CERTIFIED TRUE COPY OF THE RESOLUTION PASSED AT THE MEETING OF THE AUDIT COMMITTEE MEETING OF BEHARI LAL ENGINEERING LIMITED (COMPANY) HELD ON 28th DAY OF JUNE 2026 AT 08:30 AM AT THE REGISTERED OFFICE OF THE COMPANY SITUATED AT VILLAGE SALANI, AMLOH ROAD, MANDI GOBINDGARH, PUNJAB-147 301, INDIA

Approval of Key Performance Indicators by the Audit Committee

"**RESOLVED THAT** in accordance with the applicable provisions of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended by the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) (Fourth Amendment) Regulations, 2022 (**SEBI ICDR Regulations**) and other applicable laws, all (i) key performance indicators related to the business of the Company which have been used historically by the Company to understand and analyse, track and monitor the financial, business and operational performance, which help it in analysing the growth of various verticals; (ii) and other relevant and material KPIs of the Company which may have a bearing for arriving at the basis for the pricing for the proposed initial public offering; (iii) and all KPIs that have been disclosed to the investors at any point of time during the three years period prior to the date of filing of the RHP, along with the definitions for the KPIs as set out in **Annexure A** as identified by the Audit Committee, and verified pursuant to the certificate attached as **Annexure C**, are hereby noted and the approval of the Audit Committee is hereby accorded to disclose such KPIs in the as set out below, in the red herring prospectus, the prospectus and other documents or material issued in relation to the Offer for sale of Equity Shares of the Company (Offer), including any amendments, addenda or corrigenda issued thereto (Offer Documents).

RESOLVED FURTHER THAT the metrics, as set out in **Annexure B**, are the metrics that have been disclosed by the Company to its Board of Directors and Shareholders and to it investors at any point of time during the three years prior to the date of filing of the RHP, along with the reasonings and explanations for inclusion or non-inclusion of such metrics in Offer Documents, have been duly verified by us.

RESOLVED FURTHER THAT a draft of the certificate to be issued by the Statutory Auditor the Company, M/s Ashwani & Associates, Chartered Accountants, as set out in **Annexure C**, in relation to the KPIs for disclosure in Offer Documents, as applicable, is hereby noted and the final certificate to be included as part of '*Material Contracts and Documents for Inspection*' section of Offer Documents, as the case may be.

RESOLVED FURTHER THAT the notes, as set out in **Annexure D**, are taken on note by the Audit Committee prepared by the Board of Directors of the Company.

RESOLVED FURTHER THAT Mr Dinesh Garg Managing Director and Mr Sanjeev Kumar Sehgal Company Secretary and Compliance Officer of the Company be and are hereby severally authorised to do all such acts, deeds, matters and things as deemed necessary, proper or desirable, and to settle to give effect to the above resolution or give instructions and directions for settling any questions, difficulties or doubts that may arise in this regard and to give effect to such modifications, changes, variations, alterations, deletions or additions as may be deemed fit and proper in the best interests of the Company.

RESOLVED FURTHER THAT a copy of the above resolution, certified to be true by any director or the Chief Financial Officer and Company Secretary and Compliance Officer of the Company be forwarded to the concerned authorities for necessary action."

Certified True Copy

For Behari Lal Engineering Limited

Behari Lal Engineering Limited
Authorised Signatory

Sanjeev Kumar Sehgal

Companyt Secretary and Compliance Officer

Behari Lal Engineering Ltd.
www.beharilalengineering.com
CIN no: U27109PB1995PLC016490
Formerly known as Behari Lal Ispat Private Limited.

Date - 28.06.2026

MANAGEMENT NOTE ON KEY PERFORMANCE INDICATORS

The Chairman apprised the committee members on requirement to identify and disclose the key performance indicators in accordance with the SEBI circular dated February 28, 2025 and the Industry Standards on Key Performance Indicators Disclosures in the draft offer document and offer document (“**SEBI Circular on KPIs**”) and SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 (“**SEBI ICDR Regulations**”) in the updated draft red herring prospectus, red herring prospectus, prospectus and any other material used in connection with the Offer (together, the “**Offer Documents**”) which may be filed by our Company with Registrar of Companies, Punjab at Chandigarh (“**RoC**”), with Securities and Exchange Board of India (“**SEBI**”), BSE Limited and National Stock Exchange of India Limited (collectively, the “**Stock Exchanges**”), and / or any other regulatory or statutory authority.

The Audit Committee was apprised that the SEBI Circular on KPI provides the principles and processes for the selection of key performance indicators, i.e. key numerical measures of our Company’s historical financial and/or operational performance, which the management of our Company evaluates and tracks to monitor the performance of our Company and which provides information to investors to make an informed decision with respect to valuation of our Company. In compliance with requirements of the SEBI Circular on KPI, the management of our Company has prepared a note including *inter-alia* definition and classification of KPIs, the process of identification, approval, and certification of selected data and key performance indicators, and presentation of key performance indicators along with industry peer data (“**Management Note**”). The Management Note as tabled before the Audit Committee, be and is hereby taken on record.

This Management Note comprises Selected Data as set out in **Annexure II,** which has been compiled in accordance with the SEBI circular dated February 28, 2025 and the Industry Standards on Key Performance Indicators Disclosures in the draft offer document and offer document (“**SEBI Circular on KPIs**”) and SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 (“**SEBI ICDR Regulations**”)**.** Key performance indicators (“**KPIs**”) as identified in **Annexure I** for the purpose of disclosure in the Offer Documents have been identified from Selected Data in accordance with the SEBI Circular on KPIs and SEBI ICDR Regulations. The Selected Data used for identification and selection of KPIs are collected and compiled and the KPIs are shortlisted in accordance with the SEBI Circular on KPIs and a note to that effect is included as **Schedule I**.

It is confirmed that the definition of the terms used for the KPIs as provided in **Annexure I** are determined in the following manner:

a) Terms defined under Indian Accounting Standards (“**Ind AS**”) or Accounting Standards (“**AS”**), as applicable, in accordance with Section 133 of the Companies Act, 2013, have been defined using such definitions;

b) Terms not defined under IND AS or AS, as applicable, the definition provided under SEBI ICDR Regulations or the Companies Act, 2013, have been used for defining such terms;

c) There are a few terms for which there are no definition provided under the Ind AS, SEBI ICDR Regulations or the Companies Act, 2013, as applicable, and thus we have used the definition as relevant for our business and the same is aligned with common industry practices; and

d) Terms not defined under (a) and (b) above, have been defined in an unambiguous and simple-to-comprehend English, along with its key components of financial and/ or operational data and relevant formula, as applicable. Further, it is confirmed that formula clearly outline its components, including both the

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CIN no: U27109PB1995PLC016490
Formerly known as Behari Lal Ispat Private Limited.

numerator and denominator (where applicable) and aligns with common industry practices and widely accepted international standards, to the extent feasible.

Further, the following is confirmed with respect to the KPIs:

a) all KPIs are measurable and expressible in numbers and subjective or qualitative aspects are not included as KPIs;

b) all KPIs are a measure of our Company's historical financial or operational performance;

c) all KPIs identified and disclosed either in the '*Basis for Offer Price*' or in the '*Our Business*' sections of the Offer Documents are consistent with the requirements of the SEBI Circular on KPIs and the SEBI ICDR Regulations;

d) all KPIs have been defined in the '*Definitions and Abbreviations*' section of the Offer Documents under a separate head titled '*Explanation for KPI metrics*';

e) unit of measurement of the KPIs have been disclosed in a format that is prescribed under the SEBI ICDR Regulations and is consistent across the Offer Documents;

f) no KPIs which have been (i) disclosed to the investors or to the peer group, or (ii) were routinely monitored by our Company have been excluded under **Annexure I**, unless a detailed rationale of the same in accordance with SEBI Circular on KPIs has been included in **Annexure II**;

g) commas have been used according to the international system of numbering in disclosing KPIs in millions and uniformity has been maintained throughout the Offer Documents in this regard;

It is further confirmed that:

(a) **Annexure I** includes the details of KPIs as defined under the SEBI Circular on KPIs and SEBI ICDR Regulations. We confirm that our Company selected KPIs from the Selected Data and does not consider any other KPIs which have a bearing for arriving at the basis for Offer Price or which are required/critical to understand the business of our Company, in accordance with the SEBI ICDR Regulations and SEBI Circular on KPIs.

(b) **Annexure II** includes Selected Data and Excluded KPIs, with rationale of such exclusion and also whether such data forms a part of disclosures in the Offer Documents, including in the business section, risk factors section and the management discussion & analysis section.

(c) The industry peers have been identified as per the SEBI Circular on KPIs and the process set out in **Annexure III**. We also confirm that all the information for KPIs for industry peers have been obtained from regulatory filings and/ or the website of such peer company (including investor presentations, annual reports, financial results, etc.).

(d) All the suggestions including alterations, deletions, or additions in lists of KPIs as may be directed by the Audit Committee of our Company, will be included and certified by way of a Management Certificate as required in terms of the SEBI Circular on KPIs.

Behari Lal Engineering Ltd.

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Registered Office & Works Address Village Salani, Amloh Road, Mandi Gobindgarh, Punjab -147301
Works Address Rolling Mill Division Village Turan, Amloh Road, Mandi Gobindgarh, Punjab -147301
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(e) We have consulted with the Book Running Lead Managers ("**BRLMs**") and M/s Ashwani & Associates, Chartered Accountants, the independent statutory auditor of the Company regarding verification and disclosure of the relevant and material KPIs related to the business of our Company which may have a bearing for arriving at the basis for offer price.

It is further confirmed and undertaken that the KPIs in the **Annexure I** hereto will be disclosed for a period of at least once in a year (or such other period as may be determined by our Company) for a duration that is at least the later of (a) one year after the listing date of the Equity Shares or period specified under Applicable Law; or (b) till the utilization of the Net Proceeds as disclosed in the Offer Documents, and the same shall be certified by M/s Ashwani & Associates, Chartered Accountants. We further confirm that any change in the KPIs will be adequately justified and explained by our Company in accordance with applicable laws.

We confirm that this Management Note, including any annexures hereto, subject to approval of the Audit Committee and including any modifications as may be suggested by the Audit Committee is for information and for inclusion (in part or full) in the Offer Documents or any other Offer-related material, and may be relied upon by the BRLMs and the legal counsel appointed by our Company and the BRLMs in relation to the Offer.

We hereby consent to the submission of this note as may be necessary to the SEBI, the RoC, the Stock Exchanges and any other regulatory authority and/ including the repository system of SEBI and/or Stock Exchanges, any other authority as may be required and/or for the records to be maintained by the BRLMs in connection with the Offer and in accordance with applicable law.

We also consent to the inclusion of this note as a part of "*Material Contracts and Documents for Inspection*" in connection with this Offer, which will be available for public for inspection from date of the filing of the Offer Documents until the Bid/ Offer Closing Date.

We confirm that we will immediately communicate any changes in writing in the above information to the BRLMs until the date when the Equity Shares are listed and commence trading on the Stock Exchanges pursuant to the Offer. In the absence of any such communication from us, the BRLMs and the legal counsel can assume that there is no change to the above information until the date when the Equity Shares are listed and commence trading on the Stock Exchanges pursuant to the Offer.

We hereby consent to this note being disclosed by the BRLMs, if required (i) by reason of any law, regulation or order of a court or by any governmental or competent regulatory authority, or (ii) in seeking to establish a defence in connection with, or to avoid, any actual, potential or threatened legal, arbitral or regulatory proceeding or investigation.

