



DYNACONS

Dy-verse Tech, Powering the Next

**ANNUAL REPORT
2025-26**



ACCELERATING THE
**INTELLIGENT
ENTERPRISE**

Powering AI. Strengthening Infrastructure.
Enabling Transformation.

30
YEARS
Anniversary Celebration

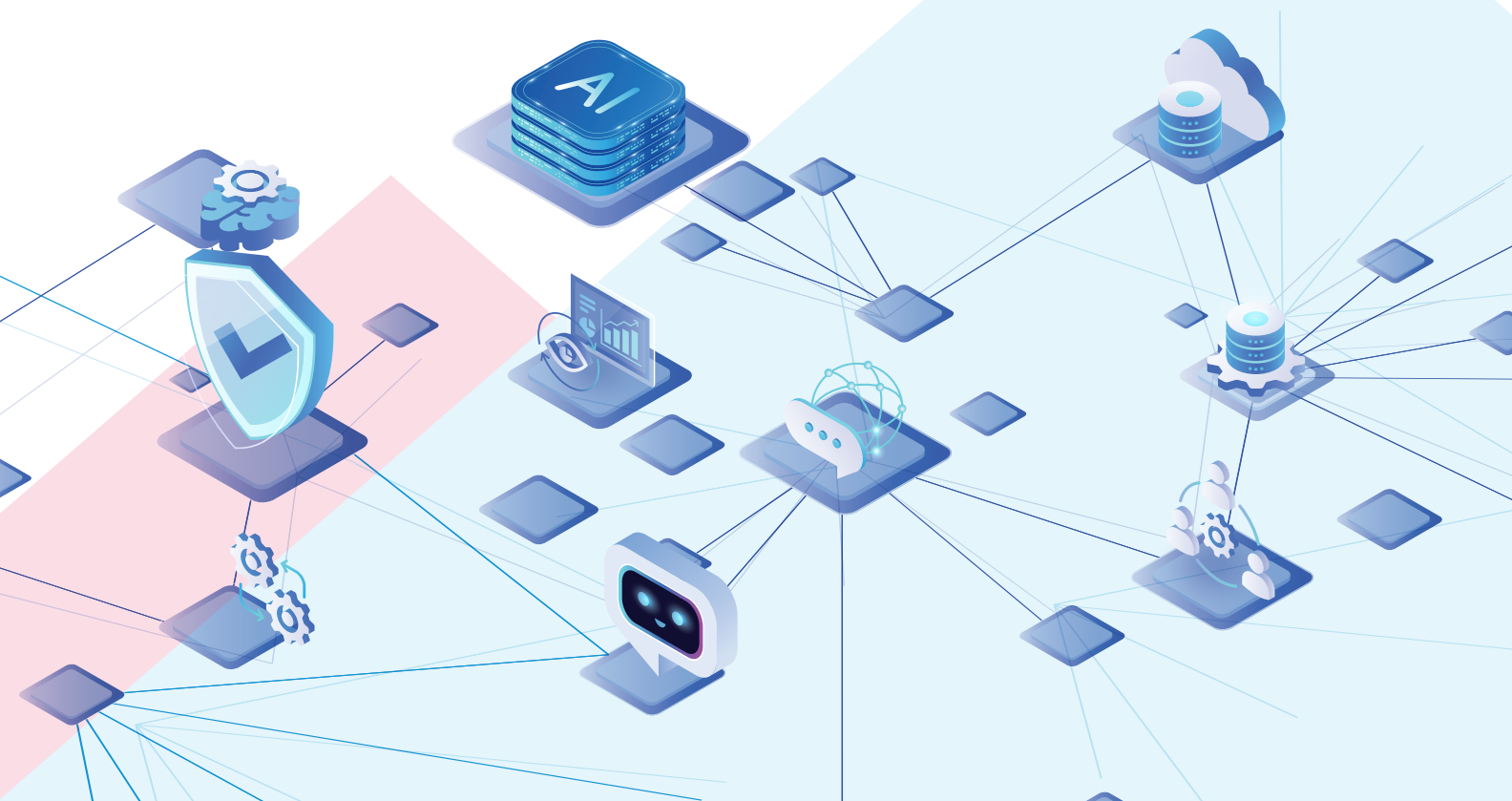
Accelerating the Intelligent Enterprise

Our Vision for the AI-Powered Future

Artificial Intelligence is transforming enterprises at an unprecedented pace, creating immense demand for advanced computing platforms, modern data centres, and resilient digital infrastructure. As organizations seek to turn data into intelligence and innovation into business outcomes, the underlying technology foundation has become more strategic than ever before.

At Dynacons, we are enabling this transformation by helping enterprises build and manage the infrastructure that powers the AI era. From large-scale data centre modernization and private cloud deployments to AI-ready computing environments and mission-critical digital infrastructure, we deliver the platforms that support secure, scalable, and future-ready enterprise operations. Our managed services capabilities further ensure that these environments remain resilient, efficient, and optimized throughout their lifecycle.

The theme "**Accelerating the Intelligent Enterprise**" reflects our commitment to helping customers move beyond digitalization toward intelligence-driven growth. As AI adoption, cloud transformation, and data-centric innovation continue to reshape industries, Dynacons remains uniquely positioned at the convergence of AI infrastructure, data centres, and managed services. By powering intelligence, strengthening digital foundations, and enabling transformation at scale, we are helping shape the enterprises of tomorrow while creating sustainable long-term value for all stakeholders.



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Corporate Information

Board of Directors

- Mr. Shirish M. Anjaria
Chairman cum Managing Director
- Mr. Parag J. Dalal
Whole-Time/Executive Director
- Mr. Dharmesh S. Anjaria
Whole-Time/Executive Director
& Chief Financial Officer(CFO)
- Mrs. Archana V. Phadke
(Resigned w.e.f. September 30,2025)
Non-Executive, Independent Director
- Mrs. Falguni H. Shah
(Appointed w.e.f. September 27,2025)
Non-Executive, Independent Director
- Mr. Vijay M. Doshi
Non-Executive, Independent Director
- Mr. Ashok B. Rajagiri
Non-Executive, Independent Director



REGISTRAR & TRANSFER AGENTS

Bigshare Services Pvt. Ltd.
S6-2, 6th Floor, Pinnacle Business Park,
Next to Ahura Centre,
Mahakali Caves Road,
Andheri (East), Mumbai – 400093



PRINCIPAL BANKERS

HDFC Bank
Yes Bank
ICICI Bank



COMPANY SECRETARY & COMPLIANCE OFFICER

Ms. Pooja Patwa



REGD. OFFICE

78, Ratnajyot Industrial Estate,
Irla Lane, Vile Parle (W)
Mumbai – 400 056



AUDITORS

M/s. M S P & Co.
Chartered Accountants Mumbai.



SECRETARIAL AUDITORS

M/s. HSPN & Associates LLP
Mumbai.

Chairman's Desk



Mr. Shirish Anjaria

Chairman cum Managing Director

As we conclude another milestone year, the technology landscape stands at the beginning of a defining transformation. Artificial Intelligence is reshaping the way organizations innovate, operate and compete, creating unprecedented demand for advanced computing, resilient data centres, private cloud environments and secure digital infrastructure. Across industries, enterprises are investing in technology foundations that can support intelligence at scale, creating one of the most significant growth opportunities the industry has witnessed in decades.

At Dynacons, we have strategically aligned our capabilities to this transformation. Over three decades, we have evolved from a technology implementation partner into a trusted enabler of enterprise modernization. Today, our expertise spans data centre infrastructure, private and hybrid cloud platforms, AI-ready computing environments, digital workplace solutions, networking, cybersecurity and managed services. This integrated capability enables us to support customers across the complete technology lifecycle, from design and deployment to ongoing operations and optimization.

The year under review reflects the strength of this positioning. We secured several prestigious engagements across AI infrastructure, private cloud, data centre modernization and enterprise transformation, reinforcing our ability to execute large-scale, mission-critical projects for leading institutions and enterprises. These wins not only strengthen our order book but also create long-term opportunities through managed services, support and lifecycle engagements, providing greater visibility and sustainability to future growth.

The theme of this year's Annual Report, "**Accelerating the Intelligent Enterprise**," reflects our belief that the future belongs to organizations that successfully combine intelligence, infrastructure and operational excellence. With strong customer relationships, deep technology partnerships, a scalable delivery platform and an experienced team, Dynacons is well positioned to participate in the next phase of India's digital transformation journey. We remain committed to creating enduring value for our customers, partners and shareholders as we continue to power AI, strengthen infrastructure and enable transformation at scale.

TOGETHER,
*we are helping build the digital foundations of the AI era and
accelerating the journey towards the Intelligent Enterprise*

Three Decades Of Building Digital India

For more than 30 years, Dynacons has helped organizations embrace successive waves of technology transformation. From enterprise computing and networking to cloud, cybersecurity, digital workplace solutions and managed services, we have continuously evolved our capabilities to address the changing needs of businesses and institutions across India.

Today, Dynacons serves customers across banking and financial services, government, manufacturing, healthcare, education and large enterprise segments through a comprehensive portfolio of technology solutions and services. With a presence spanning over 250 locations across India, we combine national scale with deep execution expertise, enabling customers to undertake complex technology transformations with confidence.

Our strength lies not only in technology delivery but also in long-term customer engagement. By integrating consulting, systems integration, managed services and lifecycle support, we help organizations maximize the value of their technology investments while ensuring business continuity, operational efficiency and future readiness. This enduring commitment to customer success has helped establish Dynacons as a trusted technology partner for some of India's most respected institutions and enterprises.



To be a global IT solutions provider, delivering, reliable & quality products & services to all customers at competitive costs with international standards of customer care thereby creating superior value for all stakeholders.



To be an comprehensive end-to-end IT Infrastructure Solutions Provider providing world-class information technology solutions & services to enable our customers to serve their customers better.



Strong Partnerships. Stronger Outcomes.

Powered by a Global Technology Ecosystem

Dynacons collaborates with many of the world's leading technology providers to deliver secure, scalable and future-ready solutions for enterprises across industries. These strategic partnerships strengthen our capabilities across AI infrastructure, data centres, cloud, networking, cybersecurity, digital workplace and managed services, enabling us to bring best-in-class technologies to our customers.

By combining global innovation with deep local execution expertise, Dynacons helps organizations adopt emerging technologies with confidence while accelerating digital transformation and business outcomes. Our partner ecosystem enables us to design, implement, manage and optimize complex technology environments that support mission-critical operations at scale.

AI, Data Centre & Cloud



Network & Cybersecurity



Digital Workplace & Collaboration



Why Our Partnerships Matter

- Access to world-class technologies
- Faster deployment of emerging solutions
- Enhanced technical expertise & certifications
- Enterprise-grade solutions for mission-critical environments
- Strong support for large-scale transformation projects

Our Integrated Solutions Portfolio

Dynacons is an end-to-end technology lifecycle partner with recurring managed services capabilities and deep expertise across infrastructure, cloud, workplace, security and systems integration.

Our Offerings

IT SOLUTIONS



Data Center
& Cloud



Networking &
Connectivity



Cybersecurity



Digital
Workplace



Smart City
Solutions



IT Lifecycle
Management

AI SOLUTIONS



AI Governance



AI Infrastructure
& Platforms



AI Solutions &
Applications



AI Strategy &
Readiness



Managed
AI Services

IT SERVICES



Managed
Services



Professional
Services



eProcurement
Enablement



Awards & Recognitions

The diversity of awards received during the year, spanning growth, technology, innovation, sustainability and partner excellence, reflects Dynacons' growing role in enabling enterprise transformation and delivering mission-critical technology solutions across industries.

Growth & Market Leadership



Listed in TIME's India's Fastest Growing Companies of 2026



Listed in Financial Times High-Growth Companies Asia-Pacific 2026 for the Fifth Time.



Recognized as one of India's Leading ESG Entities 2025 by Dun & Bradstreet.

Technology and Solution Excellence



Hewlett Packard Enterprise honors us as HPE Solution Provider of the Year 2025



Best Partner for Driving HPE & Nutanix Solution for the Year 2025 from Hewlett Packard



Systems Integration Partner of the Year by Versa Networks for Secure SD-WAN Transformation



Partner of the Year Award from Hewlett Packard Enterprise (HPE) in Athens, Greece

Industry Leadership



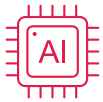
"Best Region SI-Govt Business (West Region)" Award at Acer & Intel Pinnacle Club 2025



Lenovo 360 TruScale DaaS Growth Partner of the Year Award-Asia Pacific

Contracts Enabling India's Digital Infrastructure Transformation

Delivering Mission-Critical Technology Programs Across AI, Data Centres, Cloud and Enterprise Platforms



AI & Advanced Computing Infrastructure

Prestigious Project worth Rs 125.88 crores from Central Bank of India for Expansion of Private Cloud, establishment of Containerization Platform & Servers based on NVIDIA H200 Blackwell GPUs

Dynacons and Cygeniq Partner to Deliver AI-Driven Cybersecurity and Trusted AI Protection across India, Middle East & APAC



Data Centre & Private Cloud Transformation

Reserve Bank of India for Private Cloud Infrastructure for Data Centers of Reserve Bank of India for Rs. 750.82 Crores.

National Payments Corporation of India worth Rs. 267.58 crores for Data Centre Augmentation with enterprise server infrastructure deployed at NPCI Data Centres.

Secured prestigious project for Implementation and Management of On-Premises Private Cloud Infrastructure from Punjab & Sind Bank for Rs. 108.88 crores.



Digital Transformation & Enterprise Platforms

Prestigious Software project from Reserve Bank of India: Enterprise Application Platform (EAP) order worth Rs 249.15 Crores.

Secured Prestigious Device-as-a-Service (DaaS) Project from Jammu & Kashmir Bank for Rs 74.99 Crores.

Secured order for Implementation & Maintenance of Software Defined Wide Area Network (SD-WAN) Solution from State Bank of India worth Rs. 62.98 crores.

Secured order worth Rs. 18.84 Crores for CTS Scanners from Bank of Baroda.

Secured Rs. 51.28 Crore additional Orders for Advanced Core Banking as a Service Solution along with Allied Applications for State and District Co-operative Banks.

Secured Digital Workplace Solutions contract from LIC worth Rs. 138.44 crores.

Hearing Aid CSR Activity.

Beyond Business,
Our Commitment to Society

Nagzari Dongaripada
Ashram School Session on
Good Touch Bad Touch



Ensuring Environmental
sustainability through
Check Dam Project

An initiative to support Army
personnel who sustained
injuries while serving the nation



Session on Menstrual Hygiene
at Seva Adivasi Vidyamandir,
Gangangaon



Promoting Sustainable Livelihoods
Through Kitchen Gardening -
Nirmala Niketan, Dahanu



Provided hearing aid kits to an NGO
supporting the empowerment and
upliftment of hearing-impaired children.

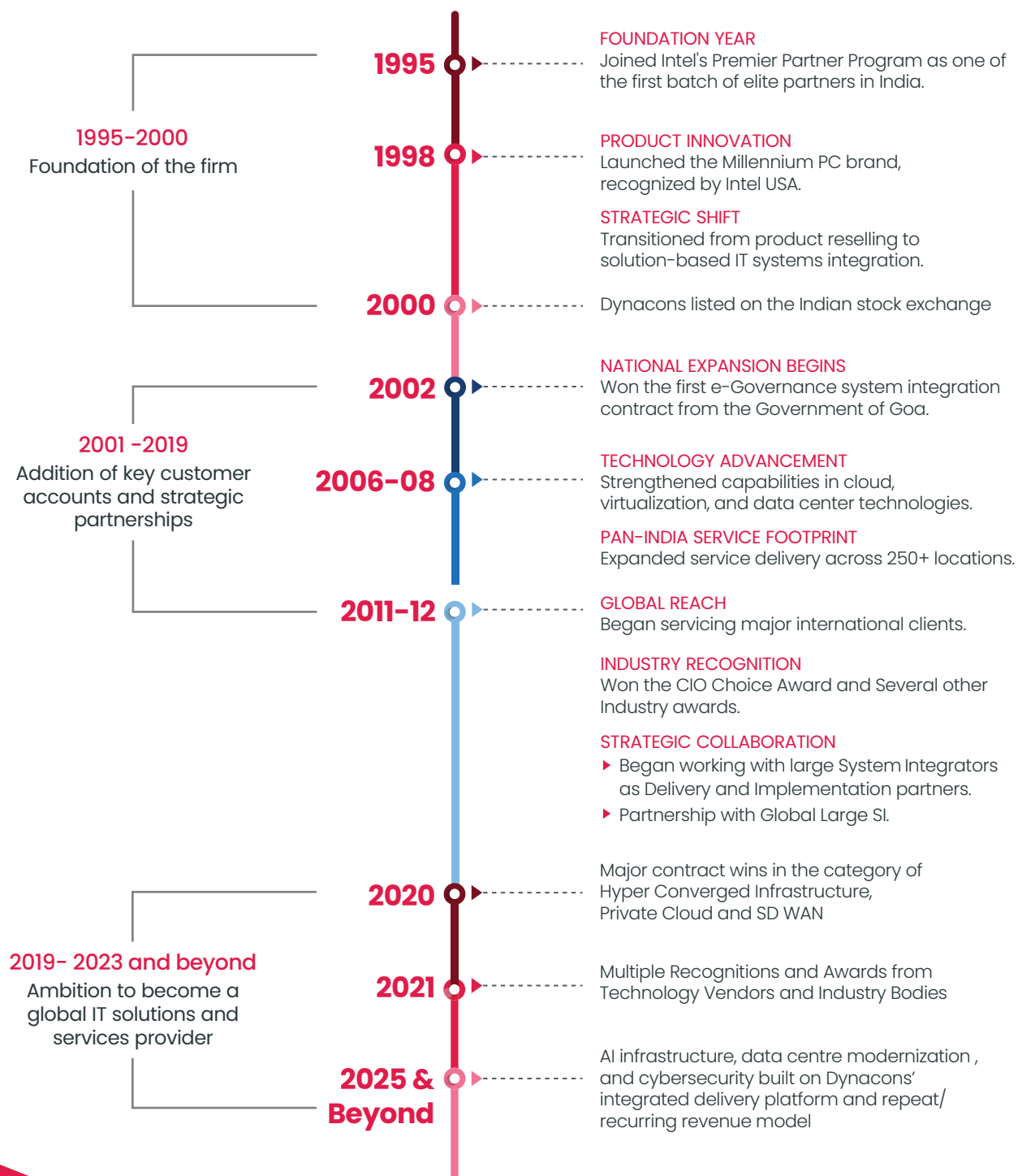


Honouring the Heroes
of the Indian Army



Dynacons' Growth Journey & Milestones

Company has built strong foundation to become a complete system integrator and IT service provider for its clients



NOTICE

NOTICE IS HEREBY GIVEN THAT THE THIRTY-FIRST ANNUAL GENERAL MEETING OF THE MEMBERS OF DYNACONS SYSTEMS & SOLUTIONS LIMITED WILL BE HELD ON WEDNESDAY, SEPTEMBER 30TH, 2026 AT 03:00 P.M. INDIAN STANDARD TIME ("IST") BY MEANS OF VIDEO CONFERENCING ("VC") / OTHER AUDIO-VISUAL MEANS ("OAVM") IN ACCORDANCE WITH THE RELEVANT CIRCULARS ISSUED BY THE MINISTRY OF CORPORATE AFFAIRS, TO TRANSACT THE FOLLOWING BUSINESS:

ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Balance Sheet and Profit & Loss Account for the financial year ended as at March 31, 2026, the Audited Consolidated Financial Statements for the said financial year and the Reports of Board of Directors and Auditors thereon.
2. To confirm the payment of Interim Dividend as the final dividend on Equity shares for Financial Year 2025-2026.
3. To appoint a Director in place of Mr. Shirish Anjaria (Din: 00444104), who retires from the office of Director, by rotation and being eligible, offers himself for re-appointment.

RESOLVED THAT pursuant to the provisions of Section 152 and other applicable provisions of the Companies Act, 2013, the approval of members of the Company, be and is hereby accorded to reappoint Mr. Shirish Anjaria (Din: 00444104) as a director, who is liable to retire by rotation.

SPECIAL BUSINESS

4. Remuneration of Cost Auditor

To consider and if thought fit, to pass with or without modification(s), the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 read with Companies (Audit and Auditors) Rules, 2014 and Companies (Cost Records and Audit) Rules, 2014 (including any statutory modification(s) or re-enactment thereof, for the time being in force), and based on the recommendation of the Audit Committee and the approval of the Board of Directors, the Company hereby ratifies remuneration of ₹ 1,50,000/- per annum (Rupees One Lakh Fifty Thousand only) plus applicable taxes and reimbursement of travel and out of pocket expenses, to be paid to Nidhi Subhash Tibrewala & Co., Cost Accountants (Firm Registration No. 005417), appointed as the Cost Auditors of the Company by the Board of Directors to conduct the audit of the cost records of the Company for the Financial Year ending on March 31, 2026 and Financial Year ending on March 31, 2027 respectively.

RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds and things and take all such steps as may be necessary or expedient to give effect to this resolution."

By Order of the Board of Directors
For Dynacons Systems & Solutions Limited

Shirish M. Anjaria
Chairman cum
Managing Director
DIN No: 00444104

Parag J. Dalal
Executive Director
DIN No: 00409894

Date: September 02, 2026

Place: Mumbai

Registered Office

78, Ratnajyot Industrial Estate,

Irla Lane, Vile Parle (W),

Mumbai – 400 056

CIN No: L72200MH1995PLC093130

NOTES:

1. The Ministry of Corporate Affairs ("MCA") has, vide its General Circular dated September 22, 2025, read together with circulars dated April 8, 2020, April 13, 2020, May 5, 2020, January 13, 2021, December 8, 2021, December 14, 2021, May 5, 2022, December 28, 2022, September 25, 2023 and September 19, 2024, (collectively referred to as "MCA Circulars"), permitted convening the Annual General Meeting ("AGM" / "Meeting") through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM"), without physical presence of the members at a common venue. In accordance with the MCA Circulars and applicable provisions of the Companies Act, 2013 ("Act") read with Rules made thereunder and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the AGM of the Company is being held through VC / OAVM. The deemed venue for the AGM shall be the registered office of the Company.
2. The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 ("Act") setting out material facts concerning the business under Item No. 4 of the Notice, is annexed hereto. The relevant details as required under Regulations 26(4) and 36(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India, in respect of Directors seeking appointment/reappointment at the Annual General Meeting for Item no. 3 is furnished as annexure to the Notice.
3. Pursuant to the provisions of the Companies Act, 2013 ("Act"), a member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote on a poll instead of himself and the proxy need not be a member of the Company. Since this AGM is being held through VC / OAVM pursuant to the MCA Circulars, physical attendance of members has been dispensed with. Accordingly, the facility for appointment of proxies by the members will not be available for the AGM and hence the Proxy Form and Attendance Slip are not annexed hereto.
4. Since the AGM will be held through VC/ OAVM, the route map of the venue of the Meeting is not annexed hereto.
5. In terms of the provisions of Section 152 of the Act, Mr. Shirish Anjaria, Director of the Company, retire by rotation at the Meeting.
6. At the 27th AGM held on September 30, 2022, the members approved re-appointment of M/s MSP & Co., Chartered Accountants Firm (Firm Registration No.107565W) as Statutory Auditors of the Company to hold office from the conclusion of 27th AGM till the conclusion of the 32nd AGM. M/s. MSP & Co., will complete their present term as Statutory Auditors of the Company on conclusion of the AGM to be held in 2027.
7. Institutional / Corporate Shareholders (i.e. other than individuals / HUF, NRI, etc.) are required to send a scanned copy (PDF/JPG Format) of its Board or governing body Resolution/Authorization etc. authorizing its representative to attend the AGM through VC / OAVM on its behalf and to vote through remote e-voting. The said Resolution/Authorization shall be sent to the Company by email through its registered email address to investor@dynacons.com with a copy marked to evoting@nsdl.com
8. Pursuant to the provisions of Section 91 of the Companies Act, 2013, the Register of Members and Share Transfer books of the Company will remain closed from Thursday, September 24, 2026 to Wednesday September 30, 2026. (both days inclusive).
9. Members desirous of getting any information in respect of the content of the annual report are requested to forward the queries to the Company at least 10 days prior to the annual general meeting so that the required information can be made available at the Company.
10. In case of joint holders attending the AGM, the Member whose name appears as the first holder in the order of names as per the Register of Members of the Company will be entitled to vote.
11. Pursuant to Rule 18(3) of the Companies (Management and Administration) Rules, 2014, the Members are requested to provide their e-mail id to their Depository Participants ("DP") in case the shares are held by them in electronic form and

with the Company or Registrar and Share Transfer Agent in case the shares are held by them in physical form in order to facilitate easy and faster dispatch of Notices of the general meetings and other communication by electronic mode from time to time.

12. Members are requested to intimate changes, if any, pertaining to their name, postal address, email address, telephone/mobile numbers, Permanent Account Number (PAN), mandates, nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFSC code, etc., to their DPs in case the shares are held by them in electronic form and to the Company's Registrars and Transfer Agents, BSPL in case the shares are held by them in physical form.
13. Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSDRTAMB/P/CIR/2022/8 dated January 25, 2022, has mandated the listed companies to issue securities in dematerialized form only while processing service requests viz. Issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/exchange of securities certificate; endorsement; sub-division/splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4, (the format of which is available on the Company's website at www.dynacons.com) along with requisite supporting documents to BSPL as per the requirement of the aforesaid circular. It may be noted that any service request can be processed only after the folio is KYC Compliant.
14. SEBI vide its notification SEBI/LAD-NRO/GN/2022/66 dated January 24, 2022 has mandated that all requests for transfer of securities including transmission and transposition requests shall be processed only in dematerialized form. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialization, Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or BSPL, for assistance in this regard.
15. SEBI vide its Circular dated July 31, 2023 issued guidelines for members to resolve their grievances by way of Online Dispute Resolution ('ODR') through a common ODR portal. Members are requested to first take up their grievance, if any, with Bigshare Services Private Limited, Registrar and Share Transfer Agent of the Company. If the grievance is not redressed satisfactorily, the member may escalate the same through: i) SCORES Portal in accordance with the SCORES guidelines, and ii) if the member is not satisfied with the outcome, dispute resolution can be initiated through the ODR Portal at <https://smartodr.in/login>.
16. Members are requested to note that, dividends if not encashed for a consecutive period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ("IEPF"). The shares in respect of such unclaimed dividends are also liable to be transferred to the demat account of the IEPF Authority. In view of this, Members are requested to claim their dividends from the Company, within the stipulated timeline.
17. Members are requested to register / update their complete bank details with their Depository Participant(s), if shares are held in dematerialised mode, by submitting forms and documents as may be required by the Depository Participant(s). Payment of dividend shall be made through electronic mode to those members, holding shares in dematerialised mode, who have updated their bank account details.
18. As per the Master circular dated May 7, 2024 issued by SEBI, payment of dividend to members holding shares in physical mode shall only be made electronically. Such payment shall be made only after they have furnished their Permanent Account Number, Contact Details (Postal Address, Mobile Number and E-mail), Bank Account Details, Specimen Signature, etc., for their corresponding physical folios with the Company /BSPL. In this regard the Company had sent letters to its members for furnishing the required details. Please refer to SEBI FAQs by accessing the link: https://www.sebi.gov.in/sebi_data/faqfiles/jul2025/1752726453064.pdf (FAQ No. 47 & 48)
19. Pursuant to Finance Act 2020, dividend income is taxable in the hands of shareholders w.e.f. April 1, 2020 and the Company is required to deduct tax at source from dividend paid to shareholders at the prescribed rates. For the prescribed rates for various categories, please refer to the Finance Act, 2020 and the amendments thereof. The shareholders are requested to update their PAN with the DP (if shares held in electronic form) and Company/BSPL (if shares held in

physical form). Shareholders are requested to note that in case their PAN is not registered, or having invalid PAN or Specified Person as defined under section 206AB of the Income-tax Act ("the Act"), the tax will be deducted at a higher rate prescribed under section 206AA or 206AB of the Act, as applicable.

20. Members who hold shares in dematerialized form are requested to login with their DP ID and Client ID numbers for easy identification of attendance at the meeting.
21. The Equity Shares of the Company are mandated for trading in the compulsory demat mode. The ISIN Number allotted for the Company's shares is INE417B01040.
22. Annual Listing fees for the year 2025-2026 has been paid to all stock exchange wherein shares of the Company are listed.
23. As per the provisions of Section 72 of the Act and SEBI circular, the facility for making nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13. If a Member desires to opt out or cancel the earlier nomination and record a fresh nomination, he/she may submit the same in Form ISR-3 or SH-14 as the case may be. The said forms can be downloaded from the Company's website www.dynacons.com. Members holding shares in physical form may submit the same to BSPL. Members holding shares in electronic form may submit the same to their respective depository participant.
24. SEBI has vide Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated November 3, 2021 read with SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/687 dated December 14, 2021 and SEBI/ HO/MIRSD/MIRSD-PoD-1/P/ CIR/2023/37 dated March 16, 2023 ("SEBI Circulars") mandated furnishing of Permanent Account Number ('PAN'), KYC details viz. Contact Details (Postal Address, Mobile Number and E-mail), Bank Details, Nomination etc. by holders of physical securities. The Company had sent letters for furnishing the required details.

Any service request shall be entertained by BSPL only upon registration of the PAN, KYC details and the nomination. Further, in absence of the above information on or after October 1, 2023, the folio(s) shall be frozen by BSPL in compliance with the aforesaid SEBI Circulars. If the folio(s) continue to remain frozen as on December 31, 2025, the frozen folios shall be referred by BSPL/Company to the administering authority under the Benami Transactions (Prohibitions) Act, 1988 and/or Prevention of Money Laundering Act, 2002.

DISPATCH OF ANNUAL REPORT THROUGH ELECTRONIC MODE:

1. In compliance with the MCA Circulars and Regulation 36(1)(a) of the Listing Regulations, Notice of the AGM along with the Annual Report for the financial year 2025-26 is being sent only through electronic mode to those members whose e-mail address is registered with the Company / Registrar and Transfer Agent / Depository Participants / Depositories. Further, in compliance with Regulation 36(1)(b) of the Listing Regulations, a letter providing the web-link, including the exact path, where Annual Report for the financial year 2025-26 is available, is being sent to those members whose e-mail address is not registered with the Company / Registrar and Transfer Agent / Depository Participants / Depositories.
2. Members may note that the Notice and Annual Report 2025-26 will also be available on the Company's website www.dynacons.com, website of the Stock Exchanges, i.e., National Stock Exchange of India Limited at www.nseindia.com and BSE Limited at www.bseindia.com and is also available on the website of NSDL (agency for providing the Remote e- Voting facility) i.e. www.evoting.nsdl.com
3. For receiving all communication (including Annual Report) from the Company electronically:
 - a) Members holding shares in physical mode and who have not registered/updated their email address with the Company are requested to register/update the same by writing to the Company's Registrar & Share transfer agent- Bigshare Services Pvt. Ltd. (BSPL) with details of folio number and attaching a self-attested copy of PAN card at info@bigshareonline.com.

- b) Members holding shares in dematerialized mode are requested to register/update their email addresses with the relevant Depository Participant.
25. Members attending the AGM through VC/OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.
26. Members of the Company under the category of Institutional Investors are encouraged to attend and vote at the AGM.
- 27. Voting through electronic means:**

- I. In compliance with the provisions of Section 108 of the Companies Act, 2013 and Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended by the Companies (Management and Administration) Amendment Rules, 2015 and regulation 44 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015 (Listing Regulations), and in terms of SEBI Circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 and the Circulars issued by the Ministry of Corporate Affairs dated April 08, 2020, April 13, 2020 and May 05, 2020 the Company is providing facility of remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with National Securities Depository Limited (NSDL) for facilitating voting through electronic means, as the authorized agency. The facility of casting votes by a member using remote e-Voting system as well as venue voting on the date of the AGM will be provided by NSDL.
- II. The remote e-voting period commences on Friday, September 25, 2026 (9:00 a.m. IST) and ends on Tuesday, September 29, 2026 (5:00 p.m. IST). During this period, Members holding shares either in physical form or in dematerialized form, as on Wednesday, September 23, 2026 i.e. cut-off date, may cast their vote electronically. The e-voting module shall be disabled by NSDL for voting thereafter. Those Members, who will be present in the AGM through VC / OAVM facility and have not cast their vote on the Resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system during the AGM.
- III. The voting rights of Members shall be in proportion to their shares in the paid-up equity share capital of the Company as on the cut-off date.
- IV. The Members who have cast their vote by remote e-voting prior to the AGM may also attend/participate in the AGM through VC / OAVM but shall not be entitled to cast their vote again.
- V. Any person, who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, may obtain the login ID and password by sending a request at evoting@nsdl.com. However, if he/she is already registered with NSDL for remote e-voting then he/she can use his/her existing User ID and password for casting the vote.
- VI. The details of the process and manner for remote e-voting are explained herein below:

A. How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of “Two Steps” which are mentioned below:

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	1. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID, 8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 3. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS Portal" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 4. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 5. Shareholders/Members can also download NSDL Mobile App "NSDL Speede" facility by scanning the QR code mentioned below for seamless voting experience. NSDL Mobile App is available on  App Store  Google Play  

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: <https://www.evoting.nsdl.com/> either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example, if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example, if your Beneficiary ID is 12***** then your user ID is 12*****.
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the company For example, if folio number is 001*** and EVEN is 101456 then user ID is 101456001***.

5. Password details for shareholders other than Individual shareholders are given below:
 - a. If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
 - b. If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
 - c. How to retrieve your 'initial password'?
 - (i) If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8-digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
 - (ii) If your email ID is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.
6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:
 - a. Click on "Forgot User Details/Password?" (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
 - b. Physical User Reset Password? (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
 - c. If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.

- d. Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
7. After entering your password, tick on Agree to “Terms and Conditions” by selecting on the check box.
8. Now, you will have to click on “Login” button.
9. After you click on the “Login” button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies “EVEN” in which you are holding shares and who’s voting cycle and General Meeting is in active status.
2. Select “EVEN” of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on “VC/OAVM” link placed under “Join General Meeting”.
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on “Submit” and also “Confirm” when prompted.
5. Upon confirmation, the message “Vote cast successfully” will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI, etc.) are required to send scanned copy (PDF/JPG format) of the relevant Board Resolution/Authority letter, etc., together with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer through e-mail to hs@hspnassociates.in, with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the “Forgot User Details/Password?” or “Physical User Reset Password?” option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) - Shareholders and e-voting user manual for Shareholders, available at the download section of www.evoting.nsdl.com or call on.: 022 - 4886 7000 or send a request to Pallavi Mhatre, Senior Manager at evoting@nsdl.com

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e-mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self- attested scanned copy of Aadhar Card) by email to investor@dynacons.com.
2. In case shares are held in demat mode, please provide DPID-CLID (16-digit DPID + CLID or 16-digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to investor@dynacons.com. If you are an Individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.**

3. Alternatively, shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER: -

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.

C. Other Instructions:

- i. The voting rights of members shall be in proportion to their shares of the paid-up equity share capital of the Company as on the cut-off date of September 23, 2026.
- ii. A person, whose name is recorded in the register of members or in the register of beneficial owners maintained by the depositories as on the cut-off date only shall be entitled to avail the facility of remote e-voting.
- iii. Mr. Hemant Shetye, Company Secretary (FCS No.2827 and COP 1483) and Designated Partner of HSPN & Associates LLP, Practicing Company Secretaries has been appointed as the Scrutinizer for providing facility to the members of the Company to scrutinize the voting and remote e-voting process in a fair and transparent manner and he has consented to act as a scrutinizer.
- iv. The Scrutinizer shall after the conclusion of voting at the general meeting, will first count the votes cast at the meeting and thereafter unblock the votes cast through remote e-voting in the presence of at least two witnesses not in the employment of the Company and shall make, not later than two working days of the conclusion of the AGM, a consolidated scrutinizer's report of the total votes cast in favour or against, if any, to the Chairman or a person authorized by him in writing, who shall countersign the same and declare the result of the voting forthwith.
- v. The results declared along with the Scrutinizer's Report shall be placed on the Company's website www.dynacons.com and on the website of NSDL www.evoting.nsdl.com within two working days of the passing of the resolutions at the Thirty-first AGM of the Company on September 30, 2026 and communicated to the BSE Limited and National Stock Exchange of India Limited, where the shares of the Company are listed.

D. Instructions for Members for Attending AGM through Video Conferencing (VC) / Other Audio-Visual Means (OAVM) are as under:

1. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to NSDL e-Voting system. After successful login, you can see link of "VC/OAVM link" placed under "Join meeting" menu against company name. You are requested to click on VC/OAVM link placed under Join General Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through Laptops for better experience.

3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
5. Shareholders who would like to express their views/have questions may send their questions in advance mentioning their name demat account number/folio number, email id, mobile number at investor@dynacons.com from September 25, 2026 (9:00 a.m. IST) to September 28, 2026 (5:00 p.m. IST). The same will be replied by the company suitably. Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.
6. The Members can join the AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis

Other Instructions

28. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, first count the votes cast during the AGM, thereafter unblock the votes cast through remote e-voting and make, not later than two working days of conclusion of the AGM, a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, to the Chairman or a person authorised by him in writing, who shall countersign the same.
29. The result declared along with the Scrutinizer's Report shall be placed on the Company's website www.dynacons.com and on the website of NSDL <https://www.evoting.nsdl.com> immediately. The Company shall simultaneously forward the results to National Stock Exchange of India Limited and BSE Limited, where the shares of the Company are listed.

By Order of the Board of Directors
For Dynacons Systems & Solutions Limited

Shirish M. Anjaria
Chairman cum
Managing Director
DIN No: 00444104

Parag J. Dalal
Executive Director
DIN No: 00409894

Date: September 02, 2026

Place: Mumbai

Registered Office

78, Ratnajyot Industrial Estate,

Irla Lane, Vile Parle (W),

Mumbai – 400 056

CIN No: L72200MH1995PLC093130

EXPLANATORY STATEMENTS:

The following Explanatory Statement, as required under Section 102 of the Companies Act, 2013, set out all material facts relating to the business under Item No. 4 of the accompanying Notice dated September 02, 2026.

ITEM NO. 4

Pursuant to Section 148 of the Companies Act, 2013 and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the Company is required to appoint a Cost Auditor to audit the cost records for applicable products of the Company. On the recommendation of the Audit Committee, at its meeting held on September 02, 2026, the Board considered and approved the appointment of Nidhi Subhash Tibrewala & Co., Cost Accountants (Firm Registration no. 005417), Cost Accountants, for the Financial Year 2025-26, as M/s. Rajaram Madhav Walavalkar & Co., Cost Accountants (Firm Registration No. 003584) have tendered their resignation as the Cost Auditor of the Company for the Financial Year 2025-26, since, M/s. Rajaram Madhav Walavalkar & Co. will be taking up other professional assignments, due to which Mr. Walavalkar will not be in a position to continue as the Cost Auditor of the Company for the Financial Year 2025–2026.

On the recommendation of the Audit Committee, at its meeting held on September 02, 2026, the Board considered and approved the appointment, Nidhi Subhash Tibrewala & Co., Cost Accountants (Firm Registration no. 005417) as Cost Auditors of the Company for the Financial Year 2026-2027

Further, the remuneration payable to the Cost Auditors is required to be ratified by the members of the Company. The Board on recommendation of Audit Committee have approved a remuneration of ₹ 1,50,000/- per annum plus applicable taxes and reimbursement of out-of-pocket expenses to Nidhi Subhash Tibrewala & Co., Cost Accountants (Firm Registration No. 005417) for conducting the Cost Audit for the financial year 2025-26 and 2026-27 respectively.

The Board has approved remuneration of ₹ 1,50,000 per annum plus applicable taxes and reimbursement of out-of-pocket expenses payable to the Cost Auditors for conducting the Cost Audit for FY 2025-26 and FY 2026-27 respectively, subject to ratification by the Members.

Further, the Company has received their eligibility and consent to act as cost auditors.

The Board recommends the Ordinary Resolution set out at Item No.4 of the Notice for the approval of the Members.

None of the Directors, Key Managerial Personnel of the Company or their relatives is concerned or interested, financially or otherwise, in the resolution set out at Item No. 4 of the Notice

Details of Directors appointment/re-appointment/retiring by rotation, as required to be provided pursuant to the provisions of (i) Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and (ii) Secretarial Standard on General Meetings ("SS-2"), issued by the Institute of Company Secretaries of India and approved by the Central Government are provided herein below:

Particulars	Mr. Shirish Anjaria
Director Identification Number (DIN)	00444104
Date of Birth / Age	30/09/1944 (81 years)
Date of First Appointment on the Board	26/09/1995
Experience in functional Area	Shirish M. Anjaria is a business leader with successful & fruitful career of over five decades. He has wide experience across industries and has rich exposure in Business Management, Corporate Affairs, customer relations and Corporate Social Responsibility Activities. Under his Chairmanship, Dynacons has forged strategic alliances with global IT majors such as IBM, Intel, HP, Microsoft, Lenovo, Sony, Cisco etc. He was also the founder of the Millenium PC initiative which was recognized by Intel, USA.
Qualification	Graduate in Science and holds a post graduate degree in Law. He is a Certified Associate of the Federation of Insurance Institutes.
Directorship in other Companies (Public Limited Companies)	Please refer Corporate Governance Report section of the Annual Report 2025-26
Membership of Committees of other public limited companies (Audit Committee and Shareholder's/Investor's Grievance Committee only)	
No. of Shares held in the Company	
The number of Meetings of the Board attended during the F.Y. 2025-26	
Remuneration Proposed	Upto ₹ 22,00,000/- per month and any casual emoluments or benefits in addition to their salary or wages
Remuneration Paid	₹ 11,50,000/- per month
Disclosure of relationship with other Directors, Manager and other Key Managerial Personnel of the Company	The Directors, Mr. Shirish M. Anjaria & Mr. Dharmesh S. Anjaria having father and son relationship are related to each other within the meaning of the term "relative" as per Section 2(77) of the Act and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.
Terms and conditions of re-appointment along with details of remuneration sought to be paid	As approved by the members in the Annual General Meeting of the Company held on September 30, 2024

By Order of the Board of Directors
For Dynacons Systems & Solutions Limited

Shirish M. Anjaria
Chairman cum
Managing Director
DIN No: 00444104

Parag J. Dalal
Executive Director
DIN No: 00409894

Date: September 02, 2026

Place: Mumbai

Registered Office

78, Ratnajyot Industrial Estate,

Irla Lane, Vile Parle (W),

Mumbai – 400 056

CIN No: L72200MH1995PLC093130

Directors Report

Your Directors are pleased to present the **Thirty-first** Annual Report on the business and operations of the Company for the year ended March 31, 2026.

1. State of the Company's Affairs

(₹ In Lakhs)

Particulars	Standalone		Consolidated	
	Year ended 31/03/2026	Year ended 31/03/2025	Year ended 31/03/2026	Year ended 31/03/2025
Gross Income	1,42,839.81	1,27,353.98	1,43,000.86	1,27,393
Profit Before Finance Cost and Depreciation and Amortisation Expenses	15,150.07	10,975.99	15,165.35	10,989.15
Provision for Depreciation and Amortisation Expenses	1,453.03	164.63	1,453.03	164.63
Profit Before Finance Cost	13,697.04	10,811.36	13,712.32	10,824.52
Finance Cost	2,320.19	1,110.41	2,320.19	1,110.41
Net Profit Before Tax	11,376.85	9,700.95	11,392.13	9,714
Provision for Tax	2,899.29	2,460	2,910.89	2,465
Net Profit After Tax	8,477.56	7,241	8,481.24	7,249
Balance of Profit brought forward	20,468	13,290	20,464	13,288
Balance available for appropriation	28,881.70	20,468	28,873.98	20,464

2. Management Analysis and Discussions

The Management Discussion and Analysis should be read in conjunction with the Company's audited standalone and consolidated financial statements, the notes thereto, the Board's Report and the Corporate Governance Report for the financial year ended March 31, 2026. Statements in this section describing the Company's objectives, projections, estimates, expectations or outlook may constitute forward-looking statements within the meaning of applicable laws and regulations. Actual results may differ materially from those expressed or implied due to changes in economic conditions, technology, customer demand, competitive intensity, regulatory developments and other factors affecting the Company's operations.

Company Performance

During FY 2025-26, your Company delivered another year of strong performance, reflecting its ability to successfully execute large and complex technology projects while maintaining operational efficiency and financial discipline. Total income for the year on a consolidated basis stood at ₹1,430.01 crore, compared with ₹1,273.93 crore in the previous year, representing a growth of 12.25%. On a standalone basis, total income stood at ₹1,428.40 crore, compared with ₹1,273.54 crore in the previous year, representing a growth of 12.16%. The growth was supported by sustained execution across Infrastructure Management Services, Data Centre and Cloud Solutions, Network and Security Solutions, Digital Workplace Solutions and large systems integration projects.

Earnings before Interest, Taxes, Depreciation and Amortisation, or EBITDA, on a consolidated basis increased to ₹151.65 crore from ₹109.89 crore in the previous year, representing a growth of approximately 38.00%. On a standalone basis, EBITDA increased to ₹151.50 crore from ₹109.76 crore in the previous year, representing a growth of approximately 38.02%. The consolidated EBITDA margin improved to 10.60% from 8.63% in the previous year, while the standalone EBITDA margin improved to 10.61% from 8.62%. The improvement in margins was supported by operating leverage, disciplined project execution and an improving mix of higher-value infrastructure and managed services engagements.

Profit before tax on a consolidated basis stood at ₹113.92 crore, compared with ₹97.14 crore in the previous year, representing a growth of 17.28%. On a standalone basis, profit before tax increased to ₹113.77 crore from ₹97.01 crore,

representing a growth of 17.28%. Profit after tax on a consolidated basis stood at ₹84.81 crore, compared with ₹72.49 crore in the previous year, registering a growth of approximately 17.00%. On a standalone basis, profit after tax increased to ₹84.78 crore from ₹72.41 crore, representing a growth of approximately 17.07%. The consistent profitability reflects the strength of Dynacons' balanced business model, combining large project-based engagements with recurring and annuity-oriented services

Earnings per Share on a consolidated basis increased to ₹66.64 from ₹57.01 in the previous financial year. On a standalone basis, Earnings per Share increased to ₹66.62 from ₹56.95. The increase in earnings reflects the growth in profitability achieved during the year and the Company's continued focus on creating sustainable value for shareholders.

Return on Capital Employed remained healthy at 38.25% on a consolidated basis and 38.23% on a standalone basis, reflecting the Company's continued focus on efficient utilisation of capital. Return on Net Worth stood at 26.90% on a consolidated basis and 26.91% on a standalone basis. The moderation in Return on Net Worth, notwithstanding the growth in profit after tax, reflects the increase in the Company's net worth during the year. The debt-to-equity ratio remained comfortable at 0.26:1 on both consolidated and standalone bases, providing financial flexibility to support future investments and growth initiatives.

The Company continued to maintain a strong financial position, supported by profitable operations, prudent capital allocation and active management of working capital. During the year, the Company undertook several sizeable technology infrastructure and service engagements. Such projects may involve advance procurement, inventory positioning, milestone-based billing, customer acceptance cycles and OEM lead times. Accordingly, the Company continues to closely monitor receivables, inventory, project milestones and funding requirements while maintaining adequate financial resources to support execution.

Dynacons remains committed to deploying capital efficiently and investing selectively in opportunities that can generate sustainable long-term returns. The Company continues to strengthen its capabilities in AI-ready infrastructure, Data Centre and Cloud Solutions, Network and Cybersecurity, Digital Workplace Solutions, Device-as-a-Service and Managed Services, while maintaining a disciplined approach to project selection and execution.

The financial performance achieved during the year reflects the investments made in strengthening customer relationships, enhancing technology and service-delivery capabilities, deepening employee skills and expanding the Company's technology ecosystem. Dynacons' strong financial foundation, established execution capabilities, customer-centric approach and strategic technology partnerships provide a solid platform for sustained growth and long-term stakeholder value creation.

The consolidated financial summary for the last five years is presented below:

Financial Year	Total Income (₹ crore)	EBITDA (₹ crore)	PAT (₹ crore)	EPS (₹)	ROCE (%)	RONW (%)	Net Profit Margin (%)	Debt/ Equity
FY22	655.84	32.31	16.43	13.57	28.19%	24.17%	2.51%	0.91:1
FY23	806.77	56.92	33.45	27.70	36.99%	31.93%	4.16%	0.62:1
FY24	1,028.85	82.37	53.82	42.37	38.19%	34.13%	5.25%	0.21:1
FY25	1,273.93	112.00	72.49	57.01	38.83%	31.37%	5.72%	0.22:1
FY26	1,430.01	151.65	84.81	66.64	38.25%	26.90%	5.95%	0.26:1

Beyond the financial performance, the year marked further progress in Dynacons' evolution from a traditional systems integrator into an integrated technology lifecycle partner. The Company is increasingly combining technology consulting, solution design, procurement, systems integration, project execution, managed operations, workplace support and asset lifecycle services under a unified delivery framework. This enables Dynacons to remain engaged with customers across the technology lifecycle, from planning and building to running, monitoring, modernising and refreshing their technology environments.

Industry Overview

The technology landscape is undergoing a significant transformation as Artificial Intelligence, data growth, hybrid cloud adoption, cybersecurity requirements and digital operating models reshape the way organisations operate and compete. Enterprises are increasingly modernising their technology foundations to support AI-enabled applications, intelligent automation, data-driven decision-making and more personalised customer experiences.

AI adoption requires more than models and applications. It requires powerful computing platforms, high-performance storage and networking, scalable cloud environments, reliable data platforms, containerisation, resilient data centres, cybersecurity, observability and ongoing infrastructure management. As organisations move from limited experimentation to enterprise-scale deployment, AI is emerging as a significant infrastructure investment cycle.

The growing complexity of enterprise technology environments is also encouraging organisations to consolidate technology partners. Customers increasingly prefer partners that can design, build, integrate, secure, operate and modernise infrastructure under a unified governance framework. This trend is creating opportunities for integrated systems integrators and managed services providers capable of combining technology expertise, delivery scale, OEM relationships and long-term operational accountability.

In India, continued investments in digital banking, public digital infrastructure, data centres, cloud adoption, cybersecurity, connectivity and citizen-facing platforms are supporting demand for technology solutions. BFSI organisations are modernising private cloud, core banking, branch connectivity, data management and workplace systems. Public sector institutions are investing in secure and scalable infrastructure, while large enterprises are adopting hybrid cloud, automation and intelligent workplace solutions.

At the same time, the industry continues to face challenges arising from rapid technology changes, competition, evolving customer expectations, supply-chain disruptions, specialised talent availability and working-capital requirements. Success in this environment depends on technical competence, execution discipline, constant reskilling, strong technology partnerships and the ability to remain closely aligned with changing customer priorities.

Business Overview

Dynacons provides end-to-end technology solutions and services covering data centre and cloud infrastructure, network and cybersecurity, digital workplace solutions, systems integration, managed services, Core Banking as a Service and technology lifecycle management. The Company serves customers across BFSI, public sector and large enterprise segments.

The Company's capabilities span the full technology lifecycle, including advisory and design, procurement, supply, installation, integration, deployment, migration, project management, service desk, field support, remote infrastructure management, monitoring, maintenance, refresh and secure retirement of technology assets.

Dynacons' competitive position is supported by its experience in managing complex and mission-critical technology environments, relationships with leading global technology providers, technically skilled workforce, project execution capability and delivery reach across India. The Company's ability to combine diverse technologies and services under a single programme governance structure enables it to undertake large, multi-location and long-duration engagements.

