Danish Power Limited believes that long-term success is rooted in responsible value creation, where environmental stewardship, social responsibility, and strong governance are integrated to drive progress. ESG is a fundamental part of Danish Power's business strategy, influencing product design, operational excellence, stakeholder engagement, and future planning. This Sustainability Report presents the Company's ESG governance structure, strategic pillars, and progress, mapped to the United Nations Sustainable Development Goals (UN SDGs). These goals provide a global framework to ensure alignment with both national development priorities and international sustainability standards.

Governance Structure

A robust governance structure underpins Danish Power's ESG journey. The Board of Directors exercises strategic oversight on ESG matters, supported by specialised committees that ensure transparency, accountability, and ethical conduct. Four principal Board committees presently advance the Company's ESG priorities:

Committee	Chairperson	Key Responsibilities
Audit Committee	Mr. Surendra Singh Bhandari	Oversees financial reporting, internal controls, and risk management.
Nomination & Remuneration Committee	Mr. Devendra Bhushan Gupta	Ensures merit based appointments, promotes diversity, and determines fair remuneration.
Stakeholder Relationship Committee	Mr. Surendra Singh Bhandari	Addresses stakeholder concerns and enhances engagement mechanisms.
CSR Committee	Mr. Shivam Talwar	Guides CSR strategy, oversees project execution, and ensures compliance with Schedule VII of the Companies Act, 2013.

While a dedicated ESG Committee has not yet been constituted, ESG considerations are actively incorporated into Board-level deliberations. The CSR Committee currently leads sustainability-linked community engagement. The Company intends to establish a formal ESG Committee in the near future to enhance integration, monitoring, and accountability across all material ESG areas.

ESG Strategy & SDG Alignment

Danish Power's Environmental, Social, and Governance (ESG) strategy is structured around three strategic pillars that shape decision-making across operations, supply chain practices, and community partnerships. These pillars align with select UN SDGs and are embedded in the business model to ensure sustainable, inclusive, and resilient growth.

Three Strategic Pillars



Sustainable Operations & Industrial Excellence (SDG 9, SDG 12)

The Company engineers high-performance, energy-efficient products certified by BIS, BEE, and NABL, with type-tested transformers and panels approved by global labs such as KEMA (Netherlands), CPRI (India), and ERDA (India).

• Strong global presence – Exports contributed 8% of Danish Power's turnover during FY 2025–26, strengthening global sustainable energy infrastructure.

• Award-winning performance – EEPC India Export Excellence, Supplier Excellence Award (BSES), and Best Supplier Award (Jakson Green Energy Ltd.).

• International Footprint – Export to 34 countries across Africa, Asia, the Middle East and Europe.

For product, manufacturing capability and international-footprint information, refer to the "About Danish Power" section of this report.



Community Empowerment (SDG 3, SDG 4, SDG 5, SDG 6, SDG 8)

The Company seeks to create social value through CSR initiatives focused on community health, safe drinking water, water conservation, women's livelihoods and technical education.

• Community Cleanliness and Sanitation – the Company contributed to the "Safai Seva Marathon 2026," one of Jaipur's largest citywide cleanliness initiatives, conducted across all 13 zones and 150 wards of the city. The initiative focused on strengthening Jaipur's cleanliness infrastructure and advancing the vision of "Clean Jaipur, Beautiful Jaipur." As part of its support, the Company donated 2,500 drinking water bottles for sanitation workers, field staff, and frontline teams engaged in the cleanliness drive. Safe Drinking Water – Installed a 400-litre water cooler at Mahindra World City, Jaipur, to support access to safe drinking water for industrial workers, commuters, visitors, support staff and members of the local community.

• Water Conservation and Women's Livelihoods – Supported the construction of 55 farm ponds, each with a storage capacity of approximately 125,000 litres, in the Sambhar region, along with seven capacity-building programmes for 55 women farmers.

• Sustainable Agriculture – Supported the plantation of 3,300+ Khejri and fruit-bearing trees and the establishment of 55 farm ponds, each with a capacity of approximately 125,000 litres, creating a total water conservation capacity of nearly 6.9 million litres and supporting irrigation across 82.5 bighas of farmland.

• Technical Education – Supported infrastructure and learning initiatives at Government ITI Amer, Jaipur, for students pursuing vocational and technical training.

For more on social programs and impact metrics, see the "Social Responsibility" section of this report.



Environmental Stewardship (SDG 7, SDG 12, SDG 13, SDG 15)

The company integrates environmental considerations into its product design, manufacturing processes, procurement practices and operational decision-making.

• Energy Efficiency – Designed and delivered BEE Star Rated Transformers that reduce energy use and emissions.

• Environmental Performance Management – Monitors and discloses information relating to energy consumption, greenhouse gas emissions, water withdrawal, waste generation and pollution-control practices.

• Responsible Resource Use – Focuses on responsible materials, resource efficiency, waste management and environmental considerations in procurement and manufacturing activities.

• Operational Environmental Context – Undertook location-based water and biodiversity screenings for the Sitapura Industrial Area and Mahindra World City manufacturing facilities using publicly available World Wildlife Fund (WWF) Risk Filter tools.

• Water and Biodiversity Considerations – The screenings provide indicative insights into the environmental context surrounding Danish Power's manufacturing facilities and support a broader understanding of location-specific considerations relevant to sustainable operations.

Environmental performance indicators, lifecycle initiatives and location-based water and biodiversity screening results are detailed in the "Environment Stewardship" section of this report.

Monitoring & Implementation

Danish Power's ESG commitments are supported by its policy framework, Board-level oversight and risk-management processes. The Risk Assessment and Management Policy identify environmental, social and governance-related risks as part of the Company's risk framework.

The Company has prepared a Business Continuity Plan Risk Control Matrix covering personnel and human capital, natural disasters, fire, utility outages, physical security, cyber and information technology, external threats, supplier failure, and infrastructure and equipment failure.

The CSR Policy outlines a review and monitoring approach for CSR activities, while the Code of Conduct of Board & Senior Management requires suspected violations of applicable laws, rules, regulations or the Code to be reported to the Board or a designated person or committee.

ESG is progress that cares for the planet, the people, and the principles that guide us.



Stakeholder Management & Materiality Assessment

GRI 2-29, 3-1, 3-2 | BRSR P2, P4, P6 | SDG 12, 13, 16, 17

Approach to Stakeholder Engagement

Danish Power recognises that long-term value creation is contingent on fostering strong, transparent and trust-based relationships with its stakeholders. The Company actively engages with a diverse group of stakeholders to understand their expectations, address concerns and integrate their feedback into business strategies.

The Company's engagement approach is designed to:



Key Stakeholder Groups & Engagement Channels

Stakeholder Group	Purpose of Engagement	Engagement Channels	Focus Areas
Customers	Understand needs, enhance satisfaction, co-create solutions	Direct meetings, feedback surveys, technical support, trade shows, digital platforms	Product quality, innovation, energy efficiency, after-sales service
Employees & Leadership	Foster a safe, inclusive, and growth-oriented workplace	Townhalls, training programs, intranet updates, suggestion schemes, performance reviews	Workplace safety, career growth, diversity & inclusion
Suppliers & Partners	Ensure ethical, quality, and sustainable supply chain practices	Supplier audits, joint workshops, compliance reviews, vendor meetings	Ethical sourcing, quality standards, fair business practices
Communities	Address local needs, create shared value	CSR programs, local partnerships, outreach events, needs assessments	Education, health, sanitation, livelihood support
Regulators	Maintain compliance and uphold industry standards	Compliance filings, inspections, audits, industry forums, policy consultations	Legal compliance, environmental standards, certifications
Investors & Shareholders	Build trust, demonstrate performance, share strategic outlook	Annual reports, AGMs, quarterly updates, investor calls	Business performance, governance, ESG progress
Technology Partners	Collaborate on innovation and efficiency improvements	Joint R&D meetings, pilot projects, technical workshops	Technology upgrades, energy efficiency, process innovation
Industrial Associations	Contribute to policy dialogue, learn from peers, drive industry best practices	Conferences, working groups, networking events	Advocacy, industry standards, sustainability leadership

Materiality Assessments

Materiality forms the cornerstone of Danish Power's sustainability strategy, ensuring that the Company focuses on ESG issues of highest relevance to both the business and its stakeholders. For this Sustainability Report, the Company undertook a materiality assessment comprising:

1. Identifying potential ESG topics based on global standards (GRI, UN SDGs, TCFD) and industry benchmarks of peers.

2. Engaging with stakeholders to gather input on priorities and expectations.

3. Evaluating business impact and aligning with long-term strategic goals.

Key Material Topics Identified

Environment	Social	Governance
Energy Management 	Occupational Health & Safety 	Ethics, Compliance & Transparency 
Water & Wastewater Management 	Employee Development & Training 	Board Oversight & ESG Integration 
Greenhouse Gas (GHG) Emissions Reduction 	Diversity, Equity & Inclusion (DEI) 	Ethics, Compliance & Transparency 
Waste management & circular economy 	Human Rights & Fair Labor Practices 	Supply Chain Sustainability 
Resource conservation 	Community Development 	Data Privacy & Cybersecurity 
Compliance with environmental laws 	Employee Engagement & Well-being 	Innovation & Technology Adoption 
Climate Change Adaptation & Resilience 		

Sustainability Goals, Targets & Progress

GRI 2-22, 2-25, 3-3 | BRSR P1, P2, P6 | SDG 12, 13

Danish Power remains committed to advancing sustainable business practices through measurable, time-bound ESG targets that support long-term value creation for stakeholders. Building on the commitments outlined in the company's previous Sustainability Report, Danish Power continue to strengthen its environmental stewardship, social responsibility, and governance practices through clearly defined objectives across key ESG priorities.

For FY 2025–26, available performance information has been assessed against these targets to monitor progress. Where baseline data, target definitions, or calculation methodologies are under development, progress will be reported as these elements are finalised, ensuring transparent and consistent performance measurement.

Environment

Net-zero emissions

Target

Achieve net-zero emissions by 2050.

FY 2025–26 Performance

Scope 1 emissions were 27.09 tCO_2e and Scope 2 emissions were 700.91 tCO_2e, resulting in combined Scope 1 and Scope 2 emissions of 728.00 tCO_2e.

Next Steps

Establish the Scope 3 emissions boundary and develop a phased emissions-reduction pathway towards the 2050 target.

GHG emissions reduction

Target

Reduce combined Scope 1 and Scope 2 GHG emissions and GHG emissions intensity by 50% by 2030, from their respective FY 2023–24 baselines.

FY 2025–26 Performance

Combined Scope 1 and Scope 2 emissions were 728.00 tCO_2e in FY 2025–26, compared with 599.05 tCO_2e in the FY 2023–24 baseline. GHG emissions intensity declined by 22.43%, from 180 to 140 $kgCO_2e$ per ₹ million of sales.

Next Steps

GHG emissions intensity improved by 22.43% in FY 2025–26, while combined Scope 1 and Scope 2 emissions were 21.53% above the FY 2023–24 baseline. Further reductions in both absolute emissions and emissions intensity will support progress towards the 2030 target.

Renewable energy

Target

Transition to 75% renewable energy by 2030.

FY 2025–26 Performance

Renewable energy consumption was 733.45 MWh, representing 41.91% of total energy consumption of 1,750.22 MWh.

Next Steps

Renewable energy accounted for 41.91% of the energy mix during FY 2025–26. Danish Power will continue to increase the share of renewable energy towards the 2030 target.

Water positivity

Target

Achieve water positivity by 2030.

FY 2025–26 Performance

Total water withdrawal was 4,811.37 kL and water consumption was 962.27 kL. Danish Power has also estimated approximately 4,799 kL of annual rainwater capture potential and 2,750 kL of rainwater percolation potential through 55 farm ponds, based on a 40% percolation assumption.

Next Steps

Rainwater harvesting and farm-pond percolation initiatives provide a pathway towards the Company's 2030 water-positivity target.

Sustainable packaging

Target

Ensure that 75% of packaging is recyclable or compostable by 2030.

FY 2025–26 Performance

FY 2025–26 packaging data were not available for assessment.

Next Steps

Establish a mechanism for collecting packaging material data and measuring the proportion of recyclable or compostable packaging.

Social

Workforce diversity

Target

Achieve a minimum workforce diversity ratio of 10% by 2030.

FY 2025–26 Performance

The total workforce comprised 617 employees and workers. Gender information was available for 537 permanent employees and workers, of whom 15 were women, representing 2.79%. Danish Power also had one differently abled permanent employee.

Next Steps

Define the scope and measurement methodology for the workforce diversity target and progressively strengthen representation across the workforce. Gender-wise information for 80 other-than-permanent workers was not maintained.

Learning and development

Target

Provide a minimum of 10 training hours per employee covering General SOP updates, quality control, basic EHS and Lean/5S refreshers, and 30 training hours for OSHA by 2028.

FY 2025–26 Performance

Danish Power conducted 68 training programmes, recording 1,407 cumulative participations and 3,822 person-hours of training. The programmes covered both employees and workers.

Next Steps

Training programmes covered employees and workers, with 3,822 person-hours recorded during FY 2025–26. Future reporting will track training hours by employee and training category to monitor progress against the 2028 target.

Preventive healthcare

Target

Achieve 100% workforce healthcare coverage.

FY 2025–26 Performance

Health check-up activities recorded 73 attendances, comprising 56 at Sitapura and 17 at Arya Medical College. The activities covered employees and workers.

Next Steps

Healthcare coverage cannot be calculated from attendance records because unique beneficiary information and the employee-worker bifurcation were not maintained. Future healthcare records should capture unique beneficiaries and workforce categories.

CSR impact assessment

Target

Undertake impact assessments for applicable CSR funds.

FY 2025–26 Performance

A statutory impact assessment was not applicable to Danish Power's CSR projects during FY 2025–26.

Next Steps

Continue monitoring CSR projects through the CSR governance and implementation framework and undertake formal impact assessments whenever the applicable statutory criteria are met.

Governance

ESG governance

Target

Establish a Board-approved ESG Committee.

FY 2025–26 Performance

The Board and its existing committees, including the CSR Committee, provided oversight of matters relevant to sustainability. A separate Board-approved ESG Committee was not constituted during FY 2025–26.

Next Steps

Evaluate the establishment of a dedicated ESG governance mechanism to support integrated oversight, performance monitoring and accountability.

Double materiality

Target

Fully integrate double materiality assessment.

FY 2025–26 Performance

A double materiality assessment was not undertaken during FY 2025–26.

Next Steps

Initiate a structured double materiality assessment covering both the sustainability-related impacts of Danish Power and the financial implications of sustainability matters for the Company.

Supplier ESG audits

Target

Audit 75% of suppliers by 2030.

FY 2025–26 Performance

Danish Power's Supplier Code of Conduct and Green Procurement Policy establish environmental, social, ethical and responsible-procurement expectations for suppliers. A formal supplier ESG audit programme had not commenced during FY 2025–26.

Next Steps

Translate the existing policy requirements into a phased supplier ESG assessment and audit programme, including a defined supplier universe, coverage methodology, annual milestones and corrective-action monitoring.

Sustainability-related Investments

GRI 201-1 | BRSR P2, P3, P6 and P8 | SDG 3, 8, 9, 12 and 13

During FY 2025-26, Danish Power incurred expenditure across employee well-being, corporate social responsibility, technological advancement, research and development for sustainable development, and capital expenditure for sustainable development. These investments reflect the Company's continued focus on people, innovation, community development and responsible growth.

Sustainable Investments FY 2025-26

Investing today for a sustainable tomorrow.
Our key investments across people, community, innovation and the environment.