All capitalised terms used herein but not defined shall have the same meaning as ascribed to them in the Offer Documents for the Offer.

Schedule I

Collation of Selected Data:

Requirement under SEBI Circular on KPIs	Management Remarks
GAAP/ Non-GAAP Financial Measures that are required to be mandatorily disclosed in the offer document, as per the SEBI ICDR Regulations, and are considered KPIs by our Company	Revenue from operations, EBITDA, EBITDA Margin, Profit after Tax, PAT Margin, Cash Profit, Net worth, Net Debt, Debt-Equity Ratio, ROCE, Return on Equity ratio, Inventory day, debtor days, creditor days, cash conversion cycle, Fixed Assets Turnover ratio, Sales volume(ktpa/mtpa), Sales volume growth (%), EBITDA per ton (in Rs.), Debt/EBITDA, Asset Turnover/Gross Block.
Key financial or operational information shared with any Investor - - to whom Relevant Securities (equity shares or securities convertible into equity shares including warrants) were allotted in any primary issuance (excluding ESOPs), during the three years prior to the date of filing of the offer document. - For any secondary sale, where our Company was involved in facilitating such sale and had shared data with the Transferees at the time of such secondary sale during the three years prior to the date of filing of the offer document. - pursuant to information rights they may have or through any manner of a similar nature, during the three years prior to the date of filing of the offer document.	Revenue from operations
Key financial or operational information included in any private placement offer cum application letter or any rights issue offer letter for issuance of Relevant Securities, during the three years prior to the date of filing of the offer document.	NA No Key financial or operational information included in any private placement offer cum application letter or any rights issue offer letter for issuance of Relevant Securities, during the three years prior to the date of filing of the offer document.
KPIs that are regularly presented/discussed at Board meetings to monitor and track the performance of our Company during the three years prior to the date of filing of the offer document.	NA
KPIs that have been considered by the management of our Company to arrive at the basis for the issue price	Revenue from operations, EBITDA, EBITDA Margin, Profit after Tax, PAT Margin, Cash Profit, Net worth, Net Debt, Debt-Equity Ratio, ROCE, Return on Equity ratio, Inventory day, debtor days, creditor days, cash conversion cycle, Fixed Assets Turnover ratio, Sales volume(ktpa/mtpa), Sales volume growth (%), EBITDA per ton (in Rs.), Debt/EBITDA, Asset Turnover/Gross Block., P/E Ratio, Face value per share, Total Income, EPS Basic (After exceptional), EPS Diluted (After exceptional), EV/EBITDA, NAV/share, RONW%, No. of shares

In case, our Company has not made disclosure of any information to any Investor in the three years prior to the date of filing of the offer document, our Company shall identify the KPIs based on the key measures used by the management of our Company to track and monitor the performance of our Company.	NA

Shortlisting KPIs from Selected Data:

From the Selected Data collated in terms of the procedure above, we have shortlisted the KPIs after excluding the below from Selected Data. The rationale for exclusion of every KPI has been set out in **Annexure II**

1. Projections are excluded.
2. Selected data that cannot be verified, certified or audited are excluded.
3. Selected data that are no longer relevant or do not reflect the current business situation due to changes in the business model, acquisitions, divestitures, etc. are excluded.
4. Selected data that is subsumed within the KPIs proposed for disclosure or data that represents a further breakdown of the KPI to be disclosed are excluded. The selected data excluded *is not routinely disclosed by Industry Peers as well.*
5. Selected data that is confidential or business sensitive and could impact our competitiveness, if disclosed publicly, are excluded. The selected data excluded *is not routinely disclosed by Industry Peers as well.*

Process followed for defining terms considered as KPIs

Requirement under SEBI Circular on KPIs	Management Remarks
Preference in following order – - If a term is defined under Indian Accounting Standards (Ind AS) or Accounting Standards (AS) in accordance with Section 133 of the Companies Act, 2013, whichever is applicable to our Company, our Company shall use such definition - If a term is not defined in Ind AS or AS, whichever is applicable to our Company, our Company shall adopt the definition provided under SEBI ICDR Regulations, 2018, or the Companies Act, 2013, in that order - For any term not defined under sub-paras (1) or (2) above, our Company shall provide an unambiguous and simple-to-comprehend English definition of the term, along with its key components of financial and/ or operational data and relevant formula, as applicable. The formula must clearly outline its components, including both the numerator and denominator (where applicable). This definition should align with common industry practices and widely accepted international standards, to the extent feasible.	Yes, we are following the prescribed preference
If a term is defined as outlined above, but our Company plans to use it in a different context or modify the definition, our Company shall disclose in the offer document, the rationale for adopting an alternative definition.	Not Applicable

Annexure I

List of key performance indicators disclosed in the Business and Basis for offer Price sections

Sr. No.	KPI
GAAP Financial Measures	
1.	Revenue from operations
2.	PAT
Non-GAAP Financial Measures	
3.	Cash Profit
4.	Net Worth
5.	Net Debt
6.	PAT Margin
7.	Debt to Equity Ratio
8.	ROCE
9.	ROE
Operational Measures	
10.	Inventory Days
11.	Debtor days
12.	Creditor days
13.	Cash Conversion Cycle (No of days)
14.	Fixed Asset Turnover ratio
15.	Sales Volumes (KTPA/MTPA)
16.	Sales Volume Growth (%)
17.	EBITDA per ton (in ₹)
18.	Debt/ EBITDA
19.	Asset Turnover/ Gross Block

Key Performance Indicators (KPIs) and Accounting Ratios

KPIs	Unit	As of and for		
		Financial year ended March 31, 2026	Financial year ended March 31, 2025	Financial year ended March 31, 2024
Revenue from operations	(₹ in million)	5,340.25	5,079.12	4,460.84

KPIs	Unit	As of and for		
		Financial year ended March 31, 2026	Financial year ended March 31, 2025	Financial year ended March 31, 2024
EBITDA	(₹ in million)	1,013.28	813.12	609.86
EBITDA Margin	%	18.97	16.01	13.67
PAT	(₹ in million)	646.36	529.51	357.91
PAT Margin	%	12.10	10.43	8.02
Cash Profit	(₹ in million)	794.17	624.32	484.11
Net worth	(₹ in million)	3,060.99	2,416.16	1,936.59
Net Debt	(₹ in million)	166.35	51.18	407.43
Debt Equity Ratio	In times	0.06	0.03	0.21
ROCE (%)	%	27.11	28.24	21.98
ROE (%)	%	23.60	24.31	22.83
Inventory Days	In days	57	42	34
Debtor days	In days	60	56	67
Creditor days	In days	24	26	12
Cash Conversion Cycle	In days	93	72	89
Fixed Asset Turnover ratio	In times	6.00	6.79	7.02
Sales Volumes	Tonne per annum	88,152.20	89,103.48	82,042.18
Sales Volume Growth	%	(1.07)	8.61	18.76
EBITDA per ton	(in ₹)	11,494.66	9125.51	7433.60
Debt/ EBITDA	In times	0.18	0.09	0.68
Asset Turnover/ Gross Block	In times	4.38	5.30	5.93

Definition for above Key Performance Indicators

Metric	Definition
Revenue from Operations	*Income earned from the company's principal business activities during the period, net of returns, trade discounts, and applicable GST, excluding other income from non-operating sources.*
EBITDA	*The sum of profit before tax, depreciation and amortisation, and finance cost*
EBITDA Margin (%)	*EBITDA expressed as a percentage of revenue from operations*
PAT (Profit After Tax)	*Net profit for the period after deducting all expenses, depreciation, amortisation, finance costs, and taxes from total income.*
PAT Margin (%)	*PAT expressed as a percentage of revenue from operations; shows the net profitability after all costs and taxes*
Cash Profit	*Calculated as the sum of PAT, depreciation, amortisation, and adjusting other non-cash incomes and expenses*
Net Worth	*The sum of equity share capital and reserves & surplus (excluding revaluation reserves), reduced by accumulated losses and deferred/miscellaneous expenditure not written off*
Net Debt	*Total borrowings (long-term and short-term) less cash and cash equivalents*

Metric	Definition
Debt Equity Ratio	*Total debt (long term and short term borrowings) divided by net worth*
ROCE (%)	*Return on Capital Employed (ROCE) is calculated as Earnings Before Interest and Taxes (EBIT) divided by capital employed*
ROE (%)	*PAT expressed as a percentage of average shareholder equity.*
Inventory Days	*(Average inventory ÷ Cost of goods sold) × 365; represents the average number of days inventory is held before being sold.*
Debtor Days	*(Average trade receivables ÷ Revenue from operations) × 365; indicates the average number of days taken to collect payments from customers*
Creditor Days	*(Average trade payables ÷ Cost of goods sold) × 365; indicates the average number of days the company takes to pay its suppliers.*
Cash Conversion Cycle (CCC)	*Inventory days plus debtor days minus creditor days*
Fixed Asset Turnover	*Revenue from operations divided by average tangible fixed assets;*
Sales Volumes (KTPA/MTPA)	*Physical quantity of goods sold during the reporting period, expressed in million tonnes per annum*
Sales Volume Growth (%)	*((Current period sales volume – Previous period sales volume) ÷ Previous period sales volume) × 100*
EBITDA per ton (₹)	*EBITDA divided by total sales volume in tonnes;*
Debt/EBITDA	*Total debt divided by EBITDA; reflects the number of years required to repay debt from operating earnings*
Asset Turnover / Gross Block	*Revenue from operations divided by gross block (total cost of fixed assets before depreciation)*

We confirm that the terms used in KPIs above have been defined consistently and precisely in the "Definitions and Abbreviations" section of the offer document

Explanation for all the above KPIs:

Key performance Indicator ("KPI")	Explanation
Financial KPIs	
Revenue from operations	Management and stakeholders closely monitor revenue from operations as it represents the core sales generated by the company's primary business activities. An increasing trend indicates business growth and market acceptance of products/services, while a decline could signal market challenges or operational issues. This KPI is fundamental for assessing the company's top-line performance and overall market position.
EBITDA	Management uses EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) to understand the operational profitability of the business, excluding the impact of financing, accounting, and tax decisions. Stakeholders view EBITDA as a good proxy for cash flow generated from core operations, helping them compare the performance of