Customer-Centricity

Customer-centricity is at the core of Dynacons' business model, organisational structure and investment decisions. The Company's philosophy is to understand each customer's technology environment and business priorities, deliver superior outcomes and build deep, enduring relationships based on trust, responsiveness and consistent execution.

Dynacons seeks to position itself not merely as a technology supplier, but as a trusted advisor and long-term transformation partner. The Company works closely with customer teams to understand their existing infrastructure, operational challenges, regulatory environment and future objectives. This contextual knowledge enables Dynacons to

design tailored solutions that address specific business requirements rather than apply a standardised approach across customers.

The Company's customer-centric approach extends throughout the engagement lifecycle. It begins with solution design and commercial structuring and continues through implementation, service transition, managed operations, performance monitoring and periodic technology refresh. Clear governance structures, service-level commitments, regular reviews and defined escalation mechanisms help maintain accountability and provide customers with visibility over delivery.

Dynacons also seeks to broaden and deepen existing customer relationships by identifying additional areas where it can add value. The Company invests in new capabilities, reskills its workforce and expands its portfolio in response to changes in customer requirements. This approach enables Dynacons to participate in a wider share of customers' technology investments and supports repeat business, cross-selling and longer-duration relationships.

The Company's focus on customer transformation, operational rigour and delivery excellence has contributed to sustained customer relationships and enhanced confidence in Dynacons' ability to undertake complex programmes. Its continued success in securing large and mission-critical engagements from established customers reflects the strength of these relationships and the trust placed in the Company's execution capabilities.

Our 3C Approach: Concept, Capability and Culture

The name Dynacons reflects the Company's dynamic character and its commitment to continuous evolution. The Company's growth philosophy is guided by its 3C framework of Concept, Capability and Culture. Together, these principles shape how Dynacons identifies opportunities, builds differentiated strengths and delivers sustainable value to customers and stakeholders.

Concept

Concept represents the Company's ability to identify important shifts in technology and translate them into commercially relevant solutions. Dynacons continually evaluates how developments in AI, data centre architecture, cloud computing, cybersecurity, network transformation, digital workplace and automation can address customer requirements.

The Company seeks to understand emerging technologies in the context of actual customer challenges. Its approach is not limited to introducing individual products. Dynacons combines technology, services, financing or consumption structures and lifecycle support to develop practical solutions that improve resilience, efficiency, scalability and user experience.

The theme of the Annual Report, "Accelerating the Intelligent Enterprise: Powering AI. Strengthening Infrastructure. Enabling Transformation." reflects this approach. Dynacons is helping customers create the infrastructure foundation required to adopt AI and other emerging technologies securely and at scale.

Capability

Capability represents the technical expertise, delivery systems, partnerships, processes and human resources required to convert concepts into successful customer outcomes. The Company continues to invest in technical certifications, solution architecture, programme management, service delivery, automation and governance.

Dynacons has developed capabilities across data centre and cloud infrastructure, enterprise networking, cybersecurity, digital workplace, Core Banking as a Service, managed services and technology lifecycle management. Relationships with leading technology providers give the Company access to advanced platforms, training, technical support and collaborative go-to-market opportunities.

The Company's capability is also demonstrated through its ability to execute complex projects across multiple locations and integrate technologies from several providers within a unified architecture. Its processes, quality systems and delivery frameworks support consistency, control and accountability across customer engagements.

Culture

Culture represents the values and behaviours that sustain performance over the long term. Dynacons seeks to foster a culture of customer focus, integrity, collaboration, accountability, continuous learning and delivery excellence.

The Company encourages its people to remain responsive to customers, take ownership of outcomes and continually improve their technical and professional skills. As the technology environment evolves, Dynacons is strengthening capabilities in cloud, AI infrastructure, cybersecurity, automation, networking and managed services.

The 3C framework enables Dynacons to continually refine its concepts, expand its capabilities and nurture a culture that supports innovation and execution. This integrated approach has helped the Company navigate multiple technology cycles, develop enduring customer relationships, build an engaged workforce and expand its addressable market.

Our Integrated Solutions Portfolio

Data Centre, Cloud and AI Infrastructure

Dynacons designs, supplies, implements and supports modern data centre and cloud environments. The Company's capabilities include enterprise servers, high-performance computing, storage, hyperconverged infrastructure, virtualisation, backup and disaster recovery, private cloud, hybrid cloud, containerisation and associated data centre infrastructure.

The rapid adoption of AI is increasing demand for accelerated computing, GPU-based infrastructure, high-performance storage, advanced networking and scalable data platforms. Dynacons is strengthening its ability to support AI-ready environments by combining compute, storage, network, cloud-native platforms, containerisation, data protection and managed operations.

During the year, the Company secured and executed important engagements for private cloud, data centre augmentation and enterprise infrastructure in the financial-services sector. These engagements demonstrate the Company's ability to undertake complex and mission-critical programmes involving architecture, migration, integration, security, project governance and ongoing support.

Dynacons' position in this segment is aligned with the Annual Report theme. By building AI-ready infrastructure and strengthening the underlying digital foundation, the Company helps customers move from technology ambition to secure and scalable enterprise deployment.

Network, Connectivity and Cybersecurity

The Company provides enterprise networking, branch and campus connectivity, SD-WAN, wireless networking, network monitoring, secure access, next-generation firewalls, endpoint security, identity and access management, security information and event management and related cybersecurity solutions.

Dynacons has established capabilities in large, distributed network environments, particularly within BFSI and public sector organisations. Its SD-WAN solutions allow customers to centralise network management, improve resilience, optimise application performance and apply consistent security policies across multiple locations.

The Company is expanding its cybersecurity portfolio in response to the increasing frequency and sophistication of cyber threats and the security implications of AI adoption. During the year, Dynacons announced a strategic partnership with Cygeniq to deliver AI-driven cybersecurity and trusted AI protection across India, the Middle East and Asia-Pacific.

Digital Workplace and Device Lifecycle Services

Dynacons' Digital Workplace Solutions support the complete lifecycle of workplace technology. The portfolio includes end-user devices, mobility, virtual desktop infrastructure, collaboration and audio-visual solutions, managed print, service desk, field support, configuration, logistics, deployment, maintenance and refresh.

The Company is expanding its Device-as-a-Service and technology lifecycle management capabilities. These models combine device sourcing, configuration, warehousing, kitting, deployment, asset tracking, maintenance, refresh and secure retirement within an integrated service framework.

Lifecycle-based services enable customers to simplify technology ownership, improve visibility over assets, maintain consistent user experience and manage refresh cycles more effectively. For Dynacons, these engagements support deeper customer relationships and increase the potential contribution from recurring and annuity-led revenues.

During FY 2025-26, the Company secured a Digital Workplace Solutions contract from Life Insurance Corporation of India valued at ₹138.44 crore and a Device-as-a-Service project from Jammu & Kashmir Bank valued at ₹74.99 crore.

Managed Services

Managed Services are central to Dynacons' strategy of increasing recurring and annuity-led revenues. The Company offers infrastructure management, data centre operations, cloud operations, network management, security operations, infrastructure monitoring, service desk, field support, break-fix services, managed print and staffing support.

These services are delivered through defined service levels, governance frameworks, monitoring tools, automation and analytics. The Company is continually enhancing its use of automation and AI to improve incident identification, predictive maintenance, resource utilisation, service responsiveness and operational efficiency.

Dynacons' integrated model allows it to move from implementing a technology environment to operating, optimising and modernising that environment over a multi-year period. This provides customers with continuity and accountability while creating opportunities for Dynacons to increase the proportion of long-duration engagements within its business mix.

Core Banking and Enterprise Platforms

Dynacons provides Core Banking as a Service and associated applications for cooperative and rural banking institutions. These engagements combine consultancy, implementation, customisation, data migration, infrastructure, network services, integration and ongoing support. By bringing together the banking platform, underlying technology infrastructure and managed operating services, the Company provides participating banks with a secure, scalable and integrated technology environment.

During FY 2025-26, the Company secured additional orders aggregating to ₹51.28 crore for an advanced Core Banking as a Service solution and allied applications for State and District Cooperative Banks. These engagements build upon Dynacons' experience in banking technology, infrastructure and managed services and reflect the Company's ability to undertake complex, multi-institution technology transformation programmes.

A significant implementation milestone was achieved during the year, with 38 banks successfully going live on Dynacons' Core Banking as a Service platform. These banks are actively using the platform for their banking operations, marking the successful transition of the programme from implementation and migration to live production usage. The achievement demonstrates the Company's ability to coordinate and execute technology deployment across multiple banking institutions while managing platform configuration, data migration, integration, user enablement and operational transition.

The active usage of the platform by 38 banks provides an important validation of the scalability and operational readiness of Dynacons' Core Banking as a Service offering. The platform enables participating banks to access a modern core banking environment together with the supporting infrastructure, applications and ongoing services under an integrated delivery model. Dynacons continues to support these institutions through platform management, infrastructure and network support, application services and operational assistance, helping them strengthen service delivery and progressively modernise their banking operations.

Global Procurement and Multinational Customer Support

Dynacons supports multinational and global customers with their India technology requirements, including procurement, deployment, field services, warehousing, logistics and lifecycle support. The Company's value proposition combines local execution, OEM coordination, commercial optimisation and programme governance.

This capability enables global customers to obtain consistent service delivery for their India operations while working within a broader international technology framework. It also provides Dynacons with opportunities to build long-term managed lifecycle relationships with multinational enterprises.

Significant Order Wins and Strategic Developments

During FY 2025-26, the Company announced several significant engagements across its priority solution areas. These included:

- A Digital Workplace Solutions contract from Life Insurance Corporation of India valued at ₹138.44 crore.
- Additional orders of ₹51.28 crore for an advanced Core Banking as a Service solution and allied applications for State and District Cooperative Banks.
- An SD-WAN solution order from State Bank of India valued at ₹62.98 crore.
- A Device-as-a-Service project from Jammu & Kashmir Bank valued at ₹74.99 crore.
- A private cloud infrastructure order from the Reserve Bank of India valued at ₹750.82 crore.

These orders demonstrate the breadth of the Company's offering across data centre and cloud infrastructure, enterprise networking, digital workplace, device lifecycle management and banking platforms. They also reinforce Dynacons' presence in mission-critical BFSI and public sector environments.

Powering AI. Strengthening Infrastructure. Enabling Transformation.

Powering AI

Dynacons is building the infrastructure foundation required for enterprise AI. Its capabilities include accelerated computing, GPU-based platforms, enterprise servers, high-performance storage, cloud-native technologies, containerisation, networking, data protection and related managed services.

The Company's role is to help customers move from isolated AI experimentation to reliable and scalable enterprise environments. Dynacons seeks to combine appropriate technology architecture with security, governance, integration and ongoing operations so that customers can deploy AI workloads effectively.

Strengthening Infrastructure

The Company strengthens customers' technology foundations through private cloud, data centre modernisation, enterprise networking, SD-WAN, cybersecurity, digital workplace and lifecycle management.

Dynacons combines solution design, technology partnerships, procurement, project management, nationwide implementation and managed operations under a single framework. This integrated approach improves accountability and supports resilient, secure and future-ready infrastructure.

Enabling Transformation

The Company enables transformation by aligning technology investments with customer outcomes. Automation-led managed services, consumption-based models, Device-as-a-Service and Core Banking as a Service help customers simplify technology management, improve operational efficiency and respond more quickly to changing business requirements.

By remaining engaged from design and implementation through operation, optimisation and refresh, Dynacons provides customers with lifecycle continuity and a stronger foundation for ongoing transformation.

Quality and Delivery Excellence

Dynacons remains committed to strengthening its processes to deliver consistently high levels of quality and customer satisfaction. The Company recognises that operational rigour, information security, service management and business continuity are essential for executing large and mission-critical technology programmes.

The Company's quality and process framework is supported by globally recognised standards and certifications, including ISO 9001:2015 for Quality Management Systems, ISO 20000-1:2018 for IT Service Management, ISO 27001:2022 for Information Security Management and CMMI Services V3.0 Maturity Level 5.

Quality is integrated into the Company's project and managed services delivery through defined processes, governance reviews, performance measurements, service-level monitoring and corrective-action mechanisms. Dynacons continually reviews its delivery practices to increase agility, strengthen controls and improve the customer experience.

Maintaining high ethical and corporate governance standards is integral to the Company's pursuit of sustainable growth. The combination of customer-centricity, operational rigour, quality systems and delivery excellence supports the Company's ability to build trust and undertake increasingly complex customer engagements.

Awards, Certifications and Recognition

During the period, the Company received several awards and industry recognitions that reflect its technology capabilities, delivery performance and partner relationships. These included:

- HPE Partner of the Year recognition in Athens, Greece.
- HPE Solution Provider of the Year 2025.
- Best Partner for Driving HPE and Nutanix Solution for FY25.
- Systems Integration Partner of the Year from Versa Networks for Secure SD-WAN transformation.
- Lenovo 360 TruScale DaaS Growth Partner of the Year, Asia Pacific.
- Best Regional Systems Integrator for Government Business, West Region, at the Acer and Intel Pinnacle Club 2025.
- Recognition in the Financial Times High-Growth Companies Asia-Pacific 2026 list for the fifth time.
- Recognition in TIME's India's Fastest-Growing Companies of 2026.

These recognitions validate the Company's capabilities across data centre infrastructure, networking, managed services, Device-as-a-Service and public sector technology solutions.

Opportunities and Strengths

The accelerating adoption of AI, private cloud, hybrid infrastructure, cybersecurity, digital workplace and automation is creating significant opportunities for systems integrators and managed services providers.

Dynacons' integrated portfolio allows the Company to address multiple components of a customer's technology environment. Its expertise across data centre, cloud, network, security, workplace and managed services enables it to participate in larger and more complex programmes.

The Company's experience in BFSI and public sector environments is another important strength. These sectors require high levels of availability, security, compliance, scalability and project governance. Dynacons' delivery track record supports its ability to compete for mission-critical engagements in these markets.

Relationships with leading global technology providers give the Company access to technology platforms, technical support, training and collaborative market opportunities. In addition, the Company's project management, service delivery and nationwide support capabilities enable it to execute multi-location programmes.

The continued expansion of managed services, Device-as-a-Service and Core Banking as a Service provides an opportunity to increase the proportion of recurring and annuity-led engagements. These models can deepen customer relationships and improve medium-term revenue visibility, although the pace of growth will depend on project execution, customer adoption and market opportunities.

Threats, Risks and Concerns

The technology industry is characterised by rapid change, intense competition, evolving customer expectations and continuing pressure to develop new capabilities. Rapid technology obsolescence requires ongoing investment in skills, certifications, platforms and partnerships.

Large technology projects may be affected by customer dependencies, site readiness, procurement schedules, product availability, logistics, OEM lead times and acceptance cycles. The Company mitigates these risks through structured programme governance, milestone monitoring, early procurement planning, vendor coordination and defined escalation mechanisms.

Large projects may also involve inventory funding, milestone-based billing and extended receivable cycles. Dynacons monitors working capital through bid-level commercial evaluation, customer credit assessment, receivable reviews, inventory controls and active treasury management.

Cybersecurity and data protection risks remain significant as the Company manages critical technology environments and expands its use of cloud, automation and AI. Dynacons addresses these risks through information-security policies, access controls, monitoring, incident-response processes, employee awareness and established management systems.

Competition from global and domestic technology providers may result in pricing pressure, extended sales cycles and margin compression. The Company seeks to differentiate itself through integrated solutions, customer relationships, execution capability, managed services, automation and lifecycle accountability.

The availability and retention of specialised talent in areas such as cloud, AI infrastructure, cybersecurity and managed services remains an important consideration. Dynacons continues to invest in employee training, certification, career development and targeted recruitment.

The Company's strategy is diversified and is not dependent on any single technology or platform. It continually reviews its technology portfolio, partnerships and delivery capabilities to remain responsive to changing customer requirements.

Sustainable and Responsible Growth

Dynacons seeks to grow responsibly by balancing customer outcomes, financial discipline, employee development, governance and environmental considerations.

The Company's technology lifecycle management services support more efficient use of technology assets through structured acquisition, deployment, monitoring, maintenance, refresh, refurbishment and secure retirement. These services can help customers improve asset utilisation, extend useful life where appropriate and strengthen governance over end-of-life equipment.

The Company also supports infrastructure consolidation, virtualisation, remote management and more efficient technology platforms. These solutions can help customers optimise resource utilisation while improving scalability and operational resilience.

Dynacons' 3C framework of Concept, Capability and Culture supports this approach to sustainable growth. By identifying relevant technology concepts, developing the capabilities to deliver them and sustaining a responsible and customer-focused culture, the Company seeks to create long-term value for customers, employees, partners and shareholders.

Internal Financial Control Systems and their Adequacy

The Company has established internal financial controls commensurate with its size, scale and complexity of operations. The control framework is designed to provide reasonable assurance regarding the orderly and efficient conduct of business, safeguarding of assets, prevention and detection of fraud and error, accuracy and completeness of accounting records, timely preparation of reliable financial information and compliance with applicable laws and policies.

Dynacons management assessed the effectiveness of the company's internal control over financial reporting (as defined in Regulation 17 of SEBI LODR Regulations 2015) as of March 31, 2026. M/s. MSP & Co., the statutory auditors of Dynacons, have audited the financial statements included in this annual report and have issued an attestation report on the company's internal control over financial reporting (as defined in section 143 of Companies Act 2013).

The internal control environment is supported by a defined organisational structure, authority matrix, operating policies, management reviews, internal audit and oversight by the Audit Committee. The Company continually reviews its policies, systems and standard operating procedures to strengthen the control environment and respond to changes in the business.

The Audit Committee reviews the adequacy and effectiveness of internal controls, observations of the internal and statutory auditors and the status of corrective actions. The internal financial controls are supplemented by internal audits, management reviews and standard policies intended to ensure the reliability of financial and operational information.

Based on the evaluation (as defined in section 177 of Companies Act 2013 and Regulation 18 of SEBI Regulations 2015) carried out for the year ended March 31, 2026, the internal financial controls over financial reporting were considered adequate and operating effectively.

Outlook

The medium-term demand environment remains constructive across AI-ready infrastructure, data centre and private cloud modernisation, cybersecurity, enterprise connectivity, digital workplace and managed services. Organisations are seeking technology partners that can integrate increasingly complex environments, execute across locations and remain accountable throughout the technology lifecycle.

Dynacons enters the next financial year with a strong order book, established credentials in BFSI and public sector programmes, expanding Device-as-a-Service and managed services offerings and a growing portfolio of AI infrastructure and cybersecurity solutions.

The Company will continue to focus on disciplined execution, working-capital management, cash-flow generation, capability building and selective participation in opportunities aligned with its technical strengths and return thresholds. Its objective is not merely to grow the size of its order book, but to improve the quality, visibility and sustainability of its revenues.

Through its integrated portfolio and customer-centric model, Dynacons aims to deepen its participation in customers' technology transformation journeys. The Company will continue to invest in new concepts, strengthen its capabilities and nurture a culture of learning, accountability and execution.

By powering AI, strengthening infrastructure and enabling transformation, Dynacons seeks to remain relevant through changing technology cycles and create sustainable long-term value for all stakeholders.

Details of Ratios

The Company hereby provides the details of ratios as required under Schedule V (b) of the SEBI (LODR) Amendment Regulations, 2018

Details of significant changes in key financial ratios

Sr. No.	Particulars	2025-2026	2024-2025	Change of %	Remarks
1	Debtors Turnover (in months)	5.07 Months	4.14 Months	22.72%	-
2	Inventory Turnover (Revenue from Operations/ Avg Inv) in times	38.29	19.25	98.84%	Changes due to reduction in Average Inventory
3	Interest Coverage Ratio	5.91:1	8.47:1	(39.37)%	Decrease in ratio due increase in interest cost because of addition in lease interest unwinding
4	Current Ratio	1.35:1	1.36:1	(0.77)%	-
5	Debt Equity Ratio	0.26:1	0.22:1	14.74%	-
6	Operating Ratio Margin	0.11:1	0.09:1	22.78%	-
7	Net Profit Margin (%)	5.95%	5.72%	4.10%	-

Details of any change in Return on Net Worth as compared to the immediately previous financial year along with a detailed explanation thereof

Financial Year	2025-2026	2024-2025
Return on Networth (%)	26.92%	31.36%

Return on Net Worth stood at 26.92% in FY 2025-26 as compared to 31.36% in FY 2024-25. The movement is primarily attributable to the increase in shareholders' funds resulting from retention of profits and growth in net worth during the year. The Company's profit after tax increased from ₹7,249.06 lakhs in FY 2024-25 to ₹8,481.24 lakhs in FY 2025-26.

3. The Change in the Nature of Business, if any

There was no change in the nature of business of the Company, during the year under review.

4. Dividend

For FY2026, based on the Company's performance, the Directors had declared interim dividend of 5% of the Face Value of the share i.e. ₹0.50 per equity share amounting to ₹63,62,665 (gross) subject to deduction of tax at source as per the applicable rate(s) to the eligible shareholders, to be paid out of profits of the Company for the FY 2025-2026 on the equity shares to those shareholders whose names appeared in the Register of Members of the Company on cut-off date i.e. August 22, 2025.

For FY2027, based on the Company's performance, the Directors had declared interim dividend of 5% of the Face Value of the share i.e. ₹0.50 per equity share amounting to ₹63,68,540 (gross) subject to deduction of tax at source as per the applicable rate(s) to the eligible shareholders, to be paid out of profits of the Company for the FY 2026-2027 on the equity shares to those shareholders whose names appeared in the Register of Members of the Company on cut-off date i.e. August 19, 2026.

The Dividend Distribution Policy, in terms of Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") is disclosed in the Corporate Governance Report and is uploaded on the Company's website at <http://dynacons.com/wp-content/uploads/2020/08/Dividend-Distribution-Policy-DSSL-Final.pdf>

5. Transfer to Reserves

The company has not transferred any amount to reserves.

6. Transfer of Unclaimed Dividend to Investor Education and Protection Fund

The requirement of transfer of unclaimed dividend to Investor Education and Protection Fund as per the provisions of Sec.125 (2) of the Companies Act, 2013, does not apply to the Company, for the year ended on March 31, 2026.

7. Material changes and commitments, if any, affecting the financial position of the company which have occurred between the end of the financial year of the company to which the financial statements relate and the date of the report

During the year under review, there have been no material changes and commitments affecting the financial position of the Company which have occurred between the end of the Financial Year of the Company to which the Financial Statements relate and the date of the report:

Your Company being covered under the threshold limit mentioned under notification dated 7th November, 2024, issued by Ministry of Micro, Small and Medium-Enterprise, has registered on Trade Receivables Discounting System Platform (TreDS).

The Directors had declared interim dividend of 5% of the Face Value of the share i.e. ₹0.50 per equity share amounting to ₹63,68,540 (gross), subject to deduction of tax at source as per the applicable rate(s) to the eligible shareholders, to be paid out of profits of the Company for the FY 2026-2027 on the equity shares to those shareholders whose names appeared in the Register of Members of the Company on cut-off date i.e. August 19, 2026.

The Board in their meeting held on March 10, 2026, had allotted 11,750 equity shares to the eligible Employees of the Company who had exercised their stock options under the Dynacons-Employees Stock Option Plan 2020 ("ESOP-2020"). Further, the Company had received Listing/trading approval from BSE Ltd and National Stock Exchange of India Limited on March 24, 2026.

8. Details of significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and company's operations in future

- There are no significant and material orders passed by the Regulators or courts or tribunals impacting the going concern status and company's operations in future.
- There was no change in the nature of business of the Company.
- During the year under review, there were no cases filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

9. Details of Holding/Subsidiary/Joint Ventures/Associate Companies

The Company has a subsidiary Dynacons Systems & Solutions Pte. Ltd. and Cybercons Infosec Private Limited as on March 31, 2026. There are no associate companies or joint venture companies within the meaning of Section 2(6) of the Companies Act, 2013 ("Act"). There has been no material change in the nature of the business of the subsidiary.

Pursuant to the provisions of Section 129(3) of the Act, a statement containing the salient features of financial statements of the Company's subsidiaries in Form AOC-1 is attached to the financial statements of the Company as Annexure-I

Further, pursuant to the provisions of Section 136 of the Act, the financial statements of the Company, consolidated financial statements along with relevant documents and separate audited financial statements in respect of subsidiaries, are available on the website of the Company www.dynacons.com

10. Directors and Key Managerial Personnel

During the year, the non-executive directors of the Company had no pecuniary relationship or transactions with the Company, other than sitting fees, commission and reimbursement of expenses, if any, incurred by them for the purpose of attending meetings of the Company.

Mr. Shirish Anjaria, Chairman cum Managing Director, retires by rotation and being eligible, has offered himself for re-appointment. The Board recommends the resolution for member's approval for the said appointment.

Pursuant to the completion of her second consecutive term, Mrs. Archana Phadke ceased to hold office as an Independent Non-Executive Director of the Company with effect from the close of business hours on September 30, 2025. Consequently, with effect from September 30, 2025, she also ceased to serve as the Chairperson of the Stakeholders' Relationship & Grievance Committee and the Corporate Social Responsibility Committee, and as a Member of the Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee.

Mrs. Falguni Shah was appointed as a Non-Executive Independent Director of the Company with effect from September 27, 2025. She was also appointed as a Member of the Stakeholders' Relationship & Grievance Committee, Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee with effect from September 27, 2025. Further, she was appointed as the Chairperson of the Stakeholders' Relationship & Grievance Committee with effect from October 01, 2025.

All the above appointments/re-appointments by the Board of Directors are based on the recommendation of the Nomination and Remuneration Committee.

The resolutions requiring approval of the members for aforementioned appointment/re-appointments together with requisite disclosures are set out in the Notice of the ensuing 31st Annual General Meeting.

Pursuant to the provisions of Section 149 of the Act, the Independent directors have submitted declarations that each of them meet the criteria of independence as provided in Section 149(6) of the Act along with Rules framed thereunder and Regulation 16(1)(b) of the SEBI Listing Regulations. There has been no change in the circumstances affecting their status as independent directors of the Company.

Pursuant to the provisions of Section 203 of the Act, there has been no change in the key managerial personnel during the Financial Year 2025-2026.

11. Remuneration to Director and Employees

Details/Disclosures of ratio of remuneration to each Director to median employee's remuneration as required pursuant to Section 197(12) of the Companies Act 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and details of remuneration paid to Employees vide Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is given as Annexure- II

The Company's policy on directors' appointment and remuneration and other matters provided in Section 178(3) of the Act has been disclosed in the Corporate Governance Report, which is a part of this report.

12. Statutory Auditors

Pursuant to the provisions of Section 139 of the Act and the rules framed thereunder, at the 27th AGM held on September 30, 2022 the members approved re-appointment of M/s. MSP & Co., Chartered Accountants Firm (Firm Registration No.107565W) as Statutory Auditors of the Company to hold office from the conclusion of 27th AGM till the conclusion of the 32nd AGM.

Auditors have confirmed that they are not disqualified to act as Auditors and are eligible to hold office as Auditors of your Company. They have also confirmed that they hold a valid peer review certificate as prescribed under Listing Regulations.

13. Statutory Auditors' Report

The Auditors' Report does not contain any qualification. Notes to Accounts and Auditors remarks in their report are self-explanatory and do not call for any further comments.

14. Internal Auditors

The Board in their Meeting held on May 30, 2024, had re-appointed Mr. Satya Pattnaik as the Internal Auditor for a period of two years from Financial Year 2024-25 to 2025-26. Further, at its Board meeting held on February 14, 2026, the Company had re-appointed Mr. Satya Pattnaik as the Internal Auditor for a period of two years from Financial Year 2026-27 to 2027-28.

15. Cost Audit and Cost Auditors

The Company has maintained cost records for the Financial Year 2025-26 as prescribed by Central Government under sub-section (1) of section 148 of the Companies Act, 2013.

In pursuance of Section 148 of the Companies Act, 2013 and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, M/s. Rajaram Madhav Walavalkar & Co. (Firm Registration No. 003584), Cost Auditors of the Company for the Financial Year 2025-26, vacated their office as Cost Auditors of the Company with effect from September 2, 2026, owing to their inability to continue in such capacity on account of taking up other professional assignments. Accordingly, the Company appointed M/s. Nidhi Subhash Tibrewala & Co. (Firm Registration No. 005417) as the Cost Auditors of the Company to fill the casual vacancy arising from the cessation of office of the erstwhile Cost Auditors for the Financial Year 2025-26.

Further, the Board of Directors, at its meeting held on September 2, 2026, appointed M/s. Nidhi Subhash Tibrewala & Co. (Firm Registration No. 005417) as the Cost Auditors of the Company for the Financial Year 2026-27.

16. Reporting of Fraud by Auditors

During the year under review, the Internal Auditors, Statutory Auditors and Secretarial Auditors have not reported any instances of frauds committed in the Company by its Officers or Employees to the Audit Committee under section 143(12) of the Act, details of which needs to be mentioned in this Report. The details are as follows:

- (a) Nature of fraud description: Not Applicable
- (b) Approximate amount involved: Nil
- (c) Parties involved, if remedial action not taken: Not Applicable
- (d) Remedial action taken: Not Applicable

17. Corporate Governance

Pursuant to Schedule V to the Listing Regulations and as required under Regulation 27 of Securities & Exchange Board of India (Listing Obligations & Disclosure Requirements) Regulations, 2015 with the Stock Exchanges, the report on Management Discussion and Analysis, Corporate Governance as well as the Certificate regarding compliance of conditions of Corporate Governance forms part of the Annual Report and the Certificate duly signed by the Chairman cum Managing Director and Chief Financial Officer on the Financial Statements of the Company for the year ended March 31, 2026 forms a part of Annual Report.

Your Company has always practiced sound corporate governance and takes necessary actions at appropriate time for meeting stakeholders' expectations while continuing to comply with the mandatory provisions of corporate governance.

18. Code of Conduct for Directors and Senior Management

The Directors and members of Senior Management have affirmed compliance with the Code of Conduct for Directors and Senior Management of the Company. The copies of Code of Conduct as applicable to the Executive Directors (including

Senior Management of the Company) and Non-Executive Directors are uploaded on the website of the Company – www.dynacons.com.

19. Familiarization Program for Independent Directors

The Company has practice of conducting familiarization program of the Independent directors as detailed in the Corporate Governance Report which forms part of the Annual Report.

20. Relationship Between Directors Inter-Se

The Directors, Mr. Shirish M. Anjaria & Mr. Dharmesh S. Anjaria having father and son relationship are related to each other within the meaning of the term “relative” as per Section 2(77) of the Act and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Other than these, none of the Directors are related.

21. Particulars of the Employees

The information as required under Section 197 of the Act and rules made there-under for employees who are in receipt of remuneration which exceeds the limits specified under the said rules read with Rule 5(2) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is provided in Annexure II below.

22. Documents placed on the Website of the Company

The following documents have been placed on the website in compliance with the Act:

- Financial statements of the Company and consolidated financial statements along with relevant documents as per third proviso to Section 136(1).
- Details of Vigil mechanism for directors and employees to report genuine concerns as per proviso to Section 177(10).
- The terms and conditions of appointment of independent directors as per Schedule IV to the act.
- Latest Announcements
- Annual Reports
- Shareholding Pattern
- Code of Conduct
- Corporate Governance
- Nomination and Remuneration Policy
- Materiality Policy under Regulation 30 of SEBI(LODR) Regulations, 2015
- CSR Policy

23. Human Resource Management (Material developments in Human Resources/Industrial Relations front, including number of people employed)

A robust Talent Acquisition system enables the Company to balance unpredictable business demands with a predictable resource supply through organic and inorganic growth. Our empowering culture, philosophy of investing in people, career growth opportunities, and progressive HR policies have resulted in consistently high retention levels and developed a strong employer brand.

The Company values its human resources and believes that the success of an organisation is directly linked to the competencies, capabilities, contributions, and experience of its employees. The Company’s core philosophy is centered around promoting a safe, healthy, and happy workplace while fostering a conducive work environment among its employees. Attracting, enabling and retaining talent have been the cornerstone of the Human Resource function and the results underscore the important role that human capital plays in critical strategic activities such as growth.

Another critical aspect that companies must prioritize is the cultivation of a workforce poised for the future. The impending transitions in energy, supply chain dynamics, and the integration of artificial intelligence demand a multifaceted approach. This entails the imperative to reskill or upskill existing employees, embark on fresh talent acquisitions, and invest

significantly in research and development initiatives. Capitalizing on our technological prowess positions us favorably to meet the burgeoning global demand and expand our talent pool.

The landscape of work is rapidly evolving, prompting organizations worldwide to rethink their strategies for talent acquisition and management. In the contemporary context, companies have the capacity to tap into talent resources from virtually anywhere, necessitating leaders to adeptly harness this global talent reservoir. Technological advancements and collaborative tools have paved the way for virtual and hybrid work models, making it essential to adopt an approach that leverages cutting-edge technologies such as AI and cloud computing to foster effective employee engagement and collaboration.

Your organization is making substantial investments in fortifying its AI capabilities, thereby augmenting the array of solutions offered to its clientele. This strategic commitment underscores the recognition of the pivotal role that talent plays in propelling the company forward.

Our overarching goal is to attract, nurture, motivate, and retain a diverse talent pool, as this diversity is a cornerstone of competitive distinction and long-term prosperity. The company's talent management strategy is meticulously crafted to unlock the full potential of every employee. This strategy is anchored in the principles of purpose-driven work, inclusivity, an intellectually stimulating work environment, and a rewards system that recognizes and motivates employees. The endgame is to deliver an exceptional employee experience while catalyzing business growth.

The number of people employed during the year ended on March 31, 2026 were 1154.

24. Secretarial Audit Report

Pursuant to Section 204 of the Companies Act, 2013, the Company had appointed, M/s. HSPN & Associates LLP, (Formerly known as HS Associates) Practicing Company Secretary as its Secretarial Auditor to conduct the Secretarial Audit of the Company for the F.Y. 2025-2026. The Company has provided all the assistance and facilities to the Secretarial Auditor for conducting their audit. Report of Secretarial Auditors for the F.Y. 2025-2026 in Form MR-3 is annexed to this report as Annexure-III and IIIA.

25. Explanation or comments on Qualifications, reservations or adverse remarks made by Auditors and the Practicing Company Secretary in their Reports

The Auditors' Report to the members on the Accounts of the Company for the financial year ended March 31, 2026 does not contain any qualifications, reservations or adverse remarks. The Secretarial Audit report does not contain any qualification, reservation or adverse remark.

26. Share Capital

The paid-up Equity Share Capital of the Company as on March 31, 2025, was ₹12,72,53,300 divided into 1,27,25,330 Equity shares of Rs. 10 each which has increased to ₹12,73,70,800 divided into 1,27,37,080 Equity shares of ₹10 each as on March 31, 2026, since the Company had allotted 11,750 equity shares in the Board meeting held on March 10, 2026, to the eligible Employees of the Company who had exercised their stock options under the Dynacons-Employees Stock Option Plan 2020 ("ESOP-2020").

27. Shares

- a. Issue of equity shares with differential rights: All the equity shares issued by the Company carry similar voting rights and the Company has not issued any equity shares with differential voting rights during the financial year under review.
- b. Buyback of Securities: The Company has not bought back any of the securities during the year under review.
- c. Sweat Equity: The Company has not issued any sweat equity shares during the year under review.
- d. Preferential issue: The Company has not issued any equity shares through preferential issue during the year under review.

- e. Employee Stock Option Plan: The Company has not provided any stock options to the employees for the year under review. However, the Nomination and Remuneration Committee in its meeting held on January 09, 2025, had approved grant of 12,750 stock options under 'Dynacons - Employees Stock Option Plan 2020' (ESOP — 2020) of which 11,750 equity shares were allotted to the eligible Employees of the Company who had exercised their stock options and the Company had received Listing/trading approval from BSE Ltd and National Stock Exchange of India Limited on March 24, 2026. Further, the Company had received In-Principal Approval from BSE Limited on 10th February, 2022 and from National Stock Exchange India Limited on 1st April, 2022 for listing of 15,00,000 (Fifteen Lakhs) Equity Shares of ₹10 each to be allotted under Dynacons – Employee Stock Option Plan 2020.

28. Employees Share Option Plan 2020

The Company, at the 25th Annual General Meeting held on 30th September, 2020, had taken the approval of the shareholders for its Employees Stock Option Plan (Dynacons-ESOP-2020). Further the Board on the recommendation of the Nomination and Remuneration Committee vide its meeting dated 10th March, 2022 made alterations/amendments to the existing scheme of the Company, namely Dynacons– Employee Stock Option Plan 2020” in order to make the scheme consistent with existing regulatory requirements (i.e., Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021).

The Company has not provided any stock options to the employees for the year under review. However, the Nomination and Remuneration Committee in its meeting held on January 09, 2025, had approved grant of 12,750 stock options under 'Dynacons - Employees Stock Option Plan 2020' (ESOP - 2020) of which 11,750 equity shares were allotted to the eligible Employees of the Company who had exercised their stock options and the Company had received Listing/trading approval from BSE Ltd and National Stock Exchange of India Limited on March 24, 2026.

Consequently, the paid-up equity share capital of the Company increased from ₹12,72,53,300 comprising 1,27,25,330 equity shares of ₹10 each as at March 31, 2025 to ₹12,73,70,800 comprising 1,27,37,080 equity shares of ₹10 each as at March 31, 2026.

Disclosure pursuant to the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 for the year ended March 31, 2025, is available at the website of the Company at www.dynacons.com. The certificate from the Secretarial Auditors of the Company stating that the Schemes have been implemented in accordance with the SEBI Regulations would be placed at the ensuing Annual General Meeting for inspection by members.

The disclosures relating to ESOP-2020, including details of options granted, vested, exercised, lapsed and outstanding, as applicable, are provided in the relevant notes to the Financial Statements and other disclosures forming part of the Annual Report.

29. Credit Rating

Your Directors have pleasure to inform that Acuite carried out a credit rating assessment of the Company for both short-term and long-term bank facilities in compliance with norms implemented by Reserve Bank of India for all banking facilities, which enables the Company to access banking services at low costs, below is the latest ratings provided to the Company

Name of the Agency	Facilities	Amount (₹Crore)	New/Re-affirmed Rating Outlook
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	35.00	ACUITE A- (Outlook: Stable) Reaffirmed
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	20.00	
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	30.00	ACUITE A- (Outlook: Stable) Assigned

Name of the Agency	Facilities	Amount (₹Crore)	New/Re-affirmed Rating Outlook
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	160.00	ACUITE A2+, Reaffirmed
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	30.00	
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	102.00	ACUITE A2+, Assigned

30. Fixed Deposits

During the financial year under review, the Company has not accepted any type of deposits which falls under the purview of Chapter V of the Companies Act, 2013 read the Companies (Acceptance of Deposits) Rules, 2014 and accordingly, the disclosure requirements stipulated under the said Chapter are not applicable. There were no unclaimed or unpaid deposits as on March 31, 2026.

No money has been received by the Company from any of its director.

31. Directors Responsibility Statement

Pursuant to the provisions of clause (c) of sub-section (3) of Section 134 of the Companies Act, 2013, the Directors confirm that, to the best of their knowledge and belief:

- In the preparation of the annual accounts, the applicable accounting standards had been followed along with no material departures;
- They have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit/loss of the Company for that period;
- They have taken proper and sufficient care, to the best of their knowledge and ability, for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- They have prepared the annual accounts on a going concern basis; and
- They have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and were operating effectively
- They have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

32. Conservation of Energy, Technology Absorption, Research & Development and Foreign Exchange Earnings and Outgo

Information pursuant to Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) the Companies (Accounts) Rules, 2014 forming part of Directors' Report for the year ended March 31, 2026 is as under:

(A) Conservation of energy:

(i)	The steps taken or impact on conservation of energy	The Company's operations involve low energy consumption. However, efforts to conserve and optimize the use of energy through improved operational methods and other means will continue.
(ii)	The steps taken by the Company for utilizing alternate sources of energy	During the year under review, there were no alternate sources of energy utilized by the Company, however as and when any such opportunities arise, the Directors shall take necessary steps to utilize such alternate sources of energy.
(iii)	The capital investment on energy conservation equipment	The Company has not incurred any capital investment on energy conservation equipment during the year under review.

(B) Technology absorption:

(i)	The efforts made towards technology absorption	Considering the nature of business activities carried out by the Company during the year under review, technology has played a vital role. The Directors have taken necessary steps to ensure that wherever the Company can adopt and upgrade the technology and digitize processes, the same has been done to achieve business growth.
(ii)	The benefits derived like product improvement, cost reduction, product development or import substitution:	Considering the nature of the business carried out by the Company, use of technology and digitization has enhanced the efficiency of the Company's business.
(iii)	Details of imported technology:	
(a)	The details of technology imported	No technology has been imported by the Company during the financial year.
(b)	The year on import	Not Applicable
(c)	Whether the technology been fully absorbed	Not Applicable
(d)	If not fully absorbed, areas where absorption has not taken place, and the reasons thereof.	Not Applicable
(iv)	The expenditure incurred on research and development	Your Company believes that research & development is a continuous process for sustained corporate excellence. Our research & development activities help us in product and service improvement, effective time management and are focused to provide unique benefits to our customers. Such methods do not involve any specific cost burden to the Company-NIL

(C) Foreign exchange earnings and out-go are set out below:

Particulars	Financial year ended on March 31, 2026 (in INR (in Lakhs))	Financial year ended on March 31, 2025 (in INR (in Lakhs))
Foreign Exchange Earnings	4893.04	2312.16
Foreign Exchange Outgo	838.18	762.43

(Including capital goods and other expenditure)

33. Board Evaluation

Pursuant to the provisions of the Companies Act, 2013, the Board has carried out an annual performance evaluation of its own performance, the directors individually as well as the evaluation of the working of its Audit, Nomination & Remuneration Committee. The manner in which the evaluation has been carried out has been explained in the Corporate Governance Report.

34. Number of Meetings of the Board

During the year, 15 (Fifteen) Board Meetings were held. The details of the Board and various Committee meetings are given in the Corporate Governance Report.

35. Meeting of Independent Directors

The Independent Directors met once during the year on March 14, 2026 to review the working of the Company, its Board and Committees. The meeting decided on the process of evaluation of the Board and Audit Committee. It designed the questionnaire on limited parameters and completed the evaluation of the Board by Non-Executive Directors and of the Audit committee by other members of the Board. The same was compiled by Independent authority and informed to the members.

36. Declaration by an Independent Director(s)

The Board has received the declaration from all the Independent Directors (Including Independent Director appointed during the year) as per the Section 149(7) of the Companies Act, 2013 and the Board is satisfied that all the Independent Directors meet the criterion of independence as mentioned in Section 149(6) of the Companies Act, 2013.

37. Policy on directors' appointment and remuneration and other details

The Company's policy on directors' remuneration and appointment and other matters provided in Section 178(3) of the Act has been disclosed in the corporate governance report, which forms part of this report.

38. Internal Financial Control System

The details in respect of internal financial control and their adequacy are included in the Management Discussion and Analysis, which is a part of this report.

39. Committees of the Board

The Board has set up various Committees in compliance with the requirements of the business & relevant provisions of applicable laws and layered down well documented terms of references of all the Committees. During the year under review, all the recommendations/ submissions made by the Audit Committee and other Committees of the Board were accepted by the Board.

There are currently 5 Committees of the Board, as follows:

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders' Relationship and Grievance Committee
- Corporate Social Responsibility Committee
- Risk Management Committee
- Other committees as required to be formed by the Company under statutory laws.

The details pertaining to the composition, number of meeting, attendance, etc. of the Board's Committees are included in the Corporate Governance Report, which is a part of this report.

40. Vigil Mechanism (Whistle Blower Policy)

Your Company has established a mechanism called 'Vigil Mechanism', as per Section 177(9) of the Act and Regulation 22 of SEBI Listing Regulations, for directors and employees to report the unethical behavior, actual or suspected, fraud or violation of the Company's code of conduct or ethics policy and provides safeguards against victimization of employees who avail the mechanism. The Vigil Mechanism Policy has been uploaded on the website of the Company at <http://dynacons.com/wp-content/uploads/2020/08/Vigil-mechanism-policy-DSSL-Final.pdf>

Employees and stakeholders are expected to report actual or suspected violations of applicable laws, regulations, and the Code of Conduct. Such genuine concerns may be raised through email, or by letter directly to the Chairman of the Audit Committee.

41. Risk Management Policy

Risk Management Policy identifies, communicate and manage material risks across the organization. The policy also ensures that responsibilities have been appropriately delegated for risk management. Key Risk and mitigation measures are provided in the Management Discussion and Analysis annexed to the Annual Report.

42. Corporate Social Responsibility

The Company has constituted a Corporate Social Responsibility Committee as per Section 135(1) of the Companies Act, 2013. The composition of CSR Committee and terms of reference are provided in Corporate Governance Report. The CSR policy, composition of CSR committee and the CSR activities is uploaded on the Company's website at www.dynacons.com. The CSR Report for the Financial Year 2025-26 is annexed to this report as Annexure-IV.

43. Annual Return

As required pursuant to Section 92(3) of the Companies Act, 2013 and rule 12(1) of the Companies (Management and Administration) Rules, 2014, an extract of annual return in MGT-7 is available on the website of the company at the web link: www.dynacons.com/investors/others/annual-return/

44. Particulars of Loans, Guarantees or investments

Details of Loans, Guarantees and Investments covered under the provisions of Section 186 of the Companies Act, 2013, are given in the note no. 32.10(b) to the Financial Statements.

45. Particulars of contracts or arrangements with related parties

All contracts/arrangements/transactions entered by the Company during the financial year with related parties were in the ordinary course of business and on an arm's length basis. The details of material contracts or arrangements or transactions at arm's length basis or otherwise have been disclosed in Form AOC-2 as Annexure V.

Policy on materiality of related party transactions and dealing with related party transactions as approved by the Board is uploaded on the Company's website at <https://dynacons.com/investors/policies/>

46. Obligation of Company under the Sexual harassment of women at workplace (Prevention, Prohibition and Redressal) Act, 2013

Your Company has adopted a policy for prevention of Sexual Harassment of Women at workplace. An Internal Complaints Committee has been constituted in line with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ('the said Act'). During the year Company has not received any complaint of harassment. However, as required the following is the details of complaints received and resolved during the year:

Number of complaints of sexual harassment received in the year;	Number of complaints disposed off during the year	Number of cases pending for more than ninety days	Number of workshop or awareness programmes against sexual harassment carried out	Nature of action taken
NIL	NIL	NIL	4	NA

47. Cash flow and consolidated financial statements

As required under Regulation 34 of the Listing Regulations, a Cash Flow Statement and Consolidated Financial Statement is a Part of Annual Report.

48. Secretarial Standards

The Company has complied with the applicable provisions of Secretarial Standard-1 (SS-1) relating to Meetings of the Board of Directors and Secretarial Standard-2 (SS-2) relating to General Meetings issued by the Institute of Company Secretaries of India, as applicable.

49. Insolvency and Bankruptcy Code

During the year, there was no application made or any proceeding pending under the Insolvency and Bankruptcy Code, 2016 hence the requirement to disclose the details of application made or proceeding pending at the end of financial year is not applicable.

50. Disclosure under rule 8(5)(xii) of the Companies (Accounts) Rules, 2014

During the year, there were no instances where your Company required the valuation for one time settlement or while taking the loan from the Banks or Financial institutions. The requirement to disclose the details of difference between

amount of valuation done at the time of onetime settlement and valuation done while taking loan from the Banks and Financial Institutions along with the reasons thereof is also not applicable.

51. Disclosure under the Maternity Benefits Act, 1961

The Company is in compliance with the provisions of the Maternity Benefit Act, 1961, which ensures maternity benefits to women employees as per applicable law. During the financial year ended March 31, 2026, the provisions of the Act were applicable to the Company; however, no instances arose wherein maternity benefits were availed by any woman employee of the Company.

The Company remains committed to providing a safe, inclusive, and supportive work environment for all employees, in line with applicable laws and best practices.

52. Disclosure Requirements

As per SEBI Listing Regulations, the Corporate Governance Report with the Auditors' Certificate thereon is forming part of Corporate Governance Report, and the integrated Management Discussion and Analysis are attached, which forms part of this report.

The equity shares of the Company were not suspended from trading during the year on account of corporate actions or otherwise.

No application has been made under Insolvency and Bankruptcy Code, hence requirement to disclose the details of application made or any proceedings pending under the Insolvency and Bankruptcy Code, 2016 (31 of 2016) during the year along with their status as at the end of the Financial Year is not applicable to the Company.

The requirement to disclose the details of difference between amount of valuation done at the time of onetime settlement and valuation done while taking loan from the Banks and Financial Institutions along with the reasons thereof is also not applicable.

53. Acknowledgements

Your Directors thank the Company's Investors, Clients, Vendors, Bankers, Business and various governmental as well as regulatory agencies for their continued support and confidence in the management.

Your Directors wish to place on record their deep sense of appreciation of the dedicated and sincere services rendered by employees at all levels during the year. Your Company's consistent growth was made possible by their hard work, solidarity, cooperation and support.

For and on behalf of the Board of Directors

Shirish Anjaria
Chairman cum
Managing Director
Din no.: 00444104

Parag Dalal
Executive Director
Din no.:00409894

Date: September 02, 2026

Place: Mumbai

**Annexure-I
Form AOC-1**

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)
Statement containing salient features of the financial statement of subsidiaries/associate companies/joint ventures

Part "A": Subsidiaries

(Information in respect of each subsidiary to be presented with amounts in USD and INR (Lakhs)):

Sr. No.	Particulars	Details	Details
1.	Name of the subsidiary	Dynacons Systems & Solutions Pte. Ltd.	Cybercons Infosec Private Limited
2.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Same As Holding Company	Same As Holding Company
3.	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries	USD	INR (Lakh)
4.	Share capital	7678	10
5.	Reserves & surplus	(18,089)	32.93
6.	Total assets	11,885	332.93
7.	Total Liabilities	22,296	290.01
8.	Investments	-	-
9.	Turnover	4800	483.69
10.	Profit before taxation	(7,162)	21.97
11.	Provision for taxation	-	5.53
12.	Profit after taxation	(7,162)	16.44
13.	Proposed Dividend	-	-
14.	% of shareholding of holding company	100%	50%

Part "B": Associates and Joint Ventures

Statement pursuant to Section 129 (3) of the Companies Act, 2013 related to Associate Companies and Joint Ventures- Not Applicable

- Names of associates or joint ventures which are yet to commence operations- Not Applicable
- Names of associates or joint ventures which have been liquidated or sold during the year- Not Applicable

For and on behalf of the Board of Directors

Shirish Anjaria
Chairman cum
Managing Director
Din no.: 00444104

Parag Dalal
Executive Director
Din no.:00409894

Date: September 02, 2026

Place: Mumbai

ANNEXURE II to the Directors' Reports**PARTICULARS OF REMUNERATION**

The information required under Section 197 of the Act read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is follows: -

- (a) The ratio of the remuneration of each director to the median remuneration of the employees of the Company for the financial year;

Executive Directors	Designation	Ratio to Median Remuneration
Shirish Anjaria	Chairman cum Managing Director	60.34
Parag Dalal	Whole-time/Executive Director	55.09
Dharmesh Anjaria	Whole-time/Executive Director and Chief Financial Officer(CFO)	55.09

- (b) The percentage increase in remuneration of each Director, Chief Executive Officer, Chief Financial Officer, Company Secretary or Manager, if any, in the financial year;

Name of Person	Designation	% Increase in remuneration
Shirish Anjaria	Chairman cum Managing Director	Nil
Parag Dalal	Whole-time/Executive Director	Nil
Dharmesh Anjaria	Whole-time/Executive Director and Chief Financial Officer(CFO)	Nil

- (c) The percentage increase in the median remuneration of employees in the financial year: 12.19%

Note: Percentage in bracket represents negative percentage.