Employee Well-being	CSR Activities	Technological Advancements	R&D for Sustainable Development	Capital Expenditure for Sustainable Development
₹284.1 million INR	₹6.39 million INR	₹10.16 million INR	₹6.34 million INR	₹28.37 million INR

Total Sustainability Investments FY 2025-26 — ₹335.36 million INR

Awards & Accolades

GRI 2-29, 3-3 | BRSR Sec A QVI.15 | SDG 7, 8, 9, 13, 14



54th & 55th Northern Region Export Excellence Awards

Inducted for pioneering deployment of Industry 4.0 technologies, strengthening operational efficiency and sustainability.



Supplier Excellence Award – BSES

Honoured by BSES at Partner Meet 2025 for quality and reliable solutions.



High Volume Procurement Partner Award – Jakson Green

Recognised by Jakson Green Energy Limited at Partner Meet 2025.



ZED Gold Certification

Received during FY 2025–26, reaffirming Danish Power's commitment to manufacturing excellence.



National Award for Export Excellence

Received in recognition of global competitiveness and product quality.



India SME 100 Award

Recognised for excellence in business performance.

Environment Stewardship

GRI 301, 302, 303, 305, 306 | BRSR P2, P6 | SDG 6, 7, 12, 13



Environmental stewardship is integral to Danish Power's manufacturing approach. The Company monitors energy consumption, greenhouse gas emissions, water use, air quality and waste across its manufacturing facilities at Mahindra World City and Sitapura Industrial Area in Jaipur.
During FY 2025–26, Danish Power increased the share of renewable energy in its energy mix and reduced both energy intensity and greenhouse gas emissions intensity. At the same time, total water withdrawal and waste generation increased, reinforcing the need for continued focus on resource efficiency, water management and material recovery.
To complement these performance disclosures, the report also presents location-based water and biodiversity screenings of the two manufacturing facilities using the WWF Risk Filter tools. These screenings provide an indicative understanding of the environmental context surrounding Danish Power's operations.

Mr. S. L. Mishra
Quality Head

Key Highlights – FY 2025–26

Renewable energy share
41.91%

Total energy consumption
6,300.78
GJ

Energy intensity
0.12096
GJ per ₹ lakh of turnover

Scope 1 emissions
27.09
tCO_2e

Scope 2 emissions
700.91
tCO_2e

Combined Scope 1 and Scope 2 emissions
728.00
tCO_2e

GHG emissions intensity
0.01398
tCO_2e per ₹ lakh of turnover

Total water withdrawal
4,811.37
kL

Total water consumption
962.27
kL

Total waste generated
62.837
metric tonnes

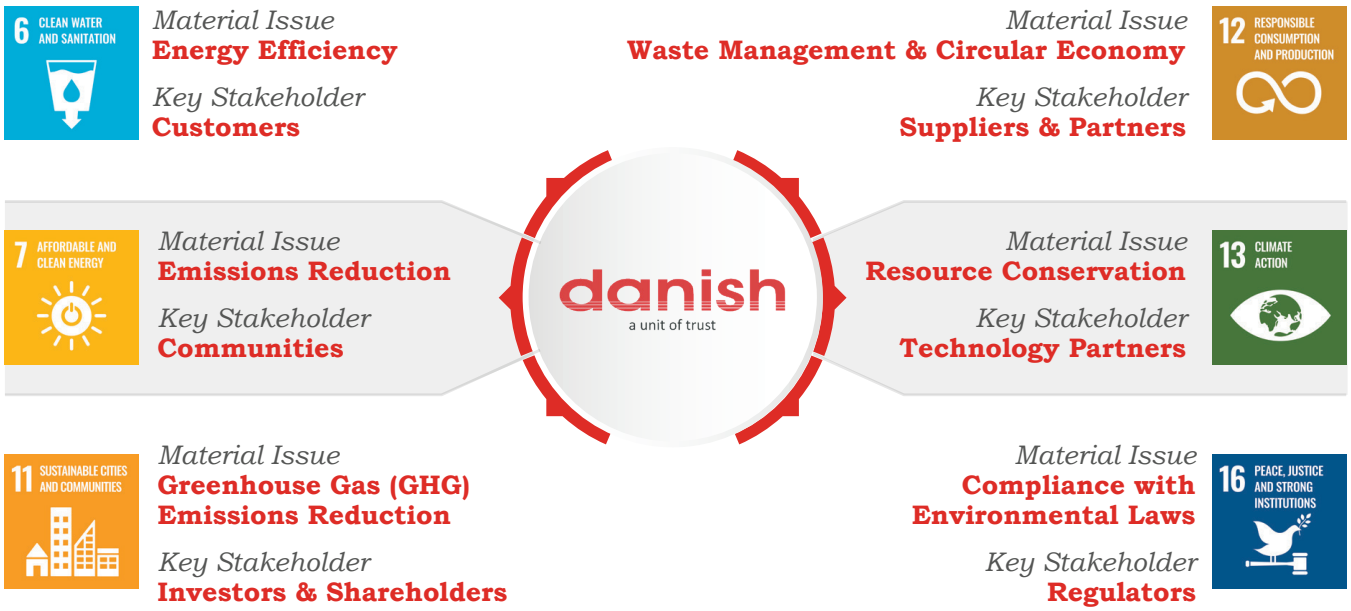
Waste recovered through recycling
55.816
metric tonnes

Waste recovery rate
88.83%

Rainwater-harvesting
4,798.92
kL estimated annual capture

Farm ponds
55
ponds with a total storage capacity of 6,875 kL

Rainwater percolation
2,750
kL estimated percolation



Climate Change, Energy Management & Climate Resilience

GRI 302 | SDG 7, 13 | BRSR P6

At Danish Power, environmental stewardship is viewed not only as a compliance requirement, but also as a business imperative that supports innovation and long-term resilience. As a manufacturer of power equipment, the Company recognises the relationship between its operations, energy use, emissions, resource consumption and environmental performance. This understanding informs the Company's approach to energy-efficient manufacturing, renewable energy adoption, circular economy practices, sustainable sourcing and environmentally responsible product design. Danish Power's products also support the development of cleaner energy infrastructure, including Inverter Duty Transformers used in solar power projects and specialised transformers manufactured for Wind Turbine Generators.

Energy Management & Efficiency

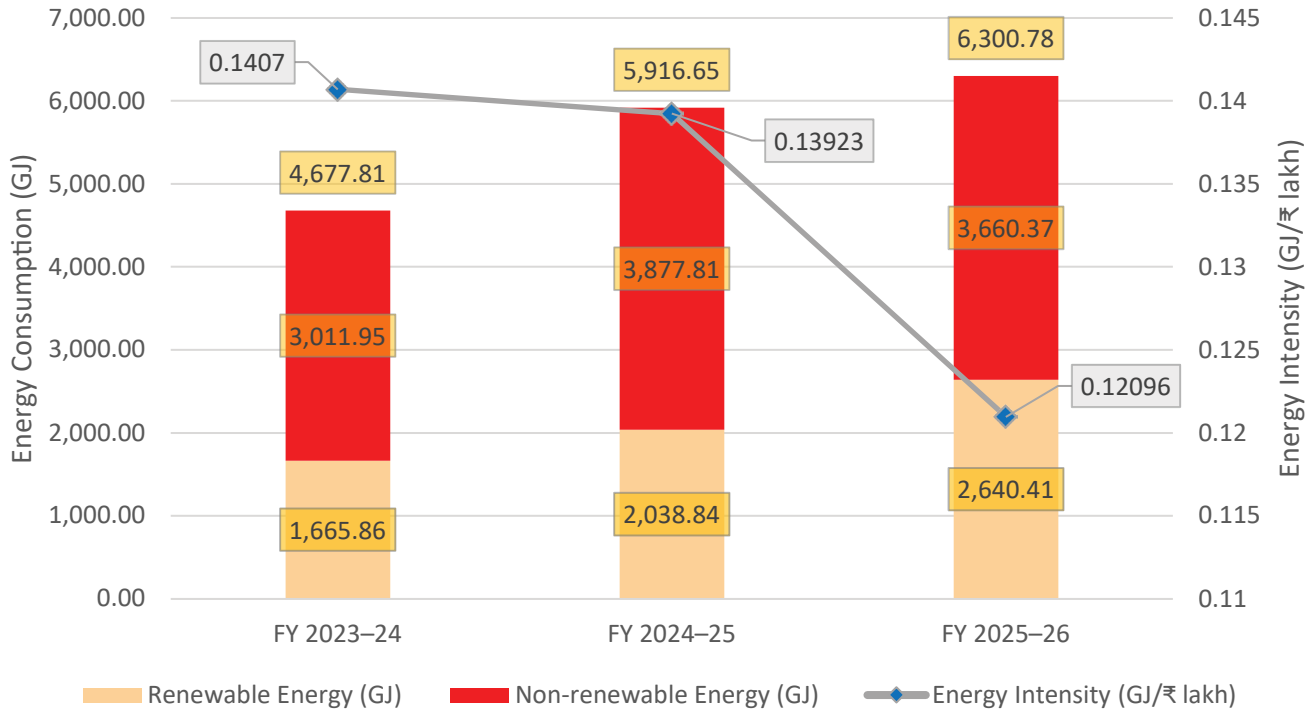
GRI 302 | BRSR P6

Energy is a key input to Danish Power's manufacturing operations. The Company monitors electricity and fuel consumption and continues to strengthen energy efficiency through process controls, operating practices and equipment improvements.

During FY 2025–26, total energy consumption stood at 6,300.78 GJ, compared with 5,916.65 GJ in FY 2024–25, representing an increase of 6.49%. Renewable energy consumption increased from 2,038.84 GJ in FY 2024–25 to 2,640.41 GJ in FY 2025–26. Consequently, the share of renewable energy in the energy mix increased from 34.46% to 41.91%. Non-renewable energy consumption decreased by 5.61%, from 3,877.81 GJ to 3,660.37 GJ, and accounted for 58.09% of total energy consumption during FY 2025–26.

Despite the increase in total energy consumption, energy intensity improved from 0.13923 GJ per ₹ lakh of turnover in FY 2024–25 to 0.12096 GJ per ₹ lakh in FY 2025–26, representing a reduction of 13.12%.

YoY Energy Consumption and Intensity



*The data encompasses all operational sites and corporate office across the organization.

Key Energy Conservation Initiatives

Danish Power has implemented energy-monitoring, automation and process-efficiency measures across its manufacturing operations. Key initiatives include:

- Installation of energy meters at major process points to monitor energy consumption.
- Daily recording and analysis of electricity consumption by major equipment to identify variations and initiate corrective action.
- Installation of motion sensors in washrooms, canteens, conference rooms and meeting rooms to reduce avoidable electricity use.
- Installation of Variable Frequency Drives on EOT cranes and motor drives.
- Use of energy-efficient insulation-processing equipment to improve productivity while reducing energy inputs.
- Use of fully automatic PLC and VFD-based foil-winding machines for improved process control and energy efficiency.
- Use of PLC-based Variable Control Drives for ovening processes.
- Thermal insulation of walls and roofs to maintain indoor temperatures and reduce the load on HVAC systems.
- Initiation of procurement for VFD-based winding machines.
- Installation of a 1500 kWp solar plant (3 phases) to support renewable energy generation.
- Use of LED lighting, energy-efficient HVAC systems and direct-gear-drive mechanisms across selected equipment.
- Electric vehicles were used for local logistics to reduce the environmental impact of short-distance movement.
- Gas-based ovens and a fully automatic vacuum-change drying oven supported process efficiency.

Strategic Energy Outlook

Danish Power aims to increase the use of renewable energy and strengthen the monitoring of energy consumption across its operations. The Company has set a target to transition to 75% renewable energy by 2030. Continued investment in energy-efficient equipment, automated controls and renewable energy capacity will support progress towards this target.

Climate Resilience

Danish Power has implemented a Business Continuity Plan (BCP) covering both manufacturing facilities to strengthen preparedness for operational disruptions. The BCP addresses location-specific environmental events, including monsoon flooding and waterlogging, severe summer heatwaves exceeding 45°C, pre-monsoon dust storms, prolonged water scarcity and disruptions to process or welfare water supplies.

The controls incorporated under the BCP include clearing internal drainage before the onset of the monsoon, maintaining sensitive materials on raised platforms, securing outdoor materials during storm conditions and providing adequate shop-floor ventilation, cooling and hydration during peak summer months. Heat-sensitive activities may also be scheduled during cooler parts of the day, where production planning permits.

To strengthen preparedness for water-supply disruptions, the BCP provides for underground water-storage capacity, alternative tanker-supply arrangements and the prioritisation of drinking and sanitation requirements during periods of scarcity. It also incorporates process-water recycling for transformer-oil-processing cooling loops, where applicable. Together, these measures support the continuity of operations and improve preparedness for weather-related and resource-related disruptions across Danish Power's manufacturing facilities.

Greenhouse Gas (GHG) Management

GRI 305 | BRSR P6

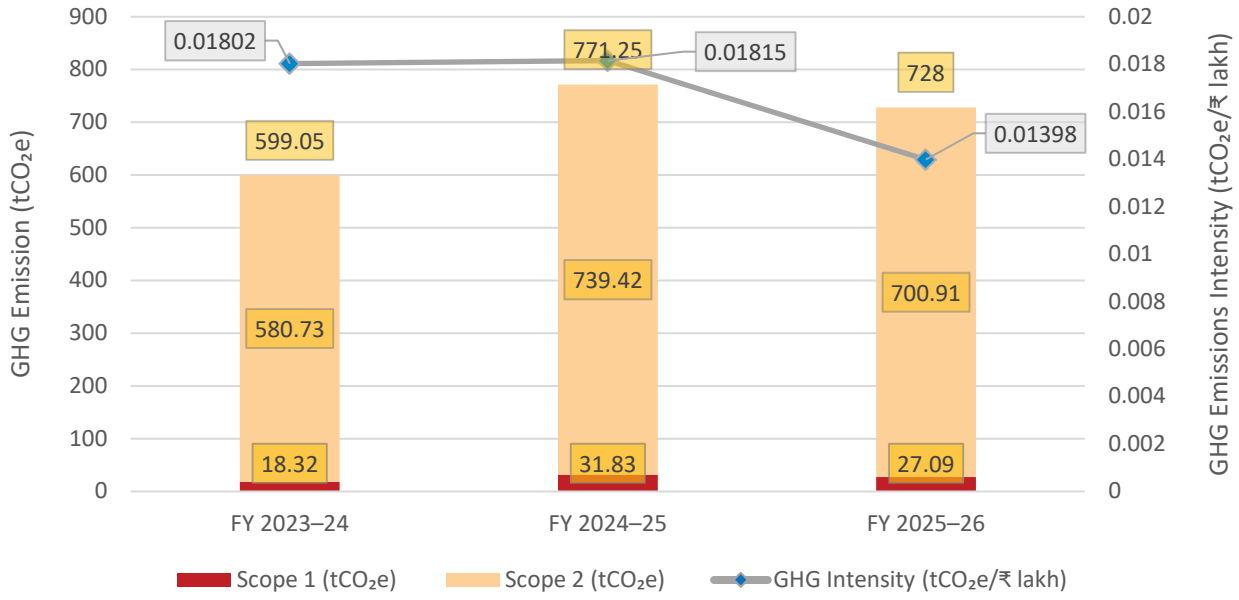
Danish Power monitors Scope 1 emissions arising from direct fuel consumption and Scope 2 emissions associated with purchased electricity.

During FY 2025–26, Scope 1 emissions decreased by 14.89%, from 31.83 tCO_2e to 27.09 tCO_2e, while Scope 2 emissions decreased by 5.21%, from 739.42 tCO_2e to 700.91 tCO_2e. Consequently, combined Scope 1 and Scope 2 emissions decreased by 5.61%, from 771.25 tCO_2e in FY 2024–25 to 728.00 tCO_2e in FY 2025–26.

GHG emissions intensity also improved, decreasing by 22.99%, from 0.01815 tCO_2e per ₹ lakh of turnover in FY 2024–25 to 0.01398 tCO_2e per ₹ lakh in FY 2025–26.