Key performance Indicator ("KPI")	Explanation
	companies with different capital structures or depreciation policies. It provides a clearer picture of a company's operating efficiency.
EBITDA Margin (%)	This ratio, calculated as EBITDA divided by revenue, is crucial for assessing the company's operational efficiency and cost control. Management aims to improve or maintain a healthy EBITDA margin to demonstrate effective management of operating expenses relative to sales. Stakeholders use it to compare a company's profitability against its peers or industry benchmarks, indicating its ability to convert revenue into operational profit.
PAT	Profit After Tax (PAT), also known as net income, is the ultimate measure of a company's profitability available to shareholders. Management focuses on PAT to ensure the business is generating sufficient profits after all expenses, including taxes. Stakeholders consider PAT as a key indicator of financial health and the company's ability to retain earnings or distribute dividends. Consistent growth in PAT reflects strong financial performance.
PAT Margin (%)	PAT Margin, or Net Profit Margin, reveals how much profit a company makes for every rupee of revenue after all expenses, including taxes, are accounted for. Management strives to optimize this margin through efficient operations and cost management. Stakeholders use it to evaluate a company's overall efficiency and its ability to turn sales into bottom-line profit, making it a critical measure for long-term investment decisions.
Cash Profit	Cash Profit, often referring to profit before non-cash expenses like depreciation and amortization, provides a truer picture of the cash-generating ability of the business from its operations. Management uses this to assess the company's ability to fund its working capital needs and capital expenditures without relying excessively on external financing. Stakeholders consider it vital for understanding the sustainability of a company's operations and its capacity for future growth.
Net worth	Net worth, or shareholder's equity, represents the total assets of a company minus its total liabilities. Management views net worth as a measure of the company's intrinsic value and its financial strength, indicating the cumulative earnings retained by the business. Stakeholders, particularly investors, see net worth as the book value of the company and a key indicator of its long-term financial stability and capacity to absorb losses.
Net Debt	Net Debt is calculated as total debt minus cash and cash equivalents. Management closely monitors net debt to assess the company's overall financial leverage and its ability to service its debt obligations. Stakeholders use this KPI to evaluate the company's financial risk profile; a high net debt could indicate excessive reliance on borrowing and potential difficulties in meeting financial commitments, especially during economic downturns.
Debt Equity Ratio	This ratio compares a company's total debt to its shareholder's equity. Management uses it to maintain an optimal capital structure that balances financial risk and the cost of capital. Stakeholders, including creditors and investors, assess this ratio to understand the extent to

Key performance Indicator (“KPI”)	Explanation
	which the company's operations are financed by debt versus equity, with a higher ratio generally indicating higher financial risk.
ROCE (%)	Return on Capital Employed (ROCE) measures how efficiently a company is using its capital (both debt and equity) to generate profits. Management uses ROCE to evaluate the effectiveness of its investment decisions and resource allocation. Stakeholders see ROCE as a critical indicator of operational efficiency and a company's ability to generate returns from the total capital invested in its business.
ROE (%)	Return on Equity (ROE) measures the profitability of a company in relation to the equity invested by its shareholders. Management aims for a high ROE to demonstrate efficient use of shareholder funds in generating profits. Stakeholders, especially equity investors, consider ROE as a primary indicator of how well the company is generating returns on their investment, influencing their decision to buy, hold, or sell shares.
Operational KPIs	
Inventory Days	Inventory Days indicates the average number of days a company holds its inventory before selling it. Management strives to optimize inventory days to minimize carrying costs and avoid obsolescence. Stakeholders look at this KPI to assess inventory management efficiency; a high number might suggest slow-moving inventory or overstocking, while a very low number could risk stockouts.
Debtor days	Debtor Days represents the average number of days it takes for a company to collect payments from its customers after a sale. Management focuses on reducing debtor days to improve cash flow and working capital management. Stakeholders view this KPI as an indicator of the effectiveness of credit control and collection policies; high debtor days can tie up capital and indicate potential credit risks.
Creditor days	Creditor Days measures the average number of days a company takes to pay its suppliers. Management strategically manages creditor days to optimize cash flow, balancing timely payments with leveraging supplier credit. Stakeholders analyze this KPI to understand a company's payment practices and its ability to manage its short-term liabilities, a longer period potentially indicating better cash flow management or, conversely, financial strain.
Cash Conversion Cycle (No of days)	The Cash Conversion Cycle (CCC) measures the time it takes for a company to convert its investments in inventory and accounts receivable into cash, after accounting for the time it takes to pay accounts payable. Management aims to shorten the CCC to improve liquidity and free up cash for other uses. Stakeholders see a shorter CCC as a sign of efficient working capital management and strong operational performance.
Fixed Asset Turnover ratio	This ratio measures how efficiently a company is using its fixed assets (like property, plant, and equipment) to generate sales. Management uses it to assess the productivity of its long-term investments. Stakeholders look at this KPI to understand if the company is effectively

Key performance Indicator (“KPI”)	Explanation
	utilizing its assets to produce revenue, with a higher ratio generally indicating better asset utilization.
Sales Volumes (KTPA/MTPA)	Sales Volumes, typically measured in Metric Tonnes Per Annum (MTPA) by the management, directly reflects the quantity of goods sold. Management tracks this to understand production and sales capacities, market demand, and to plan future operations. Stakeholders use this physical measure to gauge the company's scale of operations and market penetration, offering a tangible sense of growth beyond just revenue figures.
Volume Growth (%)	Volume Growth indicates the percentage increase or decrease in the quantity of goods sold over a period. Management analyzes this to understand the true underlying growth of the business, independent of price fluctuations. Stakeholders use volume growth as a clear indicator of market acceptance, expansion, and the sustainability of the company's competitive position, often preferring it over mere revenue growth in certain contexts.
EBITDA per ton	EBITDA per ton measures the operational profitability generated for each unit of product sold (e.g., per ton of steel or cement). Management uses this highly specific metric to assess the efficiency of its production processes and cost management on a per-unit basis, which is particularly relevant in commodity-intensive industries. Stakeholders find this useful for direct comparisons between companies in the same industry, highlighting operational efficiency at the granular level.
Debt/ EBITDA	This ratio compares a company's total debt to its EBITDA. Management uses it as a key indicator of the company's ability to service its debt from its operating earnings, often a critical metric in loan covenants. Stakeholders, especially lenders and investors, closely monitor this ratio to assess the company's financial leverage and its capacity to repay its debt obligations, with a lower ratio generally indicating lower financial risk.
Asset Turnover on Gross Block	This KPI, often interpreted as Fixed Asset Turnover divided by Gross Block (total cost of fixed assets before depreciation), indicates how effectively a company is utilizing its total capital assets to generate revenue. Management uses it to ensure that its investments in assets are yielding proportional sales. Stakeholders evaluate this to understand the productivity of the company's asset base and its efficiency in generating sales from its total fixed capital employed.

Comparison of KPIs based on additions or dispositions to our business

Our Company has not made any additions or dispositions to its business for the Fiscals 2026, 2025, and 2024.

Annexure II

Selected Data identified based on process set out in Requirement under SEBI Circular on KPIs and Schedule I

Sr. No.	Metric	Whether KPI or not	If not a KPI		
			Rationale for exclusion as KPIs	Section of the Offer Documents where the disclosure of metric (not considered as KPI) is included	Confirmation that the said metric is not being reported by Industry Peers for Selected data that is subsumed within a KPI
Financial measures that are required to be mandatorily disclosed in the offer document as per the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018					
1	Revenue from operations	Yes	NA	NA	NA
2	**EBITDA**		NA	NA	NA
3	**EBITDA Margin**		NA	NA	NA
4	Profit after Tax		NA	NA	NA
5	PAT Margin		NA	NA	NA
6	Cash Profit		NA	NA	NA
7	Net worth		NA	NA	NA
8	Net Debt		NA	NA	NA
9	Debt-Equity Ratio		NA	NA	NA
10	ROCE		NA	NA	NA
11	Return on Equity ratio		NA	NA	NA
12	Inventory day		NA	NA	NA
13	Debtor days		NA	NA	NA
14	creditor days		NA	NA	NA
15	cash conversion cycle		NA	NA	NA
16	Fixed Assets Turnover ratio		NA	NA	NA
17	Sales volume(ktpa/mtpa)		NA	NA	NA
18	Sales volume growth (%)		NA	NA	NA
19	Ebitda per ton (in rs.)		NA	NA	NA
20	Debt/EBITDA		NA	NA	NA
21	Asset Turnover/Gross Block		NA	NA	NA
Data points discussed in the board meeting of our Company which meets on a quarterly basis held during the three years prior to the date of					

Sr. No.	Metric	Whether KPI or not	If not a KPI		
			Rationale for exclusion as KPIs	Section of the Offer Documents where the disclosure of metric (not considered as KPI) is included	Confirmation that the said metric is not being reported by Industry Peers for Selected data that is subsumed within a KPI
filing of the offer document have been considered					
1	NA	NA	NA	NA	NA
Data points disclosed to investor as part of information rights during the three years prior to the date of filing of the offer document have been considered					
1	NA	NA	NA	NA	NA
Additional KPIs that have been considered by the management of our Company to arrive at the basis for the issue price					
1	P/E Ratio	Yes	NA	NA	NA
	Face Value per Share	Yes	NA	NA	NA
	Total Income	Yes	NA	NA	NA
	EPS Basic (After exceptional)	Yes	NA	NA	NA
	EPS Diluted (After exceptional)	Yes	NA	NA	NA
	EV/EBITDA	Yes	NA	NA	NA
	NAV/share	Yes	NA	NA	NA
	RONW%	Yes	NA	NA	NA
	No. of shares	Yes	NA	NA	NA
	P/E Ratio	Yes	NA	NA	NA
Other Information relating to our business and financial operations disclosed in the Offer Documents					
1	NA	NA	NA	NA	NA

Annexure III

Comparison of KPIs with Industry Peers

Identification of Industry Peers:

The following criteria was considered to select industry peers:

Requirement under SEBI Circular on KPIs	Management Remarks
Our Company will strive to identify the Industry Peers of comparable size, belonging to the same industry and operating in a similar line of business or business model as our Company, for KPIs comparison, as may be feasible	The management has identified the Industry peers of comparable size, belonging to the same industry and operating in a similar line of business or business model as the Company
Our Company will strive to compare its KPIs with a minimum of three Industry Peers, where feasible – - Preference will be given to Indian listed Industry Peers - If Indian listed Industry Peers are not available, a comparison may be made with listed global Industry Peers, provided that all financial data of global peers shall also be presented in Indian Rupees (INR) and the basis for conversion is disclosed. - In addition to Indian listed Industry Peers, our Company may disclose KPIs of Global Industry Peers, if relevant.	Yes, the Preference has been given to Indian listed Industry Peers and minimum of three peers Since Indian listed peers are available, we have not provided international peers.
In cases where fewer than three Industry Peers are available, our Company will disclose, that only one or two peers are available for KPIs comparison.	3 or more peers are available
If no suitable Industry Peers are available, our Company will clearly explain the uniqueness of its business model or line of business. Further, our Company will clearly state, that no Industry Peers are available for KPIs comparison.	suitable peers are available

Identified industry peers:

- **AIA Engineering Limited**
- **RHI Magnesita India Limited**

- **Steelcast Limited**
- **Jayaswal Neco Industries Limited** ;
- **Vardhman Special Steel Limited**
- **IFGL Refractories Limited** ; and
- **Kennametal India Limited**

Except as set out above, there are no listed companies in India that engage in a business similar to that of the Company or are of a comparable size to that of the Company.