- (d) The number of permanent employees on the rolls of company: 1154
- (e) Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration

The average increase in salaries of employees other than managerial personnel in 2024-25 was 12.48%. Percentage increase in the managerial remuneration for the year was Nil.

- (f) The key parameters for any variable component of remuneration availed by the directors;

No Variable Component in the Remuneration availed by Directors

- (g) Affirmation that the remuneration is as per the remuneration policy of the Company

- The Company's remuneration policy is driven by the success and performance of the individual employees and the Company. Through its compensation package, the Company endeavors to attract, retain, develop and motivate a high performance staff. The Company follows a compensation mix of fixed pay, benefits and performance based variable pay. Individual performance pay is determined by business performance and the performance of the individuals measured through the annual appraisal process. The Company affirms remuneration is as per the remuneration policy of the Company.
- The statement to the board's report shall include a statement showing the name of every employee of the Company-who-

- (i) if employed throughout the financial year, was in receipt of remuneration for that year which, in the aggregate, was not less one crore and two lakh rupees; -

Name of the Employee and Age	Mr. Shirish M. Anjaria (81 Years)	Mr. Parag J. Dalal (58 Years)	Mr. Dharmesh S. Anjaria (53 Years)
Designation/Nature of Employment	Chairman cum Managing Director	Whole-Time Director	Whole-time Director
Remuneration Received	₹1,38,00,000 p.a.	₹1,26,00,000 p.a.	₹1,26,00,000 p.a.
Qualification and Experience	Shirish M. Anjaria is a business leader with successful & fruitful career of over five decades. He has wide experience across industries and has rich exposure in Business Management, Corporate Affairs, customer relations and Corporate Social Responsibility Activities. Under his Chairmanship, Dynacons has forged strategic alliances with global IT majors such as IBM, Intel, HP, Microsoft, Lenovo, Sony, Cisco etc. He was also the founder of the Millenium PC initiative which was recognized by Intel, USA.	Mr. Parag J. Dalal has over 35 years of work experience, in the field of Business, Information Technology, Software Development and Services. His areas of focus include Business Strategy, Business Development, Business Continuity Management and emerging technologies like Cloud Computing. He is responsible for the growth of Dynacons on PAN India level across different industries segments including Shipping, Education, Government, Banking and Financial Services. He is also responsible for taking new initiatives such as Transformation through IT and bringing in operational efficiency through the usage of ICT.	Mr. Dharmesh Anjaria has more than 28 years of work experience, is responsible for the Managed Services business of the Company, providing strategic direction on technology initiatives in line with core organizational goals and also handles Finance, Taxation and Corporate Affairs. He has rich exposure in the various facets of business and has a strong record of success in creating robust IT architectures and infrastructures and a proven ability to bring the benefits of IT to solve business issues while managing costs and risks. Mr. Anjaria is also responsible for Global customer management and alliances
Date of Commence of Employment	26.09.1995	26.09.1995	30.09.1998
The Last employment held before joining the Company	M/s National Insurance, M/s S.P. Corporation	M/s S.P. Corporation	Birla Capital International AMC Limited
The Percentage of Equity Shares held by the employee in the Company within the meaning of the clause (iii) of Sub rule (2) of the Rule 5 of the Companies (Appointment and Remuneration) Rules, 2014	9.11%	8.57%	7.51%

Name of the Employee and Age	Mr. Shirish M. Anjaria (81 Years)	Mr. Parag J. Dalal (58 Years)	Mr. Dharmesh S. Anjaria (53 Years)
Whether the Employee is a relative of any Director or Manager of the Company	The Directors, Mr. Shirish M. Anjaria & Mr. Dharmesh S. Anjaria having father and son relationship are related to each other within the meaning of the term "relative" as per Section 2(77) of the Act and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.	There is no inter-se relationships between the Director mentioned above, and Manager and other Key Managerial Personnel of the Company.	The Directors, Mr. Shirish M. Anjaria & Mr. Dharmesh S. Anjaria having father and son relationship are related to each other within the meaning of the term "relative" as per Section 2(77) of the Act and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

- (ii) if employed for a part of the financial year, was in receipt of remuneration for any part of that year, at a rate which, in the aggregate, was not less than eight lakh and fifty thousand rupees per month;- Not Applicable to the Company
- (iii) if employed throughout the financial year or part thereof, was in receipt of remuneration in that year which, in the aggregate, or as the case may be, at a rate which, in the aggregate, is in excess of that drawn by the managing director or whole-time director or manager and holds by himself or along with his spouse and dependent children, not less than two percent of the equity shares of the company- Not Applicable to the Company.

For and on behalf of the Board of Directors

Shirish Anjaria
Chairman cum
Managing Director
Din no.: 00444104

Parag Dalal
Executive Director
Din no.:00409894

Date: September 02, 2026

Place: Mumbai



Annexure III to the Directors' Reports**Secretarial Audit Report for the Financial Year Ended March 31, 2026****Form No. MR-3**

[Pursuant to Section 204(1) of the Companies Act, 2013 and rule No.9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

To,
The Members,
Dynacons Systems & Solutions Limited

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **DYNACONS SYSTEMS & SOLUTIONS LIMITED** (hereinafter called "The Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our limited verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the audit period ended on 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers and minute books, Forms and returns filed and other records maintained by the Company for the financial year ended on 31st March 2026, to the extent applicable provisions of:

- I. The Companies Act, 2013 ("The Act") and the Rules made thereunder;
- II. The Securities Contracts (Regulation) Act, 1956 ("SCRA") and the Rules made thereunder;
- III. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- IV. Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- V. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act") to the extent applicable to the Company: -
 - a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018; **Not Applicable to the Company during the period under review;**
 - d) The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
 - e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008 and The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; **Not Applicable to the Company during the period under review;**
 - f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client; **Not Applicable to the Company during the period under review;**
 - g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009 and The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; Not Applicable to the Company during the period under review; and
 - h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; **Not Applicable to the Company during the period under review;**
- VI. The Management has identified and confirmed the applicable Acts, Laws and Regulations specifically applicable to the Company as mentioned below:
 - i) The Information Technology Act, 2000 and the Rules made there under.

We have also examined compliances with the applicable clauses of the following:

- i) Secretarial Standards 1 and 2 as issued and revised by the Institute of Company Secretaries of India with effect from 1st April, 2024.
- ii) The Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015 as amended and made effective from time to time.

During the year under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, and standards as mentioned above.

We further report that:

The Board of Directors of the Company is constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice is given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

During the financial year, following changes took place on the Board of Directors:

1. Mrs. Archana Phadke ceased to hold office as an Independent Non-Executive Director of the Company with effect from September 30, 2025.
2. Mrs. Falguni Shah was appointed as a Non-Executive Independent Director of the Company with effect from September 27, 2025.

We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period:

1. During the period under review, the Board of Directors has approved the Interim Dividend of ₹0.50 per Equity share of ₹10 each (5% of the Face Value) in their Board Meeting dated August 13, 2025 and paid to shareholders eligible as on record date August 22, 2025 and the same has been ratified as the Final Dividend at the AGM held in the Year 2025.
2. M/s. Sarvottam Rege & Associates (Firm Registration no. 104190) has resigned on September 27, 2025 as the Cost Auditors of the Company for the FY 2024-25.

Further, M/s. Rajaram Madhav Walavalkar & Co. (Firm Registration no. 003584) has been appointed as Cost Auditors of the Company for the Financial Year 2024-2025 and 2025-2026 and their remuneration was approved through Postal Ballot on November 07, 2025.

3. During the AGM held in the year 2025, following agendas were approved:
 - a) Mr. Parag Dalal (Din: 00409894), who retires by rotation and being eligible has been re-appointed as Whole time Director.
 - b) M/s. HSPN & Associates LLP, Company Secretaries in Practice was appointed for conducting Secretarial Audit of the Company for five consecutive financial years 2025-26 to 2029-30 at a remuneration to be mutually agreed upon between the Board of Directors and Secretarial Auditors.
 - c) The Company has increased its Borrowing Power, provided that the total amount borrowed (apart from the temporary loans obtained from the Company's Bankers in the ordinary course of business) and outstanding at any point of time shall not exceed ₹ 1500 Crores (Rupees One Thousand Five Hundred Crores Only).

4. During the year, there were Resolutions passed through Postal Ballot on:
- April 11, 2025 in which Mr. Ashok Bhumaiah Rajagiri (DIN: 02107796), was appointed as Non-Executive, Independent Director for a term of Five years w.e.f. March 05, 2025;
 - November 07, 2025 Mrs. Falguni Shah was appointed as a Non-Executive Independent Director of the Company with effect from September 27, 2025, and Remuneration of the Cost Auditor M/s. Rajaram Madhav Walavalkar & Co. (Firm Registration no. 003584) was approved.
5. During the year, following Resolutions were passed through Postal Ballot:
- On April 11, 2025, the Members approved the appointment of Mr. Ashok Bhumaiah Rajagiri (DIN: 02107796) as a Non-Executive Independent Director of the Company for a term of (5) Five consecutive years, w.e.f. March 05, 2025.
 - On November 07, 2025, the Members approved the appointment of Mrs. Falguni Shah as Non-Executive Independent Director w.e.f. September 27, 2025, and the Remuneration of M/s. Rajaram Madhav Walavalkar & Co., Cost Auditors.
6. During the Year under review, there are New/Re-affirmed ratings given to the Debt Instruments of the Company:

Name of the Agency	Facilities	Amount (₹ Crore)	New/Re-affirmed Rating Outlook
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	35.00	ACUITE A- (Outlook: Stable) Reaffirmed
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	20.00	
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	30.00	ACUITE A- (Outlook: Stable) Assigned
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	160.00	ACUITE A2+, Reaffirmed
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	30.00	
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	102.00	ACUITE A2+, Assigned

7. During the year under review, Company had allotted 11,750 (Eleven Thousand Seven Hundred Fifty only) equity shares of Face Value of ₹10/- each to the eligible Employees of the Company who had exercised their stock options under the Dynacons - Employees Stock Option Plan 2020 ("ESOP-2020") in the Board Meeting held on March 10, 2026. Further, the Company had received Listing and trading approval from BSE Ltd and National Stock Exchange of India Limited vide letters dated March 24, 2026 which became effective from March 25, 2026.

Consequently, the Equity Share Capital of the Company has increased to ₹12,73,70,800/- (Rupees Twelve Crore Seventy-Three Lakhs Seventy Thousand Eight Hundred).

For HSPN & ASSOCIATES LLP
Company Secretaries

Date: September 02, 2026
Place: Mumbai
ICSI UDIN: F002827H001351020
Peer Review: 6035/2024

Hemant Shetye
Designated Partner
FCS No.: 2827
CP No.: 1483

Annexure-III A

Annexure to the Secretarial Auditors Report for the financial year ended March 31, 2026

To,
The Members,
DYNACONS SYSTEMS & SOLUTIONS LIMITED

Our report of even date is to be read along with this letter.

1. Maintenance of Secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on the test basis to ensure that correct facts are reflected in Secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and books of accounts of the Company.
4. Where ever required, we have obtained the Management representation about compliance of laws, rules and regulations and happenings of events etc.
5. The compliance of provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of the management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of efficacy or effectiveness with which the management has conducted the affairs of the Company.

**For HSPN & ASSOCIATES LLP
Company Secretaries**

**Date: September 02, 2026
Place: Mumbai
ICSI UDIN: F002827H001351020
Peer Review: 6035/2024**

**Hemant Shetye
Designated Partner
FCS No.: 2827
CP No.: 1483**



Annexure-IV
REPORT ON CSR ACTIVITIES FOR FINANCIAL YEAR 2025-26

1. A brief outline of the Company's CSR policy, including overview of projects or programs proposed to be undertaken and a reference to the web-link to the CSR policy or projects or programs:

The object of CSR Policy of the Company is to continue to contribute towards social welfare projects focusing on providing education, vocational training, promoting health care facilities to economically weaker and underprivileged section of the Society and to do such other activities as may be permissible under Section 135 of the Companies Act, 2013('the Act') and the Companies (Corporate Social Responsibility Policy) Rules, 2014('the Rules').The Company's CSR policy is available on website of the company https://dynacons.com/investors/policies/CSR%20Policy_DSSL_26.03.2021.pdf

2. The Composition of the CSR Committee:

The Corporate Social Responsibility (CSR) committee consists of Executive and Non-Executive Director with the Chairman being an Independent Director. The committee is chaired by ^sMrs. Archana V. Phadke and ^sMr. Vijay M. Doshi. The following are the members of the committee: -

Name of the Director and Designation	Category
^s Mrs. Archana V. Phadke, Non-Executive, Independent Director	Chairperson up to September 30, 2025
^s Mr. Vijay M. Doshi, Non-Executive Independent Director	Chairperson w.e.f. October 01, 2025
Mr. Shirish M. Anjaria, Chairman cum Managing Director	Member
Mr. Parag J. Dalal, Executive Director	Member
Mr. Dharmesh S. Anjaria, Executive Director	Member

^sNote- ^sPursuant to the completion of her second consecutive term, Mrs. Archana Phadke ceased to hold office as an Independent Non-Executive Director of the Company with effect from the close of business hours on September 30, 2025. Consequently, with effect from September 30, 2025, she also ceased to serve as the Chairperson of the Stakeholders' Relationship & Grievance Committee and the Corporate Social Responsibility Committee, and as a Member of the Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee.

Further, in the board meeting held on September 27, 2025, the Board re-constituted the committees and Mr. Vijay Doshi was appointed as Chairperson of Corporate Social Responsibility Committee w.e.f. October 01, 2025

3. Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable – Not Applicable to the Company
4. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any- Nil
5. Average net profit of the company for last three financial years: ₹7127.34 Lakhs/-
6. Prescribed CSR Expenditure (two per cent of the amount as in item 3 above): ₹142.55 Lakh/-
7. Details of CSR spent during the financial year 2025-26
 - (a) Total amount spent in the financial year: ₹142.81 Lakhs
 - (b) Amount unspent, if any: - Nil
 - (c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years -Nil
 - (d) Amount required to be set off for the financial year, if any: Nil
 - (e) Total CSR obligation for the financial year: - ₹ 142.55 Lakh/-

8. (a) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year. (₹ In Lakhs)	Amount Unspent (₹In Lakhs)				
	Total Amount transferred to Unspent CSR Account as per Section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5)		
	Amount	Date of Transfer	Name of the Fund	Amount	Date of Transfer
142.81	Nil	-	-	Nil	-

(b) Details of CSR amount spent against ongoing projects for the financial year: Not Applicable

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)	(11)	
Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/ No).	Location of the project.		Project duration.	Amount allocated for the project (in ₹).	Amount spent in the current financial year (in ₹).	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in ₹).	Mode of Implementation- Direct (Yes/No)	Mode of Implementation- Through Implementing Agency	
				State.	District.						Name	CSR Registration number
1.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
	Total	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

(c) Details of CSR amount spent against other than ongoing projects for the financial year:

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (in ₹) In Lakhs	Mode of implementation- Direct (Yes/ No)	Mode of implementation-Through implementing agency.	
				State	District			Name	CSR Registration number
1	Amount paid to Lion Club of Juhu Service fund for education and ensuring environmental sustainability through Check dam project	(ii)	Yes*	Maharashtra	Igatpuri, Nashik	5.00	No	Lion Club of Juhu Service fund	CSR00004270
		(iv)	Yes*	Maharashtra	Palghar	9.50			
2	Amount paid to Shanmukhananda Fine Arts and Sangeetha Sabha for measures for the benefit of armed forces veterans, war widows and their dependents	(vi)	Yes*	Maharashtra	Mumbai	5.00	No	Shanmukhananda Fine Arts and Sangeetha Sabha	CSR00001777
3	Amount paid to Giving Tree Charitable Trust for animal welfare	(iv)	Yes*	Maharashtra	Karjat, Raigad	1.00	No	Giving Tree Charitable Trust	CSR00086990
		(iv)	Yes*	Gujarat	Rajula, Amreli	0.50			
4	Amount paid to Hamara Foundation for project of bridge the gap program for promoting education	(ii)	Yes*	Maharashtra	Mumbai	10.00	No	Hamara Foundation	CSR00008319

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (in ₹) In Lakhs	Mode of implementation-Direct (Yes/ No)	Mode of implementation-Through implementing agency.	
				State	District			Name	CSR Registration number
5	Amount paid to Hiraba Parikh Charitable Trust for healthcare and education purpose and eradicating hunger	(ii)	Yes*	Maharashtra	Ambernath	0.12	No	Hiraba Parikh Charitable Trust	CSR00006640
		(ii)	Yes*	Maharashtra	Badlapur, Thane	0.68			
		(ii)	Yes*	Madhya Pradesh	Bhopal*	1.00			
		(ii)	No	Telangana	Pedddapalli	0.16			
		(ii)	Yes*	Maharashtra	Dhule	0.58			
		(ii)	Yes*	Maharashtra	Mumbai	9.21			
		(ii)	Yes*	Maharashtra	Thane	0.78			
		(ii)	No	Rajasthan	Udaipur	2.42			
		(ii)	Yes*	Maharashtra	Vasai, Palghar	0.42			
		(ii)	Yes*	Maharashtra	Dahanu, Palghar	20.00			
		(i)	Yes*	Gujarat	Ahmedabad	0.50			
		(i)	Yes*	Maharashtra	Mumbai	13.33			
		(i)	Yes*	Uttar Pradesh	Prayagraj	1.16			
		(i)	Yes*	Maharashtra	Mumbai	4.25			
		(i)	Yes*	Maharashtra	Mumbai	2.40			
6	Ramkrishna Seva Mandal for promoting healthcare	(i)	Yes*	Gujarat	Kachchh	5.00	No	Ramkrishna Seva Mandal	CSR00011908
7	Omkarnath Music Foundation Trust for promoting art and culture	(v)	No	Tamil Nadu	Dharmapuri	1.00	No	Omkarnath Music Foundation Trust	CSR00080717
8	Amcha Ghar for promoting education	(ii)	Yes*	Maharashtra	Thane	3.81	No	Amcha Ghar	CSR00000102
9	Josh Foundation for providing hearing aids and promoting special education for differently abled children	(i)	Yes*	Maharashtra	Mumbai	45.00	No	Josh Foundation	CSR00006710
TOTAL						₹ 142.81			

*Note- Company has a nationwide presence

- (d) Amount spent in Administrative Overheads: Nil
(e) Amount spent on Impact Assessment, if applicable: NIL
(f) Total amount spent for the Financial Year: ₹142.81 Lakh
(g) Excess amount for set off, if any – ₹0.26 lakh

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

Sr. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under Section 135 (6) (₹in Lakh)	Amount spent in the reporting Financial Year (₹in Lakh)	Amount transferred to any fund specified under Schedule VII as per Section 135(6), if any			Amount remaining to be spent in succeeding financial years (₹ Lakh)
				Name of the Fund	Amount (₹ In Lakh)	Date of Transfer	
1.	Nil	Nil	Nil	Nil	Nil	N.A.	Nil

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s): Nil

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details)
 - (a) Date of creation or acquisition of the capital asset(s): None
 - (b) Amount of CSR spent for creation or acquisition of capital asset: NIL
 - (c) Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.: Not Applicable
 - (d) Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset): Not Applicable
11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per Section 135(5): Not Applicable
12. A responsibility statement of the CSR committee that the implementation and monitoring of CSR Policy, is in compliance with CSR objectives and Policy of the Company:

The CSR Committee hereby confirms that the implementation and monitoring of CSR Policy will be in compliance with CSR objectives and policy of the Company.

For and on behalf of the Board of Directors

Shirish Anjaria
Chairman cum
Managing Director
Din no.: 00444104

Vijay Doshi
Chairperson of Corporate Social
Responsibility Committee
Din No.: 09716581

Parag Dalal
Executive Director
Din no.: 00409894

Date: September 02, 2026
Place: Mumbai



Annexure V to the Directors' Reports**FORM NO. AOC -2**

(Pursuant to clause (h) of sub-section (3) of Section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014.

Form for Disclosure of particulars of contracts/arrangements entered into by the company with related parties referred to in sub section (1) of section 188 of the Companies Act, 2013 including certain arm's length transaction under third proviso thereto.

1. Details of contracts or arrangements or transactions not at Arm's length basis.

There were no contracts or arrangements or transactions entered in to during the year ended March 31, 2026, which were not at arm's length basis.

2. Details of material contracts or arrangements or transactions at Arm's length basis.

The Company has entered into related party transactions during the year, all of which were in the ordinary course of business and at arm's length basis (which can be referred at Point no. 32.4 of standalone financial statement and Point no. 31.4 of consolidated financial statement), and none were material as per the applicable thresholds.

For and on behalf of the Board of Directors

Shirish Anjaria
Chairman cum
Managing Director
Din no.: 00444104

Parag Dalal
Executive Director
Din no.: 00409894

Date: September 02, 2026

Place: Mumbai



CORPORATE GOVERNANCE REPORT

The Directors present the Company's Report on Corporate Governance for the year ended March 31, 2026.

The Report for the financial year ended March 31, 2026 on compliance by the Company with the Corporate Governance provisions as prescribed under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") is given below

1. COMPANY'S PHILOSOPHY ON CODE OF GOVERNANCE

Corporate governance extends beyond compliance—it reflects our values, culture, and commitment to responsible business practices. At Dynacons Systems & Solutions Limited, we are committed to maintaining the highest standards of ethics, transparency, accountability, and integrity. We continuously strengthen our governance framework to align with evolving regulatory requirements and global best practices, ensuring that our operations remain responsible, transparent, and stakeholder-focused.

Our corporate governance approach is guided by the principles that shape our business conduct and stakeholder relationships. Integrity and transparency are at the heart of our governance philosophy, enabling us to build and sustain the trust and confidence of our stakeholders.

The Company's corporate governance philosophy is centered on: (a) enhancing long-term shareholder value by supporting top management in making informed business decisions and exercising prudent financial management; (b) fostering transparency and professionalism across all operations and decisions; and (c) striving for excellence in corporate governance by adhering to established regulatory guidelines, exceeding them where possible, and continuously reviewing and improving existing systems and controls.

Our corporate governance framework ensures that we make timely disclosures and share accurate information regarding our financials and performance, as well as disclosures related to the leadership and governance of Dynacons Systems & Solutions Limited ('the Company'). The Company aims at maximizing the Shareholders' value with improvement in performing of the Company and protecting the interests of all the stakeholders through increased transparency in its operations and compliance of statutory requirements.

The Company's corporate governance philosophy has been further strengthened through, the Code of Conduct for Prevention of Insider Trading and the Code of Corporate Disclosure Practices ("Insider Trading Code"). The Company has adopted a Code of Conduct for its employees including the Managing Director and the Executive Directors. In addition, the Company has adopted a Code of Conduct for its non-executive directors which includes Code of Conduct for Independent Directors that suitably incorporates the duties of independent directors as laid down in the Companies Act, 2013 ("the Act").

The Securities and Exchange Board of India (SEBI) has notified Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations") on September 2, 2015. The Company is in compliance with the requirements stipulated under regulation 17 to 27 read with Schedule V and clauses (b) to (i) and (t) of sub-regulation (2) of regulation 46 of SEBI Listing Regulations, as applicable, with regard to corporate governance.

2. BOARD OF DIRECTORS

Dynacons Governance structure broadly comprises the Board of Directors and the Committees of the Board at the apex level and the Management structure at the operational level. This layered approach fosters effective governance, wherein the Board defines the overarching corporate goals and strategic direction, while empowering Management with the autonomy to execute these objectives within a defined framework. This synergy creates a conducive environment for long-term value creation through sustainable and profitable growth. The composition of the Board complies with Regulation 17 of the SEBI Listing Regulations, along with Sections 149 and 152 of the Companies Act.

The Board of Directors of the Company consists of professionals from varied disciplines. The Company has an appropriate mix of executive and independent directors to maintain its independence and separate its functions of governance and management. The day-to-day management of the affairs of the Company is entrusted with the senior management personnel, headed by the Board of Director, who functions under the overall supervision, direction and control of the Board of Directors ("The Board") of the Company.

The Board meets regularly to discuss, review and decide upon the matters such as policy formulation, setting up of goals, appraisal of performances with the goals and control functions, etc. In order to facilitate the day-to-day business affairs of the Company, the Board has constituted various committees of the Board and has delegated necessary powers to the Committees, Managing Director, Executive Directors, CFO, and Key Managerial Personnel. The Board thus exercises control over the overall functioning of the Company with a view to enhance the stakeholder value.

As mandated by proviso under Regulation 17A (1) of the Listing Regulations as of March 31, 2026, (a) none of the Independent Directors of the Company served as an Independent Director in more than seven listed entities also, (b) none of the Directors who are the whole time director / managing director serves as independent directors in more than three listed entities and as per Regulation 26 of Listing Regulations none of Directors is a member of more than ten Committees or acting as Chairperson of more than five Committees across all listed companies in which he/she is a Director. None of the Directors on the Board holds directorships in more than ten public companies. The necessary disclosures regarding Committee positions have been made by the Directors. None of the Directors are related to each other except Mr. Shirish Anjaria and Mr. Dharmesh Anjaria.

Independent Directors are non-executive directors as defined under Regulation 16(1)(b) of the SEBI Listing Regulations read with Section 149(6) of the Act along with rules framed thereunder. In terms of Regulation 25(8) of SEBI Listing Regulations, they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. Based on the declarations received from the Independent Directors, the Board of Directors has confirmed that they meet the criteria of independence as mentioned under Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management.

INDEPENDENT DIRECTORS' MEETING

For the Board to exercise free and fair judgment in all matters related to the functioning of the Company as well as the Board, it is important for the independent directors to have meetings without the presence of the executive management.

Schedule IV of the Act and the Rules thereunder mandate that the independent directors of the Company shall hold at least one meeting in a financial year, without the attendance of non-independent directors and members of the Management.

During the year under review, as required under Schedule IV to the Companies Act, 2013, and the provisions of SEBI Listing Regulations, 2015, the Independent Directors met on March 14, 2026, without the presence of Executive Directors or members of management, inter alia, to discuss:

- Evaluation of performance of Non-Independent Directors and the Board of Directors as a whole;
- Evaluation of performance of the Chairman of the Company, taking into account the views of the Executive and Non-Executive Directors
- Evaluation of the quality, content and timelines of flow of information between the Management and the Board that is necessary for the Board to effectively and reasonably perform its duties.
- Level of participation of directors at the board and committee meetings, independence of judgments, performance of duties and obligations by directors, implementation of good corporate governance.

The Independent Directors were satisfied with the overall functioning of the Board, its various Committees, Non-Independent Directors and the Chairman.

BOARD MEETING AND PROCEDURES

The Company values and actively promotes diversity on its Board, recognizing it as a key driver of sustained success. A truly diverse Board brings together varied perspectives, experiences, and expertise — spanning geography, culture, industry, age, ethnicity, gender, and domain knowledge. This includes strengths in areas such as finance, global business, leadership, technology, board governance, strategy, sales and marketing, risk management, and cybersecurity. Such diversity enhances decision-making and helps Dynacons maintain its competitive edge.

Directors are provided with well-structured and comprehensive agenda papers in advance. All material information is incorporated in the Agenda for facilitating meaningful and focused discussion in the meeting. Minutes of the Board Meetings/ Committee Meetings are circulated to the Directors well in advance and confirmed at the subsequent meetings. The maximum gap between any two meetings was not more than one hundred and twenty days.

In some instances, documents are tabled at the meetings and the presentations are also made by the respective executives on the matters related to them at the Board or Committee Meetings. The information as mentioned in Part A of Schedule II of the Listing Regulations, has been placed before the Board for its consideration. The Directors are also provided the facility of video/tele-conferencing to enable them to participate effectively in the Meeting(s), as and when required.

During the year under review, fifteen (15) Board Meetings were held on April 28, 2025, May 24, 2025, June 12, 2025, July 04, 2025, August 13, 2025, September 03, 2025, September 27, 2025, October 27, 2025, November 14, 2025, November 27, 2025, January 20, 2026, January 31, 2026, February 14, 2026, March 10, 2026 and March 14, 2026. The necessary quorum was present for all the meetings.

The Board Meetings are held at the Corporate Office of the Company.

ROLE OF BOARD OF DIRECTORS

The primary function of the Board is to act as a trustee for shareholders — safeguarding and enhancing shareholder value. In fulfilling this fiduciary duty, the Board ensures that the Company's goals are clearly defined and aligned with long-term value creation and growth. Additionally, the Board is responsible for:

- Exercising effective oversight to ensure that the Company is managed efficiently and in a manner that meets stakeholder expectations and broader societal responsibilities.
- Monitoring and enhancing the effectiveness of the Company's governance framework, implementing changes when necessary.
- Offering strategic direction and ensuring robust oversight of Management activities.
- Exercising independent judgment in all corporate matters.
- Appointing an adequate number of non-executive directors to areas where potential conflicts of interest may arise, thereby reinforcing independent oversight.
- Reviewing and guiding the Company's overall strategy, key initiatives, risk management policies, annual budgets, and business plans. This includes setting performance benchmarks, tracking execution and results, and overseeing major investments, acquisitions, and divestments.

The maximum tenure of independent directors complies with the Act. All the Independent Directors have confirmed that they meet the criteria as mentioned under Regulation 16(1)(b) of the SEBI Listing Regulations read with Section 149(6) of the Act. Further, the Independent Directors have included their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment & Qualification of Directors) Rules, 2014.

The Independent Directors have made disclosures confirming that there is no material, financial and/or commercial transactions between Independent Directors and the Company, which could have potential conflict of interest with the Company at large. In terms of Regulation 25(8) of SEBI Listing Regulations, they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties.

The following table gives details of composition of the Board of Directors and the number of other Board of Directors of which they are a member/Chairman are as under:

Name of Director	Category of Directorship	Attendance at last AGM held on September 30, 2025	No. of Board Meetings Attended	No. of other Directorships in other Public Companies	Member-ships in Audit / Nomination and Remuneration / Stakeholders Relationship / Other Committee	Chairmanships in Audit / Nomination and Remuneration/ Stakeholders Relationship/ Other Committee	Category of directorship and Names of listed entities where person is a director	Number of shares held in the Company
Mr. Shirish M. Anjaria Din:00444104	Promoter, Chairman cum Managing Director	Yes	15	0	0	0	Nil	11,60,948
Mr. Parag J. Dalal Din:00409894	Promoter, Executive & Whole-time Director	Yes	14	0	0	0	Nil	10,92,016
Mr. Dharmesh S. Anjaria Din:00445009	Promoter, Executive & Whole-time Director	Yes	15	0	0	0	Nil	9,56,890
Mr. Vijay Doshi Din: 09716581	Non- Executive & Independent Director	Yes	12	0	0	0	Nil	0
Mr. Ashok B. Rajagiri Din: 02107796	Non- Executive & Independent Director	Yes	12	0	0	0	Nil	0
*Mrs. Archana V. Phadke Din:07138774	Non-Executive & Independent Director	Yes	6	0	0	0	Nil	0
*Mrs. Falguni Shah Din: 00635202	Non- Executive & Independent Director	Yes	6	1	2	0	Non-Executive, independent Director at Rishiroop Ltd.	0

The Directors, Mr. Shirish M. Anjaria & Mr. Dharmesh S. Anjaria having father and son relationship are related to each other within the meaning of the term "relative" as per Section 2(77) of the Act and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Other than these, none of the Directors are related.

The Non-Executive Directors with their diverse knowledge, experience and expertise bring in their independent judgment in the deliberations and decisions of the Board.

The Company has an Executive Chairman and the number of Independent Directors is half of the total number of Directors. The Company, therefore, meets with the requirements of Regulation 17 (1) (a) & (b) of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 with the stock exchanges.

As required under Section 149(3) of the Companies Act, 2013, *Mrs. Falguni Shah, a lady Director, has been appointed as an Independent Director on the Board.

Note: *Memberships/Chairmanships in Audit Committee and Shareholders'/Investors' Grievance Committee of Indian public limited companies have been considered as per Regulation 26(1)(b) of SEBI.

[§]Pursuant to the completion of her second consecutive term, Mrs. Archana Phadke ceased to hold office as an Independent Non-Executive Director of the Company with effect from the close of business hours on September 30, 2025. Consequently, with effect from September 30, 2025, she also ceased to serve as the Chairperson of the Stakeholders' Relationship & Grievance Committee and the Corporate Social Responsibility Committee, and as a Member of the Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee.

*Mrs. Falguni Shah was appointed as a Non-Executive Independent Director of the Company with effect from September 27, 2025. She was also appointed as a Member of the Stakeholders' Relationship & Grievance Committee, Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee with effect from September 27, 2025. Further, she was appointed as the Chairperson of the Stakeholders' Relationship & Grievance Committee with effect from October 01, 2025.

Other directorships exclude his/her Directorships in the Company, directorships of private limited companies, foreign companies and companies registered under Section 8 of the Act. The Number of Directorships and the positions held on Board, Committees by the Directors are in conformity with the limits on the number of Directorships and Board committee positions as laid down in the Act and the Listing Regulations. During the year 2025-2026, information as mentioned in Schedule II Part A of the SEBI Listing Regulations, had been placed before the Board for its consideration.

The Board periodically reviews the compliance reports of all laws applicable to the Company.

The details of number of shares and convertible instruments held by non-executive directors is mentioned under point no 13.9 of this report.

3. FAMILIARIZATION PROGRAMME OF INDEPENDENT DIRECTORS

Pursuant to Regulation 25(7) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the Company has put in place a structured familiarization programme for its Independent Directors to enable them to understand the Company, its business, operations, financial products and services, industry dynamics, business model, and the regulatory environment in which it operates. The familiarization process commences from the time of induction of an Independent Director and continues throughout their tenure.

The Independent Directors interact with senior management during the Board and Committee meetings and familiarization programs. The Independent Directors are familiarized with workings of the Company during the deliberations and discussions on policies of the Company.

Updates on relevant statutory changes encompassing important laws are regularly intimated to the Independent Directors. Their presence on the Board has been advantageous and fruitful in taking Business decisions.

Pursuant to Regulation 46 of Listing Regulations the details of Familiarization Programme is uploaded on the Company's website at the web link: www.dynacons.com/investors/policies/Familiarization%20Programme.pdf

Particulars of Director seeking appointment/re-appointment at the Annual general meeting have been given in the annexure to the Notice.

Core Skills / Expertise / Competencies Available with the Board:

The Board comprises qualified and experienced members who possess required skills, expertise and competencies that allow them to make effective contributions to the Board and its Committees. Pursuant to Regulation 34(3) read with Schedule V Part (C)(2)(h) of Listing Regulations the following skills/expertise/ competencies have been identified for the effective functioning of the Company and are currently available with the Board:

Sr. No.	Areas of expertise required	Description	Skill areas actually available with the Board
1.	Experience of Leadership and Operational Experience	Experience of having managed organizations with large consumer/customer interface in diverse business environments and economic conditions which helps in leveraging consumer insights for business benefits	Yes
2.	Strategic Planning	Experience in developing long-term strategies to grow consumer business, consistently, profitably, competitively and in a sustainable manner in diverse business environments and changing economic conditions.	Yes
3.	Global Business	Experience in understanding global markets and developing strategies to grow sales and market share, build brand awareness and equity, and enhance enterprise reputation.	Yes
4.	Financial, Regulatory/ Legal & Risk Management	Comprehensive understanding of financial accounting, reporting and controls and analysis. Ability to identify key risks to the Company in a wide range of areas including legal and regulatory compliance.	Yes
5.	Corporate Governance	Experience in the application of Corporate Governance principles.	Yes

In the table below, the areas of core competencies, skills and attributes of Directors have been highlighted.

Name of the Director	Expertise / Skills				
	Experience of Leadership and Operational Experience	Strategic Planning	Global Business	Financial, Regulatory/ Legal & Risk Management	Corporate Governance
Mr. Shirish M. Anjaria	Yes	Yes	Yes	Yes	Yes
Mr. Parag J. Dalal	Yes	Yes	Yes	Yes	Yes
Mr. Dharmesh S. Anjaria	Yes	Yes	Yes	Yes	Yes
Mr. Vijay M. Doshi	Yes	Yes	Yes	Yes	Yes
*Mrs. Falguni H. Shah	Yes	Yes	--	Yes	Yes
Mr. Ashok B. Rajagiri	Yes	Yes	Yes	Yes	Yes
*Mrs. Archana V. Phadke	Yes	Yes	--	Yes	Yes

Pursuant to Clause C(2)(i) of Schedule V read with Regulation 34(3) of Listing Regulations, in the opinion of the Board, all the independent directors fulfill the conditions as specified in the Listing Regulations and are independent of the management.

The eligibility of a person to be appointed as a Director of the Company is dependent on whether the person possesses the requisite skill sets identified by the Board as above and whether the person is a proven leader in running a business that is relevant to the Company's business or is a proven academician in the field relevant to the Company's business. Being an IT service provider, the Company's business runs across different industry verticals, geographical markets and is global in nature. The Directors so appointed are drawn from diverse backgrounds and possess special skills with regard to the industries/fields from where they come.

Our Independent Directors meet the criteria of Independence as per Section 149(6) of Companies Act, 2013 and Regulation 16 of Listing Regulations. The Independent Directors provide an annual confirmation that they meet the criteria of independence. The Board confirms that the Independent Directors fulfill the conditions as specified under Schedule V of Listing Regulations and are Independent of the management.

Note- *Pursuant to the completion of her second consecutive term, Mrs. Archana Phadke ceased to hold office as an Independent Non-Executive Director of the Company with effect from the close of business hours on September 30, 2025. Consequently, with effect from September 30, 2025, she also ceased to serve as the Chairperson of the Stakeholders' Relationship & Grievance Committee and the Corporate Social Responsibility Committee, and as a Member of the Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee.

*Mrs. Falguni Shah was appointed as a Non-Executive Independent Director of the Company with effect from September 27, 2025. She was also appointed as a Member of the Stakeholders' Relationship & Grievance Committee, Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee with effect from September 27, 2025. Further, she was appointed as the Chairperson of the Stakeholders' Relationship & Grievance Committee with effect from October 01, 2025.

Succession planning

The Nomination and Remuneration Committee works with the Board on the leadership succession plan to ensure orderly succession in appointments to the Board and to senior management positions. The Company strives to maintain an appropriate balance of skills and experience within the organization and the Board in an endeavor to introduce new perspectives while maintaining experience and continuity.

4. AUDIT COMMITTEE

The Audit Committee of the Company is constituted in line with the provisions of Section 177 of the Companies Act 2013 ('the Act') and Regulation 18 read with Part C of the Schedule II of the Listing Regulations. All the members of the Committee have wide experience in fields of Banking & Finance, Accounts, Regulatory and Financial service industry.

The Audit Committee acts as a link between the statutory and internal auditors and the Board of Directors. Its purpose is to assist the Board in fulfilling its oversight responsibilities of monitoring financial reporting processes, reviewing the Company's established systems and processes for internal financial controls, governance and reviewing the Company's statutory and internal audit activities.

The Company has an Internal Audit Department, who is responsible for conducting Independent Internal Audit. The Internal Auditor reports directly to the Audit Committee of the Board.

Committee invites such of the executives as it considers appropriate, representatives of the statutory auditors and internal auditors, to be present at its meetings. The Company Secretary acts as the Secretary to the Audit Committee. Reports are sent to the members of the Committee on matters relating to the Insider Trading Code.

The Committee is presently chaired by *Mr. Ashok B. Rajagiri, Chartered Accountant. The Audit Committee met Fifteen (15) times during the financial year 2025-2026 on April 28, 2025, May 24, 2025, June 12, 2025, July 04, 2025, August 13, 2025, September 03, 2025, September 27, 2025, October 27, 2025, November 14, 2025, November 27, 2025, January 20, 2026, January 31, 2026, February 14, 2026, March 10, 2026 and March 14, 2026. The maximum gap between any two meetings was not more than one hundred and twenty days. The necessary quorum was present for all the meetings.

The members of the Audit Committee and their attendance at committee meetings are as under:

Name of the Director and Designation	Category	No. of Meetings attended
Mr. Ashok B. Rajagiri, Non-Executive Independent Director	Chairperson	12
Mr. Vijay M. Doshi, Non-Executive Independent Director	Member	12
*Mrs. Archana V. Phadke, Non-Executive Independent Director	Member up to September 30, 2025	6
*Mrs. Falguni H. Shah, Non-Executive Independent Director	Member w.e.f. September 27, 2025	6

*Note- Please refer point no. 14(dd) of the Corporate Governance Report

The terms of reference of the Audit Committee includes -

- Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible.
- Recommending the appointment, re-appointment and removal of statutory auditor, fixation of audit fees and also approval of payment of any other services.
- To ensure proper disclosure in the Quarterly, Half yearly and Annual Financial Statements.
- To review the functioning of the Whistle Blower Mechanism.
- Reviewing with management the quarterly / annual financial statements before submission to the Board focusing primarily on the following:
 - Matters required to be included in the Director's Responsibility Statement.
 - Any change in accounting policies and practices.
 - Major accounting entries based on exercise of judgment by management
 - Significant adjustment arising out of audit.
 - Compliance with accounting standards.
 - Compliance with listing and other legal requirements relating to financial statements.
 - Qualification in draft audit report.
- Any related party transaction, i.e., transaction of the management, their subsidiaries or relatives, etc., that may have potential conflict with the interest of Company at large. Approval or any subsequent modification of transactions of the Company with related parties and granting omnibus approval to related party transactions which are in the ordinary course of business and on an arm's length basis and to review and approve such transactions.
- Reviewing with the management, statutory and internal auditors, the adequacy of internal control systems and reviewing the adequacy of internal audit function, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit.
- Discussion with internal auditors any significant findings and follow up thereon.
- Reviewing the finding of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity of a failure of internal control systems of a material nature and reporting the matter to the Board.
- Discussion with statutory auditors before the audit commences, nature and scope of audit as well as have post audit discussion to ascertain any area of concern.
- Reviewing the Company's financial and risk management policies.
- Scrutiny of inter-corporate loans and investments.
- Valuation of undertakings or assets of the Company, wherever it is necessary.
- Evaluation of internal financial controls and risk management systems.
- Approval of appointment of CFO (i.e., the Whole Time Finance Director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience & background etc. of the candidate.
- Review and monitor the Auditor's independence, performance and effectiveness of audit process.
- Approve policies in relation to the implementation of the Insider Trading Code and to supervise implementation of the same
- To review the functioning of the Whistle Blower Mechanism.

The Audit Committee shall mandatorily review the following information:

- a management discussion and analysis of financial condition and results of operations;
- b statement of significant related party transactions (as defined by the audit committee) submitted by management;
- c management letters / letters of internal control weaknesses issued by the Statutory Auditors;
- d internal audit reports relating to internal control weaknesses;
- e the appointment, removal and terms of remuneration of the chief Internal auditor shall be subject to review by the audit committee and
- f statement of deviations:
 - (a) Quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1) of SEBI (LODR) 2015.
 - (b) Annual statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice in terms of Regulation 32(7) of SEBI (LODR) 2015.

The previous AGM of the Company was held on September 30, 2025 and was attended by Mr. Ashok Rajagiri, Chairman of the Audit Committee.

5. NOMINATION AND REMUNERATION COMMITTEE**Brief description of terms of reference**

The nomination and remuneration committee of the Company is constituted in line with the provisions of Regulation 19 with Part D of the Schedule II of SEBI Listing Regulations, read with Section 178 of the Act.

- Recommend to the Board the setup and composition of the Board and its Committees.
- To review the performance of the Chairman and Managing Director and the Whole-time Directors after considering the company's performance.
- To review overall compensation policy, service agreements, performance incentive and other employment conditions of Executive Director(s).
- To determine whether to extend or continue the term of appointment of the Independent Director on the basis of the report of their performance evaluation. The tenure of extension or continuity of Independent Director shall be computed as per the provisions of sub-section (10) and (11) of Section 149 of the Companies Act, 2013 read with Explanation there to and Regulation 16(1)(b) of the Listing Regulations.
- Recommend to the Board the appointment/re-appointment of Directors and Key Managerial Personnel.
- Formulation of the criteria for determining qualifications, positive attributes, and independence of a Director and recommend to the Board a policy relating to the remuneration of the Directors, Key Managerial Personnel and other employees.
- Recommend to the Board the Remuneration Policy for Directors, executive team or Key Managerial Personnel as well as the rest of employees.
- Support the Board and Independent Directors in evaluation of the performance of the Board, its Committees and individual Directors.
- Devising a policy on Board diversity
- Oversee familiarization programs for Directors.
- To recommend to the Board, all remuneration, in whatever form, payable to Senior Management Personnel.
- To ensure 'fit and proper' status of proposed directors and that there is no conflict of interest in appointment of directors on Board of the Company, Key Managerial Personnel and senior management.

The Nomination and Remuneration committee consists of Non-Executive Directors with the Chairman being an Independent Director.

The members of the Nomination and remuneration committee met Two times during the year on September 27, 2025, and March 10, 2026.

The members of the Nomination and Remuneration Committee and their attendance at committee meetings are as under:

Name of the Director and Designation	Category	No. of Meetings attended
Mr. Vijay M. Doshi , Non-Executive Independent Director	Chairperson	2
Mr. Ashok B. Rajagiri, Non-Executive Independent Director	Member w.e.f. March 05, 2025	2
*Mrs. Archana V. Phadke, Non-Executive Independent Director	Member up to September 30, 2025	-
*Mrs. Falguni H. Shah, Non-Executive Independent Director	Member w.e.f. September 27, 2025	-

Company Secretary of the Company acted as the Secretary to the Committee.

The previous AGM of the Company was held on September 30, 2025 and was attended by Mr. Vijay Doshi, Chairperson of the Nomination and Remuneration Committee.

The terms of reference of the NRC, is uploaded on the Company's web site at <http://dynacons.com/Nomination%20&%20Remuneration%20Policy.pdf>

PERFORMANCE EVALUATION

Pursuant to the provisions of the Companies Act, 2013, and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board has carried out the annual performance evaluation of its own performance, the Directors individually as well as the evaluation of the working of its Audit, Nomination and Remuneration Committees, after taking into consideration various things like inputs received from the Directors, functions of Board's such as adequacy of the composition of the Board and its Committees, Board culture, execution and performance of specific duties, obligations and governance.

Criteria for performance evaluation of Independent Directors includes:

1. Attendance and Participation
2. Professional Approach
3. Maintaining confidentiality
4. Acting in good faith and in the interest of the company as a whole
5. Exercising duties with due diligence and reasonable care
6. Complying with legislations and regulations in letter and spirit
7. Openness to ideas, perspectives and opinions and ability to challenge old practices and throwing up new ideas for discussion
8. Capacity to effectively examine financial and other information on operations of the company and the ability to make positive contribution thereon.

The performance evaluation of the Independent Directors was carried out by the entire Board. The performance evaluation of the Chairman and the Non-Independent Directors were carried out by the Independent Directors who also reviewed the performance of the Secretarial Department. The Directors expressed their satisfaction with the evaluation process.

REMUNERATION OF DIRECTORS:

Remuneration Policy

Remuneration policy of the Company is designed to create a high-performance culture. It enables the Company to attract, retain and motivate employees to achieve results. The Remuneration policy of your Company is a comprehensive policy

which is competitive, in consonance with the industry practices and rewards good performance of the employees of the Company. The policy ensures equality, fairness and consistency in rewarding the employees on the basis of performance against set objectives. Remuneration of employees largely consists of basic remuneration and performance incentives. The Company while deciding the remuneration package takes into consideration the employment scenario, remuneration package of the industry and the remuneration package of other Industries.

The remuneration of the Managing Director and Whole-Time Director is recommended by the Nomination & Remuneration Committee and then approved by the Board of Directors and subsequently by the shareholders in general meeting within the limits prescribed in Companies Act, 2013. The Non-Executive Independent Directors are paid sitting fees for Board meetings attended by them.

Pecuniary transactions with Non-Executive Directors

During the year under review, there were no pecuniary transactions with any of the Non-Executive Director of the Company. A declaration to this effect is also submitted by all the Directors at the beginning of each financial year. The register of Contracts is maintained by the Company under Section 189 of the Companies Act, 2013. The register is signed by all the directors present at the respective Board meetings.

Policy for Remuneration of Non – Executive Directors

The Non-Executive Directors shall be entitled to receive remuneration by way of sitting fees, reimbursement of expenses for participation in the Board / Committee meetings and commission as detailed hereunder:

- The remuneration of the Non- Executive / Independent Directors (excluding remuneration for attending meetings as prescribed under Section 197 (5) of the Companies Act, 2013) shall be subject to ceiling/ limits as provided under Companies Act, 2013 and rules made there under or any other enactment for the time being in force. The amount of such remuneration shall be such as may be recommended by the Nomination and Remuneration Committee and approved by the Board of Directors or shareholders, as the case may be.
- A Non-Executive Director shall be entitled to receive sitting fees for each meeting of the Board or Committee of the Board attended by him, of such sum as may be approved by the Board of Directors within the overall limits prescribed under the Companies Act, 2013 and The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014;
- Any remuneration paid to Non- Executive / Independent Directors for services rendered which are of professional in nature shall not be considered as part of the remuneration if the following conditions are satisfied:
 - i) The Services are rendered by such Director in his capacity as the professional; and
 - ii) In the opinion of the Committee, the director possesses the requisite qualification for the practice of that profession.
- An Independent Director shall not be eligible to get Stock Options and also shall not be eligible to participate in any share based payment schemes of the Company.
- The policy for making payment to Non-Executive Director is available on Company's website at <http://dynacons.com/criteria-of-making-payments-to-non-executive-directors.pdf>

Sitting fees

For the year 2025-2026, the Company paid sitting fees of ₹ 3,60,000/- to its Non-Executive Directors for attending meetings of the Board and Meeting of Committees of the Board. The Company also reimburses the out-of-pocket expenses incurred by the Directors for attending the Meetings.

The Company is being benefited from the expertise, advice and inputs provided by the Independent Directors. The Independent Directors devote their valuable time in deliberating on the strategic and critical issues in the course of the Board and Committee meetings of the Company and give their valuable advice, suggestion and guidance to the management of the Company from time to time.

The details of sitting fees paid to the Directors for the year 2025-2026 are as under:

Sr. No.	Name of the Director	Sitting Fees for attending Meeting (₹)	Salary & Perquisites (₹)	Commission (₹)	Total (₹)
1	Mr. Vijay M. Doshi	1,20,000	-	-	1,20,000
2	Mr. Ashok B. Rajagiri	1,20,000	-	-	1,20,000
3	*Mrs. Archana V. Phadke	60,000	-	-	60,000
4	*Mrs. Falguni H. Shah	60,000	-	-	60,000

Directors are not provided with any performance linked incentives.

None of the Directors have service contracts, apart from agreements made towards their appointment as Whole Time Director / Managing Director.

*Note- Please refer point no. 14(dd) of the Corporate Governance Report

Details of Remuneration to the Executive Directors for the year ended March 31, 2026

Executive directors of the Company are appointed by the Board of Directors subject to the approval of shareholders in the general meeting. The remuneration package of the executive directors is determined by the Nomination and Remuneration Committee within the permissible limits, subject to approval by the Board and shareholders in their respective meetings as per applicable provisions of the Companies Act, 2013.