Compared with the FY 2023–24 baseline of 599.05 tCO_2e, FY 2025–26 combined Scope 1 and Scope 2 emissions were 21.53% higher. Danish Power's 2030 target is to reduce combined Scope 1 and Scope 2 GHG emissions and emissions intensity by 50% from the FY 2023–24 baseline.

YoY GHG Emissions and Intensity



*The data encompasses all operational sites and corporate office across the organization.

Decarbonisation Roadmap

Danish Power's long-term sustainability commitments include achieving net-zero emissions by 2050 and reducing GHG emissions by 50% by 2030 against the stated 2019 baseline. Improving energy efficiency, increasing renewable energy use and reducing dependence on carbon-intensive energy sources will remain central to progress towards these targets. The Company also intends to establish its Scope 3 emission boundary to develop a broader understanding of emissions associated with its value chain and product lifecycle.

Air Quality Monitoring & Pollution Control

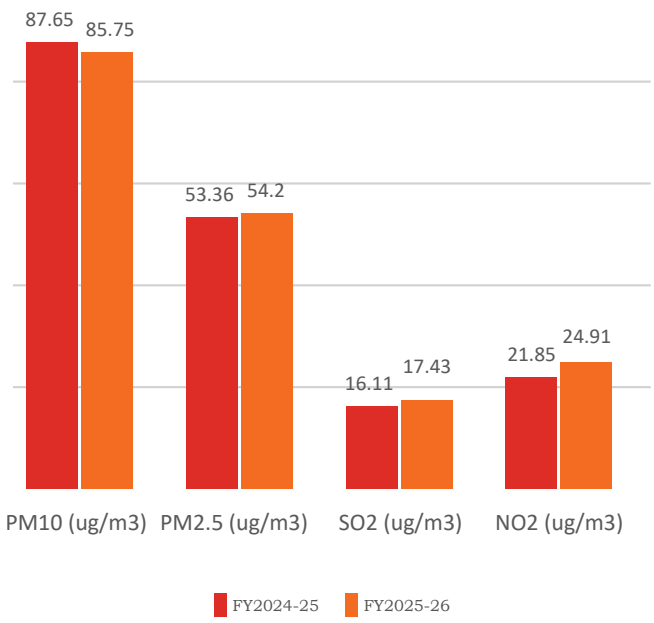
GRI 305-7

Danish Power monitors air quality and emissions across its manufacturing operations through ambient air, workzone air and diesel-generator stack monitoring. During FY 2025–26, monitoring covered key particulate and gaseous pollutants at its manufacturing facilities, with results assessed against applicable regulatory standards and permissible exposure limits.

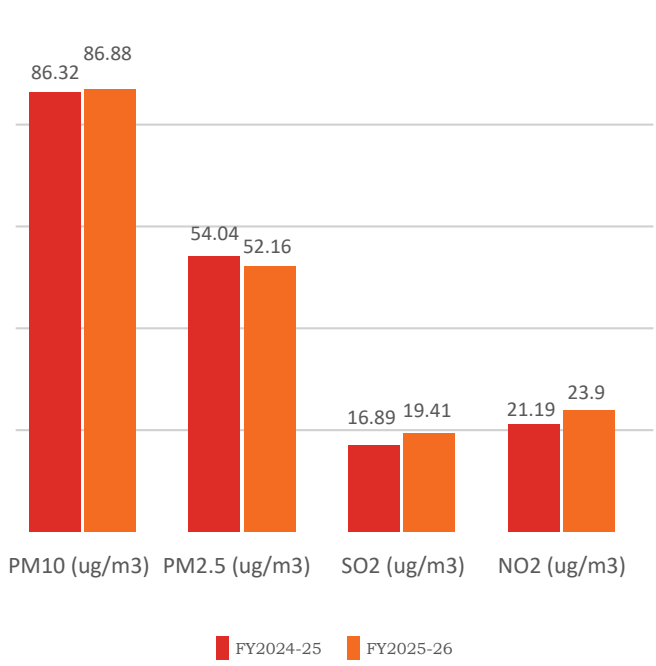
Ambient Air Quality

Ambient air quality monitoring was conducted at two locations each at the Sitapura Industrial Area and Mahindra World City facilities during September 2025. Monitoring covered particulate matter (PM_{10} & $PM_{2.5}$), sulphur dioxide (SO_2), nitrogen dioxide (NO_2) and carbon monoxide (CO). The charts below present the average concentrations recorded across the two monitoring locations at each facility for FY 2024–25 and FY 2025–26. All monitored parameters remained within the applicable The Rajasthan State Pollution Control Board (RSPCB) standards.

Mahindra World City: Ambient Air Quality



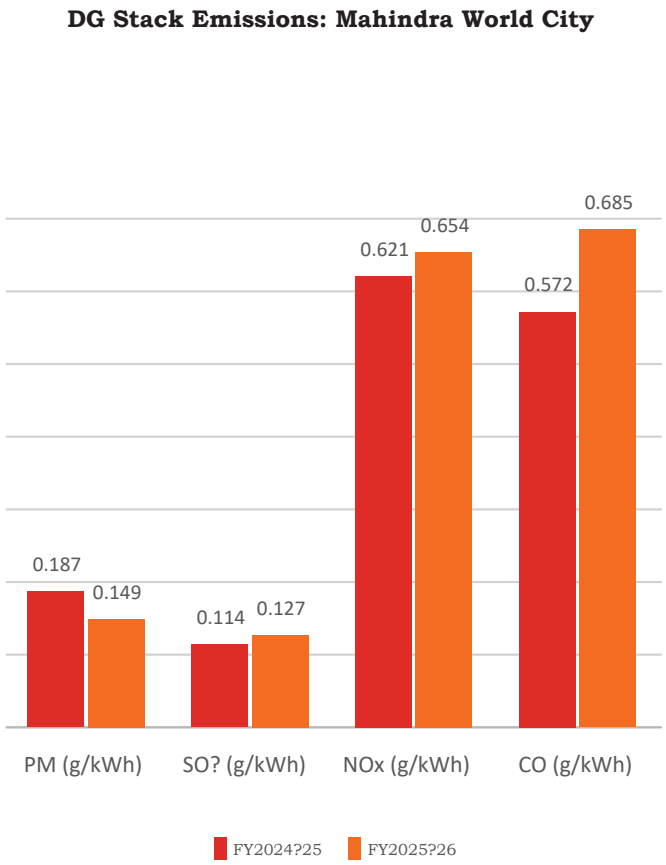
Sitapura Industrial Area: Ambient Air Quality

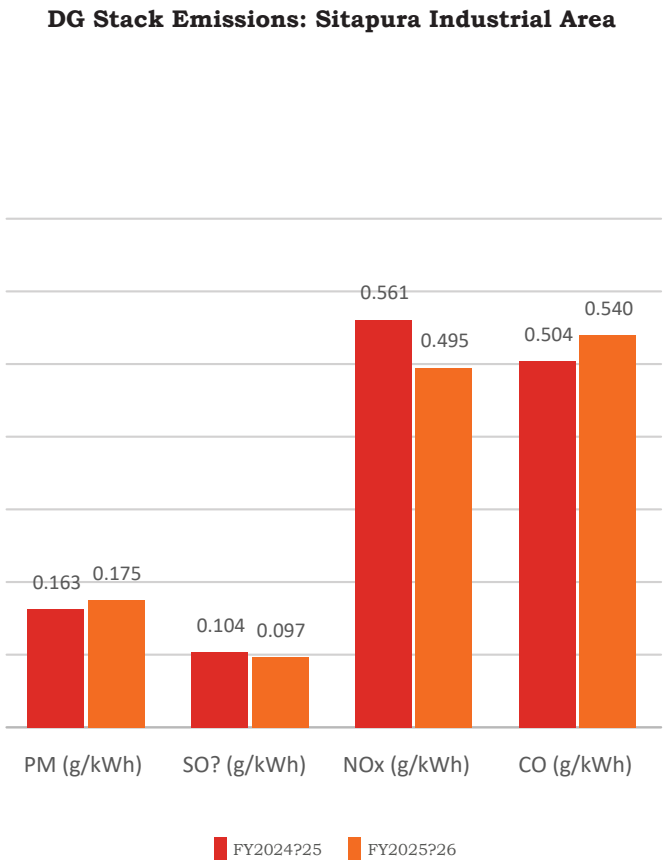


*Note: Facility-level values represent the simple average of measurements recorded at the two monitored locations at each facility.

Stack Emissions

Stack-emission monitoring at the Mahindra World City facility covered two diesel-generator sets with capacities of 125 kVA and 400 kVA. The monitoring included PM, SOx,





NOx and CO. The charts below present the monitored emission values at each facility for FY 2024–25 and FY 2025–26. All monitored parameters remained within the applicable RSPCB standards.

Workzone Air Quality

Workzone air quality monitoring was conducted at the Sitapura facility across the powder-coating and fabrication areas. Monitoring covered suspended particulate matter, SOx, NOx, and CO, with the measured concentrations remaining within the applicable permissible exposure limits prescribed by RSPCB.

Strategic Interventions Driving Low Emissions

Danish Power has adopted low-NOx combustion systems to reduce nitrogen oxide formation, dust-filtration technologies to control particulate matter and cleaner fuels and process optimisation to manage SOx and CO emissions. Preventive maintenance schedules support the effective operation of emission-control systems.

Water Stewardship, Conservation & Efficiency Measures

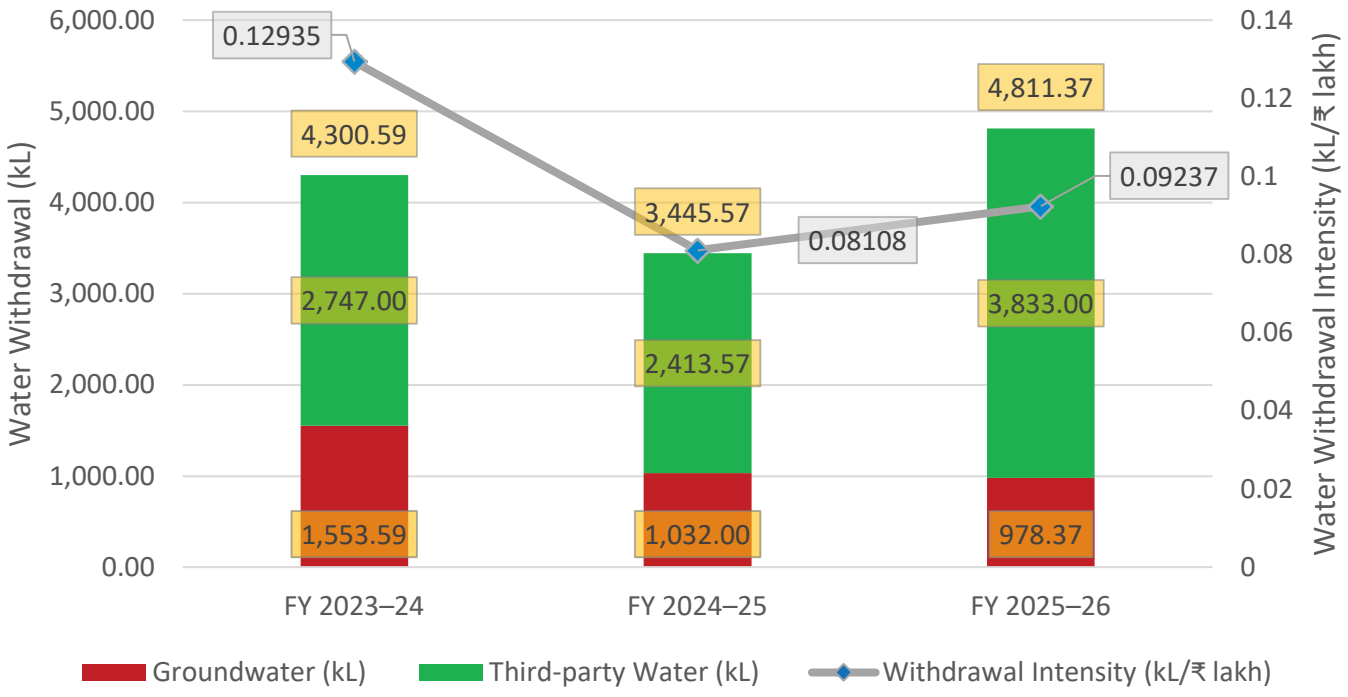
GRI 303 | SDG 6 | BRSR P6

Water supports Danish Power's manufacturing and allied operational requirements. The Company monitors groundwater and third-party water withdrawal across its two manufacturing facilities.

During FY 2025–26, total water withdrawal increased from 3,445.57 kL to 4,811.37 kL, representing an increase of 39.64%. Groundwater withdrawal decreased by 5.20%, from 1,032.00 kL in FY 2024–25 to 978.37 kL in FY 2025–26. Third-party water withdrawal increased from 2,413.57 kL to 3,833.00 kL and accounted for 79.67% of total water withdrawal during the year.

Water-withdrawal intensity increased from 0.08108 kL per ₹ lakh of turnover in FY 2024–25 to 0.09237 kL per ₹ lakh in FY 2025–26, representing an increase of 13.92%. Danish Power will continue to strengthen water-use monitoring and resource-efficiency measures across its manufacturing operations.

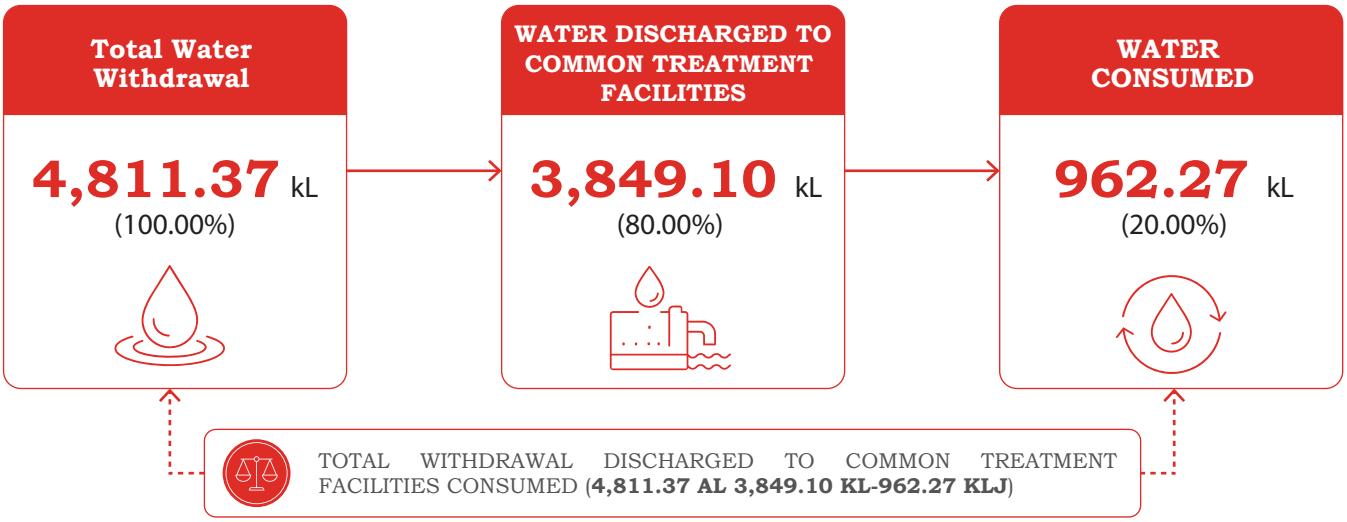
YoY Water Withdrawal and Intensity



*The data encompasses all operational sites and corporate office across the organization.

Water Discharge

During FY 2025–26, approximately 3,849.10 kL of water, equivalent to 80% of total water withdrawal, was sent to the common treatment facilities operated by Mahindra World City and RIICO. Based on the difference between total water withdrawal and water discharge, water consumption during the year stood at 962.27 kL.