The following table provides a comparison of our KPIs with those of our peer group. While our listed peers (mentioned below), like us, operate in the Manufacturing industry and may have similar offerings or end use applications, our business may be different in terms of differing business models, service or focus areas or different geographical presence:

Fiscal 2026

Particulars	Unit	Behari Lal Engineering Limited#	AIA Engineering Limited	RHI Magnesita India Limited	Steelcast Limited#	Jayaswal Neco Industries Limited#	Vardhman Special Steel Limited#	IFGL Refractories Limited	Kennametal India Limited#
		(Restated Financial Statements)	(Consolidated Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)
Financial KPI									
Revenue from operations(1)	(₹ in million)	5,340.25	44,198.64	40,199.45	4,231.66	71,318.20	17,544.33	18,942.50	Information Not Available
EBITDA(2)	(₹ in million)	1,013.28	17,442.60	4,768.90	1,296.45	13,406.70	2,088.22	1,457.90	Information Not Available
EBITDA Margin (%)(3)	%	18.97	39.46	11.86	30.64	18.80	11.90	7.70	Information Not Available
PAT(4)	(₹ in million)	646.36	12,689.31	(3,829.38)	868.59	4,631.10	1,220.24	347.00	Information Not Available
PAT Margin (%)(5)	%	12.10	28.71	(9.53)	20.53	6.49	6.96	1.83	Information Not Available
Cash Profit(6)	(₹ in million)	794.17	11,898.64	3,804.93	964.71	9,056.70	1,558.28	998.50	Information Not Available

Particulars	Unit	Behari Lal Engineering Limited#	AIA Engineering Limited	RHI Magnesita India Limited	Steelcast Limited#	Jayaswal Neco Industries Limited#	Vardhman Special Steel Limited#	IFGL Refractories Limited	Kennametal India Limited#
		(Restated Financial Statements)	(Consolidated Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)
Net worth(7)	(₹ in million)	3,060.99	80,253.48	35,604.47	3,950.19	28,413.60	12,773.20	11,749.10	Information Not Available
Net Debt(8)	(₹ in million)	166.35	(2,047.97)	2,908.74	(13.53)	19,827.20	867.36	1,559.70	Information Not Available
Debt Equity Ratio(9)	In times	0.06	0.01	0.13	-	0.74	0.07	0.18	Information Not Available
ROCE (%)(10)	%	27.11	19.94	1.51	28.56	24.41	13.50	4.88	Information Not Available
ROE (%)(11)	%	23.60	16.97	(10.13)	24.10	4.44	11.76	3.04	Information Not Available
Operational KPI									
Inventory Days(12)	In days	57	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available
Debtor days(13)	In days	60	82	65	89	22	56	76	Information Not Available
Creditor days(14)	In days	24	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available
Cash Conversion Cycle (15)	In days	93	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available
Fixed Asset Turnover ratio(16)	In times	6.00	3.95	6.14	2.82	2.19	3.93	4.61	Information Not Available
Sales Volumes(17)	MT	88,152.20	258,002.00	Information Not Available	13,903.00	1,976,286.00	225,620.00	Information Not Available	Information Not Available
Volume Growth (%)(18)	%	(1.07)	1.00	Information Not Available	10.66	10.24	4.53	Information Not Available	Information Not Available

Particulars	Unit	Behari Lal Engineering Limited#	AIA Engineering Limited	RHI Magnesita India Limited	Steelcast Limited#	Jayaswal Neco Industries Limited#	Vardhman Special Steel Limited#	IFGL Refractories Limited	Kennametal India Limited#
		(Restated Financial Statements)	**(Consolidated Financial Information)**	**(Consolidated Financial Information)**	**(Standalone Financial Information)**	**(Standalone Financial Information)**	**(Standalone Financial Information)**	**(Consolidated Financial Information)**	**(Standalone Financial Information)**
EBITDA per ton(19)	(₹)	11,494.66	67606.45	Information Not Available	93,249.44	6,783.79	9,255.47	Information Not Available	Information Not Available
Debt/ EBITDA(20)	X times	0.18	0.01	0.94	-	1.57	0.45	1.43	Information Not Available
Asset Turnover on Gross Block(21)	X times	4.38	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available

#*As Company does not have any subsidiary, associate or joint venture company, the provisions of Companies Act, 2013 and Indian Accounting Standards in relation to consolidation of accounts do not apply.*

Notes:

1.Revenue from Operations – *Income earned from the company's principal business activities during the period, net of returns, trade discounts, and applicable GST, excluding other income from non-operating sources.*
2. EBITDA – *The sum of profit before tax, depreciation and amortisation, and finance cost*
3. EBITDA Margin (%) – *EBITDA expressed as a percentage of revenue from operations*
4. PAT (Profit After Tax) – *Net profit for the period after deducting all expenses, depreciation, amortisation, finance costs, and taxes from total income.*
5. PAT Margin (%) – *PAT expressed as a percentage of revenue from operations; shows the net profitability after all costs and taxes.*
6. Cash Profit – *Calculated as the sum of PAT, depreciation, amortisation, and adjusting other non-cash incomes and expenses.*
7. Net Worth – *The sum of equity share capital and reserves & surplus (excluding revaluation reserves), reduced by accumulated losses and deferred/miscellaneous expenditure not written off*
8. Net Debt – *Total borrowings (long-term and short-term) less cash and cash equivalents*
9. Debt-Equity Ratio – *Total debt (long term and short term borrowings) divided by net worth*
10. ROCE (Return on Capital Employed) (%) – *Return on Capital Employed (ROCE) is calculated as Earnings Before Interest and Taxes (EBIT) divided by capital employed.*
11. ROE (Return on Equity) (%) – *PAT expressed as a percentage of average shareholder equity.*
12. Inventory Days – *(Average inventory ÷ Cost of goods sold) × 365; represents the average number of days inventory is held before being sold.*
13. Debtor Days – *(Average trade receivables ÷ Revenue from operations) × 365; indicates the average number of days taken to collect payments from customers.*
14. Creditor Days – *(Average trade payables ÷ Cost of goods sold) × 365; indicates the average number of days the company takes to pay its suppliers.*
15. Cash Conversion Cycle (Days) – *Inventory days plus debtor days minus creditor days*
16. Fixed Asset Turnover Ratio – *Revenue from operations divided by average tangible fixed assets;*
17. Sales Volumes (KTPA / MTPA) – *Physical quantity of goods sold during the reporting period, expressed in tonnes per annum.*
18. Sales Volume Growth (%) – *((Current period sales volume – Previous period sales volume) ÷ Previous period sales volume) × 100*

19. EBITDA per ton (₹) – *EBITDA divided by total sales volume in tonnes;*
20. Debt / EBITDA – *Total debt divided by EBITDA; reflects the number of years required to repay debt from operating earnings*
21. Asset Turnover / Gross Block – *Revenue from operations divided by gross block (total cost of fixed assets before depreciation)*

Fiscal 2025

Particulars	Unit	Behari Lal Engineering Limited# (Restated Financial Statements)	AIA Engineering Limited (Consolidated Financial Information)	RHI Magnesita India Limited (Consolidated Financial Information)	Steelcast Limited# (Standalone Financial Information)	Jayaswal Neco Industries Limited# (Standalone Financial Information)	Vardhman Special Steel Limited* (Consolidated Financial Information)	IFGL Refractories Limited (Consolidated Financial Information)	Kennametal India Limited# (Standalone Financial Information)
Financial KPI									
Revenue from operations(1)	(₹ in million)	5,079.12	42,874.44	36,745.00	3,761.65	59,997.32	17,644.08	16,530.27	11,703.00
EBITDA(2)	(₹ in million)	813.12	14,808.44	5,051.50	1,105.24	9,523.20	1,771.60	1,460.30	1,866.00
EBITDA Margin (%)(3)	%	16.01	34.54	13.75	29.38	15.87	10.04	8.83	15.94
PAT(4)	(₹ in million)	529.51	10,600.74	2,025.13	721.98	1,126.79	930.88	429.80	1,029.00
PAT Margin (%)(5)	%	10.43	24.73	5.51	19.19	1.88	5.28	2.60	8.79
Cash Profit(6)	(₹ in million)	624.32	10,599.29	3,846.31	876.24	3,944.80	1,251.36	1,018.67	1,729.00
Net worth(7)	(₹ in million)	2,416.16	69,271.98	39,986.15	3,374.33	23,914.02	7,979.20	11,070.14	7,473.00
Net Debt(8)	(₹ in million)	51.18	934.59	2,829.92	0.34	25,974.62	3,081.63	1,527.52	(1,620.00)
Debt Equity Ratio(9)	In times	0.03	0.07	0.09	0.00	1.16	0.12	0.19	0.00
ROCE (%)(10)	%	28.24	19.72	6.99	29.28	13.30	15.35	6.10	18.75
ROE (%)(11)	%	24.31	15.61	5.16	24.09	4.86	11.67	3.94	13.90
Operational KPI									
Inventory Days(12)	In days	42	96	161	49	83	72	138	88

Particulars	Unit	Behari Lal Engineering Limited# (Restated Financial Statements)	AIA Engineering Limited (Consolidated Financial Information)	RHI Magnesita India Limited (Consolidated Financial Information)	Steelcast Limited# (Standalone Financial Information)	Jayaswal Neco Industries Limited# (Standalone Financial Information)	Vardhman Special Steel Limited* (Consolidated Financial Information)	IFGL Refractories Limited (Consolidated Financial Information)	Kennametal India Limited# (Standalone Financial Information)
Debtor days(13)	In days	56	72	73	93	25	46	76	57
Creditor days(14)	In days	26	36	102	126	32	33	100	60
Cash Conversion Cycle (15)	In days	72	132	132	16	76	85	114	85
Fixed Asset Turnover ratio(16)	In times	6.79	4.03	5.70	2.69	1.81	5.58	4.67	4.16
Sales Volumes(17)	MT	89,103.48	255,443.00	Information Not Available	12,564.00	1,792,776.00	215,838.21	Information Not Available	Information Not Available
Volume Growth (%)(18)	%	8.61	(14.09)	Information Not Available	(4.11)	7.21	10.68	Information Not Available	Information Not Available
EBITDA per ton(19)	(₹)	9,125.51	57971.61	Information Not Available	87,969.12	5,311.99	8,208.00	Information Not Available	Information Not Available
Debt/ EBITDA(20)	X times	0.09	0.33	0.75	0.00	2.87	0.68	1.46	0.01
Asset Turnover on Gross Block(21)	X times	5.30	2.35	3.90	1.54	1.05	3.21	2.46	2.24

**Consolidation became applicable in FY 2024-25; hence, Consolidated Financial Statements have been prepared and presented by Vardhman Special Steel Limited for the first time.*

 # As Company does not have any subsidiary, associate or joint venture company, the provisions of Companies Act, 2013 and Indian Accounting Standards in relation to consolidation of accounts do not apply.