The details of remuneration paid to Executive Directors during the financial year 2025-26 are as under:

(Amount in ₹)

Name of Director	Mr. Shirish Anjaria	Mr. Parag Dalal	Mr. Dharmesh Anjaria
Designation	Chairman cum Managing Director	Whole Time Director	Whole time Director and CFO
Salary	1,38,00,000	1,26,00,000	1,26,00,000
Performance bonus	-	-	-
PF & Gratuity	-	-	-

6. STAKEHOLDERS RELATIONSHIP & GRIEVANCE COMMITTEE

The stakeholders' relationship & grievance committee is constituted in line with the provisions of Regulation 20 of SEBI Listing Regulations read with Section 178 (5) of the Companies Act, 2013.

Terms of reference

The Committee is responsible for assisting the Board of Directors in the Board's overall responsibilities relating to attending and redressal of the grievances of the security holders of the Company.

Functions

The Stakeholders' Relationship & Grievance committee is chaired by *Mrs. Falguni H. Shah. The Stakeholders' Relationship & Grievance committee met four times during the year on June 17, 2025, September 03, 2025, November 14, 2025 and March 10, 2026. The composition of the committee and details of the meetings attended by the Directors are given below:

Name of the Director and Designation	Category	No. of Meetings attended
^s Mrs. Archana V. Phadke, Non-Executive Independent Director	Chairperson up to September 30, 2025	2
*Mrs. Falguni H. Shah, Non-Executive Independent Director	Member w.e.f. September 27, 2025 and Chairperson w.e.f. October 01, 2025	1
Mr. Vijay M. Doshi, Non-Executive Independent Director	Member	4
Mr. Ashok B. Rajagiri, Non-Executive Independent Director	Member	3

^s*Note- Please refer point no. 14(dd) of the Corporate Governance Report

The committee meets at frequent intervals, to approve inter-alia, transfer/ transmission of Equity shares, non-receipt of Annual Report, attending to complaints of investors routed by SEBI/Stock Exchanges and reviews the status of investors' grievances and redressed mechanism and recommend measures to improve the level of investor services. SEBI Complaints Redress System (SCORES) SEBI administers a centralised web-based complaints redress system (SCORES). It enables investors to lodge and follow up complaints and track the status of online redressal. All the activities starting from lodging of a complaint till its disposal are carried online in an automated environment and the status of every complaint can be viewed online at any time.

Details of share transfer / transmission approved by the committee are placed at the Board meetings from time to time. Company Secretary of the Company acted as the Secretary to the Stakeholders' Relationship & Grievance committee.

The Company has appointed M/s. Bigshare Services Private Limited as the Registrar and Share Transfer Agent to handle the investor grievances in co-ordination with the Compliance Officer. All grievances can be addressed to the Registrar and Share Transfer Agent. The Company monitors the work of the Registrar to ensure that the investor grievances are settled expeditiously and satisfactorily.

The previous AGM of the Company was held on September 30, 2025 and was attended by ^sMrs. Archana V. Phadke, Chairperson of the Stakeholders' Relationship & Grievance committee.

The Committee in particular looks into:

1. To oversee and review redressal of shareholder and investor grievances, on matters relating to issue, transfer, transmission of securities, non-receipt of annual report, non-receipt of dividends/interests.
2. To issue duplicate share/debenture certificate(s) reported lost, defaced or destroyed as per the laid down procedure and to resolve the grievances of security holders of the Company, if any.
3. Attending to complaints of security holders routed by SEBI (SCORES)/Stock Exchanges/RBI or any other Regulatory Authorities.
4. Taking decision on waiver of requirement of obtaining the Succession Certificate/Probate of Will on case to case basis within the parameters set out by the Board of Directors.
5. To monitor transfer of the amounts/shares transferable to Investor Education and Protection Fund.
6. To list the securities of the Company on Stock Exchanges.
7. Any other matters that can facilitate better investor services and relations.
8. Review activities with regard to the Health Safety and Sustainability initiatives of the Company.
9. Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants / annual reports / statutory notices by the shareholder of the Company.
10. Any other matters that can facilitate better investor services and relations.

During the year under review, no complaints were received from shareholders/investors as on March 31, 2026. The number of pending share transfers as on March 31, 2026 were Nil.

Name and designation of Compliance Officer:

Ms. Pooja Patwa designated as the Company Secretary and Compliance Officer of the Company and she can be reached out at the corporate office of the Company at: 3rd Floor, A-Wing, Sunteck Centre, Subhash Road, Near Garware Chowk, Vile Parle (E), Mumbai – 400057, e-mail id- investor@dynacons.com, Tel No.- 022-66889900

7. CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

The Corporate Social Responsibility (CSR) Committee has been constituted in line with the provisions of Section 135 of the Act and the rules made thereunder.

Terms of reference

The terms of reference of the CSR Committee broadly comprises of:

1. Formulating and recommending to the Board of Directors the CSR Policy and monitoring the same from time to time.
2. The Committee will review and evaluate the sustainability agenda, suggest modifications, discuss and recommend action plan to take the CSR activities forward.
3. CSR Committee will monitor the spend on CSR activities by the Company as well as ensure that the Company spends at least the minimum amount as may be prescribed from time to time pursuant to the Act and Companies (Corporate Social Responsibility Policy) Rules, 2014 or such higher sum as may be decided by the Board of Directors of the Company.
4. Any other matter as may be necessary for implementation of CSR Policy.

The Corporate Social Responsibility (CSR) committee consists of Executive and Non-Executive Director with the Chairperson being an Independent Director. The members of Committee are ^sMrs. Archana V. Phadke, Mr. Shirish M. Anjaria, Mr. Parag J. Dalal, Mr. Dharmesh S. Anjaria. The committee is chaired by ^sMrs. Archana V. Phadke up to September 30, 2025 and ^sMr. Vijay M. Doshi w.e.f. October 01, 2025. The committee met Seven times during the year on April 04, 2025, July 04, 2025, September 03, 2025, November 14, 2025, January 31, 2026, March 10, 2026 and March 31, 2026. The necessary quorum was present for all the meetings.

The members of the Corporate Social Responsibility Committee and their attendance at committee meetings are as under:

Name of the Director	Category	No. of Meetings attended
^s Mrs. Archana V. Phadke, Non-Executive, Independent Director	Chairperson up to September 30, 2025	3
^s Mr. Vijay M. Doshi, Non-Executive Independent Director	Chairperson w.e.f. October 01, 2025	4
Mr. Shirish M. Anjaria, Chairman cum Managing Director	Member	7
Mr. Parag J. Dalal, Executive Director	Member	7
Mr. Dharmesh S. Anjaria, Executive Director	Member	7

^sNote- ^sPursuant to the completion of her second consecutive term, Mrs. Archana Phadke ceased to hold office as an Independent Non-Executive Director of the Company with effect from the close of business hours on September 30, 2025. Consequently, with effect from September 30, 2025, she also ceased to serve as the Chairperson of the Stakeholders' Relationship & Grievance Committee and the Corporate Social Responsibility Committee, and as a Member of the Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee.

Further, in the board meeting held on September 27, 2025, the Board re-constituted the committees and Mr. Vijay Doshi was appointed as Chairperson of Corporate Social Responsibility Committee w.e.f. October 01, 2025

8. RISK MANAGEMENT COMMITTEE

In terms of Regulation 21(5) of Listing Regulations, the Risk Management Committee is not applicable to the Company, however the Company has constituted risk management committee of the Company in line with the provisions of Regulation 21 of SEBI Listing Regulations, 2015. Business Risk Evaluation and Management is an ongoing process within the Organization. The Company has a robust risk management framework to identify, monitor and minimize risks as also identify business opportunities.

The Risk Management committee consists of Non-Executive Directors with the Chairperson being an Independent Director. The members of Committee were Mr. Vijay M. Doshi, [§]Mrs. Archana V. Phadke, ^{*}Mrs. Falguni H. Shah and Mr. Ashok B. Rajagiri. Mr. Vijay M. Doshi chairs the Committee.

[§]*Note- Please refer point no. 14(dd) of the Corporate Governance Report

The objectives and scope of the Risk Management Committee broadly comprises:

- Overview of risk management process performed by the executive management;
- Reviewing risks and evaluate treatment including initiating mitigation actions and ownership as per a pre-defined cycle;
- Approval of Risk Management Plan, implementing and monitoring the Risk Management Plan.
- Defining framework for identification, assessment, monitoring, mitigation and reporting of risks.
- Such other matters as may be delegated by Board from time to time.

Within its overall scope as aforesaid, the Committee shall review risks trends, exposure, potential impact analysis and mitigation plan.

The members of the Risk Management Committee met once during FY 2025-2026, on March 14, 2026, wherein all the members were present.

9. SENIOR MANAGEMENT:

Sr. No.	Name	Designation
1	Mr. Dharmesh S. Anjaria	Chief Financial Officer (Whole-Time/Executive Director)
2	Ms. Pooja G. Patwa	Company Secretary & Compliance Officer

During the said financial year, there has been no change in the senior management of the Company.

10. REPORT ON CORPORATE GOVERNANCE

The quarterly compliance report has been submitted to the Stock Exchanges where the Companies equity shares are listed in the requisite format duly signed by the Compliance Officer.

11. GENERAL BODY MEETINGS

- I. The last three Annual General Meetings and Extra-Ordinary General Meetings of the Company were held as under: -

Financial Year	Date	Time	Venue	No. of Special Resolutions Passed	Details of special resolution proposed to be conducted through postal ballot
2022 - 2023	September 30, 2023	03:00 P.M.	The 28 th Annual General Meeting of the Company was held by means of video conferencing ("VC") / other audio visual means ("OAVM") in accordance with the relevant circulars issued by the Ministry of Corporate Affairs	Nil	Nil
2023 - 2024	September 30, 2024	03:00 P.M.	The 29 th Annual General Meeting of the Company was held by means of video conferencing ("VC") / other audio visual means ("OAVM") in accordance with the relevant circulars issued by the Ministry of Corporate Affairs	Number of Special Resolutions passed: 3 Details of Special Resolution are as follows: 1. Re-appointment of Mr. Shirish Anjaria (Din:00444104) as Chairman cum Managing Director 2. Re-appointment of Mr. Parag Dalal (Din no.: 00409894) as Whole-time Director 3. Re-appointment of Mr. Dharmesh Anjaria (Din no.: 00445009) as Whole-time Director	Nil
2024 - 2025	September 30, 2025	03:00 P.M.	The 30 th Annual General Meeting of the Company was held by means of video conferencing ("VC") / other audio visual means ("OAVM") in accordance with the relevant circulars issued by the Ministry of Corporate Affairs	Number of Special Resolutions passed: 1 Details of Special Resolution are as follows: 1. Increase in Borrowing Power of the Company and approval for creation of charge on the assets of the Company to secure borrowings	Number of Special Resolutions passed: 1 Details of Special Resolution are as follows: 1. Appointment of Mr. Ashok Bhumaiah Rajagiri (Din: 02107796) as an Independent Director

No Extraordinary general meeting of the members was held in last three financial years

II. Details of special resolution passed last year through postal ballot, the persons who conducted the postal ballot exercise, details of the voting pattern and procedure of postal ballot:

The Company had sought the approval of the shareholders by way of a Special Resolution through notice of postal ballot dated March 04, 2025 for the below mentioned resolutions-

1. Appointment of Mr. Ashok Bhumaiah Rajagiri (Din: 02107796) as an Independent Director

The above special resolution was duly passed and the results of which were announced on April 11, 2025 at stock exchanges. Mr. Hemant Shetye (Membership No. FCS 2827) designated partner of HSPN & Associates LLP, (Formerly known as HS Associates), Practicing Company Secretaries, was appointed as the Scrutinizer to scrutinize the postal ballot process by voting through electronic means only (remote e-voting) in a fair and transparent manner.

III. Details of special resolution proposed to be conducted through postal ballot:

None of the businesses proposed to be transacted at the ensuing AGM requires passing of a special resolution through postal ballot.

12. MEANS OF COMMUNICATION

The Board recognizes the importance of two-way communication with shareholders and giving a balanced report of results and progress and responding to questions and issues raised in a timely and consistent manner. The quarterly, half-yearly and yearly financial results of the Company are sent to the Stock Exchanges immediately after the Board approves them. These are widely published in Leading newspapers, which includes Financial Express in English language and in local language newspapers, which includes Mumbai Lakshadweep in Marathi language. After adoptions by the Board of Directors in their Board Meetings the financial results and official news releases are posted on the Company's website: www.dynacons.com. The Management Discussion and Analysis Report is a part of the Annual Report for the year. The annual report has been sent in electronic form to shareholders, who have provided their email id. Physical copies of the annual report have been provided to such shareholders based on a request received from them for this purpose.

The Company's Financial Results/media releases and other important Investor related information are periodically displayed and updated on the Company's website, viz., www.dynacons.com.

The annual report has been sent in electronic form to shareholders, who have registered their email ids. The Ministry of Corporate Affairs (MCA) has exempted companies from circulation of physical copies of Annual Report for year ended March 31, 2026.

Our Company does online filing with National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) through web based application: NEAPS (NSE Electronic Application Processing System) and BSE Listing Centre.

The Company discloses to the Stock Exchanges, all information required to be disclosed under Regulation 30 read with Part A of Schedule III of the Listing Regulations including material information having a bearing on the performance / operations of the Company or other price sensitive information.

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

13. GENERAL SHAREHOLDER INFORMATION

13.1 Annual General Meeting: -

- Date and Time September 30, 2026 at 03:00 P.M.
- Venue The Company is conducting meeting through VC / OAVM pursuant to the MCA Circular dated May 5, 2020 read with circulars dated April 08, 2020, April 13, 2020, January 13, 2021, December 14, 2021, May 05, 2022, September 25, 2023, and September 19, 2024, as such there is no requirement to have a venue for the AGM. For details please refer to the Notice of this AGM.

As required under Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard 2, particulars of Directors seeking appointment/re-appointment at this AGM are given in the Annexure to the Notice of this AGM.

13.2 Financial Year: - April'25 – March'26

13.3 Book Closure Date/Record Date As mentioned in the Notice of this AGM

13.4 Dividend Payment Date

The Company had declared Interim dividend of ₹ 0.50 per equity share of the face value of ₹ 10/-each for the financial year ended March 31, 2026, on August 13, 2025, and paid to all shareholders eligible as on record date August 22, 2025. Thus, the interim dividend paid is considered as final dividend for the financial year ended March 31, 2026.

13.5 (a) Listing of Equity Shares on Stock Exchanges at:

Name and address of stock exchange:	Code Nos./Symbol
The BSE Ltd., Mumbai 25 th Floor, P. J. Towers, Dalal Street, Mumbai 400 001	532365
National Stock Exchange of India Ltd. Exchange Plaza, C-1, Block G, Bandra Kurla Complex Bandra (East), Mumbai 400 051	DSSL
(b) Listing of Global Depository Receipts	N. A.
(c) Demat ISIN numbers in NSDL & CDSL	INE417B01040
(d) Annual listing fees for the year 2025-2026 have been duly paid to all the above Stock Exchanges.	
(e) Corporate Identification Number (CIN)	L72200MH1995PLC093130
(f) Date of Book Closure/Record Date	As mentioned in the Notice of this AGM

13.6 Registrar and transfer Agents:

Bigshare Services Pvt. Ltd.
SEBI Regn. No. INR 00001385
S6-2,6th Floor, Pinnacle Business Park,
Next to Ahura Centre, Mahakali Caves Road,
Andheri (East), Mumbai – 400093, Maharashtra
Tel : 022 – 62638200/206 Email id- info@bigshareonline.com
Website- bigshareonline.com

13.7 Share Transfer System

In terms of Regulation 40(1) of SEBI Listing Regulations, as amended, securities can be transferred only in dematerialized form w.e.f. April 1, 2019, except in case of request received for transmission or transposition of securities. However, investors are not barred from holding shares in physical form. Shareholders holding shares in dematerialized mode have been requested to register their email address, bank account details and mobile number with their depository participants. Those holding shares in physical mode have been requested to furnish PAN, nomination, contact details, bank account details and specimen signature for their corresponding folios. The folios shall be frozen, if any of these details are not available on or after October 01, 2023. Shareholders may contact the RTA at, info@bigshareonline.com. Transfers of equity shares in electronic form are effected through the depositories with no involvement of the Company. Members holding shares in physical form are requested to consider converting their holdings to dematerialized form. The Directors and certain Company officials (including Chief Financial Officer and Company Secretary) are authorized by the Board severally to approve transfers, which are noted at subsequent Board Meetings.

Pursuant to SEBI Circular dated January 25, 2022, the listed companies shall issue the securities in dematerialized form only, for processing any service requests from shareholders viz., issue of duplicate share certificates, endorsement, transmission, transposition, etc. After processing the service request, a letter of confirmation will be issued to the shareholders and shall be valid for a period of 120 days, within which the shareholder shall make a request to the Depository Participant for dematerializing those shares. If the shareholders fail to submit the dematerialisation request within 120 days, then the Company shall credit those shares in the Suspense Escrow Demat account held by the Company. Shareholders can claim these shares transferred to Suspense Escrow Demat account on submission of necessary documentation.

Equity Shares in the Unclaimed Suspense Account

In terms of Regulation 39 of the Listing Regulations, no equity shares are lying in the Unclaimed Suspense Account of the Company.

13.8 Distribution of Shareholding as on March 31, 2026

No. of Equity Shares	No. of Folios	% of Total	No. of Shares	% of Total
1-5000	42839	97.18	2213297	17.38
5001-10000	715	1.62	527411	4.14
10001-20000	292	0.66	408410	3.21
20001-30000	91	0.21	227438	1.78
30001-40000	40	0.09	137561	1.08
40001-50000	25	0.06	118324	0.93
50001-100000	29	0.07	208014	1.63
100001-9999999999	48	0.11	88966250	69.85
Total	44079	100.00	12737080	100.00

Note- Refer Point No. 14(n) of the Corporate Governance Report

13.9 Shareholding of Directors

Sr. No.	Name of Directors	No. of Shares	Percentage (%)
1.	Mr. Shirish M. Anjaria	1160948	9.11
2.	Mr. Dharmesh S. Anjaria	956890	7.51
3.	Mr. Parag J. Dalal	1092016	8.57
4.	Mr. Vijay M. Doshi	Nil	Nil
5.	*Mrs. Archana V. Phadke	Nil	Nil
6.	*Mrs. Falguni H. Shah	Nil	Nil
7.	Mr. Ashok B. Rajagiri	Nil	Nil

*Note- Please refer point no. 14(dd) of the Corporate Governance Report

13.10 Dematerialization of Shares and Liquidity as on March 31, 2026

Total No. of shares	Shares in physical form	Percentage %	Share in demat form	Percentage %
1,27,37,080	28,940	0.23%	1,27,08,140	99.77%

The Company's shares are compulsorily traded in dematerialized form on NSE and BSE. Under the Depository System, the International Securities Identification Number (ISIN) allotted to the Company's shares is INE417B01040.

Note- Refer Point No. 14(n) of the Corporate Governance Report

13.11 Categories of Shareholders as on March 31, 2026

Category	No. of Shares held	Percentage of Shareholding
Clearing Member	9584	0.08
Corporate Bodies	101717	0.80
Corporate Bodies (Promoter Company)	2086475	16.38
Non Nationalized Banks	-	-
Non Resident Indians	168928	1.33
Promoters/Directors	4503474	35.36
Public	4616448	36.24
Relative of Director	1165705	9.15
Alternate Investment Fund	37846	0.30
Foreign Portfolio Investor (Corporate)- Category I	46239	0.36
Foreign Portfolio Investor (Corporate)- Category II	664	0.01
Proprietary Firm	-	-
Total	12737080	100.00

Note- Refer Point No. 14(n) of the Corporate Governance Report

- 13.12 Capital of the Company** : The authorized and paid-up capital of your Company is ₹ 300,000,000 and ₹ 1,27,30,800 respectively.
- 13.13 Outstanding GDRs/ADRs/Warrants** : The Company does not have any outstanding GDRs/ADRs/warrants/convertible instruments as on March 31, 2026
- 13.14 Company Secretary & Compliance Officer** : Ms. Pooja Patwa
- 13.15 Address for Investor Correspondence** : Bigshare Services Pvt. Ltd.
SEBI Regn. No. INR 00001385
S6-2,6th Floor, Pinnacle Business Park, Next to Ahura Centre,
Mahakali Caves Road, Andheri (East), Mumbai – 400093,
Maharashtra Tel : 022 – 62638200/206
- Dynacons Systems & Solutions Ltd.
CIN: L72200MH1995PLC093130
78, Ratnajyot Ind. Estate, Irla Lane, Vile Parle (West),
Mumbai – 400 056
Email: investor@dynacons.com Cont. No. 022-66889900

13.16 Credit Rating

Name of the Agency	Facilities	Amount (₹ Crore)	New/Re-affirmed Rating Outlook
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	35.00	ACUITE A- (Outlook: Stable) Reaffirmed
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	20.00	
Acuite Ratings & Research Limited	Long Term Instruments (Bank Loans)	30.00	ACUITE A- (Outlook: Stable) Assigned
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	160.00	ACUITE A2+, Reaffirmed
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	30.00	
Acuite Ratings & Research Limited	Short Term Instruments (Bank Loans)	102.00	ACUITE A2+, Assigned

13.17 Plant Location : In view of the nature of the Company's business, the said disclosure is not applicable to the Company

14. OTHER DISCLOSURES

a) Related party Transactions:

There are no materially significant Related Party Transactions (RPTs) with the Company's Promoters, Directors, Key Managerial Personnel or their relatives or any other related parties of the Company, which may have potential conflict with the interests of the Company at large. Disclosures on transactions with related parties, as required under the Indian Accounting Standard 24, have been incorporated in the Notes to the Accounts. The statement of RPTs is placed before the Audit Committee and the Board on quarterly basis. Omnibus approval was obtained for the transactions of repetitive nature. Transactions entered into with related parties during the financial year were in the ordinary course of business and at arm's length basis and were approved by the Audit Committee.

The Board's approved policy for related party transactions is uploaded on the website of the Company at <https://dynacons.com/investors/policies/Policy%20on%20Related%20Party%20Transactions.pdf>

Except Mr. Shirish Anjaria and Mr. Dharmesh Anjaria having father son relationship, none of the Directors has any pecuniary relationships or transactions vis-à-vis the Company save and except the payment of sitting fees to Independent Directors, remuneration to Directors apart from transactions in the ordinary course of business and on arm's length basis at par with any member of general public. The Company did not advance any loans to any of its Directors. The details of the transactions with Related Party are provided in the notes to the Financial Statements.

b) Disclosure of Accounting Treatment:

The financial statements of the Company have been prepared in accordance with Companies (Indian Accounting Standards) Rules 2015 (INDAS) to comply with the Accounting Standards notified under Section 133 of the Companies Act, 2013. The financial statements have been prepared on accrual basis under the historic cost convention. The accounting policies adopted in the preparation of the financial statements are consistent with those followed in the previous year. Disclosures on transactions with related parties, as required under the Indian Accounting Standard 24, have been incorporated in the Notes to the Accounts. The statement of RPTs is placed before the Audit Committee and the Board and Omnibus approval was obtained for the transactions of repetitive nature, as and when required.

c) Management Discussion and Analysis Report:

The Management Discussion and Analysis Report have been provided in the Directors' Report to the Shareholders.

d) Details of non-compliance by the Company, penalties, restrictions imposed on the Company by Stock Exchange or SEBI or any statutory authority on any matter related to capital markets, during the last three years:

The Company was levied with a fine amount of ₹ 5,000 each by BSE Limited and National Stock Exchange Limited for delay in compliance under Regulation 33 of SEBI (LODR) Regulations, 2015 for the quarter/year ended on

March 31, 2024. However, the Company clarified the reason for delay in submission of results by intimating stock exchanges on 12.06.2024 and had applied for waiver application at stock exchanges and paid the fine amount of ₹ 5,000 (plus GST) per exchange.

The Company has made compliance with the same.

- e) A qualified Practicing Company Secretary carried out a Reconciliation of Share Capital Audit, as per Regulation 76 of the Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 and SEBI Circular No D & CC / FITTC/ Cir- 16/2002 dated December 31, 2002, the total admitted equity share capital with National Securities Depository Limited (NSDL) and Central Depository Services (India) Ltd (CDSL) and the total issued and listed capital. The audit report confirms that the total issued/paid-up capital is in agreement with the total number of shares in physical form and the total number of dematerialized shares held with NSDL and CDSL. This audit is carried out every quarter and the report thereon is submitted to the Stock Exchanges and to the Board of Directors.
- f) Pursuant to Section 177 of the Companies Act, 2013 and under Regulation 22 of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015, the Company has adopted Vigil Mechanism (Whistle Blower Policy) for the directors and employees of the Company to deal with instances of fraud and mismanagement, unethical behaviour, violation of code of conduct and personnel policies of the Company if any and to ensure that strict confidentiality is maintained while dealing with concerns and also that no discrimination will be meted out to any person for a genuinely raised concern. No person has been denied access to the Audit Committee. The Whistle Blower Policy/Vigil Mechanism is uploaded on the Company's website at the web link of www.dynacons.com/wp-content/uploads/2020/08/Vigil-mechanism-policy-DSSL-Final.pdf.
- g) The mechanism provides for adequate safeguards against victimization of Directors and employees to avail of the mechanism and also provide for direct access to the Chairman of the Audit Committee in exceptional cases. This neither releases employees from their duty of confidentiality in the course of their work nor can it be used as a route for raising malicious or unfounded allegations about a personal situation.
- h) The Company has adopted Code of Conduct ('Code') for the Members of the Board and Senior Management Personnel as required under Regulation 17(5) of the Listing Regulations. All the Board Members and the Senior Management Personnel have affirmed compliance of the Code. The Annual Report of the Company contains a declaration to this effect signed by the Chairman cum Managing Director & CFO on the compliance declarations received from the members of the Board and Senior Management. Further, the Code of Conduct of the Company applicable to the Board and Senior Management Personnel is also uploaded on the Company's website at the web link <http://dynacons.com/Code%20of%20conduct.pdf>
- i) Terms of Appointment of Independent Directors

Terms and conditions of appointment of Independent Directors are available on the Company's website at the web link <http://dynacons.com/Independent%20Directors'%20T&C.pdf>
- j) Shareholders
 - (i) Mr. Shirish Anjaria, is retiring by rotation at the ensuing Annual General Meeting and being eligible, offers himself for re-appointment.
 - (ii) Disclosure of Commodity price risks and Commodity hedging activities.

The Company does not deal in commodities and hence the disclosure pursuant to SEBI Circular dated July 11, 2023 is not required to be given.

- k) Auditors' certificate on corporate governance

As required by Schedule V of the Listing Regulations, the certificate on corporate governance issued by Mr. Hemant Shetye (Membership No. FCS 2827) designated partner of HSPN & Associates LLP, (Formerly known as HS Associates), Practicing Company Secretaries, Mumbai, is enclosed as an Annexure to the Board's Report.

- l) The Board of Directors has approved a policy for determining materiality of events and making disclosures to Stock Exchanges.
- m) Details of compliance with Mandatory requirements and adoption of non-mandatory requirements:
1. The Company has complied with all the applicable mandatory requirements of the Listing Regulations.
 2. The Company has not adopted the non-mandatory requirement as specified in the Listing Regulations.
- n) The Company has not raised funds through qualified institutions placement under Regulation 32(7A) of the Listing Regulations, therefore the details of utilisation is not provided in this report. However, the Board had allotted 11750 Equity shares @ ₹ 10 per share under the "Dynacons Systems and Solutions Limited - Employee Stock Option Plan 2020 ("DSSL-ESOP 2020")" in the Board Meeting held on March 10, 2026, for which the Company received Listing/trading approval from BSE Ltd and National Stock Exchange of India Limited on March 24, 2026.
- o) No equity shares were suspended from trading during the Financial Year 2025-26
- p) The Company has not issued any outstanding Global Depository Receipts or American Depository Receipts during the Financial Year 2025-2026;
- q) None of the Directors of the Company have been debarred or disqualified from being appointed or continuing as directors of companies by the Securities and Exchange Board of India or the Ministry of Corporate Affairs or any such statutory authority. A Certificate to this effect, duly signed by Mr. Hemant Shetye, Company Secretary (Membership No. FCS 2827) designated partner of HSPN & Associates LLP, (Formerly known as HS Associates), Practicing Company Secretaries is annexed to this Report.
- r) In the financial year 2025-2026, the board has accepted all recommendations of its Committees.
- s) The details of total fees for all services paid by the Company to M/s. M S P & Co. (Firm Registration No. 107565W) Statutory Auditor and all entities in the network firm/ network entity of which the Statutory Auditors are part, are as follows –

Sr. No.	Particulars	Amount (in ₹)
1	Statutory Audit Fees	9,00,000
2	Tax Audit Fees	-
3	Others	-
	Total	9,00,000

- t) The disclosure in relation to Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 forms part of the Directors' Report.
- u) The Company has complied with all the requirement of Corporate Governance report as contained in Clause C (2) to (10) of Schedule V read with Regulation 34(3) of Listing Regulations.
- v) The Company has adopted Policy on Determination of Materiality under Regulation 30 of SEBI Listing Regulations, which is disclosed on the Company's website at <http://dynacons.com/Policy%20for%20Determination%20of%20Materiality%20of%20Events%20or%20Information.pdf>
- w) Discretionary Requirements
1. The auditors' report on financial statements of the Company are unmodified.
 2. Internal auditors of the Company make quarterly presentations to the Audit Committee on their reports.

x) **Subsidiary Companies**

The Company does not have any material listed/unlisted subsidiary companies as defined in Regulation 24 (1) of Listing Regulations. The Company has Dynacons Systems & Solutions Pte. Ltd., a non-material subsidiary. However, the Company has framed the Policy on Material Subsidiaries and the same is uploaded on the Company's website at the web link: <http://dynacons.com/POLICY%20ON%20MATERIAL%20SUBSIDIARIES.pdf>

The audit committee reviews the consolidated financial statements of the Company and the investments, if any, made by its unlisted subsidiary companies. The minutes of the Board meetings along with a report on significant developments of the unlisted subsidiary companies are periodically placed before the Board of Directors of the Company.

- y) Pursuant to Regulation 9 and Regulation 30 of Listing Regulations the Company has adopted policy on Archival and Preservation of Documents which is disclosed on Company's website at <http://dynacons.com/Policy-for-Preservation-and-Archival-of-documents.pdf>.
- z) The Company had declared Interim dividend of ₹ 0.50 per equity share of the Face value of ₹ 10/-each for the Financial year ended March 31, 2026, on August 13, 2025, and paid to all shareholders eligible as on record date August 22, 2025. Thus, the interim dividend paid is considered as final dividend for the financial year ended March 31, 2026. The Company has adopted Dividend Distribution Policy as per Regulation 43A of SEBI (LODR) Regulations, 2015, which is disclosed on Company's website at <http://dynacons.com/wp-content/uploads/2020/08/Dividend-Distribution-Policy-DSSL-Final.pdf>.
- aa) In accordance with the requirement of disclosure under Regulation 34(3) and Part F of Schedule V to the SEBI Listing Regulations, for details of equity shares in the suspense account is not applicable to the Company
- bb) The Company has adopted Code of Conduct ('Code') for the Members of the Board and Senior Management Personnel as required under Regulation 17(5) of the Listing Regulations. All the Board Members and the Senior Management Personnel have affirmed compliance of the Code. The Annual Report of the Company contains a declaration to this effect signed by the Managing Director and CEO. Further, the Code of Conduct of the Company applicable to the Board and Senior Management Personnel is also uploaded on the Company's website at the web link <http://dynacons.com/Code%20of%20conduct.pdf>
- cc) Disclosure by listed entity and its subsidiaries of Loans and advances in the nature of loans to firms/companies in which Directors are interested by name and amount: The details of Loans and advances given by listed entity and its subsidiaries, if any, to any firm/company in which its directors are interested are disclosed in Note No. 12 to the Standalone Financial Statement.
- dd) Change in composition of Board of Directors and committee: There was change in the composition of Board of Directors and the committee were re-constituted as specified below:-

[§]Pursuant to the completion of her second consecutive term, Mrs. Archana Phadke ceased to hold office as an Independent Non-Executive Director of the Company with effect from the close of business hours on September 30, 2025. Consequently, with effect from September 30, 2025, she also ceased to serve as the Chairperson of the Stakeholders' Relationship & Grievance Committee and the Corporate Social Responsibility Committee, and as a Member of the Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee.

[§]Further, Mr. Vijay Doshi was appointed as Chairperson of Corporate Social Responsibility Committee w.e.f. October 01, 2025.

*Mrs. Falguni Shah was appointed as a Non-Executive Independent Director of the Company with effect from September 27, 2025. She was also appointed as a Member of the Stakeholders' Relationship & Grievance Committee, Audit Committee, Nomination & Remuneration Committee, and Risk Management Committee with effect from September 27, 2025. Further, she was appointed as the Chairperson of the Stakeholders' Relationship & Grievance Committee with effect from October 01, 2025.

15. POLICY FOR PROHIBITION OF INSIDER TRADING

Vide notification No.EBI/LAD-NRO/GN/2018/59 Securities and Exchange Board of India (SEBI) has notified SEBI (Prohibition of Insider Trading) (Amendment) Regulations, 2018 with effect from April 01, 2019. The Company has accordingly amended its Prohibition of Insider Trading Code and Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information which is available on the website of the Company at <http://dynacons.com/Code-of-Practices%20and%20Code%20of%20Conduct.pdf>. The Company in its Board meeting held on March 20, 2019 has taken necessary initiative to implement the same. The Code also provides for pre-clearance of transactions by designated persons, whenever required.

16. CEO & CFO CERTIFICATION

In terms of Listing Regulations, the certification by the Managing Director and the Chief Financial Officer is annexed to this Annual Report.

17. COMPLIANCE ON CORPORATE GOVERNANCE

The quarterly compliance report has been submitted to the Stock Exchanges where the Company's equity shares are listed in the requisite format duly signed by the Compliance Officer. Pursuant to Regulations 17 to 27 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, the Auditor's Certificate in compliance on conditions of Corporate Governance is published in the Annual Report.

18. TRANSFER OF UNCLAIMED / UNPAID AMOUNTS TO THE INVESTOR EDUCATION AND PROTECTION FUND:

Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), dividend, if not claimed for a period of seven years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ("IEPF").

Further, all the shares in respect of which dividend has remained unclaimed for seven consecutive years or more from the date of transfer to unpaid dividend account shall also be transferred to IEPF Authority. The said requirement does not apply to shares in respect of which there is a specific order of Court, Tribunal or Statutory Authority, restraining any transfer of the shares.

In light of the aforesaid provisions, the Company was not required to transfer unclaimed /unpaid dividend amount to IEPF as the Company had declared its first Interim dividend in the Board Meeting held on August 14, 2019.

The following table give information relating to various outstanding dividends and the dates by which they can be claimed by the shareholders from the Company's Registrar and Transfer Agent:

Financial Year	Date of Declaration	Last date for claiming unpaid dividend
2019-2020	August 14, 2019	September 19, 2026
2020-2021	September 15, 2020	October 21, 2027
2021-2022	August 12, 2021	September 17, 2028
2022-2023	August 10, 2022	September 15, 2029
2023-2024	August 14, 2023	September 19, 2030
2024-2025	August 12, 2024	September 17, 2031
2025-2026	August 13, 2025	September 16, 2032

19. CORPORATE ETHICS:

The consistent endeavor of Dynacons Systems & Solutions Ltd. is to enhance the reputation of the Company and irrespective of the goals to be achieved, the means are as important as the end. The Company has adopted "the Code of Conduct for prevention of Insider Trading", which contains policies prohibiting insider trading. As per SEBI / Stock Exchanges Guidelines, the Company has also promulgated Code of Conduct to be followed by Directors and Management.

CFO/CEO CERTIFICATION

To,
The Board of Directors
Dynacons Systems & Solutions Ltd.
Mumbai

We, hereby to the best of our knowledge and belief certify that:

- a) We have reviewed the financial statements and the cash flow statement for the year ended March 31, 2026, and that to the best of our knowledge and belief:
 - i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - ii) these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
- b) There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year, which is fraudulent, illegal or violates the Company's Code of conduct.
- c) We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of Internal Control Systems of the Company pertaining to financial reporting and have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
- d) We have disclosed, based on our evaluation wherever applicable to the Auditors and the Audit Committee that;
 - i) There has not been any significant change in internal control over financial reporting;
 - ii) All the significant changes in accounting policies during the year, if any, and that the same have been disclosed in the notes to the financial statement; and
 - iii) There were no instances of significant fraud of which we became aware and the involvement therein, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

For Dynacons Systems & Solutions Ltd

Shirish M. Anjaria
Chairman cum
Managing Director
DIN: 00444104

Dharmesh S. Anjaria
Chief Financial Officer &
Executive Director
DIN: 00445009

Place: Mumbai
Dated: May 30, 2026

DECLARATION REGARDING COMPLIANCE BY BOARD MEMBERS AND SENIOR MANAGEMENT PERSONNEL WITH THE COMPANY'S CODE OF CONDUCT

This is to certify that the Company has laid down Code of Conduct for all Board Members and Senior Management of the Company and the copies of the same are uploaded on the website of the Company – www.dynacons.com

As per Regulation 17(5) and Regulation 26(3) of Securities Exchange Board of India (Listing Obligations & Disclosure Requirements) Regulations, 2015, all Board Members and Senior Management Personnel have affirmed Compliance with the Code of Conduct for the year ended March 31, 2026.

For Dynacons Systems & Solutions Ltd.

Shirish M. Anjaria
Chairman cum Managing Director
DIN: 00444104

Place: Mumbai
Dated: September 02, 2026

COMPLIANCE CERTIFICATE ON CORPORATE GOVERNANCE

To,
The Shareholders
DYNACONS SYSTEMS & SOLUTIONS LIMITED
78, Ratnajyot Industrial Estate,
Irla Lane Vile Parle (West),
Mumbai, Maharashtra – 400056

The Corporate Governance Report prepared by Dynacons Systems & Solutions Limited (“the Company”), contains details as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (“the Listing Regulations”) with respect to Corporate Governance for the year ended March 31, 2026 pursuant to the Listing Agreement of the Company with the National Stock Exchange Limited and Bombay Stock Exchange Limited (collectively referred to as the “Stock Exchanges”).

Management’s Responsibility

The preparation of the Corporate Governance Report is the responsibility of the Management of the Company including the preparation and maintenance of all relevant supporting records and documents. The Management along with the Board of Directors are also responsible for ensuring that the Company complies with the conditions of Corporate Governance as stipulated in the Listing Regulations, issued by the Securities and Exchange Board of India. This responsibility also includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the Corporate Governance Report.

Auditor’s Responsibility

Pursuant to the requirements of the Listing Regulations, it is our responsibility to provide a reasonable assurance whether for the year ended March 31, 2026 the Company has complied, with the conditions of Corporate Governance as stipulated in the Listing Regulations.

Our examination was limited to procedures and implementation thereof adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

Opinion

In our opinion, based on our examination of the relevant records and to the best of our information and according to explanations given to us, and representations provided by the management, we certify that, the Company, has complied with the conditions of Corporate Governance as stipulated, in the above-mentioned Listing Regulations.

Other Matters and Restriction on use

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

The certificate is addressed and provided to the members of the Company solely for the purpose to enable the Company to comply with the requirement of the Listing Regulations, for the year ended March 31, 2026, and it should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

**For HSPN & Associates LLP,
Company Secretaries**

**Mr. Hemant Shetye
Designated Partner
FCS: 2827
COP: 1483**

**Place: Mumbai
Date: September 02, 2026
ICSI UDIN: F002827H001351394
Peer Review No. 6035/2024**

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To,
The Shareholders
Dynacons Systems & Solutions Limited
78, Ratnajyot Industrial Estate, Irla Lane,
Vile Parle (West), Mumbai-400056.

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of DYNACONS SYSTEMS & SOLUTIONS LIMITED having CIN L72200MH1995PLC093130 and having registered office at 78, Ratnajyot Industrial Estate, Irla Lane, Vile Parle (West), Mumbai-400056 (hereinafter referred to as "Company") produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities & Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

SR. NO.	NAME OF DIRECTOR	DIN	DATE OF APPOINTMENT *
1	Shirish Mansinh Anjaria	00444104	26/09/1995
2	Parag Jitendra Dalal	00409894	26/09/1995
3	Dharmesh Shirish Anjaria	00445009	30/09/1998
4	Vijay Maganlal Doshi	09716581	05/09/2022
5	Falguni Hitesh Shah**	00635202	27/09/2025
6	Ashok Rajagiri Bhumaiah	02107796	05/03/2025
7	Archana Vinayak Phadke*	07138774	27/03/2015

*Mrs. Archana Phadke (DIN: 07138774), ceased to hold office as a Non-executive, Independent Director of the Company w.e.f. September 30, 2025.

**Mrs. Falguni Hitesh Shah (DIN: 00635202), is appointed as Non-Executive, Independent Director of the Company w.e.f. September 27, 2025.

***Note- the date of appointment is as per the MCA Portal.

Ensuring the eligibility of for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on my verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

**For HSPN & Associates LLP,
Company Secretaries**

**Mr. Hemant Shetye
Designated Partner
FCS: 2827
COP: 1483**

**Place: Mumbai
Date: September 02, 2026
ICSI UDIN: F002827H001351339
Peer Review: 6035/2024**

Independent Auditor's Report

To the Members of Dynacons Systems & Solutions Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of Dynacons Systems & Solutions Limited ("the Company") which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026 and its profit, total comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Standalone financial statements of the current period. These matters were addressed in the context of our audit of the Standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the Key Audit matter to be communicated in our report.

- A) Revenue for the Company consists primarily of sale of goods recognized and provision of services as per the accounting policy described in Note 1.2.2 forming part to the accompanying standalone financial statements. Refer Note No. 25 forming part of financial statements for details of revenue recognized during the year.

The Company recognizes revenue from sale of goods when it satisfies its performance obligation, in accordance with the principles of Ind AS 115, Revenue from Contracts with Customers, adopted by the Company, by transferring the control of goods to its customers through delivery evidenced by acknowledgement of receipt of goods by such customers. Considering the large volume of revenue transactions near period end, there may be a risk of revenue recognition occurring before the satisfaction of the performance obligations by the company in accordance with the applicable terms. Under Standards on Auditing 240 'The auditor's responsibilities relating to fraud in an audit of financial statements', there is a presumed risk that revenue may be misstated owing to the improper recognition of revenue.

Considering the above factors, revenue recognition (cut-off) was identified as a key audit matter for the current year audit.

Auditor's Response:

Our audit work included, but was not limited to, the following procedures:

- Obtained an understanding of the revenue and receivable business process, and assessed the appropriateness of the accounting policy adopted by the company for revenue recognition.
- Evaluated design and implementation of the key controls around revenue recognition including controls around contract approvals, invoice verification, transporter confirmations and customer acknowledgements.
- Tested operating effectiveness of the above identified key controls over revenue recognition near period end.
- For samples selected from revenue recorded during specific period, before and after year end:
- Verified the customer contracts for delivery terms verified the customer acknowledgements to evidence proof of delivery for sales at or near period end.

Information Other than the Financial Statements and Auditor's Report Thereon

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Board's report but does not include Standalone financial statements and our auditor's report thereon. The Board's report is expected to be made available to us after the date of this auditor's report.

Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance or conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. When we read the Board's report and Management Discussion and Analysis, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and make disclosures and take specific actions as per applicable laws and regulations, if required.

Responsibilities of Management and Those Charged with Governance for the Standalone Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the accounting Standards specified under section 133 of the Act.

This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a

material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Companies Act, 2013, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls system in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to disclose the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieve fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters.

We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of sub-section (11) of section 143 of the Companies Act, 2013, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
2. As required by Section 143(3) of the Act, we report that:
 - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

- (c) The Balance Sheet, the Statement of Profit and Loss, changes in equity and the Cash Flow Statement dealt with by this Report are in agreement with the books of accounts.
- (d) In our opinion, the aforesaid standalone financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Rule 7 of the Companies (Accounts) Rules, 2014.
- (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act.
- (f) With respect to the adequacy of the internal financial controls over financial reporting of the Company and the operating effectiveness of such controls, refer to our separate report in "Annexure B".
- (g) With respect to other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements – Refer Note No.32.7 forming part of the financial statements.
 - ii. The Company has long term contracts as at March 31, 2026 for which there are no material foreseeable losses. The Company does not have derivative contracts as at March 31, 2026.
 - iii. There has been no delay in transferring amounts, required to be transferred to the Investor Education and Protection Fund by the Company.
 - iv. (1) The management has represented, that, to the best of its knowledge and belief, other than as disclosed in the notes to the accounts, no funds have been advanced or loaned or invested by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries : and
(2) The management has represented, that, to the best of it's knowledge and belief, other than as disclosed in the notes to the accounts, no funds have been received by the company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
(3) Based on audit procedures which we considered reasonable and appropriate in the circumstances, nothing has come to their notice that has caused them to believe that the representations under sub-clause (i) and (ii) contain any material misstatement.
 - v. The company has not declared or paid any dividend during the year in contravention of the provisions of section 123 of the Companies Act, 2013.
- 3. Based on our examination which included test check, the company has used an accounting software for maintaining its books of accounts which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with. Additionally, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

For M S P & CO.
Chartered Accountants
Firm Registration No. 107565W

CA Madhusudan Parikh,
Partner
Membership No.: 08684
Mumbai
May 30, 2026
UDIN: 26008684MXJJEU3419

“Annexure A” forming part of Independent Auditor’s Report

The Annexure referred to in our Independent Auditor’s Report of even date to the members of the Company on the standalone Ind AS financial statements for the year ended March 31, 2026, we report that:

On the basis of such checks as we considered appropriate and according to the information and explanations given to us during the course of our audit, we report that:

- i) (a) (A) The Company has maintained proper records showing full particulars including quantitative details and situation of property, plant and equipment and relevant details of right-of use assets.
- (B) The Company has maintained proper records showing full particulars including quantitative details and situation of intangible assets as on 31st March, 2026.
- (b) The property, plant and equipment and right-of use assets have been physically verified by the management according to the programme of periodical verification in phased manner which, in our opinion, is reasonable having regard to the size of the Company and the nature of its property, plant and equipment and no material discrepancies were noticed on such verification.
- (c) There are no immovable properties held in the name of the Company, therefore this clause of the Order is not applicable to the Company.
- (d) The Company has not revalued its property, plant and equipment (including right-of use assets) and intangible assets during the year.
- (e) There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- ii) (a) In our opinion and according to the information and explanations given to us, the procedures of physical verification of inventories followed by the management are appropriate and adequate in relation to the size of the Company and the nature of its business and there are no discrepancies on physical verification of each class of inventory.
- (b) The company has been sanctioned working capital limits in excess of ₹ 5 crores in aggregate from banks during the year on the basis of security of current assets of the company. The quarterly returns/statements filed by the company with such banks are in agreement with the books of accounts of the company.
- iii) According to the information and explanation provided to us, the Company has not made any investments in or provided guarantee or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties during the year other than loan to staff.
- a. According to the information and explanation provided to us, the Company has not provided any loans or advances in the nature of loans, or stood guarantee, or provided security to any other entity during the year, and hence reporting under para 3(iii)(a)(A) and 3(iii)(a)(B) of the Order is not applicable.
- b. The terms and conditions of the grant of loans and advances in the nature of loan as stated in para 3(iii) above are not prejudicial to the Company’s interest.
- c. In respect of loans and advances in the nature of loans as stated in para 3(iii) above, the schedule of repayment of principal and payment of interest has been stipulated and the repayments or receipts are regular.
- d. As stated in Para 3(iii)(c), the Company is recovering principal and interest amount regularly and there is no amount overdue for more than ninety days.

- e. The Company has not renewed or extended or fresh loans granted to settle the overdue of existing loans to same parties, which has fallen due during the year.
- f. The company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.
- iv) In our opinion and according to the information and explanations given to us, the Company has complied with the provisions of sections 185 and 186 of the Companies Act, wherever applicable, in respect of loans, investments, guarantees and security.
- v) The Company has not accepted any deposit and hence directives issued by the Reserve Bank of India and provisions of sections 73 to 76 or any other provisions of Companies Act, 2013 and Rules framed thereunder reporting under clause 3(v) of the Order is not applicable.
- vi) The Central Government has prescribed the maintenance of cost records under sub- section (1) of section 148 of the Act and we have broadly reviewed the books of accounts maintained by the Company pursuant to the Rules made by the Central Government for the maintenance of cost records under section 148 of the Act and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained.
- vii) According to the information and explanations given to us in respect of statutory dues:-

- a) In our opinion, the Company has generally been regular in depositing undisputed statutory dues, including Goods and Services tax, Provident Fund, Employees' State Insurance, Income Tax, Sales Tax, Service Tax, duty of Customs, duty of Excise, Value Added Tax, Cess and other statutory dues applicable to it with the appropriate authorities.

There were no undisputed amounts payable in respect of Goods and Service tax, Provident Fund, Employees' State Insurance, Income Tax, Sales Tax, Service Tax, duty of Custom, duty of Excise, Value Added Tax, Cess and other material statutory dues in arrears as at March 31, 2026 for a period of more than six months from the date they became payable.

- b) According to information and explanation given to us, there are no disputed statutory dues including Provident Fund, Employees State Insurance, Income Tax, GST, Custom and Excise duty and other statutory dues which have not been deposited on account of dispute except as stated below :-

Particulars	Period to which amount relates	Forum where the dispute is pending	Amount (₹ in Lakhs)
Goods and Services Tax	FY 2018-19	Appeal to Appellate Authority	9.64

- viii) According to the information and explanations given to us, Company has not surrendered or disclosed any transaction, previously unrecorded in the books of accounts, in the tax assessments under the Income Tax Act, 1961, as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.
- ix) (a) According to the information and explanations given to us and as per the books and records examined by us, in our opinion, the Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender including the loans and interest which are repayable on demand.
- (b) According to the information and explanations given to us and the records of the Company examined by us including representation received from the management, the Company has not been declared wilful defaulter by any bank, financial institution or other lenders or government or any government authority.
- (c) According to the information and explanations given to us and as per the books and records examined by us, term loans were applied for the purpose for which the loans were obtained.

- (d) On an overall examination of the financial statements of the Company, prima facie, no funds raised on short-term basis have been used for long term purposes by the Company.
- (e) The Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures, therefore the requirement to report on clause 3(ix)(e) of the Order is not applicable to the Company.
- (f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies, therefore the requirement to report on clause 3(ix)(f) of the Order is not applicable to the Company.
- x) (a) According to the information and explanations given to us and as per the books and records examined by us, the Company has not raised money by way of initial public offer or further public offer (including debt instruments). Accordingly, reporting under clause 3(x)(a) of the Order is not applicable to the Company.
- (b) According to the information and explanations given to us and as per the books and records examined by us, the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully, partially or optionally convertible) during the year. Accordingly, reporting under clause 3 (x) (b) of the Order is not applicable to the Company.
- xi) (a) According to the information and explanations given to us and as per the representation received from the management, no fraud by the Company and no material fraud on the Company has been noticed or reported during the year.
- (b) No report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.
- (c) As represented to us by the management, the Company has not received any whistle blower complaints during the year.
- xii) In our opinion and according to the information and explanation given to us, the Company is not a Nidhi Company; hence Clause (xii) of paragraph 3 of the Order is not applicable.
- xiii) According to the information and explanations given to us and based on our examination of records of the Company, transactions with the related parties are in compliance with section 177 and 188 of the Act where applicable and the details of such transactions have been disclosed in the standalone Ind AS financial statements as required by the applicable accounting standards.
- xiv) (a) In our opinion the Company has an adequate internal audit system commensurate with the size and the nature of its business.
- (b) We have considered, the internal audit reports for the year under audit, issued to the Company during the year and till date, in determining the nature, timing and extent of our audit procedures.
- xv) In our opinion, during the year the Company has not entered into any non-cash transactions with its Directors or persons connected with its directors and hence provisions of section 192 of the Companies Act, 2013 are not applicable to the Company.
- xvi) (a) In our opinion, the Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause 3(xvi)(a), (b) and (c) of the Order is not applicable.
- (b) In our opinion, there is no core investment company within the Group (as defined in the Core Investment Companies (Reserve Bank) Directions, 2016) and accordingly reporting under clause 3(xvi)(d) of the Order is not applicable.

- xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.
- xviii) There has been no resignation of the statutory auditors of the Company during the year.
- xix) On the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.
- xx) (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Act, in compliance with second proviso to sub section 5 of section 135 of the Act. This matter has been disclosed in Note No. 31.3 to the financial statements.
- (b) There are no unspent amounts and ongoing projects in the Company, that are required to be transferred to a special account in compliance of provision of sub section (6) of section 135 of Companies Act.
- xxi) The CARO report of the Company's Indian Subsidiary Company, Cybercons Infosec Private Limited, has no qualifications or adverse remarks by the respective auditors in the Companies (Auditor's Report) Order (CARO) reports of the companies included in the consolidated financial statements

For M S P & CO.
Chartered Accountants
Firm Registration No. 107565W

CA Madhusudan Parikh,
Partner
Membership No.: 08684
Mumbai
May 30, 2026
UDIN: 26008684MXJJEU3419

“Annexure B” forming part of Independent Auditor’s Report**Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (“the Act”).**

We have audited the internal financial controls over financial reporting of Dynacons Systems & Solutions Limited (“the Company”) as of March 31, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

Management’s Responsibility for Internal Financial Controls

The Company’s management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditors’ Responsibility

Our responsibility is to express an opinion on the Company’s internal financial controls over financial reporting based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) and the Standards on Auditing, issued by ICAI and deemed to be prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of Internal Financial Controls and, both issued by the Institute of Chartered Accountants of India. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company’s internal financial controls system over financial reporting.

Meaning of Internal Financial Controls over Financial Reporting

A company’s internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

A company’s internal financial control over financial reporting includes those policies and procedures that:

- (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company;

- (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and
- (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls over Financial Reporting

Because of the inherent limitations of internal financial controls over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to explanation given to us, the Company has, in all material respects, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India.

For M S P & CO.
Chartered Accountants
Firm Registration No. 107565W

CA Madhusudan Parikh,
Partner
Membership No.: 08684
Mumbai
May 30, 2026
UDIN: 26008684MXJJEU3419

Standalone Balance Sheet as at 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	As at 31 st March, 2026	As at 31 st March, 2025
A ASSETS			
1 Non-current assets			
(a) Property, Plant and Equipment	2	1,957.06	765.25
(b) Intangible Assets	2	4,843.99	-
(c) Right-of-use assets	2	8,995.13	155.73
(d) Capital Work In Progress	2	-	2,195.48
(e) Investments	3	10.05	10.05
(f) Financial Assets			
(i) Investments	4	77.83	79.46
(ii) Other Financial Assets	5	3,547.62	5,970.01
(g) Deferred Tax Assets (Net)	6	627.56	106.24
(h) Other Non Current Assets	7	3,201.72	3,819.71
		23,260.96	13,101.92
2 Current assets			
(a) Inventories	8	1,616.31	5,823.74
(b) Financial Assets			
(i) Trade receivables	9	60,235.01	43,662.75
(ii) Cash and cash equivalents	10	1,259.88	3,440.93
(iii) Other balances with banks	11	9,863.15	6,985.26
(iv) Short-term loans and advances	12	318.49	276.81
(v) Other Financial Assets	13	3,485.59	2,735.46
(c) Other Current Assets	14	958.01	1,380.54
		77,736.43	64,305.49
TOTAL		1,00,997.39	77,407.41
B EQUITY AND LIABILITIES			
1 Equity			
(a) Equity Share Capital	15	1,273.71	1,272.53
(b) Other Equity	16	30,232.36	21,819.43
		31,506.07	23,091.97
2 Non-current liabilities			
(a) Financial Liabilities			
(i) Borrowings	17	150.50	286.05
(ii) Lease Liabilities	18	11,360.43	6,433.54
(b) Provisions	19	486.02	414.04
(c) Other non-current liabilities	20	16.89	16.08
		12,013.84	7,149.71
3 Current liabilities			
(a) Financial Liabilities			
(i) Borrowings	21	7,972.12	4,902.66
(ii) Lease Liabilities	22	4,171.35	2,261.27
(iii) Trade Payables	23		
(a) Total outstanding dues of micro enterprises and small enterprises		148.71	197.20
(b) Total outstanding dues other than micro enterprises and small enterprises		44,178.90	39,088.59
(b) Other Current Liabilities	24	1,006.40	716.01
		57,477.48	47,165.74
TOTAL		1,00,997.39	77,407.41

The accompanying notes form an integral part of the Standalone financial statements.

Notes on Financial Statements

1-32

As per our report of even date attached

For M S P & CO.

Chartered Accountants

Firm Registration 107565W

CA Madhusudan Parikh

Partner

Membership No. 08684

Mumbai : May 30, 2026

For and on behalf of the Board of Directors

Dynacons Systems & Solutions Ltd.

CIN No: L72200MH1995PLC093130

Shirish Anjaria

Chairman cum Managing Director

DIN : 00444104

Dharmesh Anjaria

Whole-time/Executive Director &

Chief Financial Officer(CFO)

DIN : 00445009

Parag Dalal

Whole-time/Executive Director

DIN : 00409894

Pooja Patwa

Company Secretary &

Compliance Officer

Membership No. A60986

Standalone Profit and Loss Statement for the year ended 31st March, 2026

(₹ In Lakhs)

Particulars	Note No.	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
1 INCOME			
(a) Revenue from Operations	25	1,42,267.29	1,26,682.77
(b) Other Income	26	572.51	671.21
2 Total Revenue		1,42,839.81	1,27,353.98
3 EXPENSES			
(a) Purchases of Stock-In-Trade	27	1,16,233.84	1,09,025.58
(b) Changes In Inventories Of Stock-In-Trade	28	4207.44	1515.12
(c) Employee Benefits Expense	29	4,897.90	4,357.46
(d) Finance Costs	30	2,320.19	1,110.41
(e) Depreciation And Amortisation Expense	2	1,453.03	164.63
(f) Other Expenses	31	2,350.57	1,479.83
Total Expenses		1,31,462.96	1,17,653.03
4 Profit before tax		11,376.85	9,700.95
5 Tax Expense:			
(a) Current Tax		3,420.60	2,504.60
(b) Deferred Tax	6	(521.31)	(45.09)
		2,899.29	2,459.51
6 Profit for the year		8,477.56	7,241.44
7 Other Comprehensive Income			
(i) Items that will not be reclassified to profit or loss			
a) Remeasurement of defined employee benefit plan		0.83	(51.34)
b) Equity instruments through other comprehensive income		(1.63)	8.76
(ii) Income tax relating to items that will not be reclassified to profit or loss		(0.21)	11.13
Other comprehensive income for the year, net of tax		(1.00)	(31.45)
8 Total comprehensive income for the year		8,476.56	7,209.99
9 Earnings per equity share of par value of ₹ 10 Each	32.1		
(i) Basic (In ₹)		66.62	56.95
(ii) Diluted (In ₹)		66.61	56.89
Weighted average number of equity shares			
(i) Basic		1,27,25,330	1,27,16,071
(ii) Diluted		1,27,26,988	1,27,28,821

The accompanying notes form an integral part of the Standalone financial statements.
Notes on Financial Statements

1-32

As per our report of even date attached
For M S P & CO.
Chartered Accountants
Firm Registration 107565W

For and on behalf of the Board of Directors
Dynacons Systems & Solutions Ltd.
CIN No: L72200MH1995PLC093130

Shirish Anjaria
Chairman cum Managing Director
DIN : 00444104

Parag Dalal
Whole-time/Executive Director
DIN : 00409894

CA Madhusudan Parikh
Partner
Membership No. 08684

Dharmesh Anjaria
Whole-time/Executive Director &
Chief Financial Officer(CFO)
DIN : 00445009

Pooja Patwa
Company Secretary &
Compliance Officer
Membership No. A60986

Mumbai : May 30, 2026

Standalone Cash Flow Statement for the Year Ended 31st March, 2026

(₹ In Lakhs)

Particulars	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
A CASH FLOW FROM OPERATING ACTIVITIES		
Net profit before Tax and extraordinary items	11,376.85	9,700.95
Add: Depreciation And Amortisation Expense	1,453.03	164.63
Finance Costs	2,320.19	1,321.49
Share based payments to employees	-	48.33
Gain on sale of Investments	-	(122.48)
	3,773.22	1,411.97
Operating profit before working Capital	15,150.06	11,112.92
Changes in current assets and liabilities		
Adjustments for (increase) / decrease in operating assets:		
Inventories	4,207.44	1,515.12
Trade receivables	(16,572.26)	(3,510.76)
Other non current financial assets	2,422.39	159.66
Other non current assets	617.99	(3819.71)
Other current financial assets	(3,670.12)	2994.23
Other current assets	(2,964.58)	(1,093.00)
Adjustments for increase / (decrease) in operating liabilities:		
Trade payables	5,041.82	1,093.75
Other current liabilities	290.39	(99.35)
Other non current Liabilities	0.80	0.99
Provisions	72.82	15.94
	(10,553.31)	(2,743.14)
Cash Generated from Operations	4,596.76	8,369.78
Taxes paid	(33.28)	(1959.03)
Net Cash Flow from operating activities	4,563.48	6,410.75
B CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Property, Plant and Equipment & Intangible Assets	(6500.43)	(535.51)
Capital Work In Progress Expenditure	2195.48	(2195.48)
Sale & Purchase of Investments (Net)	-	122.48
Net Cash Used for Investing Activities	(4304.96)	(2608.51)
C CASH FLOW FROM FINANCING ACTIVITIES		
Repayment of Lease Liabilities	(2990.84)	(1112.45)
Payment of Dividend	(63.63)	(63.57)
Employee Share Options Money Received	1.18	1.22
Addition / (Repayment) of long-term borrowings	(135.55)	(661.10)
Short-term borrowings (net)	3,069.46	2,530.45
Interest Paid	(2320.19)	(1,321.49)
Net cash From Financing Activities	(2,439.57)	(626.93)

Particulars	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
D Net Increase in Cash and Cash Equivalents (A+B+C)	(2,181.05)	3175.32
E Cash and Cash Equivalents (Opening Balance)	3,440.93	265.62
F Cash and Cash Equivalents (Closing Balance)	1,259.88	3,440.93
Component of Cash & Cash equivalents		
Cash on hand	0.71	0.48
Balances with banks in current accounts	26.17	73.37
Demand deposits with Banks	1,233.00	3,367.09
	1,259.88	3,440.93

Notes 1 to 32 form an integral part of these standalone financial statement

As per our report of even date attached
For **M S P & CO.**
Chartered Accountants
Firm Registration 107565W

CA Madhusudan Parikh
Partner
Membership No. 08684

Mumbai : May 30, 2026

For and on behalf of the Board of Directors
Dynacons Systems & Solutions Ltd.
CIN No: L72200MH1995PLC093130

Shirish Anjaria
Chairman cum Managing Director
DIN : 00444104

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Parag Dalal
Whole-time/Executive Director
DIN : 00409894

Pooja Patwa
Company Secretary &
Compliance Officer
Membership No. A60986

STATEMENT OF CHANGES IN EQUITY
For the year ended 31st Mar, 2026

A. Equity Share Capital (Note No. 15)

(₹ In Lakhs)

Particulars	Equity Share Capital
As at 1st April 2024	1,271.31
Changes in Equity Share Capital	1.22
As at 31st March 2025	1,272.53
As at 1st April 2025	1,272.53
Changes in Equity Share Capital	1.18
As at 31st March 2026	1,273.71

B. Other Equity (Note No. 16)

(₹ In Lakhs)

	Reserve and Surplus			Accumulated other comprehensive income	Total
	Securities Premium Reserve	Share Option Outstanding	Retained Earnings		
	₹	₹	₹	₹	₹
Balance as at 1st April 2024	1,018.07	36.71	13,480.35	(49.95)	14,485.19
Total Comprehensive Income for the year					
Additions during the year	36.27	188.11	7,241.44	(31.45)	7,434.37
Dividend Paid	-	-	(63.57)	-	(63.57)
Transfer to Profit and Loss during the year	-	(0.30)	-	-	(0.30)
Transfer to Securities Premium Account	-	(36.27)	-	-	(36.27)
Balance as at 31st March 2025	1054.34	188.26	20,658.23	(81.40)	21,819.43
Balance as at 1st April 2025	1,054.34	188.26	20,658.23	(81.40)	21,819.43
Total Comprehensive Income for the year					
Additions during the year	174.04	-	8,477.56	(1.00)	8,650.59
Dividend Paid	-	0.00	(63.63)	-	(63.63)
Transfer to Securities Premium Account	-	(174.04)	-	-	(174.04)
Employee Share Option Lapsed	-	(0.15)	0.15	-	0.00
Balance as at 31st March 2026	1,228.38	14.07	29,072.31	(82.40)	30,232.36

Notes 1 to 32 form an integral part of these standalone financial statement

As per our report of even date attached
For **M S P & CO.**
Chartered Accountants
Firm Registration 107565W

CA Madhusudan Parikh
Partner
Membership No. 08684
Mumbai : May 30, 2026

For and on behalf of the Board of Directors
Dynacons Systems & Solutions Ltd.
CIN No: L72200MH1995PLC093130

Shirish Anjaria
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DIN : 00409894

Pooja Patwa
Company Secretary &
Compliance Officer
Membership No. A60986

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH, 2026**Note 1: Summary of material accounting policies and other explanatory information****1.1 Company Overview**

Dynacons Systems & Solutions Ltd. (hereinafter referred to as "Dynacons") is a 31 years old IT company with global perspectives with its headquarters at Mumbai and branches all over India. The Company has a large pool of technical resources who are present at more than 250 locations across India. The Company has all the industry leading certifications such as CMMI Level 5, ISO 9001, ISO 20000, ISO 27000 among others.

Dynacons undertakes all activities related to IT infrastructure including infrastructure design and consulting services, turnkey systems integration and set up of large Network and Data Centre infrastructures including supply of associated equipment and software; Hyper Converged Infrastructure (HCI) solutions, Setup of Private and Public Cloud, Software Defined Network (SD WAN) and Software Defined Storage (SDS) solutions, Network Infrastructure design and setup for ISPs, VDI Solutions, onsite and remote facilities management of multi- location infrastructure of domestic clients. The Company has built a strong customer base, variety of talent and a competent service delivery infrastructure.

Dynacons provides all service models such as IaaS (Infrastructure as a Service), PaaS (Platform as a Service) and SaaS (Software as a Service). Dynacons' Enterprise Services offerings include a wide spectrum of Enterprise IT Services including Infrastructure Managed Services, Breakfix Services, Managed Print Services, Cloud Computing, Systems Integration Services, and Applications Development and Maintenance. The Company provides end-to-end technology and technology related services to corporations across industry verticals. The Company has deep domain knowledge across industry sectors and technology expertise across traditional and new age technologies.

The company was incorporated under provisions of Co's act 1956, having its Registered Office at 78, Ratnajyot Industrial Estate, Irla Lane, Vile parle West, Mumbai 400056 (CIN No L72200MH1995PLC093130). Standalone Financial Statements for the year ended 31st March, 2026 were approved and authorized for issue by Board of Directors on 30th May, 2026

1.2 MATERIAL ACCOUNTING POLICIES:**1.2.1. BASIS OF PREPARATION OF STANDALONE FINANCIAL STATEMENTS****a) Statement of compliance**

The standalone financial statements of the Company have been prepared and presented in accordance with Indian Accounting Standards (Ind AS) as per Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standard) Amendment Rules, 2016 as notified under section 133 of Companies Act, 2013 (the "Act") and other relevant provisions of the Act.

The standalone financial statements were approved for issue by the Board of directors on 30th May, 2026.

The standalone financial statements of the Company are prepared in accordance with Indian Accounting Standards (Ind AS) under the historical cost convention on accrual basis except for certain financial assets and financial liabilities that have been measured at fair value.

b) Functional and presentation currency

The standalone financial statements are presented in Indian Rupees (INR), which is also the Company's functional currency. All amounts have been rounded-off to the nearest lacs unless otherwise indicated.

c) Current and non-current classification

All assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in Schedule III to the Act. Based on the nature of products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents, the Company has ascertained its operating cycle up to twelve months for the purpose of current – noncurrent classification of assets and liabilities.

d) Basis of measurement

The standalone financial statements have been prepared on the historical basis except for the following items:

Items	Measurement Basis
Certain financial assets and liabilities (including derivative instruments)	Fair Value
Net defined benefit(asset)/ liability	Fair value of plan assets less present value of defined benefit obligations

e) Use of estimates and judgements

In preparing these standalone financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual result may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Judgements

Information about judgments made in applying accounting policies that have the most significant effect on the amounts recognised in the standalone financial statements is included in the following notes:

·Lease classification – Note 1.2.16

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the subsequent period financial statements is included in the following notes:

- Estimation of deferred tax expense and payable – Note 1.2.13
- Estimated useful life of property, plant and equipment and Intangible assets – Note 1.2.7
- Estimation of defined benefit obligations— Note 1.2.12
- Impairment of trade receivables- Note 1.2.18

f) Measurement of fair values

The Company's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Company has an established control framework with respect to the measurement of fair values. This includes a treasury team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values, and reports directly to the Chief Financial Officer.

The treasury team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the valuation team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then

the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

1.2.2. Revenue Recognition

1.2.2.1. Sale of goods:

Revenue is recognised upon transfer of control of promised goods to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those goods.

Revenue from the sale of goods is recognised at the point in time when control is transferred to the customer which is usually on dispatch / delivery of goods, based on contracts with the customers.

Revenue is measured based on the transaction price, which is the consideration, adjusted for discounts, price concessions, incentives, and returns, if any, as specified in the contracts with the customers. Revenue excludes taxes collected from customers on behalf of the government. Accruals for discounts/incentives and returns are estimated (using the most likely method) based on accumulated experience and underlying schemes and agreements with customers. Due to the short nature of credit period given to customers, there is no financing component in the contract.

Contract Assets

Trade Receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Contract liabilities

A contract liability is the obligation to transfer goods to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made, or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract.

1.2.2.2. Rendering of Services

Revenue is recognized from rendering of services when the performance obligation is satisfied and the services are rendered in accordance with the terms and conditions of customer contracts. Revenue is measured based on the transaction price, which is the consideration, as specified in the contract with the customer. Revenue also excludes taxes collected from customers.

1.2.2.3. Revenue from time and material and job contracts is recognised on output basis measured by units delivered, efforts expended, number of transactions processed, etc. and as per terms & conditions under the contract with the customers.

1.2.2.4. Deferred contract costs are upfront costs incurred for the contract and are amortized on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates.

1.2.2.5. Other Income

- i) Profit on sale of investments is determined as the difference between the sales price and the carrying value of the investment upon disposal of investments.
- ii) Dividend income is recognised in Statement of Profit and Loss on the date on which the Company's right to receive payment is established.
- iii) Interest income or expense is recognised using the effective interest method.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset ;
or
- the amortised cost of the financial liability

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

- iv) Insurance claims are accounted for on the basis of claims admitted / expected to be admitted and to the extent that the amount recoverable can be measured reliably and it is reasonable to expect ultimate collection.
- v) Interest on Refund from Income Tax Department / GST department / Environment agencies are accounted for on receipt basis.

1.2.3. Expenditure Recognition

Expenses are accounted on the accrual basis and on crystallisation of such expenses. And provisions for all known losses and liabilities are made.

1.2.4. Recent pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. Management anticipates that all relevant pronouncements will be adopted for the first period beginning on or after the effective date of the pronouncement given below:

a) Ind AS 116- Leases

The amendments require an entity to recognize lease liability including variable lease payments which are not linked to index or a rate in a way it does not result into gain on Right of Use asset it retains. The Company has evaluated the amendment and concluded that there is no impact on its standalone financial statements.

b) Ind AS 117- Insurance contracts

MCA notified Ind AS 117, a comprehensive standard that prescribe, recognition, measurement and disclosure requirements, to avoid diversities in practice for accounting insurance contracts and it applies to all companies i.e., to all "insurance contracts" regardless of the issuer. The effective date for adoption of this amendment is annual Company has evaluated the amendment and concluded that there is no impact on its standalone financial statements.

c) Ind AS 21- The Effects of Changes in Foreign Exchange Rates

Ministry of Corporate Affairs (MCA), via notification dated 7th May 2025, announced amendments to the Companies (Indian Accounting Standards) Rules, 2015 which come into effect from the date of publication. The key amendments include the definition of whether a currency is exchangeable, and the process by which an entity should assess this exchangeability, guidance on how an entity should estimate a spot exchange rate in cases where a currency is not exchangeable and additional disclosures in cases where an entity has estimated a spot exchange rate due to a lack of exchangeability. The Company has evaluated the amendment and concluded that there is no impact on its standalone financial statements.

1.2.5. Cash and cash equivalents

Cash comprises cash on hand and demand deposits with banks. Cash equivalents are short-term balances, (with original maturity of three months or less from the date of acquisition), highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value.

1.2.6. Cash flow statement

Cash flows are reported using the indirect method, whereby profit / (loss) before extraordinary items and tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments. The cash flows from operating, investing and financing activities of the Company are segregated based on the available information.

1.2.7. Property, plant and equipment**Buildings and other equipment**

Buildings and other equipment (comprising plant and machinery, furniture and fittings, electrical equipment, office equipment, computers and vehicles) are initially recognized at acquisition cost, including any costs directly attributable to bringing the assets to the location and condition necessary for them to be capable of operating in the manner intended by the management. Buildings and other equipment are subsequently measured at cost less accumulated depreciation and any impairment losses. Cost of property, plant and equipment not ready for the intended use before reporting date is disclosed as capital work in progress.

Subsequent expenditure incurred on an item of property, plant and equipment is added to the book value of that asset only if this increases the future benefits from the existing asset beyond its previously assessed standard of performance.

Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognized in the statement of profit and loss within other income or other expenses.

The components of assets are capitalized only if the life of the components vary significantly and whose cost is significant in relation to the cost of respective asset. The life of components in assets are determined based on technical assessment and past history of replacement of such components in the assets.

Tangible assets are carried at the cost of acquisition or construction less accumulated depreciation and accumulated impairment, if any. The cost of tangible assets includes non-refundable taxes, duties, freight and other incidental expenses related to the acquisition and installation of the respective assets. Assets which are retired from active use and are held for disposal are stated at the lower of their net book value or net realizable value. Cost of tangible assets not ready for the intended use as at balance sheet date are disclosed as "capital work in progress".

Intangible assets

Intangible assets acquired separately are measured at cost of acquisition. Following initial recognition, intangible assets are carried at cost less accumulated amortization and impairment losses, if any. The amortization of an intangible asset with a finite useful life reflects the manner in which the economic benefit is expected to be generated.

Impairment testing of intangible assets and property, plant and equipment

For the purpose of impairment assessment, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level. All individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognized for the amount by which the asset's (or cash-generating unit's) carrying amount exceeds its recoverable amount, which is the higher of fair value less costs of disposal and value-in-use. To determine the value-in-use, management estimates expected future cash flows from each cash-generating unit and determines a suitable discount rate in order to calculate the present value of those cash flows. The data used for impairment testing procedures are directly linked to the Group's latest approved budget, adjusted as necessary to exclude the effects of future reorganizations and asset enhancements. Discount factors are determined individually for each cash generating unit and reflect current market assessments of the time value of money and asset-specific risk factors.

Impairment losses for cash-generating units reduce first the carrying amount of any goodwill allocated to that cash generating unit. Any remaining impairment loss is charged pro rata to the other assets in the cash-generating unit. With the exception of goodwill, all assets are subsequently reassessed for indications that an impairment loss previously

recognized may no longer exist. An impairment loss is reversed if the asset's or cash-generating unit's recoverable amount exceeds its carrying amount.

Depreciation & Amortisation

Depreciation on tangible assets is provided on straight line method and in the manner prescribed in Schedule II to the Companies Act, 2013, over its useful life specified in the Act, or based on the useful life of the assets as estimated by Management based on technical evaluation and advice. The residual value is 5% of the acquisition cost which is considered to be the amount recoverable at the end of the asset's useful life. The residual values, useful lives and method of depreciation of property, plant and equipment is reviewed at each financial year end.

The Management's estimates of the useful life of various categories of fixed assets where estimates of useful life are lower than the useful life specified in Part C of Schedule II to the Companies Act, 2013 are as under:

Type of asset	Estimated useful life (Years)
Plant and equipment	
- Computers – Desktops / Laptops	6
- Computers – Servers / Storages	3
- Computers – Others	2
Plant & Machinery	6
Furniture and fixtures	10
Vehicles	8
Office equipment	5
Intangible assets	6

Assets costing less than ₹ 5,000 individually have been fully depreciated in the year of purchase.

The estimated useful life of the intangible assets and the amortisation period are reviewed at the end of each financial year and the amortisation period is revised to reflect the changed pattern, if any.

1.2.8. Research & Development Expenditure

Revenue expenditure pertaining to research is charged to the standalone statement of profit and loss. Development costs of products are also charged to the Statement of Profit and Loss unless a product's technical feasibility has been established, in which case such expenditure is capitalized. The amount capitalized comprises expenditure that can be directly attributed or allocated on a reasonable and consistent basis to creating, producing and making the asset ready for its intended use. Property, Plant and equipment utilized for research and development are capitalized and depreciated in accordance with the policies stated for property, plant and equipment.

1.2.9. Inventories

Inventories are valued at the lower of the cost and the net realizable value. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and to make the sale. Cost is determined on a First in First out basis. A periodic review is made of slow-moving stock and appropriate provisions are made for anticipated losses, if any.

1.2.10. Investments

Investments that are readily realisable and are intended to be held for not more than one year from the date on which such investments are made are classified as current investments. All other investments are classified as long-term investments. Long-term investments other than investment in subsidiaries are valued at fair market value. Provision is made for diminution in value to recognize a decline, if any, other than that of temporary in nature. Current investments are valued at lower of cost and fair market value. Gains or losses that arise on disposal of an investment are measured as the difference between disposal proceeds and the carrying value and are recognised in the statement of profit and loss.

1.2.11. Foreign Currency transactions

Reporting and presentation currency

The standalone financial statements are presented in Lakhs of Indian Rupees, which is also the functional currency of the Company.

Foreign currency transactions and balances

- i) Initial Recognition: Transactions in foreign currencies are recorded at the exchange rates prevailing on the date of the transaction.
- ii) Conversion: At the year-end, monetary items in foreign currencies are converted into rupee equivalents at the year end exchange rates.

1.2.12. Retirement Benefits to employees

i. Post-employment benefit plans

Defined contribution plan

Payment to defined contribution retirement benefit schemes are charged as an expense as they fall due.

Defined Benefit plan

For defined benefit schemes, the cost of providing benefits is determined using Projected Unit Credit method, with actuarial valuations being carried out at each balance sheet date. Actuarial gains/losses are recognized in the period of occurrence under Other Comprehensive Income (OCI). Past service cost is recognized to the extent the benefits are already vested, and otherwise is amortized on a Straight-Line method over the average period until the benefits become vested. The retirement benefit obligation recognized in the balance sheet represents the present value of the defined benefit obligations as adjusted for unrecognized past service cost.

ii. Short-term employee benefits

The undiscounted amount of short-term employee benefits expected to be paid in exchange of services rendered by employees is recognized during the period when the employee renders the service. These benefits include performance incentives, paid annual leave, medical allowance, etc.

iii. Impact of new labour codes

The Government of India, on 21 November 2025, notified implementation of four new labour codes - Code 2900 on Wages (2019), Industrial Relations Code (2020), Code on Social Security (2020), and Occupational Safety, Health and Working Conditions Code (2020) (hereinafter referred to as "the New Labour Codes"). The New Labour Codes prescribe an uniform definition of the term 'wages', which is also relevant for determination of post-employment benefits including gratuity to all employees. In accordance with the definition, wages means all remuneration including basic pay, dearness allowance and retaining allowance but does not include certain specified items forming part of remuneration and in the event the quantum of those specified items exceed 50% of total remuneration, such excess is deemed to be considered as wages. Based on the management's best estimates the impact of employee benefit obligations is not material to the statement of standalone financial statements for the year ended 31 March 2026. The Company will continue to monitor finalisation of rules and clarifications from government and would provide appropriate accounting effect on the basis of such developments as needed.

1.2.13. Income Tax

Tax expense recognized in the statement of profit or loss comprises the sum of deferred tax and current tax not recognized in other comprehensive income or directly in equity. Calculation of current tax is based on tax rates in accordance with tax laws that have been enacted or substantively enacted by the end of the reporting period. Deferred income taxes are calculated using the liability method on temporary differences between tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at reporting date. Deferred taxes pertaining to items recognized in other comprehensive income are also disclosed under the same head. Deferred tax assets are recognized to the extent that it is probable that the underlying tax loss or deductible temporary difference will be utilized against future taxable income. This is assessed based on the respective entity's forecast of future operating results, adjusted for significant non-taxable income and expenses and specific limits on the use of any unused tax loss or credit.

Deferred tax liabilities are generally recognized in full, although Ind AS 12 'Income Taxes' specifies limited exemptions. As a result of these exemptions the Group does not recognize deferred tax liability on temporary differences relating to goodwill, or to its investments in subsidiaries. Changes in deferred tax assets or liabilities are recognized as a component of tax income or expense in the statement of profit and loss, except where they relate to items that are recognized in other comprehensive income (such as the re-measurement of defined benefit plans) or directly in equity, in which case the related deferred tax is also recognized in other comprehensive income or equity, respectively.

1.2.14. Borrowing Costs

Borrowing Costs that are directly attributable to the acquisition of qualifying assets are capitalised for the period until the asset is ready for its intended use. A qualifying asset is an asset that necessarily takes substantial period of time to get ready for its intended use. Other borrowing costs are recognised as an expense in the period in which they are incurred.

1.2.15. Provisions (other than employee benefits) and contingencies

A provision is recognised when the Company has a present obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation in respect of which a reliable estimate can be made. Provisions (excluding retirement benefits) are not discounted to their present value and are determined based on the best estimate required to settle the obligation at the balance sheet date. These are reviewed at each Balance Sheet date and adjusted to reflect the current best estimates. Contingent liabilities are disclosed in the note 32.7 Contingent assets are not recognised in the financial statements.

Onerous contracts

A contract is considered to be onerous when the expected economic benefits to be derived by the Company from the contract are lower than the unavoidable cost of meeting its obligations under the contract.

The provision for an onerous contract is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before such a provision is made, the Company recognises any impairment loss on the assets associated with that contract.

1.2.16. Leases

Lease Identification

A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company's lease asset primarily consist of lease for buildings. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- (i) the contract involves the use of an identified asset
- (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and
- (iii) the Company has the right to direct the use of the asset.

Lessee Accounting

Ind AS 116 "Leases" sets out the principles for the recognition, measurement, presentation and disclosure of leases for both lessees and lessors.

Recognition

The Company recognises right-of-use asset representing its right to use the underlying asset for the lease term and lease liability at the lease commencement date.

Measurement of ROU Asset

The cost of the right of- use asset measured at inception comprises of the amount of the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received, plus any initial direct costs incurred.

Subsequent Measurement of ROU Asset

The right-of-use assets is subsequently measured at cost less any accumulated depreciation and accumulated impairment losses, if any and adjusted for any remeasurement of the lease liability. The right-of use assets is depreciated using the straight-line method from the commencement date over the lease term life of right-of-use asset.

Measurement of Lease Liability

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

Subsequent Measurement of Lease Liability

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-Term and Low-Value Leases

The company has elected not to recognize assets and liabilities for (a) short- term leases (for a period of twelve months or less) and (b) leases of low value assets. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

Finance Lease

Leases under which the company assumes substantially all the risks and rewards of ownership are classified as finance leases. The lower of fair value of asset and present value of minimum lease rentals is capitalized as fixed assets with corresponding amount shown as lease liability. The principle component in the lease rentals is adjusted against the lease liability and interest component is charged to profit and loss account.

Company as a lessor

At the inception of the lease the Company classifies each of its leases as either an operating lease or a finance lease.

The Company recognises lease payments received under operating leases as income on a straight-line basis over the lease term.

In case of a finance lease, finance income is recognised over the lease term based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease.

In the case company has entered into lease agreements for IT hardware & same are deployed to customers under service contracts & under the service contracts the customers have full control and use of the assets during the term and are entitled to acquire the assets at the end of the term, the Company derecognises the Right-of-Use assets as Financial Assets, The corresponding lease liabilities remain recognized

1.2.17. Financial instruments

Financial assets (other than trade receivables) and financial liabilities are recognized when the Company becomes a party to the contractual provisions of the financial instrument. All financial assets and financial liabilities contracts are initially measured at fair value adjusted for transaction costs, and where such price is different from fair value, at fair value. Trade receivables are recognized at their transaction price as the same do not contain significant financing component.

Transaction costs that are attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from, as the case may be, the fair value of such financial assets or liabilities on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised in profit or loss.

Classification and subsequent measurement of financial assets

For the purpose of subsequent measurement financial assets are classified and measured based on the entity's business model for managing the financial asset and the contractual cash flow characteristics of the financial asset at:

- a. Amortized cost
- b. Fair Value Through Other Comprehensive Income (FVTOCI) or
- c. Fair Value Through Profit and Loss (FVTPL)

All financial assets are reviewed for impairment at least at each reporting date to identify whether there is any objective evidence that a financial asset or a Company of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets, which are described below.

Financial assets at amortized Cost

Financial assets at amortized Cost Includes assets that are held within a business model where the objective is to hold the financial assets to collect contractual cash flows and the contractual terms gives rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are measured subsequently at amortized cost using the effective interest method. The loss allowance at each reporting period is evaluated based on the expected credit losses for next 12 months and credit risk exposure. The Company shall also measure the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition.

Financial assets at Fair Value Through Other Comprehensive Income (FVTOCI)

Includes assets that are held within a business model where the objective is both collecting contractual cash flows and selling financial assets along with the contractual terms giving rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. At initial application of Ind As 109, the Company, based on its assessment, makes an irrevocable election to present in other comprehensive income the changes in the fair value of an investment in an equity instrument that is not held for trading. These selections are made on an instrument-by-instrument (i.e., share-by-share) basis. If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, impairment gains or losses and foreign exchange gains and losses, are recognized in other comprehensive income. There is no recycling of the amounts from OCI to profit or loss, even on sale of investment. The dividends from such instruments are recognized in statement of profit and loss.

The fair value of financial assets in this category are determined by reference to active market transactions or using a valuation technique where no active market exists. The loss allowance at each reporting period is evaluated based on the expected credit losses for next 12 months and credit risk exposure. The Company shall also measure the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. The loss allowance shall be recognized in other comprehensive income and shall not reduce the carrying amount of the financial asset in the balance sheet.

Financial assets at Fair Value Through Profit and Loss (FVTPL)

Financial assets at FVTPL include financial assets that are designated at FVTPL upon initial recognition and financial assets that are not measured at amortized cost or at fair value through other comprehensive income. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments, for which the hedge

accounting requirements apply. Assets in this category are measured at fair value with gains or losses recognized in profit or loss. The fair value of financial assets in this category are determined by reference to active market transactions or using a valuation technique where no active market exists.

The loss allowance at each reporting period is evaluated based on the expected credit losses for next 12 months and credit risk exposure. The Company shall also measure the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. The loss allowance shall be recognized in profit and loss.

1.2.18. Impairment

a) Impairment of financial instruments

The Company recognises loss allowances for expected credit losses on:

Financial assets measured at amortised cost;

At each reporting date, the Company assesses whether financial assets are carried at amortised cost. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The Company measures loss allowances at an amount equal to lifetime expected credit losses, except for the following, which are measured as 12 month expected credit losses:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables are always measured at an amount equal to lifetime expected credit losses. 12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit losses, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward- looking information.

Measurement of expected credit losses

Expected credit losses are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Company in accordance with the contract and the cash flows that the Company expects to receive).

Presentation of allowance for expected credit losses in the balance sheet

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

b) Impairment of non-financial assets

The Company's non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For impairment testing, assets that do not generate independent cash inflows are grouped together into cash-generating units (CGUs). Each CGU represents the smallest group of assets that generates cash inflows that are largely independent of the cash inflows of other assets or CGUs.

The recoverable amount of a CGU (or an individual asset) is the higher of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the CGU (or the asset).

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the standalone statement of profit and loss. Impairment loss recognised in respect of a CGU is allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets of the CGU (or group of CGUs) on a pro rata basis.

1.2.19. Share based payment transactions:

Employee Stock Option Plans ("ESOPs"):

The fair value of options determined at the grant date is recognized as an employee expense on a straight line basis (on the basis of multiple vesting of options granted), with a corresponding increase in other equity under "Employee Stock Options Outstanding account", over the vesting period of the grant, where the employee becomes entitled to the options. At the end of each reporting period, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in the Statement of Profit and Loss such that the cumulative expenses reflects the revised estimate, with a corresponding adjustment to the "Employee Stock Options Outstanding account".

Stock Options are granted to eligible employees in accordance with "Dynacons - Employees Stock Option Plan 2020" (ESOP 2020), as approved by the Shareholders in accordance with the SEBI (Share Based Employee Benefits) Regulations, 2014 which was amended by the Board of Directors of the Company to align with the provisions of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021.

Under Ind AS 102 on Share based Payment, the cost of stock options is recognised based on the fair value of stock options as on the grant date.

1.2.20. Earnings per share

Basic earnings per equity share is calculated by dividing the net profit or loss for the period attributable to equity shareholders (after deducting attributable taxes) by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the period is adjusted for events including a bonus issue, bonus element in a rights issue to existing shareholders, share split and reverse share split (consolidation of shares). In this scenario, the number of equity shares outstanding increases without an increase in resources due to which the number of equity shares outstanding before the event is adjusted for the proportionate change in the number of equity shares outstanding as if the event had occurred at the beginning of the earliest period reported.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

2 PROPERTY, PLANT AND EQUIPMENT AND RIGHT OF USE ASSETS

(₹ In Lakhs)

Particulars	Property, Plant and Equipment						Right of Use assets
	Furniture & Fixtures	Vehicles (Cars)	Office Equipment	Plant & Machinery	Computer	Intangible Assets	Total
Gross block							
Balance as at 1 April 2024	61.89	203.24	10.67	-	287.55	-	563.35
Additions	5.58	217.71	-	-	312.21	-	535.51
Disposals	-	-	-	-	-	-	-
Acquisitions through business combinations	-	-	-	-	-	-	-
Amount of change due to revaluation	-	-	-	-	-	-	-
Balance as at 31 March 2025	67.47	420.95	10.67	-	599.76	-	1,098.86
Additions	36.03	24.99	1.69	1,380.18	-	5,057.56	6,500.43
Disposals	-	-	-	-	-	-	-
Acquisitions through business combinations	-	-	-	-	-	-	-
Amount of change due to revaluation	-	-	-	-	-	-	-
Balance as at 31 March 2026	103.50	445.94	12.36	1,380.18	599.76	5,057.56	7,599.29
Accumulated depreciation/ amortisation							
Balance as at 1 April 2024	6.60	91.52	4.74	-	140.07	-	242.94
Depreciation / amortisation for the year	7.04	30.45	1.75	-	51.44	-	90.67
Reversal on disposal of assets	-	-	-	-	-	-	-
Balance as at 31 March 2025	13.64	121.97	6.49	-	191.51	-	333.61
Depreciation/ amortisation for the year	8.73	47.00	1.84	103.63	89.86	213.56	464.62
Reversal on disposal of assets	-	-	-	-	-	-	-
Balance as at 31 March 2026	22.37	168.98	8.33	103.63	281.36	213.56	798.24
Net Block							
Balance as at 1 April 2025	53.83	298.98	4.18	-	408.26	-	765.25
Balance as at 31 March 2026	81.12	276.97	4.03	1,276.55	318.40	4,843.99	6,801.06

a. Of the above, charge has been created over Furniture & Fixtures, Vehicles, Office Equipments and Computers in regard to borrowings (Refer note 21.1)

b. Refer note 1.2.16 for Right of use assets

c. No borrowing costs were capitalised to property, plant and equipment during the year. (Refer Note 1.2.14 on Borrowing Cost)

Disclosure with respect to capital work-in progress

Capital Work In Progress	Amount
As at 31 March 2026	-
As at 31 March 2025	2,195.48

Capital-Work-in Progress (CWIP) aging schedule as at 31st March 2026

CWIP	Amount in CWIP for a period of			Total
	Less than 1 year	1-2 years	2-3 years	
Projects in progress	-	-	-	-
Projects temporarily suspended	-	-	-	-

Capital-Work-in Progress (CWIP) aging schedule as at 31st March 2025

CWIP	Amount in CWIP for a period of			Total
	Less than 1 year	1-2 years	2-3 years	
Projects in progress	2,195.48	-	-	2,195.48
Projects temporarily suspended	-	-	-	-

As on the date of the balance sheet, there are no capital work in progress projects whose completion is overdue or has exceeded the cost., based on approved plan

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

Particulars		As at 31 st March, 2026	As at 31 st March, 2025
3	INVESTMENT		
A	- IN SUBSIDIARY		
	Fully paid equity shares (unquoted) at cost		
(i)	Dynacons Systems & Solutions PTE Ltd (7,678 (31 st March, 2025 - 7,678) Equity Shares of US\$ 1/- each)	5.05	5.05
(ii)	In Equity Shares - Unquoted, fully paid up at cost Cybercons Infosec Private Limited (50,000 (31 st March, 2025 - 50,000) Equity Shares of ₹ 10 each fully paid up)	5.00	5.00
		10.05	10.05
(i)	Extent of investment -Dynacons Systems & Solutions PTE Ltd -Cybercons Infosec Private Limited	100% 50%	100% 50%
(ii)	Aggregate value of quoted and unquoted investments is as follows: Aggregate value of quoted investments Aggregate value of unquoted investments Aggregate market value of quoted investments Aggregate value of impairment of investments	- 10.05 - -	- 10.05 - -
4	NON-CURRENT FINANCIAL ASSETS - INVESTMENTS		
	Investments designated at fair value through Other Comprehensive Income		
	Quoted		
(i)	In Equity Shares - Quoted, fully paid up Bank of Baroda Limited (220 (31 st March, 2025 - 220 Equity Shares of ₹ 10 each fully paid up)	0.54	0.50
(ii)	In Units of Mutual Fund - Quoted, fully paid up		
a)	HDFC Focused 30 Fund - Regular Plan - Growth (Unit 13,055.264 (31 st March, 2025 - 13,055.264))	27.23	27.93
b)	ICICI Prudential Bluechip Fund - Growth (Unit 25,321.713 (31 st March, 2025 - 25,321.713))	25.29	26.06
c)	Parag Parikh Flexi Cap Fund - Regular Plan - Growth (Unit 31,645.487 (31 st March, 2025 - 31,645.487))	24.77	24.96
	Total	77.83	79.46

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(iii) Aggregate value of quoted and unquoted investments is as follows:		
Aggregate value of quoted investments	77.83	79.46
Aggregate value of unquoted investments	-	-
Aggregate market value of quoted investments	77.83	79.46
Aggregate value of impairment of investments	-	-
(iv) The Company has made an irrevocable election of accounting policy as at the adoption date 01 April 2016 to fair value investment in equity instrument through Other Comprehensive Income ('OCI').		
(v) Investments in Units of Mutual Funds are considered as quoted investments as NAV's are available at the end of 31st March, 2026/2025		

5 OTHER FINANCIAL ASSETS

Bank deposits with more than 12 months maturity	121.45	114.33
Deposits Accounts of ₹121.45 Lakhs (As at 31 st March, 2025 ₹114.33 lakhs) pledged for facilities from Banks. (Refer Note 21.1)		
Lease Receivable	3,426.17	5,855.67
Total	3,547.62	5,970.01

6 DEFERRED TAX ASSETS (NET)
(a) Amounts recognized in profit and loss

Current tax expense (A)		
In respect of current year	3,420.60	2,504.60
Deferred tax expense (B)		
In respect of current year	(521.31)	(45.09)
Tax expense recognized in the income statement (A+B)	2,899.29	2,459.51

(b) Amounts recognized in other comprehensive income

Particulars	For the year ended 31 st March, 2026			For the year ended 31 st March, 2025		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurement of the defined benefit plans	0.83	(0.21)	0.62	(51.34)	11.13	(40.21)
Equity instruments through other comprehensive income	(1.63)	-	(1.63)	8.76	-	8.76
	(0.80)	(0.21)	(1.00)	(42.58)	11.13	(31.45)

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(₹ In Lakhs)

Particulars	As at		As at	
	31 st March, 2026		31 st March, 2025	

(c) Reconciliation of effective tax rate

Particulars	For the year ended 31 st March, 2026		For the year ended 31 st March, 2025	
	%	Amounts	%	Amounts
Profit before tax		11,376.85		9,700.95
Tax using the Company's domestic tax rate	25.17%	2,863.33	25.17%	2,441.54
Tax effect of:				
Expenses disallowed for tax purpose	4.58%	521.31	(0.52%)	(50.44)
Others	(4.27%)	(485.35)	0.71%	68.41
TOTAL	0.32%	35.96	0.19%	17.98
Effective income tax rate	25.48%	2,899.29	25.35%	2,459.51

(d) Movement in deferred tax

	Deferred tax (assets)		Deferred tax liabilities		Net deferred tax (assets) / liability	
	31 March, 2026	31 March, 2025	31 March, 2026	31 March, 2025	31 March, 2026	31 March, 2025
Provisions - employee benefits	89.92	70.79	-	-	(89.92)	(70.79)
Property, plant and equipment	-	-	1,186.83	507.64	1,186.83	507.64
Lease Rentals	1,724.47	543.09	-	-	(1,724.47)	(543.09)
Deferred tax (assets) liabilities	1,814.39	613.88	1,186.83	507.64	(627.56)	(106.24)

7 OTHER NON-CURRENT ASSETS

(Unsecured)

- Considered good

Deferred contract costs

Total

3,201.72

3,819.71

3,201.72

3,819.71

8 INVENTORIES

(Valued at lower of cost and net realisable value)

Stock-in-trade

Total

1,616.31

5,823.74

1,616.31

5,823.74

a Inventories of ₹1,616.31 Lakhs (as at 31st March, 2025: ₹ 5,823.74 Lakhs) are hypothecated against working capital facilities from banks. (Refer note 21.1)

b Company holds only stock in trade & no other categories are held

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(₹ In Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
9 TRADE RECEIVABLES		
Trade Receivables considered good - Secured	-	-
Trade Receivables considered good - Unsecured;	60,235.01	43,662.75
Trade Receivables which have significant increase in Credit Risk;	-	-
Trade Receivables - credit impaired	13.68	13.68
	60,248.69	43,676.43
Allowance for expected credit loss:		
Trade Receivables - credit impaired	(13.68)	(13.68)
Total	60,235.01	43,662.75

9.1 Movement in allowance for expected credit loss

Balance at the beginning of the year	13.68	13.68
Amounts written off	-	-
Allowance during the year	-	-
Reversal during the year	-	-
Balance at the end of the year	13.68	13.68

9.2 Trade Receivables ageing schedule

Ageing for trade receivables – current outstanding as at March 31, 2026 is as follows

Particulars	Outstanding for following periods from due date of payments					Total
	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables-considered good	57,089.12	2,274.94	379.54	272.45	218.96	60,235.01
Undisputed trade receivables-considered doubtful	-	-	-	-	-	-
Disputed trade receivables-considered good	-	-	-	-	-	-
Disputed trade receivables-considered doubtful	-	-	-	-	-	-

Ageing Schedule is in respect of Overdue cases including where no due date of payment is specified

Ageing for trade receivables – current outstanding as at March 31, 2025 is as follows

Particulars	Outstanding for following periods from due date of payments					Total
	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables-considered good	40,600.23	1,660.83	1,096.20	89.72	215.77	43,662.75
Undisputed trade receivables-considered doubtful	-	-	-	-	-	-
Disputed trade receivables-considered good	-	-	-	-	-	-
Disputed trade receivables-considered doubtful	-	-	-	-	-	-

Ageing Schedule is in respect of Overdue cases including where no due date of payment is specified

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(₹ In Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
9.3 Trade Receivables of ₹ 60,235.01 Lakhs (as at 31 st March, 2025: ₹ 43,662.75 Lakhs) are hypothecated against working capital facilities from banks. (Refer note 21.1)		
9.4 The carrying amount of the Trade Receivables are considered as a reasonable approximation of fair value as it is expected to be collected within twelve months		
9.5 The Company's exposure to credit and currency risks, and loss allowances related to trade receivables are disclosed in note 32.9		
9.6 To the best of the knowledge of the Management, there are no unbilled dues receivable from any customers.		
10 CASH AND CASH EQUIVALENTS		
Cash on hand	0.71	0.48
Balances with banks in current accounts	26.17	73.37
Demand deposits with Banks	1,233.00	3,367.09
Total	1,259.88	3,440.93
Deposits Accounts of ₹1,233 Lakhs (As at 31 st March, 2025 ₹ 3,367.09 Lakhs) pledged for facilities from Banks. (Refer Note 21.1)		
11 OTHER BALANCES WITH BANKS		
Balances with bank held as margin money	9,863.15	6,985.26
Total	9,863.15	6,985.26
12 SHORT TERM LOANS AND ADVANCES (Unsecured and Considered Good)		
Advances to Related Parties (refer note 32.4)	165.89	165.97
Loans & Advances to employees	152.61	110.84
Total	318.49	276.81
13 OTHER FINANCIAL ASSETS (Unsecured and Considered Good)		
Security Deposits	1,056.08	305.95
Lease Receivable	2,429.51	2,429.51
Total	3,485.59	2,735.46
14 OTHER CURRENT ASSETS (Unsecured)		
- Considered good		
Deferred contract costs	808.50	-
Duties & Taxes (Net of provisions)	149.51	1,234.69
Deferred Employee Compensation - ESOP	-	145.85
Total	958.01	1,380.54

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(₹ In Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
15 EQUITY SHARE CAPITAL		
(a) Authorised Share Capital		
3,00,00,000 Equity shares of ₹10 each	3,000.00	3,000.00
(Previous Year 3,00,00,000 Equity shares of ₹10 each)		
(b) Issued, Subscribed and Fully Paid up :		
(1,27,37,080) Equity shares of ₹ 10 each)	1,273.71	1,272.53
(Previous year 1,27,25,330 Equity shares of ₹ 10 each)		

15.1 The reconciliation of the number of shares outstanding is set out below :

Particulars	As at 31 Mar 2026		As at 31 Mar 2025	
	No. of Shares	Amt	No. of Shares	Amt
Equity Shares at the beginning of the year	1,27,25,330.00	1,272.53	1,27,13,130.00	1,271.31
Issued during the year	11,750.00	1.18	12,200.00	1.22
Equity Shares at the end of the year	1,27,37,080.00	1,273.71	1,27,25,330.00	1,272.53

15.2 Shareholding of Promoter/Promoter Group

Sr. no	Promoter / Promoter Group Name	As at 31 March 2026			As at 31 March 2025		
		No. of shares	% of total shares	% change during the year	No. of shares	% of total shares	% change during the year
1	Shirish Mansinh Anjaria	11,60,948	9.11%	-	11,60,948	9.12%	-
2	Parag Jitendra Dalal	10,92,016	8.57%	-	10,92,016	8.58%	5.02%
3	Jigna Dharmesh Anjaria	2,91,463	2.29%	-	2,91,463	2.29%	-
4	Dharmesh Shirish Anjaria HUF	4,10,000	3.22%	-	4,10,000	3.22%	-
5	Parag Jitendra Dalal HUF	4,70,077	3.69%	-	4,70,077	3.69%	-
6	Devangi Parag Dalal	2,69,640	2.12%	-	2,69,640	2.12%	-
7	Shirish Mansinh Anjaria HUF	4,13,543	3.25%	-	4,13,543	3.25%	-
8	Dharmesh Shirish Anjaria	9,56,890	7.51%	-	9,56,890	7.52%	-
9	Nilam Shirish Anjaria	5,24,602	4.12%	-	5,24,602	4.12%	-
10	Trigem Infosolutions Limited	20,86,475	16.38%	-	20,86,475	16.40%	-
11	Pankti Dalal	40,000	0.31%	-	40,000	0.31%	-
12	Dhvani Dalal	40,000	0.31%	-	40,000	0.31%	-
	Total	77,55,654	60.89%		77,55,654	60.95%	

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

15.3 The details of Shareholders holding more than 5% shares :

Name of the Shareholder	As at 31 Mar 2026		As at 31 Mar 2025	
	Number of Shares Held	% holding	Number of Shares Held	% holding
Shirish Mansingh Anjaria	11,60,948	9.11%	11,60,948	9.12%
Dharmesh Shirish Anjaria	956890	7.51%	9,56,890	7.52%
Parag Jitendra Dalal	1092016	8.57%	10,92,016	8.58%
Trigem Infosolutions Limited	20,86,475	16.38%	20,86,475	16.40%

15.4 The Company has allotted 11,750 equity shares of face value ₹ 10 each on March 10, 2026, to the eligible employees at an exercise price of ₹ 10 per share as per the 'Dynacons - Employees Stock Option Plan 2020' ('ESOP – 2020')

15.5 As per records of the company, including its register of shareholders/members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents the both legal and beneficial ownership of shares.