Note: Water discharge has been calculated as 80% of total water withdrawal based on information provided by Danish Power Water consumption represents the difference between total withdrawal and calculated discharge

*The data encompasses all operational sites and corporate office across the organization.

Strategic Actions Driving Water Efficiency

Danish Power's water-management practices include:

- Monitoring water withdrawal across its facilities.
- Preventive maintenance to identify and address leakages.
- Water-efficient manufacturing practices intended to reduce freshwater dependency.
- Employee awareness on responsible water use.
- Transfer of sewage wastewater to the common treatment facility at Mahindra World City.
- An Effluent Treatment Plant at the Sitapura facility.
- Consideration of process-water recycling for transformer-oil-processing cooling loops under the Business Continuity Plan.
- Rainwater harvesting and water-recharge measures to support water conservation and replenishment.

Water-Positive Vision

Danish Power has set a target to achieve water positivity by 2030. As part of this effort, the Company has undertaken a rainwater-harvesting assessment to estimate the potential for rainwater capture and recharge across its assessed site areas in its at Mahindra World City. The assessment estimates an annual rainwater-capture potential of 4,798.92 kL. In

addition, 55 farm ponds, each with a stated capacity of 125 kL, have been identified. Based on the assessment's 40% rainwater-percolation assumption, the estimated total percolation is 2,750 kL.

These rainwater-harvesting and recharge measures support Danish Power's efforts towards water conservation and replenishment and provide a foundation for progressing towards its 2030 water-positive target.

Note - Rainwater-capture and percolation figures are estimates based on the rainwater-harvesting assessment and its stated assumptions; they represent calculated potential rather than directly measured volumes.

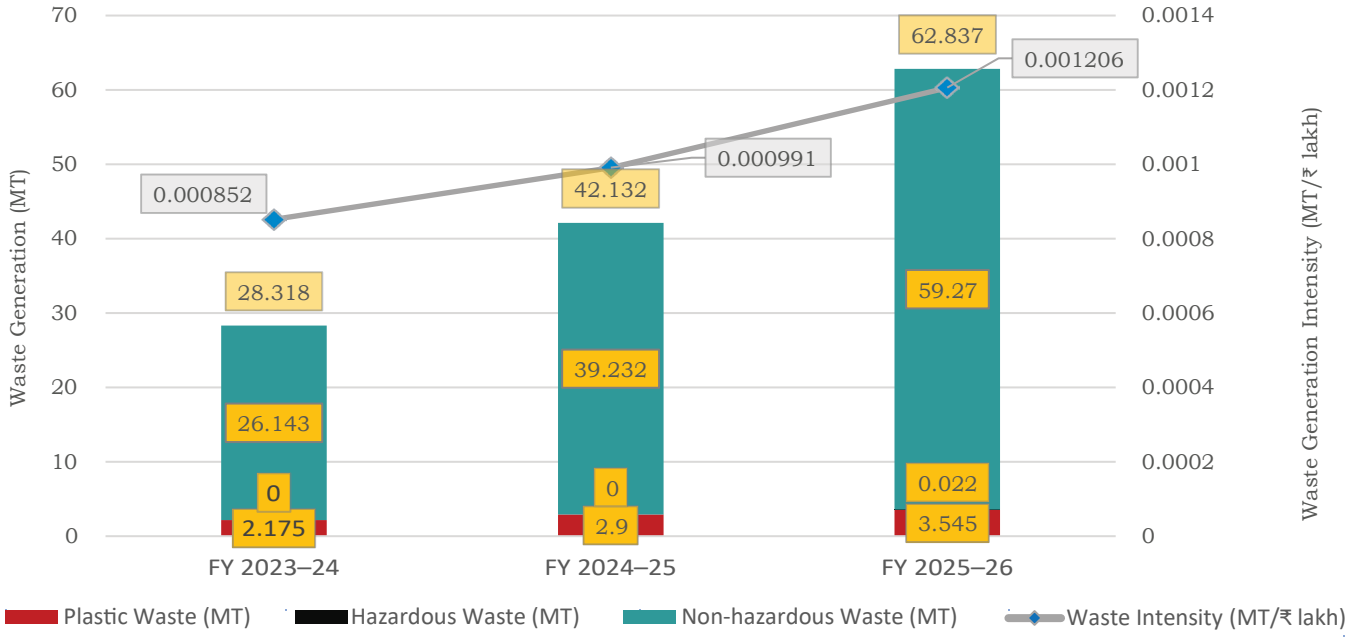
Waste Management & Circular Economy Practices

GRI 306 | SDG 12 | P6

Danish Power manages waste through segregation, authorised handling and material recovery. These practices support resource efficiency and reduce dependence on disposal. During FY 2025–26, total waste generation stood at 62.837 metric tonnes, compared with 42.132 metric tonnes in FY 2024–25, representing an increase of 49.14%.

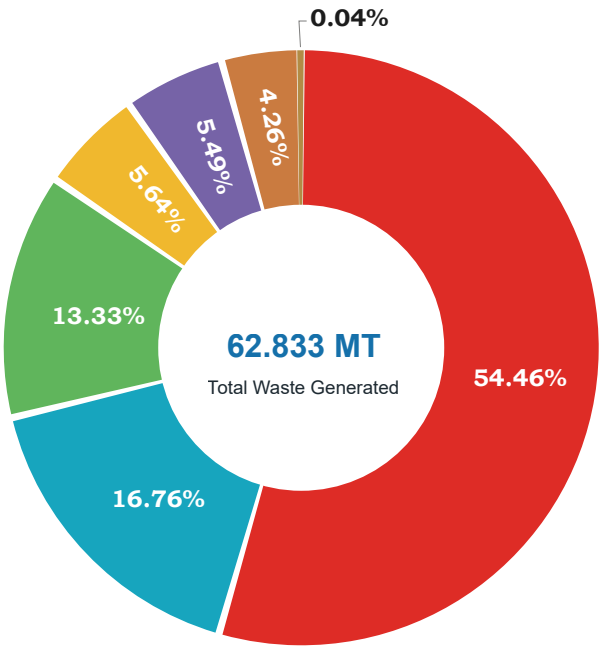
The FY 2025–26 total comprised - 3.545 metric tonnes of plastic waste; 0.022 metric tonnes of other hazardous waste; and 59.270 metric tonnes of other non-hazardous waste. Plastic waste increased by 22.24%, while other non-hazardous waste increased by 51.08%. Waste intensity increased from 0.000991 metric tonnes per ₹ lakh of turnover in FY 2024–25 to 0.001206 metric tonnes per ₹ lakh in FY 2025–26. Of the total waste generated, 55.816 metric tonnes were recovered through recycling, representing a recovery rate of 88.83%. The recovery rate was 92.43% in FY 2024–25.

YoY Waste Generation and Intensity



*The data encompasses all operational sites and corporate office across the organization[S.

WASTE GENERATION BY TYPE – FY 2025-26 (Total Waste Generated: 62.833 MT)



TYPE OF WASTE	TOTAL FY 2025-26 (MT)	SHARE (%)
M.S. Scrap	34.207	54.46%
CRGO Scrap	10.531	16.76%
Aluminium Scrap	8.401	13.33%
Plastic waste	3.545	5.64%
Paper	3.450	5.49%
Copper scrap	2.677	4.26%
Other Hazardous waste.	0.022	0.04%

Note: Waste data for FY 2025-26 is presented across key non-zero waste streams.

Key Waste-management Practices

Danish Power's waste-management practices include:

- Segregation of mild steel, CRGO steel, copper and aluminium waste at source.
- Transfer of segregated metal scrap to a central scrap yard before sale to vendors for recycling.
- Return of plastic spools to suppliers for reuse.
- Transfer of plastic waste for recycling.
- Reuse of wooden waste for in-house packaging.
- Return of wooden bobbins to suppliers for reuse.
- Disposal of applicable waste through authorised agencies and recyclers.

Pioneering Green Transformer Technology

In 2022, Danish Power became the first company in India to secure a BIS (ISI) licence for manufacturing ester-filled transformers in accordance with IS 1180 Part 3. These transformers use natural ester fluid as an alternative to conventional mineral oil. Natural ester fluid is biodegradable, non-toxic and has a higher fire point, supporting improved fire safety and reduced environmental risk. Approximately 60-65% of Danish Power's products are deployed in renewable energy generation projects, particularly solar and wind applications.

Product Stewardship: Product Lifecycle Profile

GRI 301-1 | BRSR P2, P6, P9

Danish Power considers environmental aspects across the lifecycle of its oil-immersed Inverter Duty Transformers, including material composition, manufacturing and assembly, transportation, operation and end-of-life management.

The lifecycle profile uses a typical 12.5 MVA, 33 kV, five-winding Inverter Duty Transformer as the reference product, with an assumed operating period of 30 years. It covers the product's material composition, assembly energy use, transportation, operational period and end-of-life material considerations.

Key Lifecycle Findings

Danish Power's waste-management practices include:

Material Composition: The 40 MT reference transformer comprises 26 MT of steel, 3.5 MT of copper or aluminium conductor, 1.5 MT of solid cellulose insulation and 9 MT of transformer oil.

Specified Materials: The transformer does not contain regulated or controlled materials such as mercury, cadmium, chlorofluorocarbons or flame retardants.

Assembly: Coil winding, drying and assembly activities consume 300 kWh of electricity and account for approximately 0.182 tCO_2e.

Transportation: Transportation emissions account for approximately 0.947 tCO_2e, based on an assumed average transportation distance of 500 km and total fuel consumption of 350 litres.

Operational Life: The reference operating period is taken as 30 years.

Recyclability: Steel and copper or aluminium conductor together represent approximately 73.75% of the reference transformer's total weight and are recyclable metal scrap.

Cellulose Content: Solid cellulose insulation represents approximately 3.75% of the reference transformer's total weight and is classified as non-hazardous solid cellulose waste.

Transformer Oil: Transformer oil represents approximately 22.5% of the reference transformer's total weight. It requires careful handling and transfer through authorised agencies for recycling, retreatment or refurbishment.

End-of-Life Management

The material composition of the reference transformer supports the recovery of steel and copper or aluminium conductor at the end of its service life. Transformer oil requires controlled handling because improper storage, handling or disposal may result in soil and water contamination. Danish Power provides for the transfer of transformer oil through authorised agencies for recycling, retreatment or refurbishment.

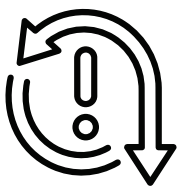
Responsible Procurement & Supplier Environmental Expectations

GRI 308 | GRI 301 | SDG 12 | BRSR P6, P8

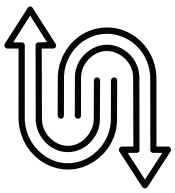
Danish Power recognises that the environmental and social practices of its suppliers can influence the sustainability performance of its operations and value chain. The Company's Supplier Code of Conduct and Green Procurement Policy establish the principles and expectations that guide responsible procurement and supplier engagement.

The Green Procurement Policy applies to all supply-chain partners and to purchases and procurement undertaken by Danish Power. It encourages the consideration of environmental and social factors in procurement decisions, alongside quality, efficiency and commercial considerations.

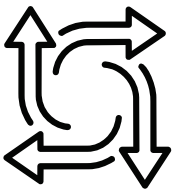
The Policy promotes the procurement of eco-friendly, energy-efficient and less-polluting products and services. It also encourages water-efficient products, less-toxic materials and chemicals, clean technologies and fuels, recycled or partly recycled products and energy-efficient equipment. Its approach incorporates material, energy and water conservation, logistics optimisation, local procurement and the application of Reduce, Recover, Recycle and Reuse principles in waste management.



Reduce



Reuse



Recycle



Recover

The Supplier Code of Conduct complements the Green Procurement Policy by setting expectations relating to labour and human rights, occupational health and safety, environmental responsibility, ethical conduct and management systems. Its environmental provisions address areas such as:



- Environmental permits and statutory reporting
- Air emissions
- Pollution prevention and resource conservation
- Water management
- Hazardous substances
- Energy consumption and greenhouse gas emissions
- Solid-waste management

The Supplier Code of Conduct also expects suppliers to establish systems for monitoring compliance with applicable requirements and managing environmental, social and operational risks. It provides Danish Power with the discretion to undertake supplier surveys, audits or inspections where considered necessary.

During FY 2025–26, a formal supplier ESG audit and assessment programme had not commenced. Consequently, supplier-assessment coverage and performance against environmental criteria were not measured during the year. The existing policies nevertheless provide a foundation for developing a structured supplier ESG assessment mechanism.

Strengthening Supplier ESG Assessment

Danish Power has established a target to audit 75% of its suppliers by 2030. To support progress towards this target, the Company intends to develop a phased and risk-based supplier ESG assessment programme covering:

- Definition of the supplier universe and the basis for calculating assessment coverage
- Identification and prioritisation of suppliers based on environmental, social and operational considerations
- Supplier self-assessment and supporting-document review
- Risk-based audits or inspections, where considered necessary
  Documentation and monitoring of corrective actions
- Annual measurement and disclosure of supplier ESG assessment coverage

This approach will enable Danish Power to progressively translate its responsible-procurement policies into a measurable supplier-engagement and monitoring framework.

For full details of the governance, due diligence process, and supplier engagement approach, refer to the “Social Responsibility” and “Governance Excellence” sections.

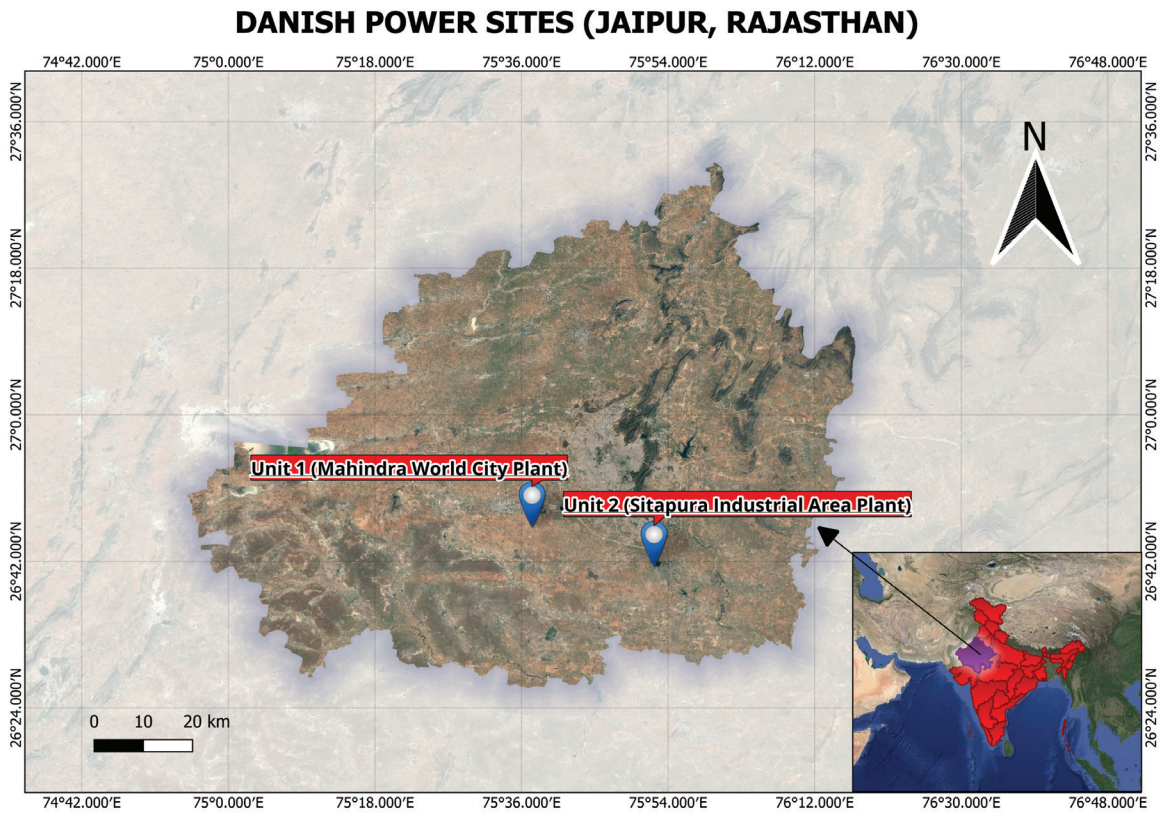
Operational Environmental Context

GRI 101-2, 101-4, 101-5, 303-1 | SDG 6, 15 | BRSR P6

Environmental performance indicators explain how Danish Power manages energy, emissions, water and waste within its operations. To complement these disclosures, Danish Power has undertaken a location-based environmental screening of its two manufacturing facilities using the WWF Water Risk Filter and WWF Biodiversity Risk Filter.