Notes:

***1.Revenue from Operations –** Income earned from the company's principal business activities during the period, net of returns, trade discounts, and applicable GST, excluding other income from non-operating sources.*

2. EBITDA – *The sum of profit before tax, depreciation and amortisation, and finance cost*
3. EBITDA Margin (%) – *EBITDA expressed as a percentage of revenue from operations*
4. PAT (Profit After Tax) – *Net profit for the period after deducting all expenses, depreciation, amortisation, finance costs, and taxes from total income.*
5. PAT Margin (%) – *PAT expressed as a percentage of revenue from operations; shows the net profitability after all costs and taxes.*
6. Cash Profit – *Calculated as the sum of PAT, depreciation, amortisation, and adjusting other non-cash incomes and expenses.*
7. Net Worth – *The sum of equity share capital and reserves & surplus (excluding revaluation reserves), reduced by accumulated losses and deferred/miscellaneous expenditure not written off*
8. Net Debt – *Total borrowings (long-term and short-term) less cash and cash equivalents*
9. Debt-Equity Ratio – *Total debt (long term and short term borrowings) divided by net worth*
10. ROCE (Return on Capital Employed) (%) – *Return on Capital Employed (ROCE) is calculated as Earnings Before Interest and Taxes (EBIT) divided by capital employed.*
11. ROE (Return on Equity) (%) – *PAT expressed as a percentage of average shareholder equity.*
12. Inventory Days – *(Average inventory ÷ Cost of goods sold) × 365; represents the average number of days inventory is held before being sold.*
13. Debtor Days – *(Average trade receivables ÷ Revenue from operations) × 365; indicates the average number of days taken to collect payments from customers.*
14. Creditor Days – *(Average trade payables ÷ Cost of goods sold) × 365; indicates the average number of days the company takes to pay its suppliers.*
15. Cash Conversion Cycle (Days) – *Inventory days plus debtor days minus creditor days*
16. Fixed Asset Turnover Ratio – *Revenue from operations divided by average tangible fixed assets;*
17. Sales Volumes (KTPA / MTPA) – *Physical quantity of goods sold during the reporting period, expressed in tonnes per annum.*
18. Sales Volume Growth (%) – *((Current period sales volume* ***–*** *Previous period sales volume) ÷ Previous period sales volume) × 100*
19. EBITDA per ton (₹) – *EBITDA divided by total sales volume in tonnes;*
20. Debt / EBITDA – *Total debt divided by EBITDA; reflects the number of years required to repay debt from operating earnings*
21. Asset Turnover / Gross Block – *Revenue from operations divided by gross block (total cost of fixed assets before depreciation)*

Fiscal 2024

Particulars	Unit	Behari Lal Engineering Limited# (Restated Financial Statements)	AIA Engineering Limited (Consolidated Financial Information)	RHI Magnesita India Limited (Consolidated Financial Information)	Steelcast Limited# (Standalone Financial Information)	Jayaswal Neco Industries Limited# (Standalone Financial Information)	Vardhman Special Steel Limited# (Standalone Financial Information)	IFGL Refractories Limited (Consolidated Financial Information)	Kennametal India Limited# (Standalone Financial Information)
Financial KPI									
Revenue from operations(1)	(₹ in million)	4,460.84	48,537.61	37,811.04	4,098.15	59,335.51	16,613.59	16,394.89	10,999.00
EBITDA(2)	(₹ in million)	609.86	16,166.69	5,782.50	1,198.83	10,452.30	1,722.60	1,731.40	2,006.00
EBITDA Margin (%)(3)	%	13.67	33.31	15.29	29.25	17.62	10.37	10.56	18.24
PAT(4)	(₹ in million)	357.91	11,369.92	(1,001.09)	750.02	2,099.83	916.28	816.70	1,105.00
PAT Margin (%)(5)	%	8.02	23.42	(2.65)	18.30	3.54	5.52	4.98	10.05
Cash Profit(6)	(₹ in million)	484.11	12,082.75	4,090.02	935.13	5,560.74	1,242.21	1,642.26	1,605.00
Net worth(7)	(₹ in million)	1,936.59	66,577.42	38,457.21	2,792.51	23,092.25	7,193.50	10,720.53	7,344.00
Net Debt(8)	(₹ in million)	407.43	2,807.33	4,366.24	0.78	31,728.05	2,914.37	1,044.42	(1,101.00)
Debt Equity Ratio(9)	In times	0.21	0.07	0.13	0.00	1.44	0.10	0.16	0.00
ROCE (%)(10)	%	21.98	22.48	1.15	36.74	14.36	17.19	9.25	19.00
ROE (%)(11)	%	22.83	18.41	(2.97)	30.71	9.72	13.46	7.86	15.00
Operational KPI									
Inventory Days(12)	In days	34	93	149	49	86	79	116	86

Particulars	Unit	Behari Lal Engineering Limited#	AIA Engineering Limited	RHI Magnesita India Limited	Steelcast Limited#	Jayaswal Neco Industries Limited#	Vardhman Special Steel Limited#	IFGL Refractories Limited	Kennametal India Limited#
		(Restated Financial Statements)	(Consolidated Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)
Debtor days(13)	In days	67	68	79	76	28	49	76	54
Creditor days(14)	In days	12	57	93	149	33	39	75	44
Cash Conversion Cycle (15)	In days	89	104	135	(24)	81	89	117	96
Fixed Asset Turnover ratio(16)	In times	7.02	4.90	5.65	2.93	1.75	5.38	5.82	3.91
Sales Volumes(17)	MT	82,042.18	297,345.00	Information Not Available	13,102.00	1,672,228.00	195,018.68	Information Not Available	Information Not Available
Volume Growth (%)(18)	%	18.76	2.06	Information Not Available	(16.76)	10.38	(2.53)	Information Not Available	Information Not Available
EBITDA per ton(19)	(₹)	7,433.60	54370.16	Information Not Available	91,499.47	6,250.52	8,833.00	Information Not Available	Information Not Available
Debt/ EBITDA(20)	X times	0.68	0.29	0.84	0.00	3.07	0.48	1.01	0.01
Asset Turnover on Gross Block(21)	X times	5.93	2.92	4.33	1.76	1.06	3.25	2.90	2.26

As Company does not have any subsidiary, associate or joint venture company, the provisions of Companies Act, 2013 and Indian Accounting Standards in relation to consolidation of accounts do not apply.

Notes:

1.Revenue from Operations – *Income earned from the company's principal business activities during the period, net of returns, trade discounts, and applicable GST, excluding other income from non-operating sources.*
2. EBITDA – *The sum of profit before tax, depreciation and amortisation, and finance cost*
3. EBITDA Margin (%) – *EBITDA expressed as a percentage of revenue from operations*
4. PAT (Profit After Tax) – *Net profit for the period after deducting all expenses, depreciation, amortisation, finance costs, and taxes from total income.*

5. PAT Margin (%) – *PAT expressed as a percentage of revenue from operations; shows the net profitability after all costs and taxes.*
6. Cash Profit – *Calculated as the sum of PAT, depreciation, amortisation, and adjusting other non-cash incomes and expenses.*
7. Net Worth – *The sum of equity share capital and reserves & surplus (excluding revaluation reserves), reduced by accumulated losses and deferred/miscellaneous expenditure not written off*
8. Net Debt – *Total borrowings (long-term and short-term) less cash and cash equivalents*
9. Debt-Equity Ratio – *Total debt (long term and short term borrowings) divided by net worth*
10. ROCE (Return on Capital Employed) (%) – *Return on Capital Employed (ROCE) is calculated as Earnings Before Interest and Taxes (EBIT) divided by capital employed.*
11. ROE (Return on Equity) (%) – *PAT expressed as a percentage of average shareholder equity.*
12. Inventory Days – *(Average inventory ÷ Cost of goods sold) × 365; represents the average number of days inventory is held before being sold.*
13. Debtor Days – *(Average trade receivables ÷ Revenue from operations) × 365; indicates the average number of days taken to collect payments from customers.*
14. Creditor Days – *(Average trade payables ÷ Cost of goods sold) × 365; indicates the average number of days the company takes to pay its suppliers.*
15. Cash Conversion Cycle (Days) – *Inventory days plus debtor days minus creditor days*
16. Fixed Asset Turnover Ratio – *Revenue from operations divided by average tangible fixed assets;*
17. Sales Volumes (KTPA / MTPA) – *Physical quantity of goods sold during the reporting period, expressed in tonnes per annum.*
18. Sales Volume Growth (%) – *((Current period sales volume – Previous period sales volume) ÷ Previous period sales volume) × 100*
19. EBITDA per ton (₹) – *EBITDA divided by total sales volume in tonnes;*
20. Debt / EBITDA – *Total debt divided by EBITDA; reflects the number of years required to repay debt from operating earnings*
21. Asset Turnover / Gross Block – *Revenue from operations divided by gross block (total cost of fixed assets before depreciation)*

ashwani & associates
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CERTIFICATE ON KEY PERFORMANCE INDICATORS

To,

The Board of Directors,
Behari Lal Engineering Limited
Salani-village, Amloh Road,
Mandi Gobindgarh
Punjab-147301, India

Emkay Global Financial Services Limited
7th Floor, The Ruby, Senapati Bapat Marg,
Dadar - West
Mumbai - 400 028,
Maharashtra, India

And

Systematix Corporate Services Limited
The Capital, A wing, No. 603-606, 6th Floor,
Plot no. C-70, G Block, Bandra Kurla Complex,
Bandra (East), Mumbai-400051,
Maharashtra, India

(Emkay Global Financial Services Limited and Systematix Corporate Services Limited are individually referred to as '**Book Running Lead Manager/BRLM**' and collectively referred to as '**Book Running Lead Managers/BRLMs'**)

Sub: **Proposed initial public offering of equity shares of face value ₹ 10 each (Equity Shares) by Behari Lal Engineering Limited (Company) through a fresh issue of Equity Shares and an offer for sale of the Equity Shares by the Selling Shareholders (Offer)**

Dear Sir/ Madam,

We, **M/s Ashwani & Associates,** Chartered Accountants, the statutory auditor of the Company, have been informed that the Company has filed the Draft Red Herring Prospectus (**DRHP**) with the Securities and Exchange Board of India (**SEBI**), BSE Limited (**BSE**) and National Stock Exchange of India Limited (**NSE** and together with BSE, **Stock Exchanges**) in accordance with the provisions of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended (**SEBI ICDR Regulations**). Further, red herring prospectus (**RHP**) and the prospectus (**Prospectus**, together with the RHP, the **Offer Documents**) to be filed with the Registrar of Companies, Punjab at Chandigarh (**RoC**) and thereafter with SEBI and the Stock Exchanges and any other documents or materials to be issued in relation to the Offer.

We have been requested by the Company to verify and certify key performance indicators of the Company. Accordingly, based on our review of documents and records that we deemed necessary, we hereby certify that the key performance indicators of the Company, details of which are provided in **Annexure A**, have been calculated based on Restated Financial Statements and the acceptable practices which have been appropriately disclosed in the **Annexure A** where relevant, derived and extracted from the Restated Financial Statements, are correct and complete in all respects.

We hereby consent to the extracts of this certificate being used in Offer Documents and in any other material used in connection with the Offer, and submission of this certificate as may be necessary, to any regulatory authority statutory, judicial or governmental authorities, Stock Exchanges, any other authority as may be required and/or for disclosure on the website of the Company in connection with the Offer and/or for the records to be maintained by the Book Running Lead Managers in connection with the Offer and in accordance with applicable law. We also consent to this certificate to be uploaded on the website of the Company, repository and, or, the database of the Stock Exchanges

We have conducted our examination in accordance with the Guidance Note on Reports or Certificates for Special Purposes' (Revised 2016) issued by the Institute of Chartered Accountants of India (**ICAI**) which requires that we comply with ethical requirements of the Code of Ethics issued by the ICAI and in accordance with 'Guidance Note on Reports in Company Prospectuses' (Revised 2019). We hereby confirm that while providing this certificate we have complied with the Code of Ethics issued by the ICAI.

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

We confirm that the information in this certificate is true, fair, complete, accurate, not misleading and correct and there is no untrue statement of a material fact or omission which could render the contents of this certificate misleading in its form or context.

We also consent to the inclusion of this letter as a part of "*Material Contracts and Documents for Inspection*" in connection with this Offer, which will be available for public for inspection from date of the filing of the RHP until the Bid/ Offer Closing Date.

We hereby consent to this certificate being disclosed by the Book Running Lead Managers, if required (i) by reason of any law, regulation, order or request of a court or by any governmental or competent regulatory authorities or (ii) in seeking to establish a defence in connection with, or to avoid any actual, potential or threatened legal, arbitral or regulatory proceeding or investigation related to any matter regarding issuance and listing of the equity shares of the Company.

We undertake to update you, in writing, of any change in the above-mentioned disclosures which we are aware of until the Equity Shares allotted, pursuant to the Offer, are listed and commence trading on the Stock Exchanges. In the absence of any such communication from us, the above information should be considered as updated information until the Equity Shares commence trading on the Stock Exchanges, pursuant to the Offer.