15.6 The company has only one class of equity shares having a par value of ₹ 10 per share. Each shareholder is eligible for one vote per share held. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the company in proportion to their shareholdings.

15.7 During the 5 years immediately preceding the balance sheet date, there were no equity shares allotted as fully paid up pursuant to contract without payment being received in cash, no bonus shares were issued and there was no buy-back of equity shares of the Company.

15.8 The Company declares and pays dividends in Indian Rupees. The Board of Directors in their meeting held on August 13, 2025, declared an interim dividend of ₹ 0.50/- per share on the nominal value of ₹10/-each and paid to all the eligible shareholders as at August 22, 2025. The interim dividend paid is considered as the final dividend for the financial year ended 31st March, 2026.

15.9 Shares reserved for issue under option

For details of shares reserved for issue and shares issued under the Employee Stock Option Plan (ESOP) of the Company, refer note 32.3. These options are granted to the employees subject to cancellation under circumstance of his cessation of employment with the Company on or before the vesting date.

Particulars	(₹ In Lakhs)	
	As at 31 st March, 2026	As at 31 st March, 2025
16 OTHER EQUITY		
Securities premium account	1,228.38	1,054.34
General reserve	190.61	190.46
Retained earnings	28,881.70	20,467.77
Other comprehensive income	(82.40)	(81.40)
Share option outstanding	14.07	188.26
Total	30,232.36	21,819.43

The movement in Other Equity:

(a) Securities premium account

As per last Balance Sheet	1,054.34	1,018.07
Add: Premium on issue of share under employees stock option scheme (see note 32.3)	174.04	36.27
Total	1,228.38	1,054.34

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(₹ In Lakhs)		
Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Securities premium account represents premium received on equity shares issued, which can be utilised only in accordance with the provisions of the Act.		
(b) General reserve		
As per last Balance Sheet	190.46	190.46
Less : Employee Share Option Lapsed	0.15	-
	190.61	190.46
General reserve represents an appropriation of profits by the Company, which can be utilised for purposes such as dividend payout etc.		
(c) Surplus in Statement of Profit and Loss		
As per last Balance Sheet	20,467.77	13,289.90
Less : Dividend Distributed	(63.63)	(63.57)
Add: Profit for the year	8,477.56	7,241.44
	28,881.70	20,467.77
Surplus in Statement of Profit and Loss comprises of prior years' undistributed earnings after taxes, which can be utilised for purposes such as dividend payout etc..		
(d) Other comprehensive income		
Balance at the beginning of the year	(81.40)	(49.95)
Add : Movement during the year	(1.00)	(31.45)
Balance at the end of the year	(82.40)	(81.40)
(e) Share option outstanding		
Opening balance	188.26	36.71
Add : Granted/ vested during the year	-	188.11
Less : Transfer to Securities Premium Account	(174.04)	(36.27)
Less : Written back to Statement of Profit and Loss during the year	-	(0.30)
Less : Grant Lapsed during the year	(0.15)	-
Balance at the end of the year	14.07	188.26
Total other Equity	30,232.36	21,819.43
17 Non Current Financial Liabilities - Borrowings		
Term Loans		
Secured		
From Banks	142.79	508.33
From Non Banking Financial Company	146.19	88.19
Unsecured		
From Banks	-	50.09
	288.98	646.60

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(₹ In Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Less: Current maturities of long-term loan (included in note 21)		
Secured		
From Banks	126.51	302.72
From Non Banking Financial Company	11.98	7.74
Unsecured		
From Banks	-	50.09
	138.48	360.55
Total	150.50	286.05
Non Current Liabilities - Long Term Borrowings		
Secured		
From Banks	16.28	205.61
From Others	134.22	80.44
	150.50	286.05
Total	150.50	286.05

17.1 Nature of Security & terms of Repayment of secured borrowing :

FY 2025-26

Particulars	Security	Currency	Rate of interest	Non - Current	Current
1) Vehicle Loan - Repayable in balance 08 monthly instalments of 0.98 lakhs, ending on 07 November 2026.	Motor Vehicle (Hypothecation)	INR	7.00%	-	7.70
2) Vehicle Loan - Repayable in balance 12 monthly instalments of 1.28 lakhs, ending on 07 March 2027.	Motor Vehicle (Hypothecation)	INR	6.80%	-	14.82
3) Vehicle Loan - Repayable in balance 20 monthly instalments of 0.63 lakh, ending on 07 November 2027.	Motor Vehicle (Hypothecation)	INR	8.85%	4.89	6.82
4) Vehicle Loan - Repayable in balance 32 monthly instalments of 0.61 lakh, ending on 07 November 2028.	Motor Vehicle (Hypothecation)	INR	8.31%	11.39	6.12
5) Vehicle Loan - Repayable in balance 43 monthly instalments of 0.84 lakh & 60 th additionally last Instalment of 52 lakh ending on 1 October 2029.	Motor Vehicle (Hypothecation)	INR	10.50%	62.35	3.40

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

Particulars	Security	Currency	Rate of interest	Non - Current	Current
6) Vehicle Loan - Repayable in balance 33 monthly instalments of 1.37 lakh & 48 th instalment of ₹ 55.96 Lakh, ending on 07 December 2028.	Motor Vehicle (Hypothecation)	INR	10.25%	71.87	8.57
7) Term loan from banks - Repayable in balance 12 monthly instalments of 7.59 lakh, ending on 10 March 2027.	Extention of ranking charge over existing primary and collateral securities including mortgages created in favour of the Bank.	INR	MCLR +1%	-	91.05
		Total		150.50	138.48

FY 2024-25

Particulars	Security	Currency	Rate of interest	Non - Current	Current
1) Vehicle Loan - Repayable in balance 20 monthly instalments of 0.98 lakhs, ending on 07 November 2026.	Motor Vehicle (Hypothecation)	INR	7.00%	7.70	10.90
2) Vehicle Loan - Repayable in balance 24 monthly instalments of 1.28 lakhs, ending on 07 March 2027.	Motor Vehicle (Hypothecation)	INR	6.80%	14.82	13.85
3) Vehicle Loan - Repayable in balance 8 monthly instalments of 0.35 lakh, ending on 10 November 2025.	Motor Vehicle (Hypothecation)	INR	8.01%	-	2.61
4) Vehicle Loan - Repayable in balance 32 monthly instalments of 0.63 lakh, ending on 07 November 2027.	Motor Vehicle (Hypothecation)	INR	8.85%	11.71	6.24
5) Vehicle Loan - Repayable in balance 55 monthly instalments of 0.84 lakh & 60 th additionally last Instalment of 52 lakh ending on 1 October 2029.	Motor Vehicle (Hypothecation)	INR	10.50%	65.75	3.07
6) Vehicle Loan - Repayable in balance 45 monthly instalments of 1.37 lakh & 48 th instalment of ₹ 55.96 Lakh, ending on 07 December 2028.	Motor Vehicle (Hypothecation)	INR	10.25%	80.44	7.74
7) Term loan from banks - Repayable in balance 13 monthly instalments of 14.58 lakh, ending on 03 April 2026.	Extention of ranking charge over existing primary and collateral securities including mortgages created in favour of the Bank.	INR	MCLR +1%	14.58	175.00
8) Term loan from banks - Repayable in balance 24 monthly instalments of 7.59 lakh, ending on 10 March 2027.	Extention of ranking charge over existing primary and collateral securities including mortgages created in favour of the Bank.	INR	MCLR +1%	91.05	91.05
		Total		286.05	310.46

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

17.2 Nature of Security & terms of Repayment of Unsecured borrowing :

FY 2025-26

Particulars	Security	Currency	Rate of interest	Non - Current	Current
1) Term loan from banks				-	-

FY 2024-25

Particulars	Security	Currency	Rate of interest	Non - Current	Current
1) Term loan from banks - Repayable in balance 8 monthly instalments of 6.93 lakh, ending on 30 December 2025.	Unsecured	INR	MCLR 3M + 1.10	-	50.09

"The Company has not defaulted in the repayment of principal or interest on any borrowings from banks, financial institutions, or other lenders as at the Balance Sheet date. All dues have been serviced as per the agreed terms."

(₹ In Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
18 LEASE LIABILITIES -NON-CURRENT		
Lease Liabilities	11,360.43	6,433.54
Refer Note no 32.11		
	11,360.43	6,433.54
19 PROVISIONS		
Provision for employee benefits:		
i) Provision for other defined benefit plans		
- Gratuity (Refer Note 32.2)	422.51	362.39
ii) Leave Encashment	63.51	51.65
Total	486.02	414.04
20 OTHER NON CURRENT LIABILITIES		
Unpaid Dividends	16.89	16.08
Total	16.89	16.08
21 CURRENT FINANCIAL LIABILITIES - BORROWINGS		
Secured		
Loans repayable on demand		
-Working Capital Loans From Banks	7,833.64	4,542.11
-Current maturities of long-term debt (Refer note 17.1 & 17.2)	138.48	310.46
Unsecured		
-Current maturities of long-term debt (Refer note 17.1 & 17.2)	-	50.09
Total	7,972.12	4,902.66

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(₹ In Lakhs)

Particulars	As at	As at
	31 st March, 2026	31 st March, 2025
21.1 Working capital loans are secured by hypothecation of present and future stock, book debts, outstanding monies, receivables, claims, bills, material in transit, Bank fixed deposits and Property, Plant & Equipment and personal guarantees of directors.		
22 LEASE LIABILITIES - CURRENT		
Lease Liabilities		
Refer Note 32.11	4,171.35	2,261.27
	4,171.35	2,261.27
23 TRADE PAYABLES		
Total outstanding dues of micro enterprises and small enterprises	148.71	197.20
Total outstanding dues of creditors other than micro enterprises and small enterprises	44,178.90	39,088.59
Total	44,327.61	39,285.79

23.1 Trade Payable ageing Schedule
Ageing for trade payables outstanding as at March 31, 2026 is as follows

Particulars	Less than 1 year	1-2 yrs	2-3 yrs	More than 3 years	Total
MSME	148.71	-	-	-	148.71
Others	44,173.16	1.32	1.83	2.58	44,178.90
Disputed dues- MSME	-	-	-	-	-
Disputed dues- Others	-	-	-	-	-
Ageing Schedule is in respect of Overdue cases including where no due date of payment is specified.					

Ageing for trade payables outstanding as at March 31, 2025 is as follows

Particulars	Less than 1 year	1-2 yrs	2-3 yrs	More than 3 years	Total
MSME	197.20	-	-	-	197.20
Others	39,081.57	4.26	1.99	0.78	39,088.59
Disputed dues- MSME	-	-	-	-	-
Disputed dues- Others	-	-	-	-	-
Ageing Schedule is in respect of Overdue cases including where no due date of payment is specified.					

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

23.2 To the best of the knowledge of the Management, there are no unbilled dues payable to any supplier or service provider.

23.3 The Company has certain dues to suppliers registered under the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act). The disclosures pursuant to the said MSMED Act are as follows :

(₹ In Lakhs)

Particulars	As at 31 Mar, 2026	As at 31 Mar, 2025
Principal amount due and remaining unpaid	148.71	197.20
Interest due and unpaid on the above amount	-	-
Interest paid by the Company in terms of section 16 of the Micro, Small and Medium enterprises Act, 2006	-	-
Payment made beyond the appointed day during the year	-	-
Interest due and payable for the period of delay	-	-
Interest accrued and remaining unpaid	-	-
Amount of further interest remaining due and payable	-	-

Disclosure of payable to vendors as defined under the "Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act) is based on the information available with the Company regarding the status of registration of such vendors under the said Act, as per the intimation received from them on requests made by the Company. There are no overdue principal amounts/interest payable amounts for delayed payments to such vendors at the Balance Sheet date. There are no delays in payment made during the year.

(₹ In Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
24 OTHER CURRENT LIABILITIES		
Statutory Dues	590.53	425.70
Employee Related Payables	415.87	290.31
Total	1,006.40	716.01
* includes statutory dues and others		
25 REVENUE FROM OPERATIONS		
Revenue from Information Technology Products	1,42,267.29	1,26,682.77
Total	1,42,267.29	1,26,682.77

Sale of Products

Sale of Services

Grants Received

Other Operating Services

a) The Company is engaged in systems Integration which includes the sales of products and services as a complete solution

b) Disaggregate Revenue

The table below presents disaggregated revenues of the Company from contracts with customers by geography. The Company believes that this disaggregation best depicts how the nature, amount, timing and uncertainty of its revenues and cash flows are affected by industry, market and other economic factors.

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

		(₹ In Lakhs)	
	Particulars	As at 31 st March, 2026	As at 31 st March, 2025
	Total revenue from contracts with customers		
	India	1,39,241.24	1,25,692.34
	Export (Including deemed export)	3,026.05	990.43
	Total	1,42,267.29	1,26,682.77
c)	Reconciliation between revenue with customers and contracted price:		
	Revenue as per contracted price	1,42,267.29	1,26,682.77
	Less: Adjustments		
	Revenue from contracts with Customers	1,42,267.29	1,26,682.77
d)	Contract balances		
	The following table provides information about receivables from contracts with customers:		
	Trade receivables	60,248.69	43,676.43
	Allowance as per Expected credit loss model	(13.68)	(13.68)
	Total	60,235.01	43,662.75
Trade receivables are non-interest bearing and are generally on terms of 90 to 120 days.			
26	OTHER INCOME		
	Interest income	572.38	548.65
	Other Non-Operating Income	-	122.48
	Others #	0.13	0.08
	Total	572.51	671.21
	# includes Miscellaneous income		
27	PURCHASES OF STOCK-IN-TRADE		
	Purchases of Information Technology Products	1,16,233.84	1,09,025.58
	Total	1,16,233.84	1,09,025.58
28	CHANGES IN INVENTORIES OF STOCK-IN-TRADE		
	Inventories at close		
	Stock-in-Trade	1,616.31	5,823.74
		1,616.31	5,823.74
	Inventories at commencement		
	Stock-in-Trade	5,823.74	7,338.86
		5,823.74	7,338.86
	Total	4,207.44	1,515.12

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(₹ In Lakhs)		
	As at 31 st March, 2026	As at 31 st March, 2025
29 EMPLOYEE BENEFITS EXPENSE		
Salaries and wages	4,643.00	4,074.09
Contributions to provident and other funds	196.39	190.00
Staff Welfare Expenses	58.51	93.37
Total	4,897.90	4,357.46
30 FINANCE COST		
a) Interest on financial liabilities carried at amortised cost	1,276.07	560.01
b) Interest on borrowings	1,023.99	548.21
c) Others	20.13	2.19
Total	2,320.19	1,110.41
31 OTHER EXPENSES		
Electricity Expenses	15.73	14.76
Rent	217.43	55.39
Communication Expenses	26.64	23.32
Auditors Remuneration (Refer Note 31.1 below)	9.00	9.00
Bank Charges	254.02	216.67
Conveyance And Travelling Expenses	317.73	354.07
Insurance Charges	66.87	26.45
Legal & Professional Charges	135.37	153.21
Membership & Subscription	55.61	18.10
Miscellaneous Expenses (Refer Note 31.2 below)	166.37	78.41
Corporate social responsibility expenditure (Refer Note 31.3 below)	142.81	92.67
Motor Car Expenses	12.69	11.82
Printing & Stationary Expenses	43.93	24.53
Rates & Taxes	138.44	56.44
Repairs & Maintenance -Building	3.75	4.37
Repairs & Maintenance - Others	11.42	4.04
Sales Promotion Expenses	102.64	19.52
Transportation Charges	630.11	317.06
Total	2,350.57	1,479.83
31.1 Auditors Remuneration		
- Audit Fees	9.00	9.00
- Other	-	-
Total	9.00	9.00
31.2 Miscellaneous Expenses includes office Expense postage & telegram exp etc		

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

		(₹ In Lakhs)	
Particulars		As at 31 st March, 2026	As at 31 st March, 2025
31.3 Details of corporate social responsibility expenditure			
(a) Amount required to be spent by the Company		142.55	92.63
(b) Amount spent during the year on:			
i Construction or acquisition of any asset		-	-
ii On purposes other than (i) above			
CSR Committee has identified & approved projects which was paid as under.			
Out of CSR fund of F.Y.- 25-26		142.81	-
Out of CSR fund of F.Y.- 24-25		-	92.67
iii Shortfall at the end of the year out of the amount required to be spent by the Company during the year;		-	-
iv Total of previous years shortfall		-	-
v Reason for shortfall	Not Applicable		Not Applicable
vi Nature of CSR activities	Promoting education, healthcare, eradicating hunger, poverty, animal welfare, promoting art and culture and measures for the benefit of armed forces veterans, war widows and their dependents		
vii Details of related party transactions:			
Josh Foundation		45.00	20.00

Additional Information to the financial statements
32.1. Earnings per share (EPS)

Particulars	Units	Year Ended March 31, 2026	Year Ended March 31, 2025
Profit after Tax	(₹/lakhs)	8,477.56	7,241.44
Weighted Number of Equity Shares	Nos. Lakhs	127.26	127.16
Earnings Per Share (of paid up Value of ₹ 10 each) Basic	₹	66.62	56.95
Weighted average number of shares outstanding and dilutive shares	Nos. Lakhs	127.27	127.29
Earnings Per Share (of paid up Value of ₹ 10 each) Diluted	₹	66.61	56.89

32.2. EMPLOYEE BENEFIT OBLIGATIONS
Defined benefit plans – Gratuity:

Gratuity is payable to all the members at the rate of 15 days salary for each year of service. In accordance with applicable Indian laws, the Company provides for gratuity, a defined benefit retirement plan ("the Gratuity Plan") covering eligible employees. The Gratuity Plan provides for a lump sum payment to vested employees on retirement (subject to completion of five years of continuous employment), death, incapacitation or termination of employment that are based on last drawn salary and tenure of employment. Liabilities with regard to the Gratuity Plan are determined by actuarial valuation on the reporting date.

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

The following table sets out the status of the Gratuity Plan and the amounts recognized in the financial statement:

(₹ in Lakhs)

Particulars		2026	2025
		Amount (₹)	Amount (₹)
I.	Assumptions :		
	Discount Rate	7.24%	6.73%
	Salary escalation rate	5.00%	5.00%
II.	Table Showing Change in Benefit Obligation :		
	Liability at the beginning of the year	362.39	287.38
	Current Service Cost	75.16	109.90
	Benefits Paid	(15.05)	(34.90)
	Balance	422.51	362.39
	Liability at the end of the year	422.51	362.39
III.	Amount Recognized in the Balance Sheet		
	Liability at the end of the year	422.51	362.39
	Difference Adjusted	-	-
	Amount Recognized in the Balance Sheet	422.51	362.39
IV.	Expenses Recognized in the Income Statement:		
	Current Service Cost	76.00	58.56
	Expense Recognized in P & L	76.00	58.56
V.	Expenses Recognized in the OCI :		
	Current Service Cost	(0.83)	(51.34)
	Expense Recognized in P & L	(0.83)	(51.34)

Maturity Analysis of the Benefit Payments: From the Employer

(₹ in Lakhs)

Projected Benefits Payable in Future Years from the Date of Reporting	Year Ended March 31, 2026	Year Ended March 31, 2025
1 st Following Year	28.19	17.51
2 nd Following Year	15.14	11.23
3 rd Following Year	13.89	23.44
4 th Following Year	24.67	11.27
5 th Following Year	16.36	19.20
Sum of Years 6 To 10	174.03	134.33
Sum of Years 11 and above	790.07	665.22

Sensitivity Analysis

(₹ in Lakhs)

	Year Ended March 31, 2026	Year Ended March 31, 2025
Projected Benefit Obligation on Current Assumptions	422.51	362.39
Delta Effect of +1% Change in Rate of Discounting	(40.62)	(36.74)
Delta Effect of -1% Change in Rate of Discounting	47.64	43.31
Delta Effect of +1% Change in Rate of Salary Increase	46.70	42.82
Delta Effect of -1% Change in Rate of Salary Increase	(40.43)	(36.86)
Delta Effect of +1% Change in Rate of Employee Turnover	7.94	5.11
Delta Effect of -1% Change in Rate of Employee Turnover	(9.13)	(5.96)

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

The sensitivity analysis have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The sensitivity analysis presented above may not be representative of the actual change in the projected benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. Furthermore, in presenting the above sensitivity analysis, the present value of the projected benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same method as applied in calculating the projected benefit obligation as recognised in the balance sheet. There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

Defined contribution plans

The Company also has certain defined contribution plans. Contributions are made to provident fund in India for employees at the rate 12% of basic salary as per regulations. The contributions are made to registered provident fund administered by the government. The obligations of the Company is limited to the amount contributed and it has no further contractual nor any constructive obligation. Employer's contribution to Provident Fund during the year is ₹ 153.19 Lakhs (P.Y. 139.05 Lakh)

32.3. Employee Stock Option Plan

The Company had Dynacons - Employees Stock Option Plan 2020 (ESOP – 2020) which provided for the grant of equity shares of the Company to the eligible employees of the Company. The Board of Directors recommended the establishment of the ESOP 2020 on September 03, 2020 and shareholders approved the recommendations of the Board of Directors in Annual General Meeting held on September 30, 2020. ESOP - 2020 was further amended by the Nomination and Remuneration Committee and Board of Directors of the Company at their meetings held on March 10, 2022 in accordance with SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (SEBI SBEB and Sweat Equity Regulations). The maximum aggregate number of shares that may be awarded on the grant of stock options under ESOP 2020 is 15,00,000 equity shares. Under ESOP 2020, the Company had approved grant vide its Nomination and Remuneration committee meeting held on August 10, 2022 & January 09, 2025 under ESOP 2020 details of which are tabulated as Grant I & Grant II below. As per the plan, option granted under ESOP- 2020 would vest over a period of 1 year to 2 years from the date of grant of such options. The Plan is Equity Settled Plan.

Particulars	Grant I	Grant II	Grant III
	ESOP 2020		
Date of Grant	August 10, 2022	August 10, 2022	January 09, 2025
Date of Share holders Approval	September 30, 2020	September 30, 2020	September 30, 2020
Date of Board of Directors Approval / Committee	September 03, 2020	September 03, 2020	September 03, 2020
No. of Option	21550	11950	12750
Method of settlement (Cash/ Equity)	Equity	Equity	Equity
Vesting Period	1 Years	2 Years	1 Years
Exercise Price (Per Share ₹)	₹ 10	₹ 10	₹ 10
Exercise Period	Options vested may be exercised by the Option Grantee within a maximum period of two Year from the date of last vesting of Options. Hence maximum term of Options granted is 3 years	Options vested may be exercised by the Option Grantee within a maximum period of two Year from the date of last vesting of Options. Hence maximum term of Options granted is 4 years	Options vested may be exercised by the Option Grantee within a maximum period of two Year from the date of last vesting of Options. Hence maximum term of Options granted is 3 years
Ext. of Exercise Period	None	None	None

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

Reconciliation of Employee's Stock Options

Particulars	As on 31 March, 2026			As on 31 March, 2025		
	DSSL ESOP 2020			DSSL ESOP 2020		
	Grant I	Grant II	Grant III	Grant I	Grant II	Grant III
1 Outstanding at the beginning						
– Shares arising out of options	50	-	12700	-	11,950	-
– Weighted average exercise price	10	-	10	-	10	-
2 New option granted during the year						
– Shares arising out of options	-	-	-	400	-	12750
– Weighted average exercise price	-	-	-	10	-	10
3 Forfeited and expired / Lapsed						
– Shares arising out of options	50	-	-	100	-	50
– Weighted average exercise price	10	-	-	10	-	10
4 Options Exercised during the year						
– Shares arising out of options	-	-	11750	250	11,950	-
– Weighted average exercise price	-	-	10	10	10	-
5 Outstanding at the end						
– Shares arising out of options	-	-	-	-	-	12700
– Weighted average exercise price	-	-	-	-	-	10
6 Exercisable at the end						
– Shares arising out of options	-	-	950	50	-	-
– Weighted average exercise price	-	-	10	10	-	-

32.4. Related Party Disclosures

a. The names of related parties and the nature of relationship are as under:

(i) Subsidiaries

Dynacons Systems & Solutions PTE Ltd

Cybercons Infosec Private Limited

(Dynacons Systems & Solutions Limited holds 50% of the equity shares in Cybercons Infosec Private Limited. and exercises significant control through board representation and participation in policy decisions.)

(ii) Entities in which Directors or their relatives are interested and with whom transactions have taken place

S. P. Corporation

Trigem Infosolutions Limited

Josh Foundation

Global Bhatia Benevolent Foundation

(iii) Key Managerial Personnel

a) Executive Director

Shirish M. Anjaria

Parag J. Dalal

Dharmesh S. Anjaria

b) Other than Directors

Pooja Patwa (Company Secretary & Compliance Officer)

Notes forming part of the standalone financial statements for the year ended 31st March, 2026
(iv) Non-Executive Director and Independent Director

Archana Phadke (Ceased to be Non independent director w.e.f September 30, 2025)

Vijay Maganlal Doshi

Ashok Rajagiri Bhumaiah

Falguni H. Shah (Appointed w.e.f. September 27, 2025)

(v) Other Related Party (Significant Influences)

Jigna D Anjaria

Dharmesh S Anjaria (HUF)

Parag J Dalal (HUF)

Devangi Parag Dalal

Shirish M Anjaria (HUF)

Nilam Shirish Anjaria

Pankti Dalal

Dhvani Dalal

The transactions with the related parties during the normal course of business are as under:

Party	Nature of Payment	2026 (₹/lakhs)	2025 (₹/lakhs)
M/s S.P. Corporation	Rent for Premises	1.95	1.80
M/s S.P. Corporation	Reimbursement of Expenses	3.75	4.37
Mr. Shirish M. Anjaria	Remuneration	138.00	138.00
Mr. Parag J. Dalal	Remuneration	126.00	126.00
Mr. Dharmesh S. Anjaria	Remuneration	126.00	126.00
Ms. Pooja Patwa	Remuneration	16.49	12.40
Josh Foundation	Corporate social responsibility expenditure	45.00	20.00
Cybercons Infosec Private Limited	Purchase	327.54	254.74
Cybercons Infosec Private Limited	Advances	165.89	165.97
Global Bhatia Benevolent Foundation	Advertisement Expenses	-	0.25
Global Bhatia Benevolent Foundation	Donation	1.00	-

32.5. Balances Outstanding

(₹ in Lakhs)

Nature of Transaction	Subsidiaries		Entities controlled by Key Managerial Personnel	
	As at 31 st March, 2026	As at 31 st March, 2025	As at 31 st March, 2026	As at 31 st March, 2025
Investment in Shares				
Dynacons Systems & Solutions PTE Ltd	5.05	5.05	-	-
Cybercons Infosec Private Limited	-	-	5.00	5.00

Notes : Service transactions with related parties are made at arm's length price.

Notes forming part of the standalone financial statements for the year ended 31st March, 2026**32.6. Segment Information**

As per Para 4 of Ind AS 108 Operating Segments, when entity's financial report contains both the consolidated financial statements of a parent that is within the scope of this Ind AS well as the parent's standalone financial statements, segment information is required only in the consolidated financial statements. Hence segment information is disclosed as a part of consolidated financial statements for the year ended 31 March 2026.

32.7. Contingent Liabilities**a) Claims against the Company not acknowledged as debts:**

Particulars	Period to which the amount relates	Forum where the dispute is pending	2026 (₹/lakhs)	2025 (₹/lakhs)
GST	FY 2018-19	Appeal to Appellate Authority	9.64	9.64

b) Guarantees given by the company's bankers ₹ 23694.36 lakhs (previous year ₹ 14645.70 lakhs)**32.8. Financial instruments****A. Capital Management :**

The Company manages its capital structure with a view to ensure that it will be able to continue as a going concern while maximizing the return to stakeholders through the optimization of the debt and equity balance.

The capital structure of the Company consists of net debt (borrowings as detailed in notes 17 and 21) and total equity (as detailed in notes 15 and 16) of the Company.

The Company's management reviews the capital structure of the Company on an annual basis. As part of this review, the management considers the cost of capital and the risks associated with each class of capital.

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

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Non-Current Long-Term Borrowings	150.50	286.05
Current maturities of Long-term Borrowings	138.48	360.55
Current borrowings	7,833.64	4,542.11
Total Debt	8,122.62	5,188.71
Equity	31,506.07	23,091.97
Net debt to equity ratio	0.26	0.22

For the purpose of computing debt to equity ratio, equity includes Equity Share Capital and Other Equity and Debt includes Long term borrowings, short term borrowings and current maturities of long-term borrowings.

B. Financial Instruments-Accounting Classifications and Fair value measurements (Ind AS 107)**i) Classification of Financial Assets and Liabilities:**

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Financial Assets		
Measured at Amortised cost		
Trade receivables	60,235.01	43,662.75
Cash and cash equivalents	1,259.88	3,440.93

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

Particulars	As at 31st March, 2026	As at 31st March, 2025
Bank balances other than above	9,863.15	6,985.26
Loans	318.49	276.81
Other Financial Assets	7,033.20	8,705.47
Designated at fair value through other comprehensive income		
Investments in quoted instruments	77.83	79.46
Total	78,787.56	63,150.67
Financial Liabilities		
Measured at Amortised cost		
Long-Term Borrowings	150.50	286.05
Lease Liabilities	15,531.78	8,694.81
Short-Term Borrowings	7,972.12	4,902.66
Trade Payables	44,327.61	39,285.79
Total	67,982.01	53,169.31

ii) Fair Value Measurements (Ind AS 113):
Fair value measurement hierarchy

The Company records certain financial assets and financial liabilities at fair value on a recurring basis. The Company determines fair values based on the price it would receive to sell an asset or pay to transfer a liability in an orderly transaction between market participants at the measurement date and in the principal or most advantageous market for that asset or liability.

The Company holds certain fixed income investments and other financial assets, which must be measured using the fair value hierarchy and related valuation methodologies. The guidance specifies a hierarchy of valuation techniques based on whether the inputs to each measurement are observable or unobservable. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect the Company's assumptions about current market conditions. The fair value hierarchy also requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

Financial assets and Financial liabilities measured at fair value in the balance sheet are grouped into three Levels of fair value hierarchy. These levels are based on the observability of significant inputs to the measurement, as follows:

- > Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities
- > Level 2: Directly (i.e. as prices) or indirectly (i.e. derived from prices) observable market inputs, other than Level 1 inputs; and
- > Level 3: Unobservable inputs for the asset or liability.

The following table shows the Levels within the hierarchy of financial and non-financial assets and liabilities measured at fair value on a recurring basis at 31st March 2026 and 31st March 2025,:

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

(a) Quantitative disclosures fair value measurement hierarchy for assets as at the reporting date:

(₹ in Lakhs)

			Fair value measurement using		
			Quoted prices in active markets	Significant observable inputs	Significant unobservable inputs
	Date of valuation	Total	(Level 1)	(Level 2)	(Level 3)
Financial Assets Fair value through Other Comprehensive Income Investments in quoted instruments					
	31-Mar-26	77.83	77.83	-	-
	31-Mar-25	79.46	79.46	-	-

There have been no transfers between levels during the year. Investment in quoted instruments are valued based on the quoted prices available in the market as at the reporting date. The following tables shows a reconciliation from the opening balance to the closing balance for level 1 fair values:

(₹ in Lakhs)

Particulars	Total	FVTOCI financial investments
Balance as at 31 st March, 2024	70.69	70.69
Addition / (Deletion) during the year	8.77	8.77
Balance as at 31 st March, 2025	79.46	79.46
Addition / (Deletion) during the year	(1.63)	(1.63)
Balance as at 31 st March, 2026	77.83	77.83

Loans, cash and bank balances, trade receivables, other financial assets, trade payables, and other financial liabilities have fair values that approximate to their carrying amounts due to their short-term nature.

32.9. Nature and extent of risks arising from financial instruments and respective financial risk management objectives and policies

The Company's principal financial liabilities comprise of loans and borrowings, trade and other payables, and financial guarantee contracts. The main purpose of these financial liabilities is to finance the Company's operations and to provide guarantees to support its and group companies' operations. The Company's principal financial assets include loans, trade and other receivables, investments, cash and short-term deposits that derive directly from its operations. The Company also enters into derivative transactions to hedge and holds short term investments. The Company is exposed to market risk, credit risk and liquidity risk. The Company's senior management oversees the management of these risks. The Company's senior management is supported by the Group Treasury Team that advises on financial risks and the appropriate financial risk governance framework in accordance with the Company's policies and risk objectives. All derivative activities for risk management purposes are carried out by Group Treasury Team that have the appropriate skills, experience and supervision. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors review and agree on policies for managing each of these risks, which are summarized below:

a) Credit risk

Credit risk is the risk that a counterparty fails to discharge an obligation to the Company. The Company is exposed to this risk for various financial instruments, for example trade receivables, investment in mutual funds etc.

Notes forming part of the standalone financial statements for the year ended 31st March, 2026
Trade and other receivables

Customer credit is managed by each business unit subject to the Company's established policies, procedures and control relating to customer credit risk management. Trade receivables are non-interest bearing and are generally on 90 to 120 days credit term. Credit limits are established for all customers based on internal rating criteria. Outstanding customer receivables are regularly monitored.

An impairment analysis is performed at each reporting date on an individual basis for major clients. In addition, a large number of minor receivables are grouped into homogenous groups and assessed for impairment collectively. The Company does not hold collateral as security. The Company has no concentration of credit risk as the customer base is widely distributed both economically and geographically.

The following table provides information about the exposure to credit risk and Expected Credit Loss Allowance for trade and other receivables:

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
0-180 days	57089.12	40600.23
More than 180 Days	3145.88	3062.52
Total	60235.01	43662.75

The Company measures the expected credit loss of trade receivables based on historical trend, industry practices and the business environment in which the entity operates. Loss rates are based on actual credit loss experience and past trends.

The Company continuously monitors defaults of customers and other counterparties, identified either individually or by the Company, and incorporates this information into its credit risk controls. The Company's policy is to transact only with counterparties who are highly creditworthy which are assessed based on internal due diligence parameters. In respect of trade receivables, the Company is not exposed to any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. Trade receivables consist of a large number of customers in various geographical areas. Based on historical information about customer default rates management consider the credit quality of trade receivables that are not past due or impaired to be good.

Other financial assets

The Company maintains exposure in cash and cash equivalents, term deposits with banks, investments in mutual funds. The Company has diversified portfolio of investment with various number of counter-parties which have secure credit ratings hence the risk is reduced. Individual risk limits are set for each counter-parties based on financial position, credit rating and past experience. Credit limits and concentration of exposures are actively monitored by the Management of the Company.

b) Liquidity risk

Liquidity risk is that the Company might be unable to meet its obligations. The Company manages its liquidity needs by monitoring scheduled debt servicing payments for long-term financial liabilities as well as forecast cash inflows and outflows due in day-to-day business. The data used for analysing these cash flows is consistent with that used in the contractual maturity analysis below. Liquidity needs are monitored in various time bands, on a day-to-day and week-to-week basis, as well as on a monthly, quarterly, and yearly basis depending on the business needs. Net cash requirements are compared to available borrowing facilities in order to determine headroom or any shortfalls. This analysis shows that available borrowing facilities are expected to be sufficient over the lookout period.

Liquidity risk is managed by Company through effective fund management. The Company's principal sources of liquidity are cash and cash equivalents, borrowings and the cash flow that is generated from operations. The Company believes that current cash and cash equivalents, tied up borrowing lines and cash flow that is generated from operations is sufficient to meet requirements. Accordingly, liquidity risk is perceived to be low.

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

The Company considers expected cash flows from financial assets in assessing and managing liquidity risk, in particular its cash resources and trade receivables. The Company's existing cash resources and trade receivables significantly exceed the current cash outflow requirements. Cash flows from trade receivables are all contractually due within 90-120 days based on the credit period. The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, and short-term borrowings. The Company assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Company has access to a sufficient variety of sources of funding.

The Company's non-derivative financial liabilities have contractual maturities as summarised below:

(₹ in Lakhs)

Particular	Carrying amount	Contractual cash flows	
		Upto 1 year	More than 1 year
As at 31st March 2026			
Borrowings	7,833.64	7,833.64	-
Trade Payables	44,327.61	44,327.61	-
Long-Term Borrowings (Borrowings (including Current Maturities of Long-Term Debts)	288.98	138.48	150.50
As at 31st March 2025			
Borrowings	4,542.11	4,542.11	-
Trade Payables	39,285.79	39,285.79	-
Long-Term Borrowings (Borrowings (including Current Maturities of Long-Term Debts)	646.60	360.55	286.05

c) Market risk

The Company is exposed to market risk through its use of financial instruments and specifically to currency risk, interest rate risk and certain other price risks, which result from both its operating and investing activities.

Foreign currency risk

Most of the Company's transactions are carried out in Indian rupees. Exposures to currency exchange rates arise from the Company's overseas sales and purchases, which are primarily denominated in US dollars (USD)

To mitigate the Company's exposure to foreign currency risk, cash flows are continuously monitored.

Foreign currency denominated financial assets and financial liabilities which expose the Company to currency risk are disclosed below. The amounts shown are those reported to key management translated at the closing rate: -

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Financial assets		
Trade receivables	1635.87	410.87
Net exposure for assets	1,635.87	410.87
Financial liabilities		
Trade Payables	315.76	97.96
Net exposure for liabilities	315.76	97.96
Net exposure (Assets - Liabilities)	1,320.11	312.91

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

The company has not entered in any forward contract for hedging or otherwise in respect of foreign currencies during the year, and there are no such contracts outstanding at the end of the year.

Sensitivity analysis

The following table details the Company's sensitivity to a 5% increase and decrease in the Rupee against the relevant foreign currencies. 5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. This is mainly attributable to the net exposure outstanding on receivables or payables in the Company at the end of the reporting period. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 5% change in foreign currency rate. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases. In cases where the related foreign exchange fluctuation is capitalised to fixed assets or recognised directly in reserves, the impact indicated below may affect the Company's income statement over the remaining life of the related fixed assets or the remaining tenure of the borrowing respectively.

Impact on profit or loss

Movement in currency (Before tax)	Increase in Exchange rate by 5%		Decrease in Exchange rate by 5%	
	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
USD	66.01	15.65	(66.01)	(15.65)

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates are managed by borrowing at fixed interest rates.

The Company's investments in term deposits (i.e. certificates of deposits) with banks are at fixed interest rate and therefore do not expose the company to significant interest rate risk.

Interest Rate Exposure:

(₹ in Lakhs)

Particulars	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
Variable Rate Borrowings	7,939.51	4,963.88
Fixed Rate Borrowings	183.11	224.83
Total	8,122.62	5,188.71

Interest rate sensitivities for floating rate borrowings:

(₹ in Lakhs)

Movement in rate	Increase in Interest rate by 0.25%		Decrease in Interest rate by 0.25%	
	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
Variable Rate Borrowings	19.85	12.40	(19.85)	(12.40)

Interest rate sensitivity has been calculated assuming the borrowings outstanding at the reporting date have been outstanding for the entire reporting period.

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

32.10. (a) Advance(s) in the nature of Loan (Regulation 34 of Listing Obligations & Disclosure Requirements)

No Loans have been given to Subsidiaries during the year.

(b) Particulars of Loans, Guarantees or Investments covered under section 186(4) of the Companies Act, 2013

Name of the Party	Nature	Amount (₹)	Purpose
Wholly Owned Subsidiary			
Dynacons Systems & Solutions PTE Ltd	Investments in Equity Shares	5,05,143 (P.Y. 5,05,143)	Capital Investment
Subsidiary Company			
Cybercons Infosec Private Limited	Investments in Equity Shares	5,00,000 (P.Y. 5,00,000)	Capital Investment

32.11. Lease Commitments

(₹ in Lakhs)

Particulars	31 st March, 2026	31 st March, 2025
Balance at the beginning of the year	8,694.81	257.41
Leased liability recognised during the year	9,827.81	9,549.85
Reversals	-	-
Finance cost accrued during the period	1,276.07	560.01
Payment of lease liabilities	(4,266.91)	(1,672.46)
Balance at the end	15,531.78	8,694.81
Lease Liability – Current	4,171.35	2,261.27
Lease Liability - Non-Current	11,360.43	6,433.54

Expenses relating to short term leases and low value assets have been disclosed under Rent in Note. 31

Lease contracts entered by the Company majorly pertains for premises taken on lease to conduct its business in the ordinary course. The Company does not have any lease restrictions and commitment towards variable rent as per the contract. The leases that the Company has entered with lessors towards properties used as offices are long term in nature.

32.12. KEY FINANCIAL RATIOS

No.	Ratio	As at 31 st March 2026	As at 31 st March 2025	% Variance	Remarks
1	Current ratio (in times)	1.35	1.36	(0.80%)	Not Applicable
	Numerator: Total current assets				
	Denominator: Total current liabilities				
2	Debt-Equity ratio (times)	0.26	0.22	14.74%	Not Applicable
	Numerator: Debt consists of borrowings				
	Denominator: Total equity				

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

No.	Ratio	As at 31 st March 2026	As at 31 st March 2025	% Variance	Remarks
3	Debt service coverage ratio (in times)	2.67	3.75	(28.95%)	Decrease in ratio due increase in interest cost because of addition in lease interest unwinding.
	Numerator: Earning for Debt Service = Net Profit after taxes + Non-cash operating expenses + Interest				
	Denominator: Debt service = Interest + Principal repayments				
4	Return on equity ratio (in %)	31.05%	37.28%	(16.70%)	Not Applicable
	Numerator: Profit for the year				
	Denominator: Average total equity				
5	Trade receivables turnover ratio (in times)	2.74	3.02	(9.41%)	Not Applicable
	Numerator: Revenue from operations				
	Denominator: Average trade receivables				
6	Trade payables turnover ratio (in times)	2.88	2.85	0.96%	Not Applicable
	Numerator: Cost of Goods Sold				
	Denominator: Average trade payables				
7.	Inventory turnover ratio (in times)	38.24	19.25	98.68%	Changes due to reduction in Average Inventory
	Numerator: Net Sales				
	Denominator: Average Inventory				
8	Net Working capital turnover ratio (in times)	7.02	7.39	(4.99%)	Not Applicable
	Numerator: Revenue from operations				
	Denominator: working capital (i.e. Total current assets less Total current liabilities)				
9	Net profit ratio (in %)	5.96%	5.72%	4.25%	Not Applicable
	Numerator: Profit for the year				
	Denominator: Revenue from operations				

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

No.	Ratio	As at 31 st March 2026	As at 31 st March 2025	% Variance	Remarks
10	Return on capital employed (in %)	40.34%	45.66%	(11.65%)	Not Applicable
	Numerator: Profit before tax and finance costs				
	Denominator: Average Capital employed (Capital Employed: Total Equity+ Borrowings)				
11	Return on investment (in %)	-	1.41%	NA	Not Applicable
	Numerator: Income generated from invested funds				
	Denominator: Average invested funds				

32.13. COMPLIANCE WITH NUMBER OF LAYERS OF COMPANIES:

Company has complied with the number of layers prescribed under clause (87) of section 2 of the Act read with Companies (Restriction on number of Layers) Rules, 2017

32.14. UTILISATION OF BORROWED FUNDS AND SHARE PREMIUM

- a) During the year, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimately Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- b) During the year, no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company, shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

32.15. The previous year's figures have been regrouped/reclassified wherever necessary to conform to the current year's presentation. Accordingly, bank charges aggregating to ₹211.08 lakh, previously included under "Finance Costs", have been reclassified under "Other Expenses". This reclassification does not have any impact on total expenses, profit after tax, earnings per share, net assets. details are as below.

Particulars	As Originally Reported FY 2024-25 (₹ in lakh)	Reclassification (₹ in lakh)	Restated Comparative FY 2024-25 (₹ in lakh)
Finance Costs	1,321.49	(211.08)	1,110.41
Other Expenses	1,268.76	211.08	1,479.83
Total Expenses	1,17,653.03	Nil	1,17,653.03

32.16. COMPLIANCE WITH APPROVED SCHEME(S) OF ARRANGEMENTS

Company has not prepared any Scheme of Arrangements in terms of sections 230 to 237 of the Companies Act, 2013.

Notes forming part of the standalone financial statements for the year ended 31st March, 2026

32.17. The Company has not traded or invested in Crypto currency or Virtual Digital Assets during the year.

Description	Amount
Profit/Loss on transactions involving crypto/VDA	Nil
Amount of currency held as at reporting date	Nil
Deposits/advances from any purpose of trading/investing in crypto currency/virtual currency	Nil

32.18. The management have neither come across any instance of fraud on or by the Company, noticed or reported during the financial year.

32.19. The Company does not hold any benami property and no proceedings have been initiated or pending against the company for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and rules made thereunder.

32.20. There are no charges or satisfaction yet to be registered with Registrar of companies (ROC).

32.21. The Company did not have any transactions which had not been recorded in the books of accounts that had been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

32.22. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.

As per our report of even date attached

For M S P & CO.

Chartered Accountants

Firm Registration 107565W

CA Madhusudan Parikh

Partner

Membership No. 08684

Mumbai : May 30, 2026

For and on behalf of the Board of Directors

Dynacons Systems & Solutions Ltd.

CIN No: L72200MH1995PLC093130

Shirish Anjaria

Chairman cum Managing Director

DIN : 00444104

Dharmesh Anjaria

Whole-time/Executive Director &

Chief Financial Officer(CFO)

DIN : 00445009

Parag Dalal

Whole-time/Executive Director

DIN : 00409894

Pooja Patwa

Company Secretary &

Compliance Officer

Membership No. A60986

Independent Auditor's Report

To the Members of Dynacons Systems & Solutions Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Dynacons Systems & Solutions Limited ("the Company"), its Subsidiaries (the Company and its Subsidiaries together referred to as "Group") which comprise the consolidated Balance Sheet as at March 31, 2026, the consolidated statement of Profit and Loss, Changes in Equity and the Consolidated Cash Flows Statement for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as "Ind AS financial Statements")

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at March 31, 2026, of consolidated profit, consolidated total Comprehensive Income, consolidated Changes in Equity and its consolidated Cash Flows for the year on that date.

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matter to be communicated in our report.

- A) Revenue for the Company consists primarily of sale of goods recognized and provision of services as per the accounting policy described in Note No. 1.2.2 Forming part to the accompanying consolidated financial statements. Refer Note No. 24 forming part of financial statements for details of revenue recognized during the year.

The Company recognizes revenue from sale of goods when it satisfies its performance obligation, in accordance with the principles of Ind AS 115, Revenue from Contracts with Customers, adopted by the Company, by transferring the control of goods to its customers through delivery evidenced by acknowledgement of receipt of goods by such customers. Considering the large volume of revenue transactions near period end, there may be a risk of revenue recognition occurring before the satisfaction of the performance obligations by the company in accordance with the applicable terms. Under Standards on Auditing 240 'The auditor's responsibilities relating to fraud in an audit of financial statements', there is a presumed risk that revenue may be misstated owing to the improper recognition of revenue.

Considering the above factors, revenue recognition (cut-off) was identified as a key audit matter for the current year audit.

Auditor's Response:

Our audit work included, but was not limited to, the following procedures:

- Obtained an understanding of the revenue and receivable business process, and assessed the appropriateness of the accounting policy adopted by the company for revenue recognition.
- Evaluated design and implementation of the key controls around revenue recognition including controls around contract approvals, invoice verification, transporter confirmations and customer acknowledgements.
- Tested operating effectiveness of the above identified key controls over revenue recognition near period end.
- For samples selected from revenue recorded during specific period, before and after year end:
 - Verified the customer contracts for delivery terms verified the customer acknowledgements to evidence proof of delivery for sales at or near period end.

Information Other than the Financial Statements and Auditor's Report Thereon

The Group Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Board's report and Management Discussion and Analysis, but does not include the Secretarial Audit Report, Consolidated financial statements and our auditor's report thereon. The Board's report and Management Discussion and Analysis is expected to be made to us after the date of this auditor's report. Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance or conclusion thereon. In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Board's report and Management Discussion and Analysis, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and make disclosures and take specific actions as per applicable laws and regulations, if required.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

The Holding Company's Board of Directors is responsible for the matters stated in Sec 134(5) of companies Act 2013 with respect to the presentation and of these consolidated financial statements in term of the requirements of the Companies Act, 2013 (the Act) that give a true and fair view of the consolidated financial position, consolidated financial performance and consolidated cash flows of the Group in accordance with the Ind AS and other accounting principles generally accepted in India, including the Accounting Standards specified under section 133 of the Act.

The responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group is also responsible for overseeing the financial reporting process of the Group.

Auditors Responsibilities for the Audit of the Consolidated Financial Statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Companies Act, 2013, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls system in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieve fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

The Statement includes the financial results of two subsidiaries whose financial statements reflect total assets of ₹ 301.73 Lakhs as at March 31, 2026, total revenue (including other income) of ₹ 161.05 Lakhs and net profit after tax of ₹ 3.68 Lakhs for the year ended March 31, 2026, as considered in the consolidated financial statements. The financial statements of one subsidiary located in India have been audited by us.

In respect of the other subsidiary located outside India, the financial statements have been prepared by the management in accordance with the accounting principles generally accepted in the respective country. The Holding Company's management has converted such financial statements from the accounting principles generally accepted in that country to the accounting principles generally accepted in India for the purpose of consolidation. We have audited the conversion adjustments made by the Holding Company's management.