The screening provides an indicative understanding of the environmental conditions surrounding the Mahindra World City Plant and the Sitapura Industrial Area Plant. It enables stakeholders to consider Danish Power's operational performance alongside location-specific water and biodiversity considerations that may be relevant to long-term planning and resilience.

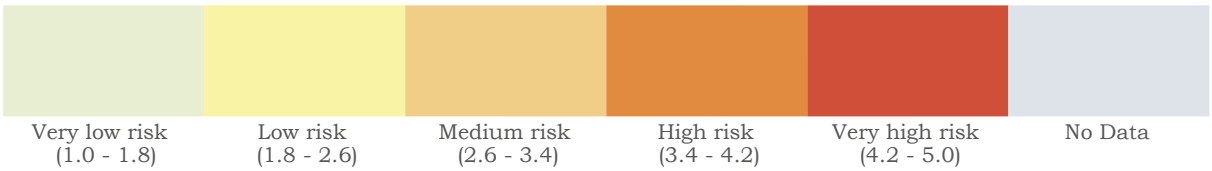
The assessment is based on publicly available geospatial information available through the WWF Risk Filter tools. It is not an environmental impact assessment, a TNFD assessment, a regulatory study, a biodiversity action plan or a formal water stewardship assessment. As the WWF operational questionnaires were not completed for this exercise, the assessment does not provide operational risk scores or assess Danish Power's direct operational impacts on water or biodiversity.



Note: The locations shown are based on the facility addresses provided by Danish Power. The map is intended to provide geographic context and is not a representation of site boundaries.

Understanding the Risk Scores

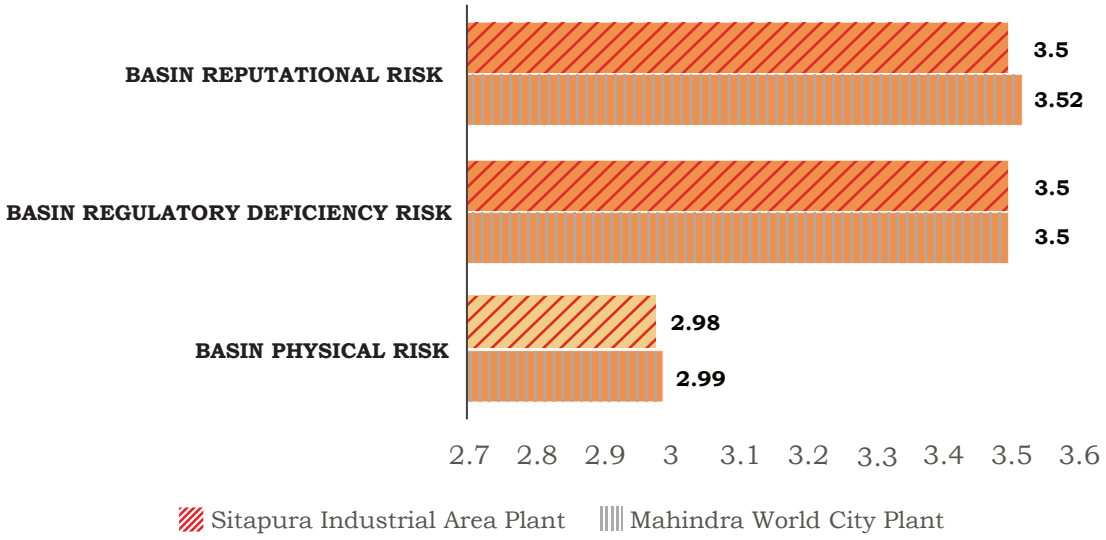
The WWF Risk Filter applies a scale ranging from 1 to 5:



Further information: WWF Water Risk Filter.

Location-based Water Risk Screening

The WWF Water Risk Filter indicates a similar water-risk context for both manufacturing facilities. Both locations record medium basin physical risk, while basin regulatory deficiency risk and basin reputational risk are assessed as high.



WWF Water Risk Filter scale: Very Low 1.0–1.8; Low 1.8–2.6; Medium 2.6–3.4; High 3.4–4.2; Very High 4.2–5.0.

The close alignment of the scores reflects the geographic proximity of the two facilities and their broadly similar basin-level context. The screening highlights the importance of considering water availability, water quality, regulatory conditions and stakeholder expectations alongside Danish Power's water-withdrawal, consumption and conservation disclosures.

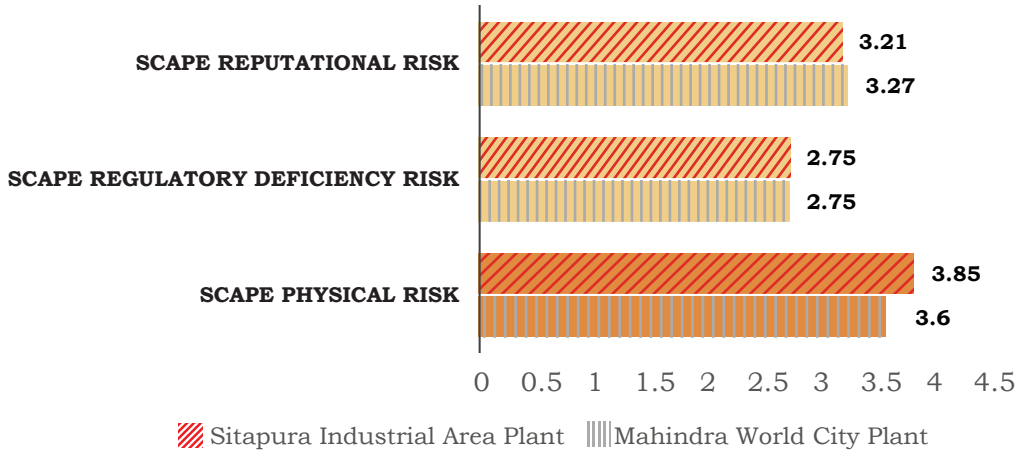
Danish Power's implemented Business Continuity Plan complements this location-based screening by identifying water-related events that may affect operational continuity. The Plan classifies monsoon flooding or waterlogging as a medium risk and prolonged water scarcity as a high risk for both manufacturing facilities. Implemented controls for flooding and waterlogging include storing sensitive materials on raised pallets or platforms and clearing internal drainage systems before the onset of the monsoon. Water-scarcity controls include maintaining an underground water tank at each facility with capacity for at least seven days of full-site consumption, maintaining a standing arrangement with a water-tanker supplier capable of delivering within six hours and prioritising drinking and sanitation requirements during a declared scarcity period.

These operational controls are distinct from the WWF basin-risk scores, which are based on the manufacturing facilities' geospatial information. Together, they provide a broader understanding of the external water context surrounding the facilities and Danish Power's preparedness for identified water-related disruptions.

Location-based Biodiversity Risk Screening

The WWF Biodiversity Risk Filter provides an indicative view of the biodiversity and nature-related context around Danish Power's manufacturing facilities. Both facilities record high scape physical risk, while scape regulatory deficiency risk and scape reputational risk are within the medium-risk range.

Biodiversity Risk Scores (Location-Based)



WWF Biodiversity Risk Filter scale: Very Low 1.0–1.8; Low 1.8–2.6; Medium 2.6–3.4; High 3.4–4.2; Very High 4.2–5.0.

Sustainable Materials Innovation

The detailed WWF screening identifies extreme heat as a high-scoring location-specific consideration for both facilities. This finding is consistent with Danish Power's Business Continuity Plan, which classifies severe summer heatwaves exceeding 45°C as a high operational risk. Implemented controls include monitoring employee exposure to heat, reducing outdoor and semi-outdoor work when temperature thresholds are exceeded, providing adequate mid-shift hydration and maintaining appropriate cooling arrangements at both facilities.

The WWF screening does not conclude that Danish Power causes or contributes to the identified biodiversity conditions. Rather, it provides an indicative understanding of the environmental context within which the Company operates. Combined with the operational controls established through the Business Continuity Plan, the screening provides a foundation for considering water conservation, site resilience and other nature-related factors as Danish Power's sustainability practices continue to evolve.

Going forward, Danish Power intends to

Danish Power has established a target to audit 75% of its suppliers by 2030. To support progress towards this target, the Company intends to develop a phased and risk-based supplier ESG assessment programme covering:

- Periodically review the WWF screening results and underlying datasets.
- Enhance water-efficiency measures and implemented water-related continuity controls based on operational experience and basin-level conditions.
- Consider location-specific water and nature-related factors in operational planning.

- Explore opportunities for native plantation and habitat enhancement at or around its facilities.
- Undertake more detailed site-level assessments where operational changes, facility expansion, or updated screening results indicate a need.

By establishing this baseline understanding of its operating context, Danish Power aims to progressively strengthen the integration of nature-related considerations into its environmental planning and decision-making.

Social Responsibility

GRI 401, 403, 404, 405, 406, 413 | BRSR P3, P5, P8 | SDG 3, 5, 8, 10



At Danish Power, the vision for social responsibility extends beyond mere compliance. It is grounded in the principle of compassion in action. Every initiative undertaken by the Company is anchored in the belief that empowering communities, nurturing talent, and protecting dignity are not only sound business practices but also moral imperatives.

Danish Power is dedicated to promoting diversity, equity, and inclusion across its workforce, ensuring that every employee feels valued, respected, and empowered to contribute their best. By supporting people, fostering equal opportunities, and uplifting surrounding communities, the Company aspires to create meaningful and lasting change that impacts lives today and builds opportunities for tomorrow.

Mr. Chandrabhan

Key Highlights – FY 2025–26

Total workforce
617

Permanent workforce
537
Employees and workers

Women in the permanent workforce
15

Workforce belongs to rural areas
83.47%

68
training programmes conducted

1,407
cumulative training participations

3,822
person-hours of training

73
health-check-up participations

Zero lost-time injuries

Zero recordable work-related injuries

Zero fatalities

Key Material Topics Identified

SDGs Impacted	Material Issues	Key Stakeholders
No Poverty	Occupational Health & Safety	Employees & Leadership
Good Health & Well-being	Employee Development & Training	Communities
Quality Education	Diversity, Equity & Inclusion (DEI)	Investors & Shareholders
Gender Equality	Human Rights & Fair Labor Practices	Suppliers & Partners
Decent Work & Economic Growth	Community Development	Technology Partners
Reduced Inequalities	Employee Engagement & Well-being	Regulators
Sustainable Cities		Industrial Associations
Peace, Justice & Strong Institutions		

Approach to Social Responsibility

Danish Power believes that sustainable business growth is closely linked to the well-being of its employees, workers, business partners and surrounding communities. Its social responsibility framework is built around fairness, dignity, opportunity, safety and shared progress.

The Company's approach is anchored in three core commitments:

People First and Ethical Conduct: Promoting respect, inclusion, equal opportunity, fair employment and responsible conduct across the organisation and its value chain.

Safe and Enabling Workplace: Strengthening workplace safety, employee well-being, capability development and preparedness for operational and human-capital risks.

Community Partnership: Directing resources and capabilities towards community needs through structured CSR programmes in healthcare, water and sanitation, education, skill development, environmental sustainability and livelihood enhancement omprises metals that can be recycled and reused.

Commitment to People

Employees form the backbone of Danish Power, and their passion and expertise are integral to the Company's success. Danish Power is committed to creating a workplace that values inclusivity, continuous learning, and genuine care, where every individual feels respected, empowered, and inspired to reach their full potential. Through opportunities for growth, open dialogue, and a culture of trust, the Company strives to ensure that its people thrive both professionally and personally.

The Human Resource Development agenda at Danish Power is focused on strengthening workforce capabilities in a rapidly evolving power sector, particularly in renewable energy, automation, and digitalisation.

Further, the Company's employee policy framework covers recruitment, equal employment opportunity, performance evaluation, training and development, grievance redressal, benefits and workplace health and safety. Moreover, the Company's Business Continuity Plan also recognises the importance of retaining critical technical knowledge. It identifies the loss of critical technical expertise as a high business-continuity risk and provides for documented procedures, knowledge repositories and cross-training for critical roles. The framework also considers absenteeism, labour relations and the loss of senior technical personnel in its human-capital risk planning.

The Company undertook targeted training in technical areas, leadership, and cross-functional skills. Special emphasis was placed on health and safety training, and programmes promoting environmental responsibility, team building, and DEI. People are viewed not merely as a workforce but as co-creators of the Company's vision. Danish Power invests in their growth, protects their well-being, and engages them meaningfully, recognising that their passion, skills, and dedication fuel innovation, resilience, and long-term success.



Diversity, Inclusion & Equity (DEI)

GRI 405, 406 | SDG 5, 10 | BRSR P5

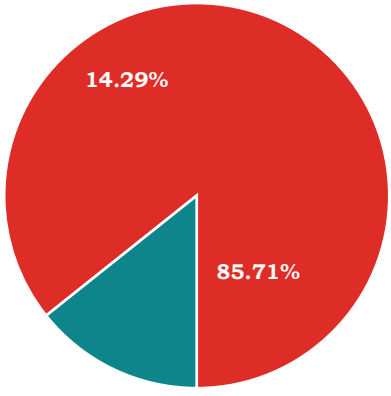
Danish Power considers diversity and inclusion important to building a resilient and capable organisation. Its employee policy framework provides for equal employment opportunities without discrimination based on race, colour, religion, gender, sexual orientation, age, national origin, disability, marital status or any other unlawful basis. It also commits to reasonable accommodation for applicants and qualified employees.

The Policy on Prevention of Sexual Harassment prohibits sexual and other discriminatory harassment and affirms the right of every employee to a workplace that promotes dignity and respect. The Company's Internal Committee and grievance-redressal mechanism provide an established channel for addressing complaints. No complaints of sexual harassment were recorded during FY 2025–26. Further, at the leadership level, the Policy on Diversity of Board of Directors supports diversity of thought, experience, knowledge, perspective, gender, race, ethnicity and cultural background.

As at 31 March 2026, the Board of Directors comprised seven Directors, including one woman, representing 14.29% of the Board. Key Managerial Personnel comprised four members, with the gender composition presented in the accompanying chart.

Leadership Gender Diversity As at 31 March 2026

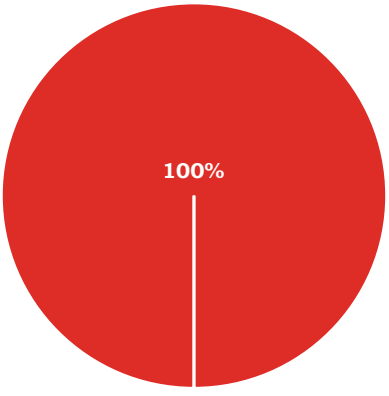
Board Gender Diversity



Male Directors	6 (85.71%)
Women Directors	1 (14.29%)

Total Board Members: 7

Key Managerial Personnel (KMP) Gender Diversity



Male KMP	4 (100%)
Women KMP	0 (0%)

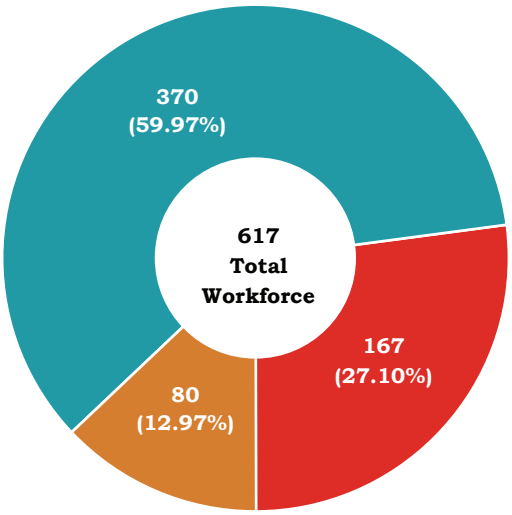
Total Key Managerial Personnel: 4

Note: Percentages are calculated based on the total number of individuals in each category.