This certificate may be relied on by the Book Running Lead Managers, their respective affiliates and the legal counsel in relation to the Offer and to assist the Book Running Lead Managers in the context of due diligence procedures that the Book Running Lead Managers have to conduct and the documents in relation of their investigation of the affairs of the Company in connection with the Offer.

All capitalized terms not defined herein bear the meaning ascribed to them in the Offer Documents.

Yours Sincerely,

For M/s Ashwani & Associates

Chartered Accountants

Firm Registration No: 000497N

ADITYA KUMAR Digitally signed by ADITYA KUMAR Date: 2026.06.28 19:13:41 +05'30'

Aditya Kumar

Partner

Membership No.: 506955

Date: 28.06.2026

Place: Ludhiana

UDIN: 26506955ZEXNQX1937

Cc:

Legal Counsel to the Offer

Bharucha & Partners
13th Floor, Free Press House,
Free Press Journal Marg,
Nariman Point,
Mumbai, Maharashtra 400021

Annexure A

1. **Disclosure of all the KPIs pertaining to the Company that have been disclosed to its investors at any point of time during the three years preceding the date of this certificate NIL**

2. **Key financial and operational performance indicators (KPIs)**

   The KPIs disclosed below have been used historically by the Company to understand and analyze the business performance, which in result, help it in analyzing the growth of various verticals in comparison to its peers. The KPIs included herein below have been approved by the Audit Committee pursuant to resolution dated 28.06.2026.

3. **Key Performance Indicators**

S. No.	KPI	Units	Financial Year ended March 31, 2026	Financial Year ended March 31, 2025	Financial Year ended March 31, 2024
	Financial Parameters				
1	**Revenue from operations**	**(₹ in million)**	5,340.25	5,079.12	4,460.84
2	**EBITDA**	**(₹ in million)**	1,013.28	813.12	609.86
3	**EBITDA Margin**	**%**	18.97	16.01	13.67
4	**PAT**	**(₹ in million)**	646.36	529.51	357.91
5	**PAT Margin**	**%**	12.10	10.43	8.02
6	**Cash Profit**	**(₹ in million)**	794.17	624.32	484.11
7	**Net worth**	**(₹ in million)**	3,060.99	2,416.16	1,936.59
8	**Net Debt**	**(₹ in million)**	166.35	51.18	407.43
9	**Debt Equity Ratio**	**In times**	0.06	0.03	0.21
10	**ROCE (%)**	**%**	27.11	28.24	21.98
11	**ROE (%)**	**%**	23.60	24.31	22.83
	Operational Parameters*				
12	**Inventory Days**	**In days**	57	42	34
13	**Debtor days**	**In days**	60	56	67
14	**Creditor days**	**In days**	24	26	12
15	**Cash Conversion Cycle**	**In days**	93	72	89
16	**Fixed Asset Turnover ratio**	**In times**	6.00	6.79	7.02
17	**Sales Volumes**	**Tonne per annum**	88,152.20	89,103.48	82,042.18
18	**Sales Volume Growth**	**%**	(1.07)	8.61	18.76
19	**EBITDA per ton**	**(in ₹)**	11,494.66	9125.51	7433.60
20	**Debt/ EBITDA**	**In times**	0.18	0.09	0.68

S. No.	KPI	Units	Financial Year ended March 31, 2026	Financial Year ended March 31, 2025	Financial Year ended March 31, 2024
	Financial Parameters				
21	**Asset Turnover/ Gross Block**	**In times**	4.38	5.30	5.93

Note:

***1.Revenue from Operations** – Income earned from the company's principal business activities during the period, net of returns, trade discounts, and applicable GST, excluding other income from non-operating sources.*
***2. EBITDA** – The sum of profit before tax, depreciation and amortisation, and finance cost*
***3. EBITDA Margin (%)** – EBITDA expressed as a percentage of revenue from operations*
***4. PAT (Profit After Tax)** – Net profit for the period after deducting all expenses, depreciation, amortisation, finance costs, and taxes from total income.*
***5. PAT Margin (%)** – PAT expressed as a percentage of revenue from operations; shows the net profitability after all costs and taxes.*
***6. Cash Profit** – Calculated as the sum of PAT, depreciation, amortisation, and adjusting other non-cash incomes and expenses.*
***7. Net Worth** – The sum of equity share capital and reserves & surplus (excluding revaluation reserves), reduced by accumulated losses and deferred/miscellaneous expenditure not written off*
***8. Net Debt** – Total borrowings (long-term and short-term) less cash and cash equivalents*
***9. Debt-Equity Ratio** – Total debt (long term and short term borrowings) divided by net worth*
***10. ROCE (Return on Capital Employed) (%)** – Return on Capital Employed (ROCE) is calculated as Earnings Before Interest and Taxes (EBIT) divided by capital employed.*
***11. ROE (Return on Equity) (%)** – PAT expressed as a percentage of average shareholder equity.*
***12. Inventory Days** – (Average inventory ÷ Cost of goods sold) × 365; represents the average number of days inventory is held before being sold.*
***13. Debtor Days** – (Average trade receivables ÷ Revenue from operations) × 365; indicates the average number of days taken to collect payments from customers.*
***14. Creditor Days** – (Average trade payables ÷ Cost of goods sold) × 365; indicates the average number of days the company takes to pay its suppliers.*
***15. Cash Conversion Cycle (Days)** – Inventory days plus debtor days minus creditor days*
***16. Fixed Asset Turnover Ratio** – Revenue from operations divided by average tangible fixed assets;*
***17. Sales Volumes (KTPA / MTPA)** – Physical quantity of goods sold during the reporting period, expressed in tonnes per annum.*
***18. Sales Volume Growth (%)** – ((Current period sales volume – Previous period sales volume) ÷ Previous period sales volume) × 100*
***19. EBITDA per ton (₹)** – EBITDA divided by total sales volume in tonnes;*
***20. Debt / EBITDA** – Total debt divided by EBITDA; reflects the number of years required to repay debt from operating earnings*
***21. Asset Turnover / Gross Block** – Revenue from operations divided by gross block (total cost of fixed assets before depreciation)*

Explanation for the KPI metrics

KPI	Explanation
Financial KPIs	
Revenue from operations	Management and stakeholders closely monitor revenue from operations as it represents the core sales generated by the company's primary business activities. An increasing trend indicates business growth and market acceptance of products/services, while a decline could signal market challenges or operational issues. This KPI is fundamental for assessing the company's top-line performance and overall market position.
EBITDA	Management uses EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) to understand the operational profitability of the business,

KPI	Explanation
	excluding the impact of financing, accounting, and tax decisions. Stakeholders view EBITDA as a good proxy for cash flow generated from core operations, helping them compare the performance of companies with different capital structures or depreciation policies. It provides a clearer picture of a company's operating efficiency.
EBITDA Margin (%)	This ratio, calculated as EBITDA divided by revenue, is crucial for assessing the company's operational efficiency and cost control. Management aims to improve or maintain a healthy EBITDA margin to demonstrate effective management of operating expenses relative to sales. Stakeholders use it to compare a company's profitability against its peers or industry benchmarks, indicating its ability to convert revenue into operational profit.
PAT	Profit After Tax (PAT), also known as net income, is the ultimate measure of a company's profitability available to shareholders. Management focuses on PAT to ensure the business is generating sufficient profits after all expenses, including taxes. Stakeholders consider PAT as a key indicator of financial health and the company's ability to retain earnings or distribute dividends. Consistent growth in PAT reflects strong financial performance.
PAT Margin (%)	PAT Margin, or Net Profit Margin, reveals how much profit a company makes for every rupee of revenue after all expenses, including taxes, are accounted for. Management strives to optimize this margin through efficient operations and cost management. Stakeholders use it to evaluate a company's overall efficiency and its ability to turn sales into bottom-line profit, making it a critical measure for long-term investment decisions.
Cash Profit	Cash Profit, often referring to profit before non-cash expenses like depreciation and amortization, provides a truer picture of the cash-generating ability of the business from its operations. Management uses this to assess the company's ability to fund its working capital needs and capital expenditures without relying excessively on external financing. Stakeholders consider it vital for understanding the sustainability of a company's operations and its capacity for future growth.
Net worth	Net worth, or shareholder's equity, represents the total assets of a company minus its total liabilities. Management views net worth as a measure of the company's intrinsic value and its financial strength, indicating the cumulative earnings retained by the business. Stakeholders, particularly investors, see net worth as the book value of the company and a key indicator of its long-term financial stability and capacity to absorb losses.
Net Debt	Net Debt is calculated as total debt minus cash and cash equivalents. Management closely monitors net debt to assess the company's overall financial leverage and its ability to service its debt obligations. Stakeholders use this KPI to evaluate the company's financial risk profile; a high net debt could indicate excessive reliance on borrowing and potential difficulties in meeting financial commitments, especially during economic downturns.
Debt Equity Ratio	This ratio compares a company's total debt to its shareholder's equity. Management uses it to maintain an optimal capital structure that balances financial risk and the cost of capital. Stakeholders, including creditors and investors, assess this ratio to understand the extent to which the company's operations are financed by debt versus equity, with a higher ratio generally indicating higher financial risk.
ROCE (%)	Return on Capital Employed (ROCE) measures how efficiently a company is using its capital (both debt and equity) to generate profits. Management uses ROCE to evaluate the effectiveness of its investment decisions and resource allocation. Stakeholders see ROCE as a critical indicator of operational efficiency and a company's ability to generate returns from the total capital invested in its business.
ROE (%)	Return on Equity (ROE) measures the profitability of a company in relation to the equity invested by its shareholders. Management aims for a high ROE to demonstrate efficient use of shareholder funds in generating profits. Stakeholders, especially equity investors, consider ROE as a primary

KPI	Explanation
	indicator of how well the company is generating returns on their investment, influencing their decision to buy, hold, or sell shares.
Operational KPIs	
Inventory Days	Inventory Days indicates the average number of days a company holds its inventory before selling it. Management strives to optimize inventory days to minimize carrying costs and avoid obsolescence. Stakeholders look at this KPI to assess inventory management efficiency; a high number might suggest slow-moving inventory or overstocking, while a very low number could risk stockouts.
Debtor days	Debtor Days represents the average number of days it takes for a company to collect payments from its customers after a sale. Management focuses on reducing debtor days to improve cash flow and working capital management. Stakeholders view this KPI as an indicator of the effectiveness of credit control and collection policies; high debtor days can tie up capital and indicate potential credit risks.
Creditor days	Creditor Days measures the average number of days a company takes to pay its suppliers. Management strategically manages creditor days to optimize cash flow, balancing timely payments with leveraging supplier credit. Stakeholders analyze this KPI to understand a company's payment practices and its ability to manage its short-term liabilities, a longer period potentially indicating better cash flow management or, conversely, financial strain.
Cash Conversion Cycle (No of days)	The Cash Conversion Cycle (CCC) measures the time it takes for a company to convert its investments in inventory and accounts receivable into cash, after accounting for the time it takes to pay accounts payable. Management aims to shorten the CCC to improve liquidity and free up cash for other uses. Stakeholders see a shorter CCC as a sign of efficient working capital management and strong operational performance.
Fixed Asset Turnover ratio	This ratio measures how efficiently a company is using its fixed assets (like property, plant, and equipment) to generate sales. Management uses it to assess the productivity of its long-term investments. Stakeholders look at this KPI to understand if the company is effectively utilizing its assets to produce revenue, with a higher ratio generally indicating better asset utilization.
Sales Volumes (KTPA/MTPA)	Sales Volumes, typically measured in Metric Tonnes Per Annum (MTPA) by the management, directly reflects the quantity of goods sold. Management tracks this to understand production and sales capacities, market demand, and to plan future operations. Stakeholders use this physical measure to gauge the company's scale of operations and market penetration, offering a tangible sense of growth beyond just revenue figures.
Volume Growth (%)	Volume Growth indicates the percentage increase or decrease in the quantity of goods sold over a period. Management analyzes this to understand the true underlying growth of the business, independent of price fluctuations. Stakeholders use volume growth as a clear indicator of market acceptance, expansion, and the sustainability of the company's competitive position, often preferring it over mere revenue growth in certain contexts.
EBITDA per ton	EBITDA per ton measures the operational profitability generated for each unit of product sold (e.g., per ton of steel or cement). Management uses this highly specific metric to assess the efficiency of its production processes and cost management on a per-unit basis, which is particularly relevant in commodity-intensive industries. Stakeholders find this useful for direct comparisons between companies in the same industry, highlighting operational efficiency at the granular level.
Debt/ EBITDA	This ratio compares a company's total debt to its EBITDA. Management uses it as a key indicator of the company's ability to service its debt from its operating earnings, often a critical metric in loan covenants. Stakeholders, especially lenders and investors, closely monitor this ratio to assess the company's financial leverage and its capacity to repay its debt obligations, with a lower ratio generally indicating lower financial risk.
Asset Turnover on Gross Block	This KPI, often interpreted as Fixed Asset Turnover divided by Gross Block (total cost of fixed assets before depreciation), indicates how effectively a