Our opinion on the Statement, in so far as it relates to the amounts and disclosures included in respect of the aforesaid foreign subsidiary, is based on the financial information after giving effect to the conversion adjustments audited by us.

Our opinion on the Statement is not modified in respect of the above matter.

Report on Other Legal and Regulatory Requirements

1) As required by Section 143(3) of the Act, we report, to the extent applicable, that:

- (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial Ind AS financial statements.
- (b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated Ind AS financial statements have been kept so far as it appears from our examination of those books.
- (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss, (including other comprehensive income) the consolidated Changes in Equity and the Consolidated Cash Flow Statement dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated Ind AS financial statements.
- (d) In our opinion, the aforesaid Consolidated Ind AS financial statements comply with the Accounting Standards specified under Section 133 of the Act read with Rule 7 of the Companies (Accounts) Rules, 2014.
- (e) On the basis of the written representations received from the directors of the Holding Company and Indian Subsidiary Company as on March 31, 2026 taken on record by the Board of Directors of the Holding Company, none of the directors are disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act.
- (f) With respect to the adequacy of internal financial controls over financial reporting of the Group and the operating effectiveness of such controls, refer to our separate report in **Annexure "A"**.

- (g) With respect to other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
- i. The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group, Refer Note No.31.6 to the financial statements.
 - ii. The Group has long term contracts as at March 31, 2026 for which there are no material foreseeable losses. The Company does not have derivative contracts as at March 31, 2026.
 - iii. There has been no delay in transferring amounts, required to be transferred to the Investor Education and Protection Fund by the Company.
 - iv. (1) The management has represented, that, to the best of its knowledge and belief, other than as disclosed in the notes to the accounts, no funds have been advanced or loaned or invested by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries and
 - (2) The management has represented, that, to the best of its knowledge and belief, other than as disclosed in the notes to the accounts, no funds have been received by the company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
 - (3) Based on audit procedures which we considered reasonable and appropriate in the circumstances, nothing has come to their notice that has caused them to believe that the representations under sub-clause (i) and (ii) contain any material misstatement.
 - v. The company has not declared or paid any dividend during the year in contravention of the provisions of section 123 of the Companies Act, 2013.
- 2) Based on our examination which included test checks, the group company has used such accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with. Additionally, the audit trail has been preserved by the group Company as per the statutory requirements for record retention .

For M S P & CO.
Chartered Accountants
Firm Registration No. 107565W

CA Madhusudan Parikh,
Partner
Membership No.: 08684
Mumbai
May 30, 2026
UDIN: 26008684DUZMIA8940

“Annexure A” forming part of Independent Auditor’s Report**Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (“the Act”).**

We have audited the internal financial controls over financial reporting of **Dynacons Systems & Solutions Limited** (“the Company”), its Indian Subsidiary Company (the Company and its Subsidiaries together referred to as “Group”) as of March 31, 2026 in conjunction with our audit of the consolidated financial statements of the Company for the year ended on that date.

Management’s Responsibility for Internal Financial Controls

The Group Company management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditors’ Responsibility

Our responsibility is to express an opinion on the Group Company internal financial controls over financial reporting based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) and the Standards on Auditing, issued by ICAI and deemed to be prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of Internal Financial Controls and, both issued by the Institute of Chartered Accountants of India. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company’s internal financial controls system over financial reporting.

Meaning of Internal Financial Controls over Financial Reporting

A company’s internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls over Financial Reporting

Because of the inherent limitations of internal financial controls over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to explanation given to us, the Group Company has, in all material respects, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India.

For M S P & CO.
Chartered Accountants
Firm Registration No. 107565W

CA Madhusudan Parikh,
Partner
Membership No.: 08684
Mumbai
May 30, 2026
UDIN: 26008684DUZMIA8940

Consolidated Balance Sheet as at 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	As at 31 st March, 2026	As at 31 st March, 2025
A ASSETS			
1 Non-current assets			
(a) Property, Plant and Equipment	2	1,957.06	765.25
(b) Intangible Assets	2	4,843.99	-
(c) Right-of-use asset	2	8,995.13	155.73
(d) Capital Work In Progress	2	261.42	2,407.18
(e) Financial Assets			
(i) Investments	3	77.83	79.46
(ii) Other Financial Assets	4	3,547.62	5,970.01
(f) Deferred Tax Assets (Net)	5	627.56	106.24
(g) Other Non Current Assets	6	3,201.72	3,819.71
		23,512.32	13,303.57
2 Current assets			
(a) Inventories	7	1,616.31	5,823.74
(b) Financial Assets			
(i) Trade receivables	8	60,219.02	43,657.91
(ii) Cash and cash equivalents	9	1,288.19	3,468.98
(iii) Other balances with banks	10	9,863.15	6,985.26
(iv) Short-term loans and advances	11	366.58	361.02
(v) Other Financial Assets	12	3,485.59	2,735.46
(c) Other Current Assets	13	947.96	1,382.85
		77,786.79	64,415.22
TOTAL		1,01,299.12	77,718.80
B EQUITY AND LIABILITIES			
1 Equity			
(a) Equity Share Capital	14	1,273.71	1,272.53
(b) Other Equity	15	30,234.32	21,824.81
(i) Equity attributable to shareholders of the company		31,508.03	23,097.35
(ii) Non-controlling Interests		20.96	13.24
Total Equity		31,528.99	23,110.59
2 Non-current liabilities			
(a) Financial Liabilities			
(i) Borrowings	16	150.50	286.05
(ii) Lease Liabilities	17	11,360.43	6,433.54
(b) Provisions	18	490.00	414.04
(c) Other non-current liabilities	19	16.89	16.08
		12,017.81	7,149.71
3 Current liabilities			
(a) Financial Liabilities			
(i) Borrowings	20	7,972.12	4,902.66
(ii) Lease Liabilities	21	4,171.35	2,261.27
(iii) Trade Payables	22		
(a) Total outstanding dues of micro enterprises and small enterprises		148.71	197.20
(b) Total outstanding dues other than micro enterprises and small enterprises		44,436.42	39,362.52
(b) Other Current Liabilities	23	1,023.71	734.84
		57,752.32	47,458.50
TOTAL		1,01,299.12	77,718.80

 The accompanying notes form an integral part of the consolidated financial statements
 Notes on Financial Statements

1-31

As per our report of even date attached
For M S P & CO.
 Chartered Accountants
 Firm Registration 107565W

CA Madhusudan Parikh
 Partner
 Membership No. 08684

Mumbai : May 30, 2026

For and on behalf of the Board of Directors
Dynacons Systems & Solutions Ltd.
 CIN No: L72200MH1995PLC093130

Shirish Anjaria
 Chairman cum Managing Director
 DIN : 00444104

Dharmesh Anjaria
 Whole-time/Executive Director &
 Chief Financial Officer(CFO)
 DIN : 00445009

Parag Dalal
 Whole-time/Executive Director
 DIN : 00409894

Pooja Patwa
 Company Secretary &
 Compliance Officer
 Membership No. A60986

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

(₹ in Lakhs)

Particulars	Note No.	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
1 INCOME			
(a) Revenue from Operations	24	1,42,428.34	1,26,721.96
(b) Other Income	25	572.51	671.21
2 Total Revenue		1,43,000.86	1,27,393.18
3 EXPENSES			
(a) Purchases of Stock-In-Trade	26	1,16,230.98	1,09,016.53
(b) Changes In Inventories Of Stock-In-Trade	27	4,207.44	1,515.12
(c) Employee Benefits Expense	28	5,029.57	4,366.19
(d) Finance Costs	29	2,320.19	1,110.41
(e) Depreciation And Amortisation Expense	2	1,453.03	164.63
(f) Other Expenses	30	2,367.53	1,506.19
Total Expenses		1,31,608.73	1,17,679.07
4 Profit before tax		11,392.13	9,714.11
5 Tax Expense:			
(a) Current Tax		3,433.20	2,510.14
(b) Deferred Tax		(522.31)	(45.09)
	5	2,910.89	2,465.05
6 Profit for the year		8,481.24	7,249.06
7 Other Comprehensive Income			
(i) Items that will not be reclassified to profit or loss			
a) Remeasurement of defined employee benefit plan		0.83	(51.34)
b) Equity instruments through other comprehensive income		(1.63)	8.76
Difference in foreign exchange rates		-	-
(ii) Income tax relating to items that will not be reclassified to profit or loss		(0.21)	11.13
Other comprehensive income for the year, net of tax		(1.00)	(31.45)
8 Total comprehensive income for the year		8,480.23	7,217.61
9 Profit for the year attributable to			
Shareholders of the Company		8,473.52	7,239.49
Non Controlling Interest		7.72	9.57
		8,481.24	7,249.06
10 Other comprehensive income for the year, net of tax attributable to			
Shareholders of the Company		(1.00)	(31.45)
Non Controlling Interest		-	-
		(1.00)	(31.45)
11 Total comprehensive income for the year attributable to			
Shareholders of the Company		8,472.51	7,208.04
Non Controlling Interest		7.72	9.57
		8,480.23	7,217.61
12 Earnings per equity share of par value of ₹ 10 Each			
(i) Basic (In ₹)		66.64	57.01
(ii) Diluted (In ₹)		66.64	56.95
Weighted average number of equity shares			
(i) Basic		1,27,25,330	1,27,16,071
(ii) Diluted		1,27,26,988	1,27,28,821

The accompanying notes form an integral part of the consolidated financial statements
Notes on Financial Statements

1-31

As per our report of even date attached
For M S P & CO.
Chartered Accountants
Firm Registration 107565W

CA Madhusudan Parikh
Partner
Membership No. 08684

Mumbai : May 30, 2026

For and on behalf of the Board of Directors
Dynacons Systems & Solutions Ltd.
CIN No: L72200MH1995PLC093130

Shirish Anjaria
Chairman cum Managing Director
DIN : 00444104

Dharmesh Anjaria
Whole-time/Executive Director &
Chief Financial Officer(CFO)
DIN : 00445009

Parag Dalal
Whole-time/Executive Director
DIN : 00409894

Pooja Patwa
Company Secretary &
Compliance Officer
Membership No. A60986

Consolidated Cash Flow Statement for the Year Ended 31st March, 2026

(₹ in Lakhs)

Particulars	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
A CASH FLOW FROM OPERATING ACTIVITIES		
Net profit before Tax and extraordinary items	11,392.13	9,714.11
Add: Depreciation And Amortisation Expense	1,453.03	164.63
Finance Costs	2,320.19	1,321.49
Difference in Foreign Exchange Rates	0.62	0.16
Share based payments to employees	-	48.33
Gain on sale of Investments	-	-122.48
	3,773.83	1,412.13
Operating profit before working Capital	15,165.96	11,126.24
Changes in current assets and liabilities		
Adjustments for (increase) / decrease in operating assets:		
Inventories	4,207.44	1,515.12
Trade receivables	(16,561.12)	(3,489.14)
Other non current financial assets	2,422.39	159.66
Other non current assets	617.99	(3819.71)
Other current financial assets	(3,632.99)	2,895.02
Other current assets	(2,964.82)	(1,100.44)
Adjustments for increase / (decrease) in operating liabilities:		
Increase/(Decrease) in Current Liabilities & Provision		
Trade payables	5,025.42	1,355.21
Other current liabilities	288.86	(95.62)
Other non current Liabilities	0.80	0.99
Provisions	76.79	15.94
	(10,519.24)	(2,562.98)
Cash Generated from Operations	4,646.73	8,563.26
Taxes paid	(33.28)	(1,959.03)
Net Cash Flow from operating activities	4,613.45	6,604.23
B CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Property, Plant and Equipment & Intangible Assets	(6,500.43)	(535.51)
Capital Work In Progress Expenditure	2,145.76	(2381.60)
Sale & Purchase of Investments (Net)	-	122.48
Net Cash Used for Investing Activities	(4,354.67)	(2,794.62)

Particulars	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
C CASH FLOW FROM FINANCING ACTIVITIES		
Repayment of Lease Liabilities	(2,990.84)	(1,112.45)
Payment of Dividend	(63.63)	(63.57)
Employee Share Options Money Received	1.18	1.22
Addition / (Repayment) of long-term borrowings	(135.55)	(661.10)
Short-term borrowings (net)	3,069.46	2,530.45
Interest Paid	(2,320.19)	(1,321.49)
Net cash From Financing Activities	(2,439.57)	(626.93)
D Net Increase in Cash and Cash Equivalents (A+B+C)	(2,180.79)	3,182.68
E Cash and Cash Equivalents (Opening Balance)	3,468.98	286.30
F Cash and Cash Equivalents (Closing Balance)	1,288.19	3,468.98
Component of Cash & Cash equivalents		
Cash on hand	3.39	2.92
Balances with banks in current accounts	51.81	98.97
Demand deposits with Banks	1,233.00	3,367.09
	1,288.19	3,468.98

Notes 1 to 31 form an integral part of these consolidated financial statements

As per our report of even date attached
For M S P & CO.
Chartered Accountants
Firm Registration 107565W

CA Madhusudan Parikh
Partner
Membership No. 08684

Mumbai : May 30, 2026

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Pooja Patwa
Company Secretary &
Compliance Officer
Membership No. A60986

STATEMENT OF CHANGES IN EQUITY

For the year ended 31st March, 2026

A. Equity Share Capital (Note No. 14)

(₹ in Lakhs)

Particulars	Equity Share Capital
As at 1 st April 2024	1,271.31
Changes in Equity Share Capital	1.22
As at 31 st March 2025	1,272.53
As at 1 st April 2025	1,272.53
Changes in Equity Share Capital	1.18
As at 31 st March 2026	1,273.71

B. Other Equity (Note No. 15)

(₹ in Lakhs)

	Reserves and Surplus				Total
	Securities Premium Reserve	Share Option Outstanding	Retained Earnings	Accumulated other comprehensive income	
	₹		₹	₹	₹
Balance as at 1st April 2024	1,018.07	36.71	13,479.98	(42.40)	14,492.36
Total Comprehensive Income for the year	-	-	-	-	-
Capital Reserve	-	-	0.16	-	0.16
Additions during the year	36.27	188.11	7,239.49	(31.45)	7,432.42
Dividend Paid	-	-	(63.57)	-	(63.57)
Transfer to Securities Premium Account	-	(36.27)	-	-	(36.27)
Transfer to Profit and Loss during the year	-	(0.30)	-	-	(0.30)
Balance as at 31st March 2025	1,054.34	188.26	20,656.06	(73.85)	21,824.81
Balance as at 1st April 2025	1,054.34	188.26	20,656.06	(73.85)	21,824.81
Capital Reserve	-	-	0.62	-	0.62
Additions during the year	174.04	-	8,473.52	(1.00)	8,646.55
Dividend Paid	-	-	(63.63)	-	(63.63)
Transfer to Securities Premium Account	-	(174.04)	-	-	(174.04)
Employee Share Option Lapsed	-	(0.15)	0.15	-	0.00
Balance as at 31st March 2026	1,228.38	14.07	29,066.72	(74.85)	30,234.32

As per our report of even date attached
For **M S P & CO.**
Chartered Accountants
Firm Registration 107565W

CA Madhusudan Parikh
Partner
Membership No. 08684

Mumbai : May 30, 2026

For and on behalf of the Board of Directors
Dynacons Systems & Solutions Ltd.
CIN No: L72200MH1995PLC093130

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Whole-time/Executive Director
DIN : 00409894

Pooja Patwa
Company Secretary &
Compliance Officer
Membership No. A60986

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH, 2026**Note 1: Summary of material accounting policies and other explanatory information****1.1 Company Overview**

Dynacons Systems & Solutions Ltd ('the Holding Company') is a public limited Company domiciled in India and incorporated under the provisions of the Companies Act. The Company and its subsidiary (collectively 'the Group') are principally in the activities of selling IT Products & related services. The shares of the Holding Company are listed on stock exchanges in India. These consolidated financial statements were authorized for issue by the Holding Company's Board of Directors on 30th May, 2026.

1.2 MATERIAL ACCOUNTING POLICIES:**1.2.1. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS****(i) Statement of compliance and basis of preparation**

The Consolidated financial statements of the Group have been prepared and presented in accordance with Indian Accounting Standards (Ind AS) as per Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standard) Amendment Rules, 2016 as notified under section 133 of Companies Act, 2013 (the "Act") and other relevant provisions of the Act.

The consolidated financial statements of the Group are prepared in accordance with Indian Accounting Standards (Ind AS) under the historical cost convention on accrual basis except for certain financial assets and financial liabilities that have been measured at fair value.

(ii) Functional and presentation currency

The consolidated financial statements are presented in Indian Rupees (INR), which is also the Parent Company's functional currency. These consolidated financial statements have been rounded-off to the nearest lakh, except per share data and as otherwise stated.

(iii) Basis of Consolidation

The consolidated financial statements include the financial statements of the Parent and of its subsidiary as listed below. The financial statements of the subsidiary forming part of these consolidated financial statements are drawn up to 31 March 2026. All material inter-company transactions and balances are eliminated on consolidation.

Name of the subsidiary	Country of incorporation	% of holding either directly or through subsidiary as at	
		31-Mar-26	31-Mar-25
Dynacons Systems & Solutions PTE. Ltd	Singapore	100	100
Cybercons Infosec Private Limited *	India	50	50

* Dynacons Systems & Solutions Limited holds 50% of the equity shares in Cybercons Infosec Private Limited. and exercises significant control through board representation and participation in policy decisions.

(iv) Principles of Consolidation

The consolidated financial statements are prepared in accordance with the principles and procedures required for the preparation and presentation of consolidated financial statements as laid down under Ind AS 110 – Consolidated Financial Statements, as specified in the Ind ASs notified by the Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standards) Amendment Rules, 2016.

The Group combines the financial statements of the Parent and its subsidiary line by line adding together like items of assets, liabilities, equity, income and expenses. Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses and gains resulting from intra-group

transactions are also eliminated except to the extent recoverable value of related assets is lower than their cost to the Group. Profit or loss of subsidiaries acquired or disposed during the year is recognised from the effective date of acquisition, or up to the effective date of disposal, as applicable. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted.

Subsidiaries are all entities over which the Group exercises control. The Group controls an entity when the Group is exposed to or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct relevant activities of the entity. Subsidiaries are fully consolidated from the date on which the control is transferred to the Group and are deconsolidated from the date the control ceases.

Excess of acquisition cost over the carrying amount of the Parent's share of equity of the acquiree at the date of acquisition is recognized as goodwill. In cases where the share of the equity in the acquiree as on the date of acquisition is in excess of acquisition cost, such excess of share in equity is recognised as 'Capital reserve' and classified under 'Reserves and Surplus'.

As per Ind AS 110 - Consolidated Financial Statements prescribed under the Ind ASs notified by the Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standards) Amendment Rules, 2016 only the notes involving items which are material need to be disclosed. Materiality for this purpose is assessed in relation to the information contained in the consolidated financial statements. Further, additional statutory information disclosed in separate financial statements of the subsidiary or the Parent having no bearing on the true and fair view of the consolidated financial statements of the group are not disclosed in the consolidated financial statements.

(v) Current and non-current classification

All assets and liabilities have been classified as current or non-current as per the Group's normal operating cycle and other criteria set out in Schedule III to the Act. Based on the nature of products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents, the Group has ascertained its operating cycle up to twelve months for the purpose of current – non-current classification of assets and liabilities.

(vi) Basis of measurement

The Consolidated financial statements have been prepared on the historical basis except for the following items:

Items	Measurement Basis
Certain financial assets and liabilities (including derivative instruments)	Fair Value
Net defined benefit(asset)/ liability	Fair value of plan assets less present value of defined benefit obligations

(vii) Use of estimates and judgements

In preparing these Consolidated financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual result may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Judgements

Information about judgments made in applying accounting policies that have the most significant effect on the amounts recognised in the Consolidated financial statements is included in the following notes:

- Lease classification – Note 1.2.17

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the subsequent period financial statements is included in the following notes:

- Estimation of deferred tax expense and payable – Note 1.2.14

- Estimated useful life of property, plant and equipment and Intangible assets – Note 1.2.8
- Estimation of defined benefit obligations— Note 1.2.13
- Impairment of trade receivables- Note 1.2.21

a) **Measurement of fair values**

The Company's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Company has an established control framework with respect to the measurement of fair values. This includes a treasury team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values, and reports directly to the Chief Financial Officer.

The treasury team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the valuation team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

1.2.2. Revenue Recognition

1.2.2.1. Sale of goods:

Revenue is recognised upon transfer of control of promised goods to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those goods.

Revenue from the sale of goods is recognised at the point in time when control is transferred to the customer which is usually on dispatch / delivery of goods, based on contracts with the customers.

Revenue is measured based on the transaction price, which is the consideration, adjusted for discounts, price concessions, incentives, and returns, if any, as specified in the contracts with the customers. Revenue excludes taxes collected from customers on behalf of the government. Accruals for discounts/incentives and returns are estimated (using the most likely method) based on accumulated experience and underlying schemes and agreements with customers. Due to the short nature of credit period given to customers, there is no financing component in the contract.

Contract Assets

Trade Receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Contract liabilities

A contract liability is the obligation to transfer goods to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made, or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract.

1.2.2.2. Rendering of Services

Revenue is recognized from rendering of services when the performance obligation is satisfied and the services are rendered in accordance with the terms of customer contracts. Revenue is measured based on the transaction price, which is the consideration, as specified in the contract with the customer. Revenue also excludes taxes collected from customers.

1.2.2.3. Revenue from time and material and job contracts is recognised on output basis measured by units delivered, efforts expended, number of transactions processed, etc. and as per terms & conditions under the contract with the customers.

1.2.2.4. Deferred contract costs are upfront costs incurred for the contract and are amortized on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates.

1.2.2.5. Other Income

- i) Profit on sale of investments is determined as the difference between the sales price and the carrying value of the investment upon disposal of investments.
- ii) Dividend income is recognised in Statement of Profit and Loss on the date on which the Company's right to receive payment is established.
- iii) Interest income or expense is recognised using the effective interest method.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset ;
or
- the amortised cost of the financial liability

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

- iv) Insurance claims are accounted for on the basis of claims admitted / expected to be admitted and to the extent that the amount recoverable can be measured reliably and it is reasonable to expect ultimate collection.
- v) Interest on Refund from Income Tax / GST department / Environment agencies Department are accounted for on receipt basis.

1.2.3. Expenditure Recognition

Expenses are accounted on the accrual basis and on crystallisation of such expenses. And provisions for all known losses and liabilities are made.

1.2.4. Recent pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. Management anticipates that all relevant pronouncements will be adopted for the first period beginning on or after the effective date of the pronouncement given below:

a) Ind AS 116- Leases

The amendments require an entity to recognize lease liability including variable lease payments which are not linked to index or a rate in a way it does not result into gain on Right of Use asset it retains. The Company has evaluated the amendment and concluded that there is no impact on its consolidated financial statements.

b) Ind AS 117- Insurance contracts

MCA notified Ind AS 117, a comprehensive standard that prescribe, recognition, measurement and disclosure requirements, to avoid diversities in practice for accounting insurance contracts and it applies to all companies i.e., to all "insurance contracts" regardless of the issuer. The effective date for adoption of this amendment is annual Company has evaluated the amendment and concluded that there is no impact on its consolidated financial statements.

c) Ind AS 21- The Effects of Changes in Foreign Exchange Rates

Ministry of Corporate Affairs (MCA), via notification dated 7th May 2025, announced amendments to the Companies (Indian Accounting Standards) Rules, 2015 which come into effect from the date of publication. The key amendments include the definition of whether a currency is exchangeable, and the process by which an entity should assess this exchangeability, guidance on how an entity should estimate a spot exchange rate in cases where a currency is not exchangeable and additional disclosures in cases where an entity has estimated a spot exchange rate due to a lack of exchangeability. The Company has evaluated the amendment and concluded that there is no impact on its consolidated financial statements.

1.2.5. Foreign currency translation

Reporting and presentation currency

The consolidated financial statements are presented in Lakhs of Indian Rupees, which is also the functional currency of the Holding Company.

Foreign currency transactions and balances

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Company's foreign operations that have a functional currency other than Indian rupees are translated into Indian rupees using exchange rates prevailing at the reporting date.

Income and expense items are translated at the average exchange rates for the period. Exchange differences arising, if any, are recognized in other comprehensive income and held in foreign currency translation reserve (FCTR), a component of equity, except to the extent that the translation difference is allocated to non controlling interest.

When a foreign operation is disposed off, the relevant amount recognized in FCTR is transferred to the statement of profit and loss as part of the profit or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the exchange rate prevailing at the reporting date.

1.2.6. Cash and cash equivalents

Cash comprises cash on hand and demand deposits with banks. Cash equivalents are short-term balances, (with original maturity of three months or less from the date of acquisition), highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value.

1.2.7. Cash flow statement

Cash flows are reported using the indirect method, whereby profit / (loss) before extraordinary items and tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments. The cash flows from operating, investing and financing activities of the Company are segregated based on the available information.

1.2.8. Property, plant and equipment

Buildings and other equipment

Buildings and other equipment (comprising plant and machinery, furniture and fittings, electrical equipment, office equipment, computers and vehicles) are initially recognized at acquisition cost, including any costs directly attributable to bringing the assets to the location and condition necessary for them to be capable of operating in the manner intended by the Group's management. Buildings and other equipment are subsequently measured at cost less accumulated depreciation and any impairment losses. Cost of property, plant and equipment not ready for the intended use before reporting date is disclosed as capital work in progress.

Subsequent expenditure incurred on an item of property, plant and equipment is added to the book value of that asset only if this increases the future benefits from the existing asset beyond its previously assessed standard of performance.

Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognized in the statement of profit and loss within other income or other expenses.

The components of assets are capitalized only if the life of the components vary significantly and whose cost is significant in relation to the cost of respective asset. The life of components in assets are determined based on technical assessment and past history of replacement of such components in the assets.

Tangible assets are carried at the cost of acquisition or construction less accumulated depreciation and accumulated impairment, if any. The cost of tangible assets includes non-refundable taxes, duties, freight and other incidental expenses related to the acquisition and installation of the respective assets. Assets which are retired from active use and are held for disposal are stated at the lower of their net book value or net realizable value. Cost of tangible assets not ready for the intended use as at balance sheet date are disclosed as "capital work in progress".

Intangible assets

Intangible assets acquired separately are measured at cost of acquisition. Following initial recognition, intangible assets are carried at cost less accumulated amortization and impairment losses, if any. The amortization of an intangible asset with a finite useful life reflects the manner in which the economic benefit is expected to be generated.

Impairment testing of intangible assets and property, plant and equipment

For the purpose of impairment assessment, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level. All individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognized for the amount by which the asset's (or cash-generating unit's) carrying amount exceeds its recoverable amount, which is the higher of fair value less costs of disposal and value-in-use. To determine the value-in-use, management estimates expected future cash flows from each cash-generating unit and determines a suitable discount rate in order to calculate the present value of those cash flows. The data used for impairment testing procedures are directly linked to the Group's latest approved budget, adjusted as necessary to exclude the effects of future reorganizations and asset enhancements. Discount factors are determined individually for each cash generating unit and reflect current market assessments of the time value of money and asset-specific risk factors.

Impairment losses for cash-generating units reduce first the carrying amount of any goodwill allocated to that cash generating unit. Any remaining impairment loss is charged pro rata to the other assets in the cash-generating unit. With the exception of goodwill, all assets are subsequently reassessed for indications that an impairment loss previously recognized may no longer exist. An impairment loss is reversed if the asset's or cash-generating unit's recoverable amount exceeds its carrying amount.

Depreciation & Amortisation

Depreciation on tangible assets is provided on straight line method and in the manner prescribed in Schedule II to the Companies Act, 2013, over its useful life specified in the Act, or based on the useful life of the assets as estimated by Management based on technical evaluation and advice. The residual value is 5% of the acquisition cost which is considered to be the amount recoverable at the end of the asset's useful life. The residual values, useful lives and method of depreciation of property, plant and equipment is reviewed at each financial year end.

The Management's estimates of the useful life of various categories of fixed assets where estimates of useful life are lower than the useful life specified in Part C of Schedule II to the Companies Act, 2013 are as under:

Type of asset	Estimated useful life (Years)
Plant and equipment	
- Computers – Desktops / Laptops	6
- Computers – Servers / Storages	3
- Computers – Others	2
Plant & Machinery	6
Furniture and fixtures	10
Vehicles	8
Office equipment	5
Intangible assets	6

Assets costing less than ₹ 5,000 individually have been fully depreciated in the year of purchase.

The estimated useful life of the intangible assets and the amortisation period are reviewed at the end of each financial year and the amortisation period is revised to reflect the changed pattern, if any.

1.2.9. Research & Development Expenditure

Revenue expenditure pertaining to research is charged to the Consolidated statement of profit and loss. Development costs of products are also charged to the Statement of Profit and Loss unless a product's technical feasibility has been established, in which case such expenditure is capitalized. The amount capitalized comprises expenditure that can be directly attributed or allocated on a reasonable and consistent basis to creating, producing and making the asset ready for its intended use. Property, Plant and equipment utilized for research and development are capitalized and depreciated in accordance with the policies stated for property, plant and equipment

1.2.10. Inventories

Inventories are valued at the lower of the cost and the net realizable value. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and to make the sale. Cost is determined on a First in First out basis. A periodic review is made of slow-moving stock and appropriate provisions are made for anticipated losses, if any.

1.2.11. Investments

Investments that are readily realizable and are intended to be held for not more than one year from the date on which such investments are made are classified as current investments. All other investments are classified as long-term investments. Long-term investments other than investment in subsidiaries are valued at fair market value. Provision is made for diminution in value to recognize a decline, if any, other than that of temporary in nature. Current investments

are valued at lower of cost and fair market value. Gains or losses that arise on disposal of an investment are measured as the difference between disposal proceeds and the carrying value and are recognised in the statement of profit and loss.

1.2.12. Foreign currency transactions and balances

On initial recognition, all foreign currency transactions are recorded at exchange rates prevailing on the date of the transaction. Monetary assets and liabilities, denominated in a foreign currency, are translated at the exchange rate prevailing on the Balance Sheet date and the resultant exchange gains or losses are recognised in the Statement of Profit and Loss.

1.2.13. Retirement Benefits to employees

i. Post-employment benefit plans

Defined contribution plan

Payment to defined contribution retirement benefit schemes are charged as an expense as they fall due.

Defined Benefit plan

For defined benefit schemes, the cost of providing benefits is determined using Projected Unit Credit method, with actuarial valuations being carried out at each balance sheet date. Actuarial gains/losses are recognized in the period of occurrence under Other Comprehensive Income (OCI). Past service cost is recognized to the extent the benefits are already vested, and otherwise is amortized on a Straight-Line method over the average period until the benefits become vested. The retirement benefit obligation recognized in the balance sheet represents the present value of the defined benefit obligations as adjusted for unrecognized past service cost.

ii. Short-term employee benefits

The undiscounted amount of short term employee benefits expected to be paid in exchange of services rendered by employees is recognized during the period when the employee renders the service. These benefits include performance incentives, paid annual leave, medical allowance, etc.

iii. Impact of new labour codes

The Government of India, on 21 November 2025, notified implementation of four new labour codes - Code on Wages (2019), Industrial Relations Code (2020), Code on Social Security (2020), and Occupational Safety, Health and Working Conditions Code (2020) (hereinafter referred to as "the New Labour Codes"). The New Labour Codes prescribe an uniform definition of the term 'wages', which is also relevant for determination of post-employment benefits including gratuity to all employees. In accordance with the definition, wages means all remuneration including basic pay, dearness allowance and retaining allowance but does not include certain specified items forming part of remuneration and in the event the quantum of those specified items exceed 50% of total remuneration, such excess is deemed to be considered as wages. Based on the management's best estimates the impact of employee benefit obligations is not material to the statement of standalone financial statements for the year ended 31 March 2026. The Company will continue to monitor finalisation of rules and clarifications from government and would provide appropriate accounting effect on the basis of such developments as needed.

1.2.14. Income Tax

Tax expense recognized in the statement of profit or loss comprises the sum of deferred tax and current tax not recognized in other comprehensive income or directly in equity. Calculation of current tax is based on tax rates in accordance with tax laws that have been enacted or substantively enacted by the end of the reporting period. Deferred income taxes are calculated using the liability method on temporary differences between tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at reporting date. Deferred taxes pertaining to items recognized in other comprehensive income are also disclosed under the same head. Deferred tax assets are recognized to the extent that it is probable that the underlying tax loss or deductible temporary difference will be utilized against future taxable income. This is assessed based on the respective entity's forecast of future operating results, adjusted for significant non-taxable income and expenses and specific limits on the use of any unused tax loss or credit.

Deferred tax liabilities are generally recognized in full, although Ind AS 12 'Income Taxes' specifies limited exemptions. As a result of these exemptions the Group does not recognize deferred tax liability on temporary differences relating to goodwill, or to its investments in subsidiaries. Changes in deferred tax assets or liabilities are recognized as a component of tax income or expense in the statement of profit and loss, except where they relate to items that are recognized in other comprehensive income (such as the re-measurement of defined benefit plans) or directly in equity, in which case the related deferred tax is also recognized in other comprehensive income or equity, respectively.

1.2.15. Borrowing Costs

Borrowing Costs that are directly attributable to the acquisition of qualifying assets are capitalised for the period until the asset is ready for its intended use. A qualifying asset is an asset that necessarily takes substantial period of time to get ready for its intended use. Other borrowing costs are recognised as an expense in the period in which they are incurred.

1.2.16. Provisions (other than employee benefits) and contingencies

A provision is recognised when the Company has a present obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation in respect of which a reliable estimate can be made. Provisions (excluding retirement benefits) are not discounted to their present value and are determined based on the best estimate required to settle the obligation at the balance sheet date. These are reviewed at each Balance Sheet date and adjusted to reflect the current best estimates. Contingent liabilities are disclosed in the note 31.6 Contingent assets are not recognised in the financial statements.

Onerous contracts

A contract is considered to be onerous when the expected economic benefits to be derived by the Company from the contract are lower than the unavoidable cost of meeting its obligations under the contract.

The provision for an onerous contract is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before such a provision is made, the Company recognises any impairment loss on the assets associated with that contract.

1.2.17. Leases

Lease Identification

A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company's lease asset primarily consist of lease for buildings. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- (i) the contract involves the use of an identified asset
- (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and
- (iii) the Company has the right to direct the use of the asset.

Lessee Accounting

Ind AS 116 "Leases" sets out the principles for the recognition, measurement, presentation and disclosure of leases for both lessees and lessors.

Recognition

The Company recognises right-of-use asset representing its right to use the underlying asset for the lease term and lease liability at the lease commencement date.

Measurement of ROU Asset

The cost of the right of- use asset measured at inception comprises of the amount of the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received, plus any initial direct costs incurred.

Subsequent Measurement of ROU Asset

The right-of-use assets is subsequently measured at cost less any accumulated depreciation and accumulated impairment losses, if any and adjusted for any remeasurement of the lease liability. The right-of use assets is depreciated using the straight-line method from the commencement date over the lease term life of right-of-use asset.

Measurement of Lease Liability

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

Subsequent Measurement of Lease Liability

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-Term and Low-Value Leases

The company has elected not to recognize assets and liabilities for (a) short- term leases (for a period of twelve months or less) and (b) leases of low value assets. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

Finance Lease

Leases under which the company assumes substantially all the risks and rewards of ownership are classified as finance leases. The lower of fair value of asset and present value of minimum lease rentals is capitalized as fixed assets with corresponding amount shown as lease liability. The principle component in the lease rentals is adjusted against the lease liability and interest component is charged to profit and loss account.

Company as a lessor

At the inception of the lease the Company classifies each of its leases as either an operating lease or a finance lease.

The Company recognises lease payments received under operating leases as income on a straight-line basis over the lease term.

In case of a finance lease, finance income is recognised over the lease term based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease.

In the case company has entered into lease agreements for IT hardware & same are deployed to customers under service contracts & under the service contracts the customers have full control and use of the assets during the term and are entitled to acquire the assets at the end of the term, the Company derecognises the Right-of-Use assets as Financial Assets, The corresponding lease liabilities remain recognized

1.2.18. Transfer pricing

As per the Transfer pricing norms introduced in India with effect from 1 April 2001, the Company is required to use certain specific methods in computing arm's length price of international transactions between the associated enterprises and maintain prescribed information and documents relating to such transactions. The appropriate method to be adopted will depend on the nature of transactions/class of transactions, class of associated persons, functions performed and other factors, which have been prescribed. There were no contracts or arrangements or transactions entered into during the year ended March 31, 2026 which were not at arm's length basis.

1.2.19. Translation of foreign operations

For the purpose of preparing consolidated financial statements, the assets and liabilities of foreign operations whose functional currency is different from the Group's presentation currency are translated into the presentation currency using the exchange rates prevailing at the reporting date. Income and expenses are translated at the exchange rates prevailing on the dates of the transactions; however, average exchange rates for the period may be used where such rates approximate the actual exchange rates.

Exchange differences arising on translation of the financial statements of foreign operations are recognised in Other Comprehensive Income (OCI) and accumulated in the Foreign Currency Translation Reserve (FCTR) within equity. Such exchange differences are attributed to the owners of the Parent and to non-controlling interests, as applicable.

1.2.20. Financial instruments

Financial assets (other than trade receivables) and financial liabilities are recognized when the Company becomes a party to the contractual provisions of the financial instrument. All financial assets and financial liabilities contracts are initially measured at fair value adjusted for transaction costs, and where such price is different from fair value, at fair value. Trade receivables are recognized at their transaction price as the same do not contain significant financing component.

Transaction costs that are attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from, as the case may be, the fair value of such financial assets or liabilities on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised in profit or loss.

Classification and subsequent measurement of financial assets

For the purpose of subsequent measurement financial assets are classified and measured based on the entity's business model for managing the financial asset and the contractual cash flow characteristics of the financial asset at:

- a. Amortized cost
- b. Fair Value Through Other Comprehensive Income (FVTOCI)
- or
- c. Fair Value Through Profit and Loss (FVTPL)

All financial assets are reviewed for impairment at least at each reporting date to identify whether there is any objective evidence that a financial asset or a group of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets, which are described below.

Financial assets at amortized Cost

Financial assets at amortized Cost Includes assets that are held within a business model where the objective is to hold the financial assets to collect contractual cash flows and the contractual terms gives rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are measured subsequently at amortized cost using the effective interest method. The loss allowance at each reporting period is evaluated based on the expected credit losses for next 12 months and credit risk exposure. The Company shall also measure the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition.

Financial assets at Fair Value Through Other Comprehensive Income (FVTOCI)

Includes assets that are held within a business model where the objective is both collecting contractual cash flows and selling financial assets along with the contractual terms giving rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. At initial recognition, the Company, based on its assessment, makes an irrevocable election to present in other comprehensive income the changes in the fair value of an investment in an equity instrument that is not held for trading. These selections are made on an instrument-by-instrument (i.e., share-by-share) basis. If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, impairment gains or losses and foreign exchange gains and losses, are recognized in other comprehensive income. There is no recycling of the amounts from OCI to profit or loss, even on sale of investment. The dividends from such instruments are recognized in statement of profit and loss.

The fair value of financial assets in this category are determined by reference to active market transactions or using a valuation technique where no active market exists. The loss allowance at each reporting period is evaluated based on the expected credit losses for next 12 months and credit risk exposure. The Company shall also measure the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. The loss allowance shall be recognized in other comprehensive income and shall not reduce the carrying amount of the financial asset in the balance sheet.

Financial assets at Fair Value Through Profit and Loss (FVTPL)

Financial assets at FVTPL include financial assets that are designated at FVTPL upon initial recognition and financial assets that are not measured at amortized cost or at fair value through other comprehensive income. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments, for which the hedge accounting requirements apply. Assets in this category are measured at fair value with gains or losses recognized in profit or loss. The fair value of financial assets in this category are determined by reference to active market transactions or using a valuation technique where no active market exists.

The loss allowance at each reporting period is evaluated based on the expected credit losses for next 12 months and credit risk exposure. The Company shall also measure the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. The loss allowance shall be recognized in profit and loss.

1.2.21. Impairment

a) Impairment of financial instruments

The Company recognises loss allowances for expected credit losses on:

Financial assets measured at amortised cost;

At each reporting date, the Company assesses whether financial assets are carried at amortised cost. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The Company measures loss allowances at an amount equal to lifetime expected credit losses, except for the following, which are measured as 12 month expected credit losses:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables are always measured at an amount equal to lifetime expected credit losses.

12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit losses, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward- looking information.

Measurement of expected credit losses

Expected credit losses are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Company in accordance with the contract and the cash flows that the Company expects to receive).

Presentation of allowance for expected credit losses in the balance sheet

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

b) Impairment of non-financial assets

The Company's non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For impairment testing, assets that do not generate independent cash inflows are grouped together into cash-generating units (CGUs). Each CGU represents the smallest group of assets that generates cash inflows that are largely independent of the cash inflows of other assets or CGUs.

The recoverable amount of a CGU (or an individual asset) is the higher of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the CGU (or the asset).

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the Consolidated statement of profit and loss. Impairment loss recognised in respect of a CGU is allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets of the CGU (or group of CGUs) on a pro rata basis.

1.2.22. Share based payment transactions:

Employee Stock Option Plans ("ESOPs"): The fair value of options determined at the grant date is recognized as an employee expense on a straight line basis (on the basis of multiple vesting of options granted), with a corresponding increase in other equity under "Employee Stock Options Outstanding account", over the vesting period of the grant, where the employee becomes entitled to the options. At the end of each reporting period, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in the Statement of Profit and Loss such that the cumulative expenses reflects the revised estimate, with a corresponding adjustment to the "Employee Stock Options Outstanding account".

Stock Options are granted to eligible employees in accordance with “Dynacons - Employees Stock Option Plan 2020” as approved by the Shareholders in accordance with the SEBI (Share Based Employee Benefits) Regulations, 2014 which was amended by the Board of Directors of the Company to align with the provisions of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021.

Under Ind AS 102 on Share based Payment, the cost of stock options is recognised based on the fair value of stock options as on the grant date.

1.2.23. Earnings per share

Basic earnings per equity share is calculated by dividing the net profit or loss for the period attributable to equity shareholders (after deducting attributable taxes) by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the period is adjusted for events including a bonus issue, bonus element in a rights issue to existing shareholders, share split and reverse share split (consolidation of shares). In this scenario, the number of equity shares outstanding increases without an increase in resources due to which the number of equity shares outstanding before the event is adjusted for the proportionate change in the number of equity shares outstanding as if the event had occurred at the beginning of the earliest period reported.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

2 PROPERTY, PLANT AND EQUIPMENT AND RIGHT TO USE ASSETS

(₹ In Lakhs)

Particulars	Property, Plant and Equipment							Right of Use assets
	Furnitures & Fixtures	Vehicles (Cars)	Office Equipment	Plant & Machinery	Computer	Intangible Assets	Total	
Gross block								
Balance as at 1 April 2024	61.89	203.24	10.67	-	287.55	-	563.35	367.99
Additions	5.58	217.71	-	-	312.21	-	535.51	-
Disposals	-	-	-	-	-	-	-	-
Balance as at 31 March 2025	67.47	420.95	10.67	-	599.76	-	1,098.86	367.99
Additions	36.03	24.99	1.69	1,380.18	-	5,057.56	6,500.43	9,827.81
Disposals	-	-	-	-	-	-	-	-
Balance as at 31 March 2026	103.50	445.94	12.36	1,380.18	599.76	5,057.56	7,599.29	10,195.79
Accumulated depreciation/ amortisation								
Balance as at 1 April 2024	6.60	91.52	4.74	-	140.07	-	242.94	138.31
Depreciation / amortisation for the year	7.04	30.45	1.75	-	51.44	-	90.67	73.95
Reversal on disposal of assets	-	-	-	-	-	-	-	-
Balance as at 31 March 2025	13.64	121.97	6.49	-	191.51	-	333.61	212.26
Depreciation/ amortisation for the year	8.73	47.00	1.84	103.63	89.86	213.56	464.62	988.41
Reversal on disposal of assets	-	-	-	-	-	-	-	-
Balance as at 31 March 2026	22.37	168.98	8.33	103.63	281.36	213.56	798.24	1,200.67
Net Block								
Balance as at 1 April 2025	53.83	298.98	4.18	-	408.26	-	765.25	155.73
Balance as at 31 March 2026	81.12	276.97	4.03	1,276.55	318.40	4,843.99	6,801.06	8,995.13

a. Of the above, charge has been created over Furnitures & Fixtures, Vehicles, Office Equipments and Computers in regard to borrowings (Refer note 20.1)

b. Refer note 1.2.17 for Right of use assets

c. No borrowing costs were capitalised to property, plant and equipment during the year. (Refer Note 1.2.15 on Borrowing Cost)

d. Capital Work in Progress	Amount
As at 31 March 2026	261.42
As at 31 March 2025	2,407.18

Capital-Work-in Progress (CWIP) aging schedule as at 31st March 2026

CWIP	Amount in CWIP for a period of			Total
	Less than 1 year	1-2 years	2-3 years	
Projects in progress		235.83	25.59	261.42
Projects temporarily suspended				-

Capital-Work-in Progress (CWIP) aging schedule as at 31st March 2025

CWIP	Amount in CWIP for a period of			Total
	Less than 1 year	1-2 years	2-3 years	
Projects in progress	2,381.60	25.59		2,407.18
Projects temporarily suspended				-

As on the date of the balance sheet, there are no capital work in progress projects whose completion is overdue or has exceeded the cost., based on approved plan

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
3 NON-CURRENT FINANCIAL ASSETS - INVESTMENTS		
Investments designated at fair value through Other Comprehensive Income		
(i) In Equity Shares - Quoted, fully paid up		
Bank Baroda Limited	0.54	0.50
(220 (31 st March, 2025 - 220 Equity Shares of ₹ 10 each fully paid up)		
(ii) In Units of Mutual Fund - Quoted, fully paid up		
a) HDFC Focused 30 Fund - Regular Plan - Growth	27.23	27.93
(Unit 13,055.264 (31 st March, 2025 - 13,055.264))		
b) ICICI Prudential Bluechip Fund - Growth	25.29	26.06
(Unit 25,321.713 (31 st March, 2025 - 25,321.713))		
c) Parag Parikh Flexi Cap Fund - Regular Plan - Growth	24.77	24.96
(Unit 31,645.487 (31 st March, 2025 - 31,645.487))		
Total	77.83	79.46
(iii) Aggregate value of quoted and unquoted investments is as follows:		
Aggregate value of quoted investments	77.83	79.46
Aggregate value of unquoted investments	-	-
Aggregate market value of quoted investments	77.83	79.46
Aggregate value of impairment of investments	-	-
(iii) The Company has made an irrevocable election of accounting policy as at the adoption date 01 April 2016 to fair value investment in equity instrument through Other Comprehensive Income ('OCI').		
(iv) Investments in Units of Mutual Funds are considered as quoted investments as NAV's are available at the end of 31 st March, 2026/25		
4 OTHER FINANCIAL ASSETS		
Bank deposits with more than 12 months maturity	121.45	114.33
Deposits Accounts of ₹121.45 Lakhs (As at 31 st March, 2025 ₹114.33 lakhs) pledged for facilities from Banks. (Refer Note 20.1)		
Lease Receivable	3,426.17	5,855.67
Total	3,547.62	5,970.01
5 DEFERRED TAX ASSETS (NET)		
(a) Amounts recognized in profit and loss		
Current tax expense (A)		
In respect of current year	3,433.20	2,510.14
Deferred tax expense (B)		
In respect of current year	(522.31)	(45.09)
Tax expense recognized in the income statement (A+B+C)	2,910.89	2,465.05

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(b) Amounts recognized in other comprehensive income

Particulars	For the year ended 31 st March, 2026			For the year ended 31 st March, 2025		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurement of the defined benefit plans	0.83	(0.21)	0.62	(51.34)	11.13	(40.21)
Equity instruments through other comprehensive income	(1.63)	-	(1.63)	8.76	-	8.76
	(0.80)	(0.21)	(1.00)	(42.58)	11.13	(31.45)

(c) Reconciliation of effective tax rate

Particulars	For the year ended 31 st March, 2026		For the year ended 31 st March, 2025	
	%	Amounts	%	Amounts
Profit before tax		11,392.13		9,714.11
Tax using the Company's domestic tax rate	25.18%	2,868.58	25.17%	2,444.85
Tax effect of:				
Expenses disallowed for tax purpose	4.58%	522.31	(0.49%)	(47.54)
Others	(4.21%)	(480.00)	0.70%	67.74
TOTAL	0.37%	42.31	0.21%	20.20
Effective income tax rate	25.55%	2,910.89	25.38%	2,465.05

(d) Movement in deferred tax

	Deferred tax (assets)		Deferred tax liabilities		Net deferred tax (assets) / liability	
	31 March, 2026	31 March, 2025	31 March, 2026	31 March, 2025	31 March, 2026	31 March, 2025
Provisions - employee benefits	89.92	70.79	-	-	(89.92)	(70.79)
Property, plant and equipment	-	-	1,186.83	507.64	1,186.83	507.64
Lease Rentals	1,724.47	543.09	-	-	(1,724.47)	(543.09)
Deferred tax (assets) liabilities	1,814.39	613.88	1,186.83	507.64	(627.56)	(106.24)

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
6 OTHER NON-CURRENT ASSETS		
(Unsecured)		
- Considered good		
Deferred contract costs	3,201.72	3,819.71
	3,201.72	3,819.71
7 INVENTORIES		
(valued at lower of cost and net realisable value)		
Stock-in-trade	1,616.31	5,823.74
Total	1,616.31	5,823.74

a Inventories of ₹ 1616.31 (as at 31st March, 2025: ₹ 5,823.74 Lakhs) are hypothecated against working capital facilities from banks. (Refer note 20.1)

b Company holds only stock in trade & no other categories are held

8 TRADE RECEIVABLES		
(Unsecured and Considered Good)		
Trade Receivables considered good - Secured	-	-
Trade Receivables considered good - Unsecured;	60,219.02	43,657.91
Trade Receivables which have significant increase in Credit Risk;	-	-
Trade Receivables - credit impaired	13.68	13.68
	60,232.70	43,671.59
Allowance for expected credit loss:		
Trade Receivables - credit impaired	(13.68)	(13.68)
Total	60,219.02	43,657.91

8.1 Movement in allowance for expected credit loss

Balance at the beginning of the year	13.68	13.68
Amounts written off	-	-
Allowance during the year	-	-
Reversal during the year	-	-
Balance at the end of the year	13.68	13.68

8.2 Trade Receivables ageing schedule

Ageing for trade receivables – current outstanding as at March 31, 2026 is as follows

Particulars	Outstanding for following periods from due date of payments					Total
	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables-considered good	57,073.13	2,274.94	379.54	272.45	218.96	60,219.02
Undisputed trade receivables-considered doubtful	-	-	-	-	-	-
Disputed trade receivables-considered good	-	-	-	-	-	-
Disputed trade receivables-considered doubtful	-	-	-	-	-	-
Ageing Schedule is in respect of Overdue cases including where no due date of payment is specified						

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
-------------	---------------------------------------	---------------------------------------

Ageing for trade receivables – current outstanding as at March 31, 2025 is as follows

Particulars	Outstanding for following periods from due date of payments					Total
	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables-considered good	40,595.38	1,660.83	1,096.20	89.72	215.77	43,657.91
Undisputed trade receivables-considered doubtful	-	-	-	-	-	-
Disputed trade receivables-considered good	-	-	-	-	-	-
Disputed trade receivables-considered doubtful	-	-	-	-	-	-
Ageing Schedule is in respect of Overdue cases including where no due date of payment is specified						

- 8.3 Trade Receivables of Rs 60219.03 lakhs (as at 31st March, 2025: ₹ 43,657.91 Lakhs) are hypothecated against working capital facilities from banks. (Refer note 20.1)
- 8.4 The carrying amount of the Trade Receivables are considered as a reasonable approximation of fair value as it is expected to be collected within twelve months
- 8.5 The Company's exposure to credit and currency risks, and loss allowances related to trade receivables are disclosed in note 31.8
- 8.6 To the best of the knowledge of the Management, there are no unbilled dues receivable from any customers.