Workforce Composition

Women represented 2.79% of the permanent workforce in FY 2025–26, comprising six permanent employees and nine permanent workers. In FY 2024–25, women comprised 10 of the 356 permanent employees and workers, representing 2.81% of the permanent workforce. The Company also had one differently abled permanent employee as at 31 March 2026.

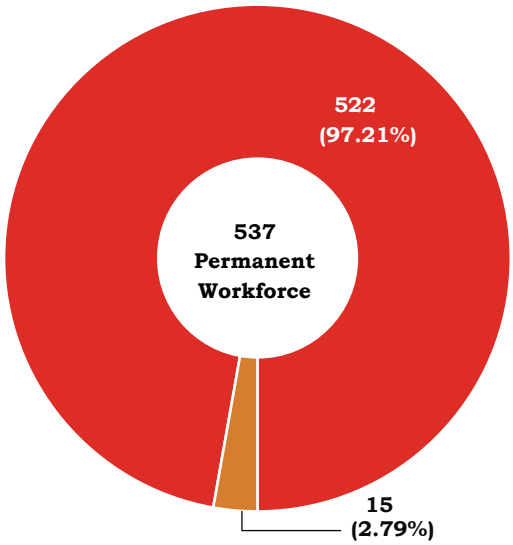
Workforce Composition by Employment Type
(FY 2025-26)



- Permanent employees: 167 (27.10%)
- Permanent workers: 370 (59.97%)
- Other-than-permanent workers: 80 (12.97%)

Total Workforce: 617

Gender Composition of Permanent Workforce
(FY 2025-26)



- Men: 522 (97.21%)
- Women: 15 (2.79%)

Total Permanent Workforce: 537

Note: One differently abled permanent employee as at 31 March 2026.

Other Workforce Metrics & Employment Equity

Turnover Rates

Employee and worker retention remains important to maintaining operational continuity, technical knowledge and organisational capability. During FY 2025–26, Danish Power recorded an overall workforce turnover rate of 25.21%, based on 135 departures and an average workforce of 535.5 employees and workers. The total workforce increased from 454 as at 31 March 2025 to 617 as at 31 March 2026.

Female Share of Gross Wages

The share of gross wages paid to women was 4.23% in FY 2025–26, compared with 4.28% in FY 2024–25. This measure provides an additional basis for monitoring women's participation in the workforce and their share of total remuneration.

Median Remuneration

The median remuneration data for March 2026 provides a further perspective on the Company's remuneration structure. Median remuneration for employees, excluding Directors and Key Managerial Personnel, was ₹17,708. The median for employees including Directors and Key Managerial Personnel was ₹17,750, while the median remuneration for Directors and Key Managerial Personnel was ₹2,56,700.

Workforce Distribution by Location

Danish Power's workforce predominantly belongs to rural areas. The workforce comprises 515 people from rural locations, 34 from semi-urban areas, and 68 from urban areas. Rural locations account for 83.47% of the workforce, followed by urban areas at 11.02% and semi-urban areas at 5.51%. This distribution reflects the Company's contribution to employment generation beyond major metropolitan centres.

Embedding Inclusion in Our Culture

Inclusion at Danish Power is supported through policies covering equal employment opportunity, respectful conduct, grievance redressal, employee development and workplace safety. The employee policy framework provides that employment and advancement opportunities should be available to qualified individuals without unlawful discrimination.

Employees may raise grievances initially with their immediate manager or supervisor. Unresolved matters may be submitted formally to the Grievance Committee, which is required to hear the appeal and communicate its decision within the prescribed period.

The Company also has a Workers' Committee comprising elected worker representatives from different departments and the Human Resources Manager as the management representative. The policy provides for quarterly meetings and permits workers to raise matters through their representatives, supervisors, the Human Resources Manager or the employee suggestion mechanism.

Talent Retention Engagement & Development

GRI 404, 401 | SDG 8 | BRSR P5

Danish Power's employee-development framework provides for periodic performance evaluation, identification of training needs and career development. Training needs are intended to reflect organisational priorities, functional requirements, individual roles and identified risks.

Further, the Company implemented Business Continuity Plan includes documented cross-training for critical technical roles, controlled procedures for retaining technical knowledge and formal knowledge-handover requirements for employees leaving critical positions. These controls support operational continuity and reduce dependence on individual specialists.

Key policy commitments

- Equal employment opportunity and dignity at work
- Periodic performance evaluation
- Technical and behavioural training
- Identification of role-based and risk-based training needs
- Fair grievance handling
- Freedom to form or join associations
- Knowledge transfer and cross-training for critical roles

Employee Engagement and Retention Initiatives

During FY 2025–26, Danish Power organised employee-engagement initiatives aimed at strengthening workplace connections, recognising performance and supporting employee well-being. These included the Danish Annual Sports Meet, Foundation Day, Vishwakarma Puja, Founder's Day and monthly birthday celebrations.

Founder's Day also included recognition for employee performance and long-standing service. Employees completing 5, 10, 15 and 25 years of service were recognised through long-service awards, while performance awards and a lifetime achievement award acknowledged individual contributions and commitment to the Company.

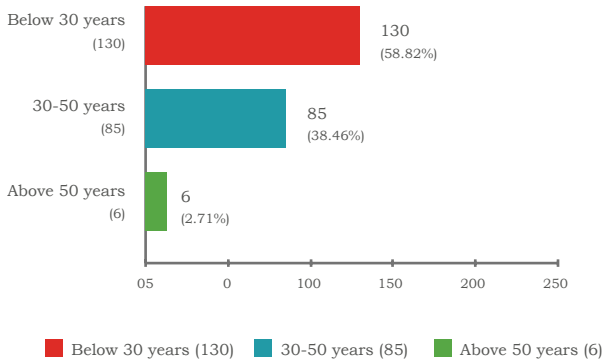
New Hires

During FY 2025–26, Danish Power inducted 221 new hires, comprising 213 men and eight women. Of the total new hires, 130 were below 30 years of age, 85 were between 30 and 50 years of age and six were above 50 years of age.

The age profile indicates a continued emphasis on bringing younger talent into the workforce while also recruiting experienced professionals across other age groups.

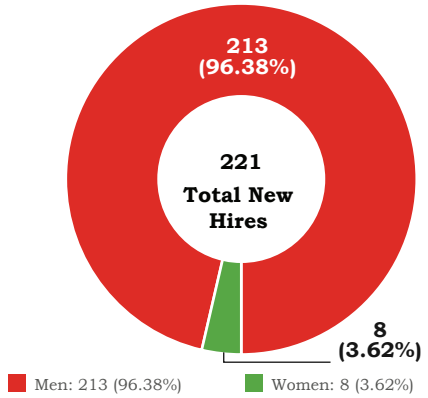
221
New Hires

New Hires by Age Group
(FY 2025-26)



Total New Hires: 221

New Hires by Gender
(FY 2025-26)



Total New Hires: 221

Note: During FY 2025–26, Danish Power inducted 221 new hires, comprising 213 men and eight women. Of the total new hires, 130 were below 30 years of age, 85 were between 30 and 50 years of age and six were above 50 years of age.

Training & Skills Development

Danish Power's training framework covers technical and behavioural development, workplace safety, operational requirements and individual learning needs. During FY 2025–26, the Company conducted 68 training programmes covering manufacturing processes, information security, energy conservation, waste management, workplace safety, financial literacy, personal effectiveness, team-building and SAP-related capabilities.

The programmes recorded 1,407 cumulative participations and 3,822 person-hours of training across employees and workers. The participation figure is cumulative and may include individuals who attended more than one programme.

How Capability Building Is Embedded in Practice

Policy-led learning: Training needs are linked to organisational, functional, individual and risk-based requirements.

Performance and development: Periodic performance evaluations are intended to identify training needs, rewards, recognition and career-development opportunities.

Critical-role preparedness: The Business Continuity Plan provides for cross-training and documented knowledge transfer in critical technical roles.

Safety-integrated learning: Fire safety, first aid, safe handling and role-based safety training form part of the Company's employee policy framework.

Occupational Health & Safety

GRI 403 | SDG 3, 8 | BRSR P3

The health and safety of employees, workers, contractors and visitors is integral to Danish Power's operations. The Company's safety process is based on hazard identification, risk assessment, implementation of controls and periodic review.

The employee policy framework covers occupational health services, first aid, fire preparedness, safe lifting and handling, annual health checks for specified roles and the health and safety responsibilities of employees. The Supplier Code of Conduct extends comparable health and safety expectations to suppliers and contractors.

Danish Power's Business Continuity Plan identifies industrial accidents involving serious injury or fatality as a high risk across both manufacturing facilities. The prescribed measures include documented safety procedures, trained first-aiders, stocked first-aid rooms, hospital and ambulance arrangements and statutory incident reporting. The Plan separately addresses contractor accidents and provides for contractor safety agreements, insurance documentation, safety induction and incident logging.

Key policy commitments

- Equal employment opportunity and dignity at work
- Periodic performance evaluation
- Technical and behavioural training
- Identification of role-based and risk-based training needs
- Fair grievance handling
- Freedom to form or join associations
- Knowledge transfer and cross-training for critical roles

Danish Power maintained zero lost-time injuries, zero recordable work-related injuries, zero fatalities and zero high-consequence work-related injuries or ill-health among employees and workers during FY 2025–26.

Proactive Health Monitoring

The Company's employee policy provides for role-based health checks for people working in identified work environments and occupations. During FY 2025–26, two health-check-up initiatives recorded 73 cumulative participations across employees and workers. These comprised 56 participations at Sitapura on 3 November 2025 and 17 at Arya Medical College on 28 June 2025.

Employee- and worker-wise bifurcation and unique-beneficiary information were not maintained. Accordingly, the participation figures should not be interpreted as the number or percentage of unique workforce members covered.



Employee Group	Health Check Provided for in the Policy	Frequency
Painting Department	Lung-function examination	Annual
Welding Department	Eye examination	Annual
Employees aged 40 years and above	Eye examination	Annual
Employees covered under ESI	Health examination through ESI hospitals	As applicable
Other identified employees	Examination through registered hospitals	As applicable

Safety in Action – Key Focus Areas

PPE Compliance	Fire Safety	Safe Handling	Workplace Safety	Incident Response
Initiatives Helmets, goggles, gloves, safety shoes & belts issued based on role.	**Initiatives** Training & drills, equipment inspection, evacuation plans	**Initiatives** Training on lifting techniques, crane operation.	**Initiatives** Hazard identification boards, safety audits every 3 months.	**Initiatives** Immediate reporting & corrective action protocol.
Impact **100% PPE coverage.**	**Impact** **Zero fire incidents.**	**Impact** **Reduced manual handling injuries.**	**Impact** **Early risk mitigation**	**Impact** **Faster resolution, reduced recurrence**

Safety Training & Awareness

Workplace-safety training during FY 2025–26 covered fire prevention and evacuation, electrical-shock response, first aid, cardiopulmonary resuscitation, medical emergencies, personal protective equipment, work at height, handling of hand and power tools, dust prevention and workplace-injury awareness.

Four fire and emergency-preparedness programmes were conducted during the year, covering fire mock drills and evacuation, fire safety, electrical-shock response, first aid, CPR and medical emergencies.

Training Calendar - Key Highlights

Training Programme	Date	Cumulative Participations	Person - hours
Fire Mock Drill & Evacuation	30 April 2025	145	145
Fire Safety & Mock Drill	22 July 2025	155	155
Fire Drill, Electric Shock & First Aid	13 November 2025	170	170
Fire Drill, CPR & Medical Emergency	20 March 2026	195	195

Upholding Human Rights

GRI 408, 412, 414 | SDG 8, 10 | BRSR P5, P9

Respect for human rights forms part of Danish Power's employee and supplier policy frameworks. The employee policy prohibits child labour and forced labour, supports freedom of association, provides for equal employment opportunity and establishes grievance-redressal procedures.

The Supplier Code of Conduct extends expectations relating to freely chosen employment, young workers, working hours, wages and benefits, humane treatment, non-discrimination, freedom of association, occupational health and safety and worker grievance mechanisms across the supply chain. During FY 2025–26, Danish Power recorded no complaints or incidents relating to child labour, forced or involuntary labour, discrimination or freedom of association. No human-rights violations were identified during the year.

Supply Chain Social Responsibility

GRI 414, 308 | SDG 12 | BRSR P5, P9

Danish Power regards its suppliers as an extension of its business and expects them to conduct their operations legally, ethically and responsibly. The Supplier Code of Conduct applies to suppliers of goods and services and covers labour practices, human rights, health and safety, environmental responsibility, business ethics and management systems.

Suppliers are expected to read, understand and affirm compliance with the Code. They are also expected to establish management systems for implementing its requirements, assessing risks, training workers, maintaining grievance mechanisms and supporting continuous improvement.

Key Supplier Requirements

- No forced, bonded or involuntary labour
- Prohibition of child labour
- Compliance with applicable working-hour, wage and benefit requirements Humane treatment and non-discrimination
- Respect for freedom of association
- Safe and healthy working conditions
- Occupational health and safety training
- Worker feedback and grievance mechanisms without retaliation
- Ethical conduct and anti-corruption controls
- Management systems, documentation and corrective-action processes

The Supplier Code of Conduct provides that Danish Power may undertake surveys, audits or inspections to assess compliance. Where a violation is identified, the Company may permit corrective action or terminate the business relationship, depending on the circumstances.

The company's Whistle Blower Policy applies to Directors, employees and other persons dealing with the Company. The Supplier Code separately requires suppliers to maintain mechanisms that protect supplier and employee whistle-blowers and allow concerns to be raised without fear of retaliation.

Supplier Engagement and Compliance Progress

- The Supplier Code of Conduct was operationalised across the supplier base.
- Whistle-blower access was extended to all supply-chain partners.
- Product stewardship requirements were communicated to contractors.
- No supplier-related grievances were reported.

Community Development Programmes

GRI 413 | SDG 1, 4, 8, 11 | BRSR P8

Corporate Social Responsibility at Danish Power is supported by a governance framework that connects policy, project selection, expenditure, implementation and monitoring. The CSR Policy is aligned with Section 135 and Schedule VII of the Companies Act, 2013 and applies to the Company's CSR initiatives for different sections of society.

The CSR Policy identifies water and sanitation, education and skill development, and health and environment as core areas of intervention. It also permits need-based programmes aligned with Schedule VII. The Policy also enables Danish Power to undertake need-based interventions aligned with Schedule VII of the Companies Act, 2013.

Focus Areas of Community Engagement

Danish Power's community development strategy is built around four thematic pillars that address critical societal needs while contributing to the United Nations Sustainable Development Goals (SDGs).



Water & Sanitation (SDG 3 and SDG 6) : Promoting respect, inclusion, equal opportunity, fair employment and responsible conduct across the organisation and its value chain.



Education & Skill Development (SDG 4, SDG 5 and SDG 8) – Promoting quality education, vocational training, and employability opportunities for children, women, and youth, while strengthening learning infrastructure and digital access.