KPI	Explanation
	company is utilizing its total capital assets to generate revenue. Management uses it to ensure that its investments in assets are yielding proportional sales. Stakeholders evaluate this to understand the productivity of the company's asset base and its efficiency in generating sales from its total fixed capital employed.

The detailed calculation of Operational KPIs are set out at **Annexure B**.

4. Comparison of Key Performance Indicators with Listed Industry Peers

Fiscal Year 2026

Particulars	Unit	Behari Lal Engineering Limited#	AIA Engineering Limited	RHI Magnesita India Limited	Steelcast Limited#	Jayaswal Neco Industries Limited#	Vardhman Special Steel Limited#	IFGL Refractories Limited	Kennametal India Limited#
		(Restated Financial Statements)	(Consolidated Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)
Financial KPI									
Revenue from operations(1)	(₹ in million)	5,340.25	44,198.64	40,199.45	4,231.66	71,318.20	17,544.33	18,942.50	Information Not Available
EBITDA(2)	(₹ in million)	1,013.28	17,442.60	4,768.90	1,296.45	13,406.70	2,088.22	1,457.90	Information Not Available
EBITDA Margin (%)(3)	%	18.97	39.46	11.86	30.64	18.80	11.90	7.70	Information Not Available
PAT(4)	(₹ in million)	646.36	12,689.31	(3,829.38)	868.59	4,631.10	1,220.24	347.00	Information Not Available
PAT Margin (%)(5)	%	12.10	28.71	(9.53)	20.53	6.49	6.96	1.83	Information Not Available
Cash Profit(6)	(₹ in million)	794.17	11,898.64	3,804.93	964.71	9,056.70	1,558.28	998.50	Information Not Available
Net worth(7)	(₹ in million)	3,060.99	80,253.48	35,604.47	3,950.19	28,413.60	12,773.20	11,749.10	Information Not Available
Net Debt(8)	(₹ in million)	166.35	(2,047.97)	2,908.74	(13.53)	19,827.20	867.36	1,559.70	Information Not Available
Debt Equity Ratio(9)	In times	0.06	0.01	0.13	-	0.74	0.07	0.18	Information Not Available
ROCE (%)(10)	%	27.11	19.94	1.51	28.56	24.41	13.50	4.88	Information

Particulars	Unit	Behari Lal Engineering Limited# (Restated Financial Statements)	AIA Engineering Limited (Consolidated Financial Information)	RHI Magnesita India Limited (Consolidated Financial Information)	Steelcast Limited# (Standalone Financial Information)	Jayaswal Neco Industries Limited# (Standalone Financial Information)	Vardhman Special Steel Limited# (Standalone Financial Information)	IFGL Refractories Limited (Consolidated Financial Information)	Kennametal India Limited# (Standalone Financial Information)
									Not Available
ROE (%)[11]	%	23.60	16.97	(10.13)	24.10	4.44	11.76	3.04	Information Not Available
Operational KPI									
Inventory Days[12]	In days	57	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available
Debtor days[13]	In days	60	82	65	89	22	56	76	Information Not Available
Creditor days[14]	In days	24	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available
Cash Conversion Cycle [15]	In days	93	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available
Fixed Asset Turnover ratio[16]	In times	6.00	3.95	6.14	2.82	2.19	3.93	4.61	Information Not Available
Sales Volumes[17]	MT	88,152.20	258,002.00	Information Not Available	13,903.00	1,976,286.00	225,620.00	Information Not Available	Information Not Available
Volume Growth (%)[18]	%	(1.07)	1.00	Information Not Available	10.66	10.24	4.53	Information Not Available	Information Not Available
EBITDA per ton[19]	(₹)	11,494.66	67606.45	Information Not Available	93,249.44	6,783.79	9,255.47	Information Not Available	Information Not Available
Debt/ EBITDA[20]	X times	0.18	0.01	0.94	-	1.57	0.45	1.43	Information Not Available
Asset Turnover on Gross Block[21]	X times	4.38	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available	Information Not Available

As Company does not have any subsidiary, associate or joint venture company, the provisions of Companies Act, 2013 and Indian Accounting Standards in relation to consolidation of accounts do not apply.

Notes:

***1.Revenue from Operations** – Income earned from the company's principal business activities during the period, net of returns, trade discounts, and applicable GST, excluding other income from non-operating sources.*
***2. EBITDA** – The sum of profit before tax, depreciation and amortisation, and finance cost*
***3. EBITDA Margin (%)** – EBITDA expressed as a percentage of revenue from operations*
***4. PAT (Profit After Tax)** – Net profit for the period after deducting all expenses, depreciation, amortisation, finance costs, and taxes from total income.*
***5. PAT Margin (%)** – PAT expressed as a percentage of revenue from operations; shows the net profitability after all costs and taxes.*
***6. Cash Profit** – Calculated as the sum of PAT, depreciation, amortisation, and adjusting other non-cash incomes and expenses.*
***7. Net Worth** – The sum of equity share capital and reserves & surplus (excluding revaluation reserves), reduced by accumulated losses and deferred/miscellaneous expenditure not written off*
***8. Net Debt** – Total borrowings (long-term and short-term) less cash and cash equivalents*
***9. Debt-Equity Ratio** – Total debt (long term and short term borrowings) divided by net worth*
***10. ROCE (Return on Capital Employed) (%)** – Return on Capital Employed (ROCE) is calculated as Earnings Before Interest and Taxes (EBIT) divided by capital employed.*
***11. ROE (Return on Equity) (%)** – PAT expressed as a percentage of average shareholder equity.*
***12. Inventory Days** – (Average inventory ÷ Cost of goods sold) × 365; represents the average number of days inventory is held before being sold.*
***13. Debtor Days** – (Average trade receivables ÷ Revenue from operations) × 365; indicates the average number of days taken to collect payments from customers.*
***14. Creditor Days** – (Average trade payables ÷ Cost of goods sold) × 365; indicates the average number of days the company takes to pay its suppliers.*
***15. Cash Conversion Cycle (Days)** – Inventory days plus debtor days minus creditor days*
***16. Fixed Asset Turnover Ratio** – Revenue from operations divided by average tangible fixed assets;*
***17. Sales Volumes (KTPA / MTPA)** – Physical quantity of goods sold during the reporting period, expressed in tonnes per annum.*
***18. Sales Volume Growth (%)** – ((Current period sales volume – Previous period sales volume) ÷ Previous period sales volume) × 100*
***19. EBITDA per ton (₹)** – EBITDA divided by total sales volume in tonnes;*
***20. Debt / EBITDA** – Total debt divided by EBITDA; reflects the number of years required to repay debt from operating earnings*
***21. Asset Turnover / Gross Block** – Revenue from operations divided by gross block (total cost of fixed assets before depreciation)*

Fiscal Year 2025

Particulars	Unit	Behari Lal Engineering Limited# (Restated Financial Statements)	AIA Engineering Limited (Consolidated Financial Information)	RHI Magnesita India Limited (Consolidated Financial Information)	Steelcast Limited# (Standalone Financial Information)	Jayaswal Neco Industries Limited# (Standalone Financial Information)	Vardhman Special Steel Limited* (Consolidated Financial Information)	IFGL Refractories Limited (Consolidated Financial Information)	Kennametal India Limited# (Standalone Financial Information)
Financial KPI									
Revenue from operations(1)	(₹ in million)	5,079.12	42,874.44	36,745.00	3,761.65	59,997.32	17,644.08	16,530.27	11,703.00
EBITDA(2)	(₹ in million)	813.12	14,808.44	5,051.50	1,105.24	9,523.20	1,771.60	1,460.30	1,866.00
EBITDA Margin (%)(3)	%	16.01	34.54	13.75	29.38	15.87	10.04	8.83	15.94
PAT(4)	(₹ in million)	529.51	10,600.74	2,025.13	721.98	1,126.79	930.88	429.80	1,029.00
PAT Margin (%)(5)	%	10.43	24.73	5.51	19.19	1.88	5.28	2.60	8.79
Cash Profit(6)	(₹ in million)	624.32	10,599.29	3,846.31	876.24	3,944.80	1,251.36	1,018.67	1,729.00
Net worth(7)	(₹ in million)	2,416.16	69,271.98	39,986.15	3,374.33	23,914.02	7,979.20	11,070.14	7,473.00
Net Debt(8)	(₹ in million)	51.18	934.59	2,829.92	0.34	25,974.62	3,081.63	1,527.52	(1,620.00)
Debt Equity Ratio(9)	In times	0.03	0.07	0.09	0.00	1.16	0.12	0.19	0.00
ROCE (%)(10)	%	28.24	19.72	6.99	29.28	13.30	15.35	6.10	18.75
ROE (%)(11)	%	24.31	15.61	5.16	24.09	4.86	11.67	3.94	13.90
Operational KPI									
Inventory Days(12)	In days	42	96	161	49	83	72	138	88

Particulars	Unit	Behari Lal Engineering Limited#	AIA Engineering Limited	RHI Magnesita India Limited	Steelcast Limited#	Jayaswal Neco Industries Limited#	Vardhman Special Steel Limited*	IFGL Refractories Limited	Kennametal India Limited#
		(Restated Financial Statements)	(Consolidated Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Consolidated Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)
Debtor days(13)	In days	56	72	73	93	25	46	76	57
Creditor days(14)	In days	26	36	102	126	32	33	100	60
Cash Conversion Cycle (15)	In days	72	132	132	16	76	85	114	85
Fixed Asset Turnover ratio(16)	In times	6.79	4.03	5.70	2.69	1.81	5.58	4.67	4.16
Sales Volumes(17)	MT	89,103.48	255,443.00	Information Not Available	12,564.00	1,792,776.00	215,838.21	Information Not Available	Information Not Available
Volume Growth (%)(18)	%	8.61	(14.09)	Information Not Available	(4.11)	7.21	10.68	Information Not Available	Information Not Available
EBITDA per ton(19)	(₹)	9,125.51	57971.61	Information Not Available	87,969.12	5,311.99	8,208.00	Information Not Available	Information Not Available
Debt/ EBITDA(20)	X times	0.09	0.33	0.75	0.00	2.87	0.68	1.46	0.01
Asset Turnover on Gross Block(21)	X times	5.30	2.35	3.90	1.54	1.05	3.21	2.46	2.24

*Consolidation became applicable in FY 2024-25; hence, Consolidated Financial Statements have been prepared and presented by Vardhman Special Steel Limited for the first time.