Health & Environment (SDG 3, SDG 13 and SDG 15) – Promoting preventive healthcare, nutrition awareness, and environmental stewardship to foster healthier, climate-resilient communities.



Social Upliftment & Rehabilitation (SDG 1, SDG 10 and SDG 11) – Empowering marginalised groups, fostering sustainable livelihoods, strengthening local institutions for long-term resilience, and supporting preventive healthcare, community well-being, environmental improvement, and climate-resilient livelihoods.

The Company's initiatives encompass healthcare camps, environmental awareness drives, skill-development workshops, infrastructure development, and contributions to relief efforts, with the objective of ensuring that every rupee invested delivers measurable, equitable, and lasting social impact.

CSR Governance Structure

Level	Key Roles & Responsibilities
Board of Directors	Approves the CSR Policy, programmes, and annual budget; ensures compliance with the statutory requirement to spend at least 2% of the company's average net profits on CSR; and regularly reviews CSR performance, implementation, and outcomes.
CSR Core Committee	Provides strategic direction, selects focus areas and programmes, allocates budgets, and reviews progress periodically. Mr. Shivam Talwar chairs the CSR Committee.
CSR Task Force	Identifies projects, manages day-to-day implementation, monitors on-ground outcomes, and engages employees and community partners.

Community Initiatives during FY2025-26

Supporting the Safai Seva Marathon 2026

Danish Power supported the Safai Seva Marathon 2026, a citywide cleanliness initiative organised by the Jaipur Municipal Corporation. Conducted across 13 zones and 150 wards, the campaign brought together sanitation workers, municipal teams, volunteers and citizens.

In collaboration with the Confederation of Indian Industry, Danish Power contributed 2,500 drinking-water bottles for sanitation workers, field staff and frontline teams participating in the drive. The initiative supported the health and well-being of frontline personnel during the intensive cleanliness campaign.





Strengthening Water Security and Women's Livelihoods

In the Sambhar region of Rajasthan, Danish Power supported an integrated water-conservation and livelihood initiative for women farmers. The project facilitated the construction of 55 farm ponds with a combined water-storage capacity of nearly 6.9 million litres, supporting irrigation across approximately 82.5 bighas of farmland.

Seven capacity-building programmes were conducted for 55 women farmers, covering water, sanitation and hygiene, horticulture, organic farming, financial literacy and digital literacy. The initiative also supported the plantation of more than 3,300 Khejri and fruit-bearing trees and the establishment of 55 vermicompost pits to promote soil health and organic farming practices.



Supporting Technical Education at Government ITI Amer

Danish Power continued to support Government ITI Amer, Jaipur, in collaboration with the Institute Management Committee and industry partners. During FY 2025–26, the Company contributed approximately ₹6.01 lakh towards educational infrastructure and learning facilities. The contribution included the installation of an 80-litre water cooler, provision of eight desktop computers for the Architecture Laboratory, and introduction of new trades—Solar Technician and Fire Technician & Industrial Safety Management—to strengthen technical education.

These interventions are expected to benefit hundreds of students annually by strengthening access to practical training, digital learning resources, safe drinking water and an improved campus environment.

Engaged in construction of 4 classrooms along with the development of a playground (Ongoing Project-2025-26 to 2027-28)

Under its CSR initiative, the Company is undertaking the construction of four classrooms, along with the development of a playground at Mahatma Gandhi Government School (English Medium), Gandhi Nagar–02, Jaipur, in collaboration with Round Table India Trust, the implementing agency. The estimated project cost is ₹28 lakh.

Punjab rehabilitation support

During FY 2025–26, Danish Power contributed ₹2.00 lakh towards a rehabilitation initiative for communities affected by flooding in Punjab. The contribution supported a wider rehabilitation effort focused on restoring essential community infrastructure and livelihoods in affected areas.

CSR Expenditure and Beneficiaries – FY 2025–26

CSR project category	Beneficiaries	Vulnerable and marginalised groups	Amount spent
Healthcare, including preventive healthcare	500	Approximately 80%	₹17.42 lakh
Rehabilitation of flood affected farmland in Punjab	500	100%	₹2.00 lakh
Educational activities	136 students annually	100%	₹7.26 lakh
Sustainable - development activities	Not Applicable	Not Applicable	₹35.63 lakh
PM Relief Fund	Not Applicable	Not Applicable	₹1.63 lakh
Total CSR expenditure			**₹63.94 lakh**

Monitoring and Impact Assessment

The CSR Policy provides for programme proposals to include project duration, measurable objectives, implementing-partner information and funding requirements. CSR programmes are monitored by the CSR Task Force and programme managers, with progress communicated to the CSR Committee and the Board.

Under the applicable CSR Rules, a statutory impact assessment is required only where the prescribed CSR-obligation and project-outlay thresholds are met. Danish Power's average CSR obligation does not meet the applicable threshold for mandatory impact assessment. The Company may nevertheless undertake assessments where required to evaluate social outcomes, improve programme efficiency and identify opportunities for scaling effective interventions.



Governance in Action

GRI 2-9, 2-15, 2-23, 205 | BRSR P1, P2 | SDG 16

Key Highlights – FY 2025–26

7
Board Members

1
Woman Director (14.29% Board representation)

4
Key Managerial Personnel

4
Board Committees

24
Governance Policies available on the Corporate Portal

61
Risks covered under the Business Continuity Risk Control Matrix

12
Risk Categories identified

10
Critical Risks identified

32
High Risks identified

15
Medium Risks identified

73.62%
Promoter & Promoter Group Shareholding

26.38%
Public Shareholding

15
Board & Committee Meetings conducted
(5 Board, 5 Audit, 2 NRC, 2 CSR and 1 Stakeholder Relationship Committee)

SDGs Impacted	Material Issues	Key Stakeholders
Industry, Innovation & Infrastructure	Ethics, Compliance & Transparency	Customers
Responsible Consumption & Production	Board Oversight & ESG Integration	Investors & Shareholders
Climate Action	Risk Management & Business Continuity	Suppliers & Partners
Peace, Justice & Strong Institutions	Supply Chain Sustainability	Technology Partners
Partnerships for the Goals	Data Privacy & Cybersecurity	Regulators
	Innovation & Technology Adoption	Industrial Associations

Corporate Governance Framework

GRI 2, 205, 206, 207 | BRSR P1, P2, P4, P5, P6, P7, P8 | SEBI LODR references

Danish Power operates through a structured governance framework aligned with the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The framework supports ethical conduct, strategic oversight, regulatory compliance and accountability across the organisation.

The Board of Directors provides overall leadership and is supported by the Audit Committee, Nomination and Remuneration Committee, Stakeholder Relationship Committee and CSR Committee. These Committees assist the Board in overseeing financial reporting and internal controls, Board composition and remuneration, investor grievances, and CSR programmes.

The Company's governance framework is further supported by policies covering Board conduct, risk management, related-party transactions, material disclosures, insider trading, whistle-blower protection, Board diversity, responsible sourcing and corporate social responsibility. Danish Power has identified 24 policies on its corporate governance portal and has indicated that these policies have been translated into procedures.

Through these governance mechanisms, Danish Power seeks to maintain clear lines of responsibility, strengthen oversight and support responsible decision-making across its operations.

Governance in Practice in FY2025-26

- Board oversight was exercised through 4 Board Committees covering audit, nomination and remuneration, stakeholder relationships, and corporate social responsibility.
- Governance processes were supported by 24 corporate policies available through the Company's governance portal.
- Governance policies were translated into operational procedures to support implementation across the organisation.
- A Business Continuity Plan was made to cover 61 risks across 12 risk categories.
- Defined governance policies covered ethical conduct, related-party transactions, material disclosures, unpublished price-sensitive information, and protected disclosures.
- The Company participated in national and state-level industry associations, including the Confederation of Indian Industry, the Indian Electrical and Electronics Manufacturers' Association, the Rajasthan Chamber of Commerce and Industry, and the Engineering Export Promotion Council.

Governance Structure & Oversight

GRI 2 | BRSR P1, P5

Governance at Danish Power is anchored in a clearly structured framework designed to uphold accountability, transparency and regulatory discipline. The Board provides overall direction and establishes the tone for ethical conduct, while its committees oversee specific areas of governance, compliance and stakeholder-centric governance.

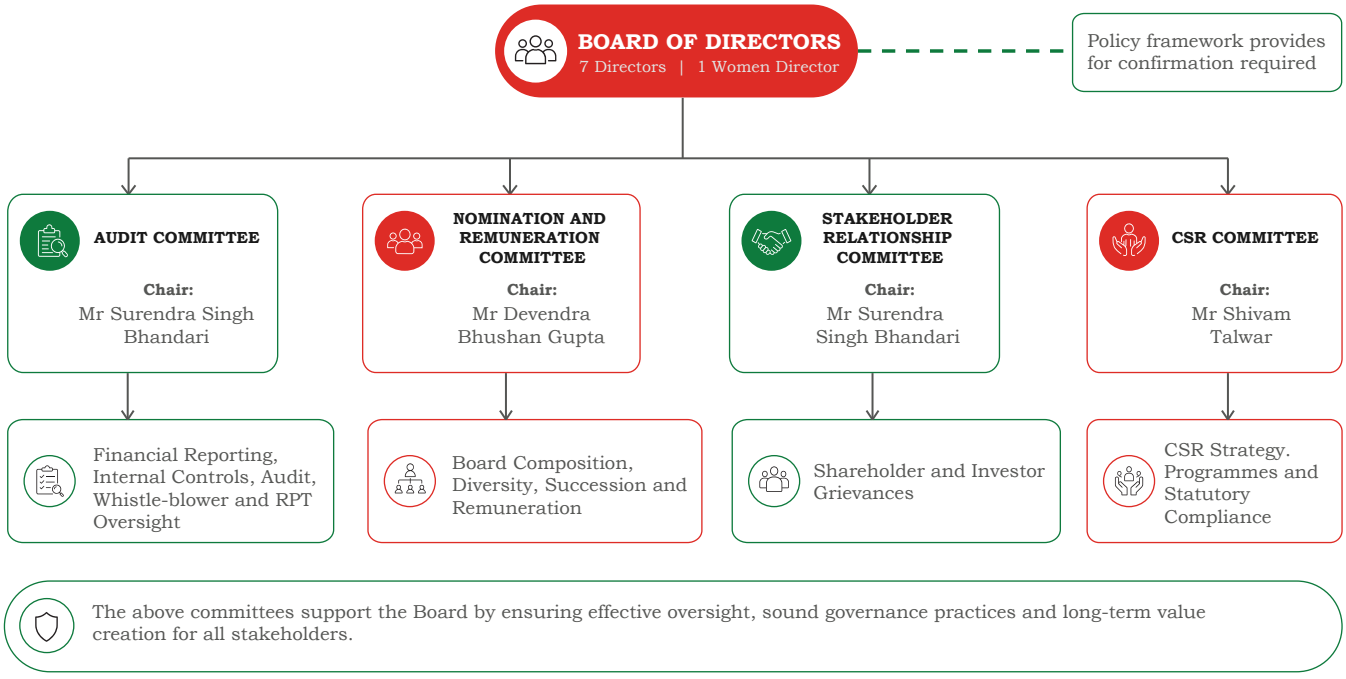
Specialised Committees – such as the CSR Committee, steers ESG strategy, budget allocation, and alignment with sustainability commitments.

The Stakeholder Relationship Committee facilitates inclusive dialogue and equitable communication with shareholders and stakeholders. These mechanisms ensure that the Board remains actively engaged in key sustainability themes, including ethical sourcing, energy transition, climate-linked risks, and social responsibility, embedding long-term value creation and stakeholder trust at the core of Danish Power's governance.

As As at 31 March 2026, the Board comprised seven Directors, including one woman, representing 14.29% of the Board. The Company also had four Key Managerial Personnel.

GOVERNANCE STRUCTURE

Danish Power is committed to a strong governance framework driven by transparency, accountability and responsible decision-making.



Note: Risk-related matters and mitigation measures are periodically reported to the Board or the designated Committee in accordance with the Risk Management Policy.

Board Committee & Key Responsibilities

Through its committee structure, Danish Power supports focused oversight of financial reporting, Board composition, stakeholder relationships and corporate social responsibility.

Board Committee	Key Responsibilities
Audit Committee	Safeguards the integrity of financial reporting, strengthens internal controls, oversees statutory and regulatory compliance, and drives enterprise risk management.
Nomination & Remuneration Committee (NRC)	Shapes Board composition, leads succession planning, and ensures a fair, performance-linked remuneration framework aligned to long-term goals.
Stakeholder Relationship Committee	Enhances investor relations, ensures prompt resolution of shareholder concerns, and promotes equitable communication.
CSR Committee	Guides CSR and ESG strategy, approves programmes and budgets, monitors outcomes, and ensures alignment with statutory requirements and sustainability commitments.

Key Governance Decisions

During FY 2025–26, the Board approved several governance and leadership matters that further strengthened the Company's governance framework. These included:

- Appointment of Ms Harleen Kaur, Practising Company Secretary, as Secretarial Auditor for a five-year term.
- Regularisation of Mr Devendra Bhushan Gupta as an Independent Director, based on the recommendation of the Nomination and Remuneration Committee.
- Appointment of Mr Anand Chaturvedi as Chief Financial Officer with effect from 8 August 2025.
- Approval of an investment of up to ₹10 crore in Danish Transformer India Private Limited, a wholly owned subsidiary, for establishing a sheet metal fabrication facility.

Board Governance Enablers

GRI 2-9, 2-10, 2-12

Danish Power's Board is supported by a structured governance framework comprising policies, processes, and oversight mechanisms that promote accountability, transparency, and ethical decision-making. These governance enablers strengthen the Board's ability to oversee strategy, risk management, regulatory compliance, and long-term value creation while fostering stakeholder confidence.

Board Diversity Policy

Supports diversity in skills, knowledge, experience and perspectives and requires periodic review of the Board's composition.

Nomination and Remuneration Policy

Establishes criteria for identifying suitable Board and senior management candidates and supports a remuneration framework that attracts, retains and motivates appropriately qualified personnel.

Independent Director Appointment and Familiarisation Framework

Defines the responsibilities and expectations of Independent Directors and supports their understanding of the Company, its operations and the regulatory environment.

Performance Evaluation Framework

Supports the evaluation of the Board, its committees and individual Directors against defined governance and performance parameters.

Orderly Succession Framework

Supports continuity in Board and senior management positions and reduces dependence on individual roles.

Risk Management Policy

Establishes a structured approach for identifying, assessing, mitigating, monitoring and reporting financial and non-financial risks.

Code of Conduct and Supplier Code of Conduct

Establish standards relating to integrity, conflicts of interest, confidentiality, fair dealing, human rights, labour practices, environmental responsibility and anti-corruption.

Stakeholder Representation & Industry Engagement

Danish Power actively participates in industry associations to engage with policymakers, regulators, industry peers, and other stakeholders. These memberships support knowledge sharing, advocacy on industry matters, and awareness of evolving regulatory and market developments relevant to the power and electrical equipment sector.

INDUSTRY ASSOCIATION	REACH
CONFEDERATION OF INDIAN INDUSTRIES (CII)	National
INDIAN ELECTRICAL AND ELECTRONIC MANUFACTURER ASSOCIATION (IEEMA)	National
RAJASTHAN CHAMBERS OF COMMERCE AND INDUSTRIES	State
ENGINEERING EXPORT PROMOTION COUNCIL (EEPC)	National

Risk Management framework

GRI 2-16 | BRSR P1, P2

Danish Power recognises that effective risk management is essential for protecting people, assets, business continuity and stakeholder interests. The Risk Management Policy establishes a structured approach to the identification, assessment, prioritisation, mitigation, monitoring and reporting of risks.

The Policy covers internal and external risks, including strategic, financial, environmental, personnel, operational, reputational, sustainability and political risks. Identified risks are assessed based on their likelihood and potential impact, and corresponding mitigation measures are assigned to designated roles. Risk-related matters and mitigation measures are periodically reported to the Board or the designated Committee in accordance with the Risk Management Policy.



Ethics, Conduct & Compliance

GRI 2-23, 2-24, 2-25, 2-26, 205 | BRSR P1, P5

At Danish Power, ethical conduct forms an integral part of the Company's governance framework. The Company's codes and policies establish standards for Directors, senior management, employees and business partners, addressing integrity, conflicts of interest, confidentiality, fair dealing, responsible market conduct and compliance with applicable laws.
All contracts and arrangements were conducted on fair and independent terms during FY2025–26. Further, no materially significant related-party transaction gave rise to a potential conflict with the interests of Danish Power. During FY2025–26, no penalty was imposed on the Company by any stock exchange or statutory authority, and no significant or material order affecting the Company's going-concern status or future operations was passed.

Code of Conduct for the Board and Senior Management

The Code applies to members of the Board, the Audit Committee and senior management. It requires them to act with integrity, comply with applicable laws, avoid conflicts of interest, protect confidential information and deal fairly with customers, suppliers, competitors and employees. The Code also sets out expectations relating to health, safety and environmental responsibility and requires the Company to minimise the adverse environmental effects of its products, processes and services.

Whistle-Blower Policy

The Policy provides employees with a mechanism to make protected disclosures concerning unethical behaviour, suspected fraud or violations of the Code of Conduct. It provides safeguards against unfair treatment and requires the identity of the whistle-blower to be kept confidential.

Prevention of Sexual Harassment (POSH) Policy

Provides a safe workplace through prevention, redressal, and inquiry processes for all employees.

Prohibition of Insider Trading Policy

The Policy applies to insiders, designated persons and their immediate relatives. It prohibits trading in Danish Power's securities while in possession of unpublished price-sensitive information and restricts trading to periods when the trading window is open.

UPSI / Fair Disclosure & Insider-Trading Controls

Governs handling of unpublished price-sensitive information, trading window norms, and authorised market disclosures

Policy on Materiality of Related-Party Transactions

The Policy requires related-party transactions to be reviewed and approved in accordance with applicable legal and regulatory requirements. The Audit Committee reviews the nature and value of the transaction, the related party's interest and the commercial basis of the arrangement.

Conflict of Interest (COI) Policy

Requires timely disclosure and transparent management of any personal or related-party interest that may conflict with Company objectives.

Supplier Code of Conduct

The Supplier Code of Conduct extends the Company's expectations relating to human rights, labour practices, health and safety, environmental responsibility, fair competition and anti-corruption to suppliers of goods and services.
With this policy framework in place across people, market conduct, and partners, Danish Power ensures that ethical business is embedded in every aspect of its operations – strengthening stakeholder trust and sustaining our reputation as a responsible industry leader.

Grievance Redressal Mechanism

GRI 2-23, 2-25, 2-26 | BRSR P1, P5

Danish Power operates a multi-channel grievance redressal framework that provides employees, shareholders and other stakeholders with avenues to raise concerns. These channels are supported by the Whistle-Blower Policy, POSH Policy, employee grievance processes and the Stakeholder Relationship Committee.

Whistle-Blower Policy: Provides employees with a protected channel for raising concerns relating to unethical behaviour, suspected fraud or violations of the Code of Conduct. And Investigations are overseen by the Audit Committee.

POSH Policy: Provides a mechanism for the prevention and redressal of sexual harassment complaints through the Internal Committee.

Employee Grievance Processes: Address concerns relating to employment, working conditions and disciplinary matters.

Stakeholder Relationship Committee: Oversees the resolution of shareholder and investor grievances in accordance with applicable regulatory requirements.

Protected disclosures under the Whistle-Blower Policy are addressed to the Company Secretary and Compliance Officer and investigated under the oversight of the Audit Committee. The Policy requires investigations to ordinarily be completed within 30 days of receiving a protected disclosure and provides safeguards against retaliation. For FY 2025–26, no legal proceedings were recorded against Key Managerial Personnel or employees. Further, during FY 2025–26, no shareholder complaints were received, remained unresolved to the satisfaction of shareholders or were pending as at 31 March 2026.

Internal Controls & Systems

GRI 2-9, 2-12, 2-16, 2-24, BRSR P1

Danish Power's internal control framework is designed to support reliable financial reporting, regulatory compliance, operational discipline and the safeguarding of assets. The framework is supported by documented procedures, internal audit, Committee oversight and policies governing material events, unpublished price-sensitive information, related-party transactions and protected disclosures.

The Risk Management Policy provides for the internal auditor to undertake risk-based reviews of the Company's systems and major risk areas. Internal audit findings are placed before the Audit Committee for periodic review.

The Policy for Determination and Disclosure of Materiality of Events or Information establishes principles of timeliness, transparency, fairness and confidentiality. It authorises the Managing Director, Whole-time Director, Chief Financial Officer and Company Secretary, jointly or severally, to determine the materiality of events or information.

Danish Power assessed the effectiveness of its internal financial controls as at 31 March 2026 and identified no material weaknesses in their design or operation. M/s R. Sogani & Associates served as the Internal Auditor for FY 2025–26, with internal-audit reports reviewed periodically by the Audit Committee.

Data Privacy & Security

GRI 418 | GRI 2-23, 2-24, 2-25, 2-26 | BRSR P1

Danish Power's information governance framework is supported by controls relating to confidentiality, fair disclosure, unpublished price-sensitive information and the timely disclosure of material events.

The Code of Conduct requires Directors and senior management to protect confidential business information. The Prohibition of Insider Trading Policy governs access to and communication of unpublished price-sensitive information, while the Policy for Determination and Disclosure of Materiality of Events or Information requires material information to be disclosed within the applicable regulatory timelines.

> The FY 2025–26 Business Continuity Plan identifies seven cyberattack and information technology risks, comprising 2 Critical, 3 High and 2 Medium risks. These include:

- Ransomware or malware affecting enterprise resource planning, design or programming systems;
- Breaches involving financial, customer or product-design information;
- Phishing and business email compromise;
- Enterprise resource planning system failure or data corruption;
- Compromise of PLC or SCADA systems used in product testing;
- Expiry of critical software licences; and
- Disruption of cloud or third-party technology services.

The Business Continuity Plan identifies measures including periodic data backups and restoration testing, network separation, multi-factor authentication, access reviews, endpoint protection, disaster recovery arrangements and manual fallback procedures.

Operational Efficiency

GRI 302, 303, 306, 2-16 | BRSR P2, P6, P9

At Danish Power, operational efficiency is closely linked to quality, responsible resource use, preventive maintenance and operational resilience. The Green Procurement Policy supports the consideration of environmentally responsible materials and suppliers, while preventive maintenance programmes support equipment reliability and continuity of production.

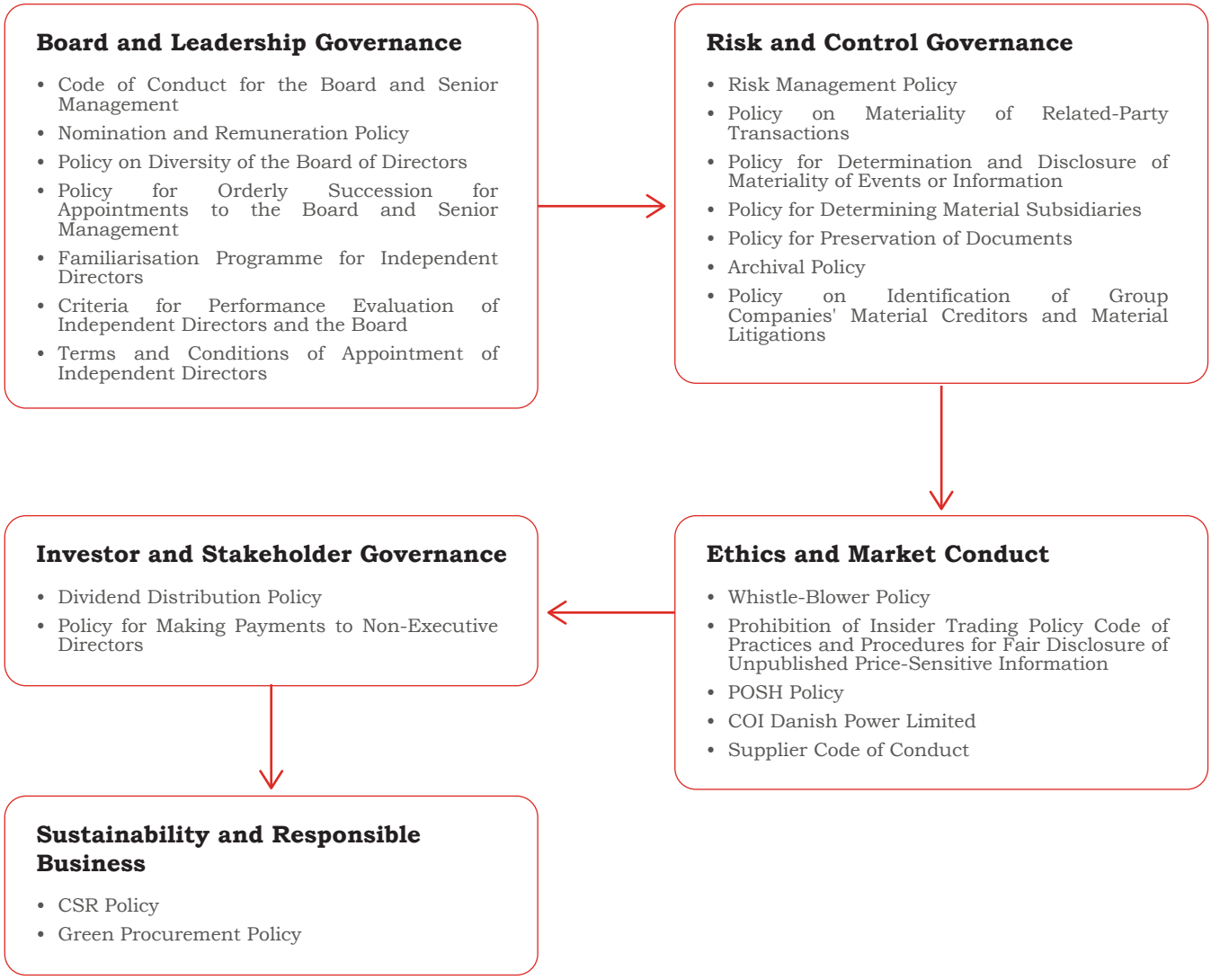
Product stewardship measures include the responsible handling of transformer materials and the routing of applicable end-of-life components and oils through authorised channels. The Business Continuity Plan complements these practices by addressing equipment failure, utility disruption, supplier dependency and other events that may affect production continuity.

During FY 2025–26, Danish Power achieved approximate capacity utilisation of 92%, compared with 96% in FY 2024–25. The current-year rate reflects the phased capacity expansions that became operational during the year.

Governance Policy Suite

Danish Power's information governance framework is supported by controls relating to confidentiality, fair disclosure, unpublished price-sensitive information and the timely disclosure of material events.

The Code of Conduct requires Directors and senior management to protect confidential business information. The Prohibition of Insider Trading Policy governs access to and communication of unpublished price-sensitive information, while the Policy for Determination and Disclosure of Materiality of Events or Information requires material information to be disclosed within the applicable regulatory timelines.



At Danish Power, governance provides the framework through which strategic priorities, ethical conduct, risk oversight and stakeholder accountability are brought together. The Company's governance structure supports responsible decision-making, regulatory discipline and preparedness for operational and emerging risks. As the business grows, Danish Power will continue to strengthen its governance systems, refine its risk and control processes and enhance the quality of disclosures made to stakeholders. This approach supports long-term resilience and the creation of responsible and sustainable value.

Future Outlook

GRI 2-22, 201-2, 3-3 | BRSR P2, P6, P8 | SDG 8, 12, 13, 17

Danish Power's second Sustainability Report reflects its progression from establishing an ESG reporting foundation to strengthening performance measurement, governance, and long-term sustainability integration. Looking ahead, the Company will continue to enhance its environmental, social, and governance practices by focusing on the following strategic priorities.

1. Innovation & Sustainable Products

Innovation will continue to shape Danish Power's contribution to the evolving power sector. The Company will focus on developing reliable and efficient power-equipment solutions for transmission, distribution, and renewable-energy applications, supported by its engineering, manufacturing, and testing capabilities. Product design, material selection, operational efficiency, and lifecycle considerations will remain important to delivering long-term value for customers.

2. Climate & Resource Management

Environmental priorities will include improving energy efficiency, increasing the share of renewable energy and progressing towards Danish Power's emissions-reduction commitments. Establishing the Scope 3 boundary, confirming the FY 2019 emissions baseline and strengthening calculation methodologies will support more consistent assessment of progress. The Company will also continue to improve water management, waste recovery and resource efficiency. Building on the rainwater-harvesting assessment undertaken during FY 2025–26, Danish Power will focus on validating the assessment assumptions, evaluating implementation opportunities and establishing a site-level water balance and water-replenishment baseline to measure progress towards its water-positivity target. The Company will also develop the data-collection mechanism required to monitor progress towards its sustainable-packaging target.

3. Nature & Operational Resilience

The location-based water and biodiversity screenings undertaken for the two manufacturing facilities provide an initial understanding of the environmental context in which Danish Power operates. This baseline can support future reviews of water-related conditions, operational resilience and nature-related considerations as datasets, business activities and stakeholder expectations evolve. The Company will progressively use these findings to identify relevant site-level priorities and strengthen environmental risk monitoring and operational planning.

4. People & Communities

People will remain central to the Company's growth. Danish Power will continue to prioritise workplace safety, fair employment, inclusion, employee well-being, and the development of technical and managerial capabilities. Strengthening current-year data on recruitment, training, healthcare coverage, performance development, and workforce diversity will enable the Company to monitor outcomes more effectively and direct interventions towards identified needs.

The Company will also continue to support communities through initiatives aligned with its CSR Policy, including water and sanitation, health, education, skill development, sustainable livelihoods and community infrastructure. This will include progressing the ongoing project for the construction of four classrooms and development of a playground at Mahatma Gandhi Government School (English Medium), Gandhi Nagar–02, Jaipur, being implemented in collaboration with Round Table India Trust. Planned across FY 2025–26 to FY 2027–28, the project has an estimated total cost of ₹28 lakh. Greater

emphasis on beneficiary information, project monitoring and outcome assessment will help strengthen the effectiveness of these programmes and the value created through future interventions.



5. Governance & Accountability

Strong governance will continue to underpin these priorities. Danish Power will focus on strengthening ESG oversight, risk monitoring, business continuity, internal controls, and cyber preparedness. Clearer governance arrangements for ESG and risk oversight, together with improved supplier assessment and performance information, will support accountability across the Company and its value chain.



6. Reporting & Data Maturity

As sustainability reporting expectations continue to evolve, Danish Power will work towards stronger data ownership, consistent reporting boundaries, and well-defined calculation methodologies. These improvements will support credible year-on-year comparison, transparent assessment of progress, and future assurance readiness.

Closing Statement

Through this approach, Danish Power seeks to align responsible growth with engineering excellence, operational resilience, and meaningful stakeholder value. Its future direction will be guided by a practical commitment to improve how sustainability is understood, managed, and integrated across the business.

sales@danish.co.in | info@danish.co.in

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www.adwinadvisory.com

CIN- L31200RJ1985PLC003346

Registered Office & Works-1
DTA-02-07, 08, 09 & 10, DTA Phase-II,
PO Mahindra World City, Tehsil-Sanganer,
Jaipur- 302037 (Rajasthan)

www.danish.co.in

Works-2
F-679, 680 & G-694, Sitapura Industrial Area,
Jaipur-302022 (Rajasthan)

+91 89 478 22222 | +91 99 294 55546

danish-power-limited