As Company does not have any subsidiary, associate or joint venture company, the provisions of Companies Act, 2013 and Indian Accounting Standards in relation to consolidation of accounts do not apply.

Notes:

1.Revenue from Operations *– Income earned from the company's principal business activities during the period, net of returns, trade discounts, and applicable GST, excluding other income from non-operating sources.*
2. EBITDA *– The sum of profit before tax, depreciation and amortisation, and finance cost*
3. EBITDA Margin (%) *– EBITDA expressed as a percentage of revenue from operations*
4. PAT (Profit After Tax) *– Net profit for the period after deducting all expenses, depreciation, amortisation, finance costs, and taxes from total income.*
5. PAT Margin (%) *– PAT expressed as a percentage of revenue from operations; shows the net profitability after all costs and taxes.*
6. Cash Profit *– Calculated as the sum of PAT, depreciation, amortisation, and adjusting other non-cash incomes and expenses.*
7. Net Worth *– The sum of equity share capital and reserves & surplus (excluding revaluation reserves), reduced by accumulated losses and deferred/miscellaneous expenditure not written off*
8. Net Debt *– Total borrowings (long-term and short-term) less cash and cash equivalents*
9. Debt-Equity Ratio *– Total debt (long term and short term borrowings) divided by net worth*
10. ROCE (Return on Capital Employed) (%) *– Return on Capital Employed (ROCE) is calculated as Earnings Before Interest and Taxes (EBIT) divided by capital employed.*
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17. Sales Volumes (KTPA / MTPA) *– Physical quantity of goods sold during the reporting period, expressed in tonnes per annum.*
18. Sales Volume Growth (%) *– ((Current period sales volume – Previous period sales volume) ÷ Previous period sales volume) × 100*
19. EBITDA per ton (₹) *– EBITDA divided by total sales volume in tonnes;*
20. Debt / EBITDA *– Total debt divided by EBITDA; reflects the number of years required to repay debt from operating earnings*
21. Asset Turnover / Gross Block *– Revenue from operations divided by gross block (total cost of fixed assets before depreciation)*

Fiscal Year 2024

Particulars	Unit	Behari Lal Engineering Limited# (Restated Financial Statements)	AIA Engineering Limited (Consolidated Financial Information)	RHI Magnesita India Limited (Consolidated Financial Information)	Steelcast Limited# (Standalone Financial Information)	Jayaswal Neco Industries Limited# (Standalone Financial Information)	Vardhman Special Steel Limited# (Standalone Financial Information)	IFGL Refractories Limited (Consolidated Financial Information)	Kennametal India Limited# (Standalone Financial Information)
Financial KPI									
Revenue from operations(1)	(₹ in million)	4,460.84	48,537.61	37,811.04	4,098.15	59,335.51	16,613.59	16,394.89	10,999.00
EBITDA(2)	(₹ in million)	609.86	16,166.69	5,782.50	1,198.83	10,452.30	1,722.60	1,731.40	2,006.00
EBITDA Margin (%)(3)	%	13.67	33.31	15.29	29.25	17.62	10.37	10.56	18.24
PAT(4)	(₹ in million)	357.91	11,369.92	(1,001.09)	750.02	2,099.83	916.28	816.70	1,105.00
PAT Margin (%)(5)	%	8.02	23.42	(2.65)	18.30	3.54	5.52	4.98	10.05
Cash Profit(6)	(₹ in million)	484.11	12,082.75	4,090.02	935.13	5,560.74	1,242.21	1,642.26	1,605.00
Net worth(7)	(₹ in million)	1,936.59	66,577.42	38,457.21	2,792.51	23,092.25	7,193.50	10,720.53	7,344.00
Net Debt(8)	(₹ in million)	407.43	2,807.33	4,366.24	0.78	31,728.05	2,914.37	1,044.42	(1,101.00)
Debt Equity Ratio(9)	In times	0.21	0.07	0.13	0.00	1.44	0.10	0.16	0.00
ROCE (%)(10)	%	21.98	22.48	1.15	36.74	14.36	17.19	9.25	19.00
ROE (%)(11)	%	22.83	18.41	(2.97)	30.71	9.72	13.46	7.86	15.00
Operational KPI									
Inventory Days(12)	In days	34	93	149	49	86	79	116	86

Particulars	Unit	Behari Lal Engineering Limited#	AIA Engineering Limited	RHI Magnesita India Limited	Steelcast Limited#	Jayaswal Neco Industries Limited#	Vardhman Special Steel Limited#	IFGL Refractories Limited	Kennametal India Limited#
		(Restated Financial Statements)	(Consolidated Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Standalone Financial Information)	(Consolidated Financial Information)	(Standalone Financial Information)
Debtor days[13]	In days	67	68	79	76	28	49	76	54
Creditor days[14]	In days	12	57	93	149	33	39	75	44
Cash Conversion Cycle [15]	In days	89	104	135	(24)	81	89	117	96
Fixed Asset Turnover ratio[16]	In times	7.02	4.90	5.65	2.93	1.75	5.38	5.82	3.91
Sales Volumes[17]	MT	82,042.18	297,345.00	Information Not Available	13,102.00	1,672,228.00	195,018.68	Information Not Available	Information Not Available
Volume Growth (%)[18]	%	18.76	2.06	Information Not Available	(16.76)	10.38	(2.53)	Information Not Available	Information Not Available
EBITDA per ton[19]	(₹)	7,433.60	54370.16	Information Not Available	91,499.47	6,250.52	8,833.00	Information Not Available	Information Not Available
Debt/ EBITDA[20]	X times	0.68	0.29	0.84	0.00	3.07	0.48	1.01	0.01
Asset Turnover on Gross Block[21]	X times	5.93	2.92	4.33	1.76	1.06	3.25	2.90	2.26

As Company does not have any subsidiary, associate or joint venture company, the provisions of Companies Act, 2013 and Indian Accounting Standards in relation to consolidation of accounts do not apply.

Notes:

1.Revenue from Operations *– Income earned from the company's principal business activities during the period, net of returns, trade discounts, and applicable GST, excluding other income from non-operating sources.*
2. EBITDA *– The sum of profit before tax, depreciation and amortisation, and finance cost*
3. EBITDA Margin (%) *– EBITDA expressed as a percentage of revenue from operations*
4. PAT (Profit After Tax) *– Net profit for the period after deducting all expenses, depreciation, amortisation, finance costs, and taxes from total income.*
5. PAT Margin (%) *– PAT expressed as a percentage of revenue from operations; shows the net profitability after all costs and taxes.*
6. Cash Profit *– Calculated as the sum of PAT, depreciation, amortisation, and adjusting other non-cash incomes and expenses.*
7. Net Worth *– The sum of equity share capital and reserves & surplus (excluding revaluation reserves), reduced by accumulated losses and deferred/miscellaneous expenditure not written off*
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20. Debt / EBITDA *– Total debt divided by EBITDA; reflects the number of years required to repay debt from operating earnings*
21. Asset Turnover / Gross Block *– Revenue from operations divided by gross block (total cost of fixed assets before depreciation)*

We confirm that the Company has not undertaken a material acquisition or disposition of assets / business for the periods that are covered by the KPIs and accordingly, no comparison of KPIs over time based on additions or dispositions to the business, have been provided.

Annexure B

Details of Operational Parameters

- Inventory Days

Opening (A)	450.80	325.39	274.46
Closing (B)	595.34	450.80	325.39
Average Inventory [C=(A+B) ÷2]	523.07	388.09	299.92
Cost of Goods Sold (D)	3,360.58	3,410.05	3,249.62
Inventory Days [(C÷D) *365]	**57**	**42**	**34**

-Debtor Days

Debtors (A)	870.80	783.86	813.39
Revenue from Operations (B)	5,340.25	5,079.12	4,460.84
Revenue per day (C=B÷365)	14.63	13.92	12.22
Debtor days (A÷C)	**60**	**56**	**67**

-Creditor Days

Creditors (A)	222.98	244.18	109.78
Cost of Goods Sold (B)	3,360.58	3,410.05	3,249.62
Cost of Goods Sold per day (C=B÷365)	9.21	9.34	8.90
Creditor days (A÷C)	**24**	**26**	**12**

- Cash Conversion Cycle (No of days)

Debtor days	60	56	67
Add: Inventory days	57	42	34
Less: Creditor days	24	26	12
Days	**93**	**72**	**89**

-Fixed Asset Turnover ratio

Opening Tangible Fixed Assets (A)	824.95	670.46	599.56
Closing Tangible Fixed Assets (B)	954.51	824.95	670.46
Average Tangible Fixed Assets [C=(A+B) ÷2]	889.73	747.71	635.01
Revenue from Operations (D)	5340.25	5,079.12	4,460.84
Fixed Asset Turnover ratio (D÷C)	**6.00**	**6.79**	**7.02**

- Sales Volumes (KTPA/MTPA)

Sales Volume (Metric Tonne per annum)	**88,152.20**	**89,103.48**	**82,042.18**

-Sales Volume Growth (%)

Current year sales volume	0.09	0.09	0.08
Previous year sales volume	0.09	0.08	0.07
Sales Volume Growth	**(1.07)%**	**8.61%**	**18.76%**

-EBITDA per ton (in ₹)

Sales MT per annum (A)	88,152.2	89,103.48	82,042.18
EBITDA (B)	1,01,33,48,473.86	81,31,14,342.59	60,98,68,457.77
EBITDA per Ton (in ₹) [B÷A]	**11,494.66**	**9,125.51**	**7,433.60**

-Debt/ EBITDA

Debt (A)	177.77	75.77	412.13
EBITDA (B)	1,013.28	813.11	609.87
Debt/EBITDA (A÷B)	**0.18**	**0.09**	**0.68**

-Asset Turnover/ Gross Block

Opening Gross Block (A)	1,088.10	828.34	676.92
Closing Gross Block (B)	1,349.24	1,088.10	828.35
Average Gross Block [C=(A+B) ÷2]	1,218.67	958.22	752.63
Revenue from Operations (D)	5,340.25	5,079.12	4,460.84
Asset Turnover on Gross Block (D÷C)	**4.38**	**5.30**	**5.93**

-ROE

Profit after Tax (A)	646.36	529.51	357.91
Total Equity *{Opening}* (B)	2,416.16	1,939.40	1,195.94
Total Equity {Closing} (C)	3,060.99	2,416.16	1,939.40
Average Total Equity [D=(B+C) ÷2]	2,738.58	2,177.78	1,567.67
ROE *{in %}* (D÷A)	**23.60**	**24.31**	**22.83**

-ROCE

Tangible Net Worth (A)	3,060.99	2,416.16	1,939.40
Total Debt (B)	177.77	75.77	412.13
Deferred Tax Liability (C)	10.57	10.79	24.43
Capital Employed (A+B+C)=(D)	3,249.33	2,502.71	2,375.96
Earnings (PBT before exceptional items +Interest) (E)	880.74	706.88	522.28
ROCE *{in %}* (E÷D)	**27.11**	**28.24**	**21.98**