9 CASH AND CASH EQUIVALENTS

Cash on hand	3.39	2.92
Balances with banks in current accounts	51.81	98.97
Demand deposits with Banks	1,233.00	3,367.09
Total	1,288.19	3,468.98

Deposits Accounts of ₹ 1233.00 Lakhs (As at 31st March, 2025 ₹ 3,367.09 lakhs) pledged for facilities from Banks. (Refer Note 20.1)

10 OTHER BALANCES WITH BANKS

-Balances with bank held as margin money	9,863.15	6,985.26
Total	9,863.15	6,985.26

11 SHORT TERM LOANS AND ADVANCES

(Unsecured and Considered Good)

Advances to supplier	171.14	165.97
Loans & Advances to employees	195.44	195.05
Total	366.58	361.02

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars		As at 31 st March, 2026	As at 31 st March, 2025
12	OTHER FINANCIAL ASSETS		
	(Unsecured and Considered Good)		
	Security Deposits	1,056.08	305.95
	Lease Receivable	2,429.51	2,429.51
	Total	3,485.59	2,735.46
13	OTHER CURRENT ASSETS		
	(Unsecured)		
	- Considered good		
	Deferred contract costs	808.50	0.00
	Duties & Taxes (Net of provisions)	139.47	1,237.01
	Deferred Employee Compensation - ESOP	-	145.85
	Total	947.96	1,382.85
14	EQUITY SHARE CAPITAL		
	(a) Authorised Share Capital		
	30,000,000 Equity shares of ₹10 each	3,000.00	3,000.00
	(Previous Year 30,000,000 Equity shares of ₹10 each)		
	(b) Issued, Subscribed and Fully Paid up :		
	(1,27,37,080 Equity shares of ₹ 10 each)	1,273.71	1,272.53
	(Previous year 1,27,25,330 Equity shares of ₹ 10 each)		

14.1 The reconciliation of the number of shares outstanding is set out below :

Particulars	As at 31 Mar 2026		As at 31 Mar 2025	
	No. of Shares	Amt	No. of Shares	Amt
Equity Shares at the beginning of the year	1,27,25,330	1,272.53	1,27,13,130	1,271.31
Issued during the year	11,750	1.18	12,200	1.22
Equity Shares at the end of the year	1,27,37,080	1,273.71	1,27,25,330	1,272.53

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

14.2 Shareholding of Promoter/Promoter Group

Sr. no	Promoter / Promoter Group Name	As at 31 March 2026			As at 31 March 2025		
		No. of shares	% of total shares	% change during the year	No. of shares	% of total shares	% change during the year
1	Shirish Mansinh Anjaria	1160948	9.11%	-	1160948	9.12%	-
2	Parag Jitendra Dalal	1092016	8.57%	-	1092016	8.58%	5.02%
3	Jigna Dharmesh Anjaria	291463	2.29%	-	291463	2.29%	-
4	Dharmesh Shirish Anjaria HUF	410000	3.22%	-	410000	3.22%	-
5	Parag Jitendra Dalal HUF	470077	3.69%	-	470077	3.69%	-
6	Devangi Parag Dalal	269640	2.12%	-	269640	2.12%	-
7	Shirish Mansinh Anjaria HUF	413543	3.25%	-	413543	3.25%	-
8	Dharmesh Shirish Anjaria	956890	7.51%	-	956890	7.52%	-
9	Nilam Shirish Anjaria	524602	4.12%	-	524602	4.12%	-
10	Trigem Infosolutions Limited	2086475	16.38%	-	2086475	16.40%	-
11	Pankti Dalal	40000	0.31%	-	40000	0.31%	-
12	Dhvani Dalal	40000	0.31%	-	40000	0.31%	-
	Total	7755654	60.89%		7755654	60.95%	

14.3 The details of Shareholders holding more than 5% shares :

Name of the Shareholder	As at 31 Mar 2026		As at 31 Mar 2025	
	Number of Shares Held	% holding	Number of Shares Held	% holding
Shirish Mansingh Anjaria	11,60,948.00	9.11%	11,60,948.00	9.12%
Dharmesh Shirish Anjaria	9,56,890.00	7.51%	9,56,890.00	7.52%
Parag Jitendra Dalal	10,92,016.00	8.57%	10,92,016.00	8.58%
Trigem Infosolutions Limited	20,86,475.00	16.38%	20,86,475.00	16.40%

14.4 The Company has allotted 11,750 equity shares of face value ₹ 10 each on March 10, 2026, to the eligible employees at an exercise price of ₹ 10 per share as per the 'Dynacons - Employees Stock Option Plan 2020' ('ESOP – 2020')

14.5 As per records of the company, including its register of shareholders/members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents the both legal and beneficial ownership of shares.

14.6 The company has only one class of equity shares having a par value of ₹ 10 per share. Each shareholder is eligible for one vote per share held. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the company in proportion to their shareholdings.

14.7 During the 5 years immediately preceding the balance sheet date, there were no equity shares allotted as fully paid up pursuant to contract without payment being received in cash, no bonus shares were issued and there was no buy-back of equity shares of the Company.

14.8 The Company declares and pays dividends in Indian Rupees. The Board of Directors in their meeting held on August 13, 2025, declared an interim dividend of ₹ 0.50/- per share on the nominal value of ₹10/-each and paid to all the eligible shareholders as at August 22, 2025. The interim dividend paid is considered as the final dividend for the financial year ended 31st March, 2026.

14.9 Shares reserved for issue under option

For details of shares reserved for issue and shares issued under the Employee Stock Option Plan (ESOP) of the Company, refer note 31.3. These options are granted to the employees subject to cancellation under circumstance of his cessation of employment with the Company on or before the vesting date.

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
15 OTHER EQUITY		
Capital Reserve	2.13	1.51
Securities premium account	1,228.38	1,054.34
General reserve	190.61	190.46
Retained earnings	28,873.98	20,464.09
Other comprehensive income	(74.85)	(73.85)
Share option outstanding	14.07	188.26
Total	30,234.32	21,824.81
The movement in Other Equity:		
(a) Capital Reserve		
Opening Balance	1.51	1.35
Add : Consolidation of Susidiary Investments	0.62	0.16
Total	2.13	1.51
(b) Securities premium account		
As per last Balance Sheet	1,054.34	1,018.07
Add: Premium on issue of share under employees stock option scheme (see note 31.3)	174.04	36.27
Total	1,228.38	1,054.34
Securities premium account represents premium received on equity shares issued, which can be utilised only in accordance with the provisions of the Act.		
(c) General reserve		
As per last Balance Sheet	190.46	190.46
Less : Employee Share Option Lapsed	0.15	0.00
As per last Balance Sheet	190.61	190.46
General reserve represents an appropriation of profits by the Company, which can be utilised for purposes such as dividend payout etc.		
(d) Surplus in Statement of Profit and Loss		
As per last Balance Sheet	20,464.09	13,288.17
Less : Dividend Distributed	(63.63)	(63.57)
Add: Profit for the year	8,473.52	7,239.49
	28,873.98	20,464.09
Surplus in Statement of Profit and Loss comprises of prior years' undistributed earnings after taxes, which can be utilised for purposes such as dividend payout etc..		
Total reserves and surplus	30,295.10	21,710.40
(e) Other comprehensive income		
Balance at the beginning of the year	(73.85)	(42.40)
Add : Movement during the year	(1.00)	(31.45)
Add : Prior year Adjustment	-	-
Balance at the end of the year	(74.85)	(73.85)

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(f) Share option outstanding		
Opening balance	188.26	36.71
Add : Granted/ vested during the year	-	188.11
Less : Transfer to Securities Premium Account	(174.04)	(36.27)
Less : Written back to Statement of Profit and Loss during the year	-	(0.30)
Less : Grant Lapsed during the year	(0.15)	0.00
Balance at the end of the year	14.07	188.26
Total Other Equity	30,234.32	21,824.81

16 Non Current Financial Liabilities - Borrowings**Term Loans****Secured**

From Banks	142.79	508.33
From Non Banking Financial Company	146.19	88.19
Unsecured		
From Banks	-	50.09
	288.98	646.60

Less: Current maturities of long-term loan (included in note 20)**Secured**

From Banks	126.51	302.72
From Non Banking Financial Company	11.98	7.74
Unsecured		
From Banks	-	50.09
	138.48	360.55

Total**150.50 286.05****Non Current Liabilities - Long Term Borrowings****Secured**

From Banks	16.28	205.61
From Non Banking Financial Company	134.22	80.44
	150.50	286.05

Unsecured

From Banks	-	-
	-	-

Total**150.50 286.05**

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

16.1 Nature of Security & terms of Repayment of secured borrowing :

FY 2025-26

Particulars	Security	Currency	Rate of interest	Non - Current	Current
1) Vehichle Loan - Repayable in balance 08 monthly instalments of 0.98 lakhs, ending on 07 November 2026.	Motor Vehicle (Hypothecation)	INR	7.00%	-	7.70
2) Vehichle Loan - Repayable in balance 12 monthly instalments of 1.28 lakhs, ending on 07 March 2027.	Motor Vehicle (Hypothecation)	INR	6.80%	-	14.82
3) Vehichle Loan - Repayable in balance 20 monthly instalments of 0.63 lakh, ending on 07 November 2027.	Motor Vehicle (Hypothecation)	INR	8.85%	4.89	6.82
4) Vehichle Loan - Repayable in balance 32 monthly instalments of 0.61 lakh, ending on 07 November 2028.	Motor Vehicle (Hypothecation)	INR	8.31%	11.39	6.12
5) Vehichle Loan - Repayable in balance 43 monthly instalments of 0.84 lakh & 60th additionally last Instalment of 52 lakh ending on 1 October 2029.	Motor Vehicle (Hypothecation)	INR	10.50%	62.35	3.40
6) Vehichle Loan - Repayable in balance 33 monthly instalments of 1.37 lakh & 48th instalment of ₹55.96 Lakh , ending on 07 December 2028.	Motor Vehicle (Hypothecation)	INR	10.25%	71.87	8.57
7) Term loan from banks - Repayable in balance 12 monthly instalments of 7.59 lakh, ending on 10 March 2027.	Extention of ranking charge over existing primary and collateral securities including mortgages created in favour of the Bank.	INR	MCLR +1%	-	91.05
		Total		150.50	138.48

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

FY 2024-25

Particulars	Security	Currency	Rate of interest	Non - Current	Current
1) Vehicle Loan - Repayable in balance 20 monthly instalments of 0.98 lakhs, ending on 07 November 2026.	Motor Vehicle (Hypothecation)	INR	7.00%	7.70	10.90
2) Vehicle Loan - Repayable in balance 24 monthly instalments of 1.28 lakhs, ending on 07 March 2027.	Motor Vehicle (Hypothecation)	INR	6.80%	14.82	13.85
3) Vehicle Loan - Repayable in balance 8 monthly instalments of 0.35 lakh, ending on 10 November 2025.	Motor Vehicle (Hypothecation)	INR	8.01%	-	2.61
4) Vehicle Loan - Repayable in balance 32 monthly instalments of 0.63 lakh, ending on 07 November 2027.	Motor Vehicle (Hypothecation)	INR	8.85%	11.71	6.24
5) Vehicle Loan - Repayable in balance 55 monthly instalments of 0.84 lakh & 60 th additionally last Instalment of 52 lakh ending on 1 October 2029.	Motor Vehicle (Hypothecation)	INR	10.50%	65.75	3.07
6) Vehicle Loan - Repayable in balance 45 monthly instalments of 1.37 lakh & 48 th instalment of ₹55.96 Lakh, ending on 07 December 2028.	Motor Vehicle (Hypothecation)	INR	10.25%	80.44	7.74
7) Term loan from banks - Repayable in balance 13 monthly instalments of 14.58 lakh, ending on 03 April 2026.	Extension of ranking charge over existing primary and collateral securities including mortgages created in favour of the Bank.	INR	MCLR +1%	14.58	175.00
8) Term loan from banks - Repayable in balance 24 monthly instalments of 7.59 lakh, ending on 10 March 2027.	Extension of ranking charge over existing primary and collateral securities including mortgages created in favour of the Bank.	INR	MCLR +1%	91.05	91.05
		Total		286.05	310.46

16.2 Nature of Security & terms of Repayment of unsecured borrowing :

FY 2025-26

Particulars	Security	Currency	Rate of interest	Non - Current	Current
"1) Term loan from banks				-	-

FY 2024-25

Particulars	Security	Currency	Rate of interest	Non - Current	Current
1) Term loan from banks - Repayable in balance 8 monthly instalments of 6.93 lakh, ending on 30 December 2025.	Unsecured	INR	MCLR 3M + 1.10	-	50.09

"The Company has not defaulted in the repayment of principal or interest on any borrowings from banks, financial institutions, or other lenders as at the Balance Sheet date. All dues have been serviced as per the agreed terms."

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars		As at 31st March, 2026	As at 31st March, 2025
17 LEASE LIABILITIES -NON-CURRENT			
Lease Liabilities		11,360.43	6,433.54
Refer Note no 31.9			
		11,360.43	6,433.54
18 PROVISIONS			
Provision for employee benefits:			
i) Provision for other defined benefit plans			
- Gratuity (Refer Note 31.2)		426.48	362.39
ii) Leave Encashment		63.51	51.65
Total		490.00	414.04
19 OTHER NON CURRENT LIABILITIES			
Unpaid Dividends		16.89	16.08
Total		16.89	16.08
20 CURRENT FINANCIAL LIABILITIES - BORROWINGS			
Secured			
Loans repayable on demand			
Working Capital Loans :			
-Working Capital Loans From Banks		7,833.64	4,542.11
-Current maturities of long-term debt		138.48	310.46
(Refer Note no. 16.1 & 16.2)			
Unsecured			
-Current maturities of long-term debt		-	50.09
(Refer Note no. 16.1 & 16.2)			
Total		7,972.12	4,902.66
20.1	Working capital loans are secured by hypothecation of present and future stock, book debts, outstanding monies, receivables, claims, bills, material in transit, Bank Fixed Deposits and Fixed Assets and personal guarantees of directors.		
21 LEASE LIABILITIES - CURRENT			
Lease Liabilities		4,171.35	2,261.27
Refer Note no. 31.9			
		4,171.35	2,261.27
22 TRADE PAYABLES			
Total outstanding dues of micro enterprises and small enterprises		148.71	197.20
Total outstanding dues of creditors other than micro enterprises and small enterprises		44,436.42	39,362.52
Total		44,585.14	39,559.72

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

22.1 Trade Payable ageing Schedule

Ageing for trade payables outstanding as at March 31, 2026 is as follows

Particulars					Total
	Less than 1 year	1-2 yrs	2-3 yrs	More than 3 years	
MSME	148.71	-	-	-	148.71
Others	44,430.69	1.32	1.83	2.58	44,436.42
Disputed dues- MSME	-	-	-	-	-
Disputed dues- Others	-	-	-	-	-
Ageing Schedule is in respect of overdue cases including where no due date of payment is specified.					

Ageing for trade payables outstanding as at March 31, 2025 is as follows

Particulars					Total
	Less than 1 year	1-2 yrs	2-3 yrs	More than 3 years	
MSME	197.20	-	-	-	197.20
Others	39,355.50	4.26	1.99	0.78	39,362.52
Disputed dues- MSME	-	-	-	-	-
Disputed dues- Others	-	-	-	-	-
Ageing Schedule is in respect of overdue cases including where no due date of payment is specified.					

22.2 To the best of the knowledge of the Management, there are no unbilled dues payable to any supplier or service provider.

22.3 The Company has certain dues to suppliers registered under the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act). The disclosures pursuant to the said MSMED Act are as follows :

Particulars	As at 31 Mar, 2026	As at 31 Mar, 2025
Principal amount due and remaining unpaid	148.71	197.20
Interest due and unpaid on the above amount	-	-
Interest paid by the Company in terms of section 16 of the Micro, Small and Medium enterprises Act, 2006	-	-
Payment made beyond the appointed day during the year	-	-
Interest due and payable for the period of delay	-	-
Interest accrued and remaining unpaid	-	-
Amount of further interest remaining due and payable	-	-

Disclosure of payable to vendors as defined under the "Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act)" is based on the information available with the Company regarding the status of registration of such vendors under the said Act, as per the intimation received from them on requests made by the Company. There are no overdue principal amounts/interest payable amounts for delayed payments to such vendors at the Balance Sheet date. There are no delays in payment made during the year.

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

	Particulars	As at 31 st March, 2026	As at 31 st March, 2025
23	OTHER CURRENT LIABILITIES		
	Statutory Dues	591.91	432.12
	Employee Related Payables	431.79	302.73
	Total	1,023.71	734.84
24	REVENUE FROM OPERATIONS		
	Revenue from Information Technology Products	1,42,428.34	1,26,721.96
	Total	1,42,428.34	1,26,721.96
a)	The Company is engaged in systems Integration which includes the sales of products and services as a complete solution		
b)	Disaggregate Revenue		
	The table below presents disaggregated revenues of the Company from contracts with customers by geography. The Company believes that this disaggregation best depicts how the nature, amount, timing and uncertainty of its revenues and cash flows are affected by industry, market and other economic factors.		
	Total revenue from contracts with customers		
	India	1,39,397.80	1,25,727.43
	Export (Including deemed export)	3,026.05	990.43
	Singapore (1)	4.49	4.10
	Total	1,42,428.34	1,26,721.96
	(1) Related to operations in Singapore		
c)	Reconciliation between revenue with customers and contracted price:		
	Revenue as per contracted price	1,42,428.34	1,26,721.96
	Less: Adjustements	-	-
	Revenue from contracts with Customers	1,42,428.34	1,26,721.96
d)	Contract balances		
	The following table provides information about receivables from contracts with customers:		
	Trade receivables	60,232.70	43,671.59
	Allowance as per Expected credit loss model	(13.68)	(13.68)
	Total	60,219.02	43,657.91
	Trade receivables are non-interest bearing and are generally on terms of 90 to 120 days.		

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars		As at 31 st March, 2026	As at 31 st March, 2025
25 Other Income			
Interest income		572.38	548.65
Other Non-Operating Income		-	122.48
Others #		0.13	0.08
Total		572.51	671.21
# includes Miscellaneous income			
26 PURCHASES OF STOCK-IN-TRADE			
Purchases of Information Technology Products		1,16,230.98	1,09,016.53
Total		1,16,230.98	1,09,016.53
27 CHANGES IN INVENTORIES OF STOCK-IN-TRADE			
Inventories at close			
Stock-in-Trade		1,616.31	5,823.74
		1,616.31	5,823.74
Inventories at commencement			
Stock-in-Trade		5,823.74	7,338.86
		5,823.74	7,338.86
Total		4,207.44	1,515.12
28 EMPLOYEE BENEFITS EXPENSE			
Salaries and wages		4,770.53	4,081.94
Contributions to provident and other funds		200.52	190.88
Staff Welfare Expenses		58.51	93.37
Total		5,029.57	4,366.19
29 FINANCE COST			
a) Interest on financial liabilities carried at amortised cost		1,276.07	560.01
b) Interest on borrowings		1,023.99	548.21
c) Others		20.13	2.19
		2,320.19	1,110.41
30 Other Expenses			
Electricity Expenses		15.73	14.76
Rent		217.87	55.77
Communication Expenses		26.86	23.75
Auditors Remuneration (Refer Note 30.1 below)		9.50	9.50
Bank Charges		254.36	217.20
Conveyance And Travelling Expenses		317.87	354.07
Insurance Charges		66.87	26.45

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Legal & Professional Charges	148.80	174.76
Membership & Subscription	55.61	18.10
Miscellaneous Expenses (Refer Note 30.2 below)	166.37	79.33
Corporate social responsibility expenditure (Refer Note 30.3 below)	142.81	92.67
Motor Car Expenses	12.69	11.82
Printing & Stationary Expenses	43.93	24.79
Rates & Taxes	140.08	58.23
Repairs & Maintenance -Building	3.75	4.37
Repairs & Maintenance - Others	11.42	4.04
Sales Promotion Expenses	102.89	19.52
Transportation Charges	630.12	317.06
Total	2,367.53	1,506.19

30.1 Auditors Remuneration

- Audit Fees	9.50	9.50
- Other	-	-
Total	9.50	9.50

30.2 Miscellaneous Expenses includes office Expense postage & telegram exp etc
30.3 Details of corporate social responsibility expenditure

(a) Amount required to be spent by the Company	142.55	92.63
(b) Amount spent during the year on:		
i Construction or acquisition of any asset	-	-
ii On purposes other than (i) above		
CSR Committee has identified & approved projects which was paid as under.		
Out of CSR fund of F.Y.- 25-26	142.81	-
Out of CSR fund of F.Y.- 24-25	-	92.67
iii Shortfall at the end of the year out of the amount required to be spent by the Company during the year;	-	-
iv Total of previous years shortfall	-	-
v Reason for shortfall	Not Applicable	Not Applicable
vi Nature of CSR activities	Promoting education, healthcare, eradicating hunger, poverty, animal welfare, promoting art and culture and measures for the benefit of armed forces veterans, war widows and their dependents	
vii Details of related party transactions:		
Josh Foundation	45.00	20.00

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

Additional Information to the financial statements

31.1.Earnings per share (EPS)

Particulars	Units	Year Ended March 31, 2026	Year Ended March 31, 2025
Profit after Tax	(₹/lakhs)	8,481.24	7,249.06
Weighted Number of Equity Shares	Nos. Lakhs	127.25	127.16
Earnings Per Share (of paid up Value of ₹ 10 each) Basic	₹	66.64	57.01
Weighted average number of shares outstanding and dilutive shares	Nos. Lakhs	127.29	127.29
Earnings Per Share (of paid up Value of ₹ 10 each) Diluted	₹	66.64	56.95

31.2.EMPLOYEE BENEFIT OBLIGATIONS

Defined benefit plans – Gratuity:

Gratuity is payable to all the members at the rate of 15 days salary for each year of service. In accordance with applicable Indian laws, the Company provides for gratuity, a defined benefit retirement plan ("the Gratuity Plan") covering eligible employees. The Gratuity Plan provides for a lump sum payment to vested employees on retirement (subject to completion of five years of continuous employment), death, incapacitation or termination of employment that are based on last drawn salary and tenure of employment. Liabilities with regard to the Gratuity Plan are determined by actuarial valuation on the reporting date.

The following table sets out the status of the Gratuity Plan and the amounts recognized in the financial statement:

(₹ in Lakhs)

Particulars		2026	2025
		Amount (₹)	Amount (₹)
I.	Assumptions :		
	Discount Rate	7.24-7.59%	6.73%
	Salary escalation rate	5.00-7.00%	5.00%
II.	Table Showing Change in Benefit Obligation:		
	Liability at the beginning of the year	362.39	287.38
	Current Service Cost	79.14	109.90
	Benefits Paid	(15.05)	(34.90)
	Balance	426.48	362.39
	Liability at the end of the year	426.48	362.39
III.	Amount Recognized in the Balance Sheet		
	Liability at the end of the year	426.48	362.39
	Difference Adjusted	-	-
	Amount Recognized in the Balance Sheet	426.48	362.39
IV.	Expenses Recognized in the Income Statement:		
	Current Service Cost	76.00	58.56
	Expense Recognized in P & L	76.00	58.56
V.	Expenses Recognized in the OCI:		
	Current Service Cost	(0.83)	(51.34)
	Expense Recognized in P & L	(0.83)	(51.34)

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026
Maturity Analysis of the Benefit Payments

(₹ in Lakhs)

Projected Benefits Payable in Future Years from the Date of Reporting		
	Year Ended March 31, 2026	Year Ended March 31, 2025
1st Following Year	28.19	17.51
2nd Following Year	15.14	11.23
3rd Following Year	13.89	23.44
4th Following Year	24.88	11.27
5th Following Year	16.64	19.20
Sum of Years 6 To 10	175.50	134.33
Sum of Years 11 and above	802.70	665.22

Sensitivity Analysis

(₹ in Lakhs)

	Year Ended March 31, 2026	Year Ended March 31, 2025
Projected Benefit Obligation on Current Assumptions	426.48	362.39
Delta Effect of +1% Change in Rate of Discounting	(41.12)	(36.74)
Delta Effect of -1% Change in Rate of Discounting	48.25	43.31
Delta Effect of +1% Change in Rate of Salary Increase	47.31	42.82
Delta Effect of -1% Change in Rate of Salary Increase	(40.94)	(36.86)
Delta Effect of +1% Change in Rate of Employee Turnover	7.83	5.11
Delta Effect of -1% Change in Rate of Employee Turnover	(9.03)	(5.96)

The sensitivity analysis have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The sensitivity analysis presented above may not be representative of the actual change in the projected benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. Furthermore, in presenting the above sensitivity analysis, the present value of the projected benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same method as applied in calculating the projected benefit obligation as recognised in the balance sheet. There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

Defined contribution plans

The Company also has certain defined contribution plans. Contributions are made to provident fund in India for employees at the rate 12% of basic salary as per regulations. The contributions are made to registered provident fund administered by the government. The obligations of the Company is limited to the amount contributed and it has no further contractual nor any constructive obligation. Employer's contribution to Provident Fund during the year is ₹ 153.19 Lakhs (P.Y. 139.05 Lakh)

31.3.Employee Stock Option Plan

The Company had a Dynacons - Employees Stock Option Plan 2020 (ESOP – 2020) which provided for the grant of equity shares of the Company to the eligible employees of the Company. The Board of Directors recommended the establishment of the ESOP 2020 on September 03, 2020 and shareholders approved the recommendations of the Board of Directors in Annual General Meeting held on September 30, 2020. ESOP- 2020 was further amended by the Nomination and Remuneration Committee and Board of Directors of the Company at their meetings held on March 10, 2022 in accordance with SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (SEBI SBEB and Sweat Equity Regulations). The maximum aggregate number of shares that may be awarded on the grant of stock

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

options under ESOP 2020 is 15,00,000 equity shares. Under ESOP 2020, the Company had approved grant vide its Nomination and Remuneration committee meeting held on August 10, 2022 under ESOP 2020. As per the plan, option granted under ESOP- 2020 would vest over a period of 1 year to 2 years from the date of grant of such options. The Plan is Equity Settled Plan.

Particulars	Grant I	Grant II	Grant III
ESOP 2020			
Date of Grant	August 10, 2022	August 10, 2022	January 09, 2025
Date of Share holders Approval	September 30, 2020	September 30, 2020	September 30, 2020
Date of Board of Directors Approval / Committee	September 03, 2020	September 03, 2020	September 03, 2020
No. of Option	21550	11950	12750
Method of settlement (Cash/ Equity)	Equity	Equity	Equity
Vesting Period	1 Years	2 Years	1 Years
Exercise Price (Per Share ₹)	Rs 10	Rs 10	Rs 10
Exercise Period	Options vested may be exercised by the Option Grantee within a maximum period of two Year from the date of last vesting of Options. Hence maximum term of Options granted is 3 years	Options vested may be exercised by the Option Grantee within a maximum period of two Year from the date of last vesting of Options. Hence maximum term of Options granted is 4 years	Options vested may be exercised by the Option Grantee within a maximum period of two Year from the date of last vesting of Options. Hence maximum term of Options granted is 3 years
Ext. of Exercise Period	None	None	None

Reconciliation of Employee's Stock Options

Particulars	As on 31 March, 2026			As on 31 March, 2025		
	DSSL ESOP 2020			DSSL ESOP 2020		
	Grant I	Grant II	Grant III	Grant I	Grant II	Grant III
1 Outstanding at the beginning						
– Shares arising out of options	50	-	12700	-	11,950	-
– Weighted average exercise price	10	-	10	-	10	-
2 New option granted during the year						
– Shares arising out of options	-	-	-	400	-	12750
– Weighted average exercise price	-	-	-	10	-	10
3 Forfeited and expired / Lapsed						
– Shares arising out of options	50	-	-	100	-	50
– Weighted average exercise price	10	-	-	10	-	10
4 Options Exercised during the year						
– Shares arising out of options	-	-	11750	250	11,950	-
– Weighted average exercise price	-	-	10	10	10	-
5 Outstanding at the end						
– Shares arising out of options	-	-	-	-	-	12700
– Weighted average exercise price	-	-	-	-	-	10
6 Exercisable at the end						
– Shares arising out of options	-	-	950	50	-	-
– Weighted average exercise price	-	-	10	10	-	-

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026
31.4. Related Party Disclosures

a. The names of related parties and the nature of relationship are as under:

(i) Holding Company

Dynacons Systems and Solutions Limited

(ii) Entities in which Directors or their relatives are interested and with whom transaction taken place

S. P. Corporation

Trigem Infosolutions Limited

Josh Foundation

Global Bhatia Benevolent Foundation

(iii) Key Managerial Personnel
a) Executive Director

Shirish M. Anjaria

Parag J. Dalal

Dharmesh S. Anjaria

b) Other than Directors

Pooja Patwa (Company Secretary & Compliance Officer)

(iv) Non-Executive Director and Independent Director

Archana Phadke (Ceased to be Non independent director w.e.f September 30, 2025)

Vijay Maganlal Doshi

Ashok Rajagiri Bhumaiah

Falguni H. Shah (Appointed w.e.f. September 27, 2025)

(v) Other Related Party (Significant Influences)

Jigna D Anjaria

Dharmesh S Anjaria (HUF)

Parag J Dalal (HUF)

Devangi Parag Dalal

Shirish M Anjaria (HUF)

Nilam Shirish Anjaria

Pankti Dalal

Dhvani Dalal

The transactions with the related parties during the normal course of business are as under

Party	Nature of Payment	2026 (₹/lakhs)	2025 (₹/lakhs)
M/s S.P. Corporation	Rent for Premises	1.95	1.80
M/s S.P. Corporation	Reimbursement of Expenses	3.75	4.37
Mr. Shirish M. Anjaria	Remuneration	138.00	138.00
Mr. Parag J. Dalal	Remuneration	126.00	126.00
Mr. Dharmesh S. Anjaria	Remuneration	126.00	126.00
Ms. Pooja Patwa	Remuneration	16.49	12.40
Josh Foundation	Corporate social responsibility expenditure	45.00	20.00
Global Bhatia Benevolent Foundation	Advertisement Expenses	-	0.25
Global Bhatia Benevolent Foundation	Donation	1.00	-

Notes : Service transactions with related parties are made at arm's length price.

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026**31.5. Segment Information**

The Company operates in the segment of Systems Integration and Services. The Company has identified Technology Workforce Augmentation Services as a focus business segment from the existing services provided by the Company. Hence the two business segments, which forms the operating segments for segment reporting are:

- System Integration
- Technology Workforce Augmentation Services

Revenue and expenses directly attributable to segments are reported under each reportable segment. Expenses which are not directly identifiable to each reporting segment have been allocated on the basis of associated revenue of the segment. All other expenses which are not attributable or allocable to segments have been disclosed as unallocable expenses. The assets and liabilities of the Group are used interchangeably amongst segments. Allocation of such assets and liabilities is not practicable and any forced allocation would not result in any meaningful segregation. Hence assets and liabilities have not been identified to any of the reportable segments.

(₹ in Lakhs)

Particulars	Year Ended	
	March 31, 2026	March 31, 2025
Segment Revenue		
- System Integration	1,40,728.70	1,25,506.34
- Technology Workforce Augmentation Services	1,699.65	1,215.63
Total Income from Operations	1,42,428.34	1,26,721.97
Segment Results		
- System Integration	13,820.72	10,067.26
- Technology Workforce Augmentation Services	772.11	587.64
	14,592.83	10,654.90
Finance Costs	2,320.19	1,110.41
Un allocable Expenses	1,453.03	501.58
Other income	572.51	671.21
Profit before tax	11,392.13	9,714.11
Tax expense	2,910.89	2,465.05
Profit after tax	8,481.24	7,249.06

31.6. Contingent Liabilities

- a) Claims against the Company not acknowledged as debts:

Particulars	Period to which the amount relates	Forum where the dispute is pending	2026 (₹/lakhs)	2025 (₹/lakhs)
GST	FY 2018-19	Appeal To Appellate Authority	9.64	9.64

- b) Guarantees given by the company's bankers ₹ 23694.36 lakhs (previous year ₹ 14645.70 lakhs)

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026
31.7. Financial Instruments
A. Capital Management :

The Company manages its capital structure with a view to ensure that it will be able to continue as a going concern while maximising the return to stakeholders through the optimization of the debt and equity balance.

The capital structure of the Company consists of net debt (borrowings as detailed in notes 16 and 20) and total equity (as detailed in notes 14 and 15) of the Company.

The Company's management reviews the capital structure of the Company on an annual basis. As part of this review, the management considers the cost of capital and the risks associated with each class of capital.

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

(₹ in Lakhs)

Particulars	As at	As at
	31 st March, 2026	31 st March, 2025
Non-current borrowings	150.50	286.05
Current maturities of non-current borrowings	138.48	360.55
Current borrowings	7,833.64	4,542.11
Total Debt	8,122.62	5,188.71
Equity	31,528.99	23,110.59
Net debt to equity ratio	0.26	0.22

For the purpose of computing debt to equity ratio, equity includes Equity Share Capital and Other Equity and Debt includes Long term borrowings, short term borrowings and current maturities of long-term borrowings.

B. Financial Instruments-Accounting Classifications and Fair value measurements (Ind AS 107)
i) Classification of Financial Assets and Liabilities:

(₹ in Lakhs)

Particulars	As at	As at
	31 st March, 2026	31 st March, 2025
Financial Assets		
Measured at amortised cost		
Trade receivables	60,219.02	43,657.91
Cash and cash equivalents	1,288.19	3,468.98
Bank balances other than above	9,863.15	6,985.26
Short Term Loans and advances	366.58	361.02
Other Financial Assets	7,033.20	8,705.47
Designated at fair value through other comprehensive income		
Investments in quoted instruments	77.83	79.46
Total	78,847.97	63,258.09
Financial Liabilities		
Measured at amortised cost		
Long-Term Borrowings	150.50	286.05
Lease Liabilities	15,531.78	8,694.81
Short-Term Borrowings	7,972.12	4,902.66
Trade Payables	44,585.14	39,559.72
Total	68,239.54	53,443.24

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

ii) Fair Value Measurements (Ind AS 113):

Fair value measurement hierarchy

The Company records certain financial assets and financial liabilities at fair value on a recurring basis. The Company determines fair values based on the price it would receive to sell an asset or pay to transfer a liability in an orderly transaction between market participants at the measurement date and in the principal or most advantageous market for that asset or liability.

The Company holds certain fixed income investments and other financial assets, which must be measured using the fair value hierarchy and related valuation methodologies. The guidance specifies a hierarchy of valuation techniques based on whether the inputs to each measurement are observable or unobservable. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect the Company's assumptions about current market conditions. The fair value hierarchy also requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

Financial assets and Financial liabilities measured at fair value in the balance sheet are grouped into three Levels of fair value hierarchy. These levels are based on the observability of significant inputs to the measurement, as follows:

- > Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities
- > Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
- > Level 3: Unobservable inputs for the asset or liability.

The following table shows the Levels within the hierarchy of financial and non-financial assets and liabilities measured at fair value on a recurring basis at 31 March 2026 and 31 March 2025:

(a) Quantitative disclosures fair value measurement hierarchy for assets as at the reporting date:

(₹ in Lakhs)

			Fair value measurement using		
			Quoted prices in active markets	Significant observable inputs	Significant unobservable inputs
	Date of valuation	Total	(Level 1)	(Level 2)	(Level 3)
Financial Assets Fair value through Other Comprehensive Income Investments in quoted - equity instrument					
	31-Mar-26	77.83	77.83	-	-
	31-Mar-25	79.46	79.46	-	-

There have been no transfers between levels during the year. Investment in quoted equity instrument are valued based on the quoted prices available in the market as at the reporting date. The following tables shows a reconciliation from the opening balance to the closing balance for level 1 fair values:

(₹ in Lakhs)

Particulars	Total	FVTOCI financial investments
Balance as at 31 March, 2024	70.69	70.69
Addition / (Deletion) during the year	8.77	8.77
Balance as at 31 March, 2025	79.46	79.46
Addition / (Deletion) during the year	(1.63)	(1.63)
Balance as at 31 March, 2026	77.83	77.83

Loans, cash and bank balances, trade receivables, other financial assets, trade payables, and other financial liabilities have fair values that approximate to their carrying amounts due to their short-term nature.

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026
31.8. Nature and extent of risks arising from financial instruments and respective financial risk management objectives and policies

The Company's principal financial liabilities comprise of loans and borrowings, trade and other payables, and financial guarantee contracts. The main purpose of these financial liabilities is to finance the Company's operations and to provide guarantees to support its and group companies operations. The Company's principal financial assets include loans, trade and other receivables, investments, cash and short-term deposits that derive directly from its operations. The Company also enters into derivative transactions to hedge and holds short term investments. The Company is exposed to market risk, credit risk and liquidity risk. The Company's senior management oversees the management of these risks. The Company's senior management is supported by the Group Treasury Team that advises on financial risks and the appropriate financial risk governance framework in accordance with the Company's policies and risk objectives. All derivative activities for risk management purposes are carried out by Group Treasury Team that have the appropriate skills, experience and supervision. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors review and agree on policies for managing each of these risks, which are summarised below:

a) Credit risk

Credit risk is the risk that a counterparty fails to discharge an obligation to the Company. The Company is exposed to this risk for various financial instruments, for example trade receivables, investment in mutual funds etc.

Trade and other receivables

Customer credit is managed by each business unit subject to the Company's established policies, procedures and control relating to customer credit risk management. Trade receivables are non-interest bearing and are generally on 90 to 120 days credit term. Credit limits are established for all customers based on internal rating criteria. Outstanding customer receivables are regularly monitored.

An impairment analysis is performed at each reporting date on an individual basis for major clients. In addition, a large number of minor receivables are grouped into homogenous groups and assessed for impairment collectively. The Company does not hold collateral as security. The Company has no concentration of credit risk as the customer base is widely distributed both economically and geographically.

The following table provides information about the exposure to credit risk and Expected Credit Loss Allowance for trade and other receivables:

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
0-180 days	57,073.14	40,595.38
More than 180 Days	3,145.88	3,062.52
Total	60,219.02	43,657.91

The Company measures the expected credit loss of trade receivables based on historical trend, industry practices and the business environment in which the entity operates. Loss rates are based on actual credit loss experience and past trends.

The Company continuously monitors defaults of customers and other counterparties, identified either individually or by the Company, and incorporates this information into its credit risk controls. The Company's policy is to transact only with counterparties who are highly creditworthy which are assessed based on internal due diligence parameters. In respect of trade receivables, the Company is not exposed to any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. Trade receivables consist of a large number of customers in various geographical areas. Based on historical information about customer default rates management consider the credit quality of trade receivables that are not past due or impaired to be good.

Other financial assets

The Company maintains exposure in cash and cash equivalents, term deposits with banks, investments in Debentures, Preference shares, mutual funds, derivative contracts and loan to subsidiary companies. The Company

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

has diversified portfolio of investment with various number of counter-parties which have secure credit ratings hence the risk is reduced. Individual risk limits are set for each counter-party based on financial position, credit rating and past experience. Credit limits and concentration of exposures are actively monitored by the Management of the Company.

b) Liquidity risk

Liquidity risk is that the Company might be unable to meet its obligations. The Company manages its liquidity needs by monitoring scheduled debt servicing payments for long-term financial liabilities as well as forecast cash inflows and outflows due in day-to-day business. The data used for analysing these cash flows is consistent with that used in the contractual maturity analysis below. Liquidity needs are monitored in various time bands, on a day-to-day and week-to-week basis, as well as on a monthly, quarterly, and yearly basis depending on the business needs. Net cash requirements are compared to available borrowing facilities in order to determine headroom or any shortfalls. This analysis shows that available borrowing facilities are expected to be sufficient over the lookout period.

Liquidity risk is managed by Company through effective fund management. The Company's principal sources of liquidity are cash and cash equivalents, borrowings and the cash flow that is generated from operations. The Company believes that current cash and cash equivalents, tied up borrowing lines and cash flow that is generated from operations is sufficient to meet requirements. Accordingly, liquidity risk is perceived to be low.

The Company considers expected cash flows from financial assets in assessing and managing liquidity risk, in particular its cash resources and trade receivables. The Company's existing cash resources and trade receivables significantly exceed the current cash outflow requirements. Cash flows from trade receivables are all contractually due within 90 -120 days based on the credit period. The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, and short-term borrowings. The Company assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Company has access to a sufficient variety of sources of funding.

The Company's non-derivative financial liabilities have contractual maturities as summarised below:

(₹ in Lakhs)

Particular	Contractual cash flows		
	Carrying amount	Upto 1 year	More than 1 year
As at 31 March 2026			
Borrowings	7,833.64	7,833.64	-
Trade Payables	44,585.14	44,585.14	-
Long-Term Borrowings (Borrowings (including Current Maturities of Long-Term Debts)	288.98	138.48	150.50
As at 31 March 2025			
Borrowings	4,542.11	4,542.11	-
Trade Payables	39,559.72	39,559.72	-
Long-Term Borrowings (Borrowings (including Current Maturities of Long-Term Debts)	646.60	360.55	286.05

c) Market risk

The Company is exposed to market risk through its use of financial instruments and specifically to currency risk, interest rate risk and certain other price risks, which result from both its operating and investing activities.

Foreign currency risk

Most of the Company's transactions are carried out in Indian rupees. Exposures to currency exchange rates arise from the Company's overseas sales and purchases, which are primarily denominated in US dollars (USD)

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

To mitigate the Company's exposure to foreign currency risk, cash flows are continuously monitored.

Foreign currency denominated financial assets and financial liabilities which expose the Company to currency risk are disclosed below. The amounts shown are those reported to key management translated at the closing rate: -

(₹ in Lakhs)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Financial assets		
Trade receivables	1,635.87	410.87
Net exposure for assets	1,635.87	410.87
Financial liabilities		
Trade Payables	315.76	97.96
Net exposure for liabilities	315.76	97.96
Net exposure (Assets - Liabilities)	1,320.11	312.91

The company has not entered in any forward contract for hedging or otherwise in respect of foreign currencies during the year, and there are no such contracts outstanding at the end of the year.

Sensitivity analysis

The following table details the Company's sensitivity to a 5% increase and decrease in the Rupee against the relevant foreign currencies. 5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. This is mainly attributable to the net exposure outstanding on receivables or payables in the Company at the end of the reporting period. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 5% charge in foreign currency rate. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases. In cases where the related foreign exchange fluctuation is capitalised to fixed assets or recognised directly in reserves, the impact indicated below may affect the Company's income statement over the remaining life of the related fixed assets or the remaining tenure of the borrowing respectively.

Impact on profit or loss

Movement in currency (Before tax)	Increase in Exchange rate by 5%		Decrease in Exchange rate by 5%	
Particulars	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
USD	66.01	15.65	(66.01)	(15.65)

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates are managed by borrowing at fixed interest rates.

The Company's investments in term deposits (i.e. certificates of deposits) with banks, investments in preference shares, mutual funds and debentures are at fixed interest rate and therefore do not expose the company to significant interest rate risk.

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

Interest Rate Exposure

(₹ in Lakhs)

Particulars	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
Variable Rate Borrowings	7,939.51	4,963.88
Fixed Rate Borrowings	183.11	224.83
	8,122.62	5,188.71

Interest rate sensitivities for floating rate borrowings:

(₹ in Lakhs)

Movement in rate	Increase in Interest rate by 0.25%		Decrease in Interest rate by 0.25%	
Particulars	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
Variable rate borrowings	19.85	12.40	(19.85)	(12.40)

Interest rate sensitivity has been calculated assuming the borrowings outstanding at the reporting date have been outstanding for the entire reporting period.

31.9. Lease Commitments

(₹ in Lakhs)

Particulars	31 st March, 2026	31 st March, 2025
Balance at the beginning of the year	8,694.81	257.41
Leased liability recognised during the year	9,827.81	9,549.85
Reversals	-	-
Finance cost accrued during the period	1,276.07	560.01
Payment of lease liabilities	(4,266.91)	(1,672.46)
Balance at the end	15,531.78	8,694.81
Lease Liability – Current	4,171.35	2,261.27
Lease Liability - Non-Current	11,360.43	6433.54

Expenses relating to short term leases and low value assets have been disclosed under Rent in Note. 30

Lease contracts entered by the Company majorly pertains for premises taken on lease to conduct its business in the ordinary course. The Company does not have any lease restrictions and commitment towards variable rent as per the contract. The leases that the Company has entered with lessors towards properties used as offices are long term in nature.

31.10. Disclosures as required under schedule III to the Companies Act 2013 with respect to Consolidated Financial Statements

(₹ in Lakhs)

Name of the entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in Other comprehensive income		Share in Total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated Other comprehensive income	Amount	As % of total comprehensive income	Amount
Holding Company								
Dynacons Systems & Solutions Ltd. (31 March 2026)	99.93%	31506.07	99.96%	8477.56	100.00%	(1.00)	99.96%	8476.56
Dynacons Systems & Solutions Ltd. 31 Ma 2025)	99.92%	23091.97	99.89%	7241.44	100.00%	(31.45)	99.89%	7209.99

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

Name of the entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in Other comprehensive income		Share in Total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated Other comprehensive income	Amount	As % of total comprehensive income	Amount
Subsidiaries								
Dynacons Systems & Solutions PTE Ltd. (31 March 2026)	(0.06%)	(20.02)	(0.15%)	(12.77)	-	-	(0.15%)	(12.77)
Dynacons Systems & Solutions PTE Ltd. (31 March 2025)	(0.06%)	(13.40)	0.41%	29.64	-	-	0.41%	29.64
Cybercons Infosec Private Limited (31 March 2026)	0.14%	42.93	0.19%	16.44	-	-	0.19%	16.44
Cybercons Infosec Private Limited (31 March 2025)	0.14%	32.02	(0.30%)	(22.02)	-	-	(0.31%)	(22.02)
Total								
31 March 2026	100.00%	31528.99	100.00%	8481.24	100.00%	(1.00)	100.00%	8480.23
31 March 2025	100.00%	23110.59	100.00%	7249.06	100.00%	(31.45)	100.00%	7217.61

31.11. KEY FINANCIAL RATIOS

No.	Ratio	As at 31 March 2026	As at 31 March 2025	% Variance	Remarks
1	Current ratio (in times)	1.35	1.36	(0.77%)	Not Applicable
	Numerator: Total current assets				
	Denominator: Total current liabilities				
2	Debt- Equity ratio (times)	0.26	0.22	14.74%	Not Applicable
	Numerator: Debt consists of borrowings				
	Denominator: Total equity				
3	Debt service coverage ratio (in times)	2.67	3.76	(28.99%)	Decrease in ratio due increase in interest cost because of addition in lease interest unwinding.
	Numerator: Earning for Debt Service = Net Profit after taxes + Non-cash operating expenses + Interest +Other non-cash adjustments				
	Denominator: Debt service = Interest + Principal repayments s				
4	Return on equity ratio (in %)	31.06%	37.31%	(16.74%)	Not Applicable
	Numerator: Profit for the year				
	Denominator: Average total equity				
5	Trade receivables turnover ratio (in times)	2.74	3.02	(9.30%)	Not Applicable
	Numerator: Revenue from operations				
	Denominator: Average trade receivables				
6	Trade payables turnover ratio (in times)	2.86	2.84	0.70%	Not Applicable
	Numerator: Cost of Goods Sold				
	Denominator: Average trade payables				

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

No.	Ratio	As at 31 March 2026	As at 31 March 2025	% Variance	Remarks
7	Inventory turnover ratio (in time)	38.29	19.25	98.84%	Changes due to reduction in Average Inventory
	Numerator: Net Sales				
	Denominator: Average Inventory				
8	Net Working capital turnover ratio (in times)	7.11	7.47	(4.87%)	Not Applicable
	Numerator: Revenue from operations				
	Denominator: working capital (i.e., Total current assets less Total current liabilities)				
9	Net profit ratio (in %)	5.95%	5.72%	4.10%	Not Applicable
	Numerator: Profit for the year				
	Denominator: Revenue from operations				
10	Return on capital employed (in %)	40.36%	45.69%	(11.66%)	Not Applicable
	Numerator: Profit before tax and finance costs				
	Denominator: Average Capital employed (Capital Employed: Total Equity+ Borrowings)				
11	Return on investment (in %)	-	1.41%	NA	Not Applicable
	Numerator: Income generated from invested funds				
	Denominator: Average invested funds in treasury investments				

Variance in ratios +/-25% are explained in all other cases they are shown as "Not Applicable"

31.12. COMPLAINEE WITH NUMBER OF LAYERS OF COMPANIES :

Company has complied with the number of layers prescribed under clause (87) of section 2 of the Act read with Companies (Restriction on number of Layers) Rules, 2017

31.13. UTILISATION OF BORROWED FUNDS AND SHARE PREMIUM

- a) During the year, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimately Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- b) During the year, no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company, shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

Notes forming part of the consolidated financial statements for the year ended 31st March, 2026

31.14. The previous year's figures have been regrouped/reclassified wherever necessary to conform to the current year's presentation. Accordingly, bank charges aggregating to ₹211.08 lakh, previously included under "Finance Costs", have been reclassified under "Other Expenses". This reclassification does not have any impact on total expenses, profit after tax, earnings per share, net assets. details are as below.

Particulars	As Originally Reported FY 2024-25 (₹ in lakh)	Reclassification (₹ in lakh)	Restated Comparative FY 2024-25 (₹ in lakh)
Finance Costs	1,321.49	(211.08)	1,110.41
Other Expenses	1,295.11	211.08	1,506.19
Total Expenses	1,17,679.07	Nil	1,17,679.07

31.15. COMPLIANCE WITH APPROVED SCHEME(S) OF ARRANGEMENTS

Company has not prepared any Scheme of Arrangements in terms of sections 230 to 237 of the Companies Act, 2013.

31.16. The Company has not traded or invested in Crypto currency or Virtual Digital Assets during the year.

Description	Amount
Profit/Loss on transactions involving crypto/VDA	Nil
Amount of currency held as at reporting date	Nil
Deposits/advances from any purpose of trading/investing in crypto currency/virtual currency	Nil

31.17. The management have neither come across any instance of fraud on or by the Company, noticed or reported during the financial year.

31.18. The Company does not hold any benami property and no proceedings have been initiated or pending against the company for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and rules made thereunder.

31.19. There are no charges or satisfaction yet to be registered with Registrar of companies (ROC).

31.20. The Company did not have any transactions which had not been recorded in the books of accounts that had been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

31.21. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.

As per our report of even date attached
For **M S P & CO.**
Chartered Accountants
Firm Registration 107565W

CA Madhusudan Parikh
Partner
Membership No. 08684

Mumbai : May 30, 2026

For and on behalf of the Board of Directors
Dynacons Systems & Solutions Ltd.
CIN No: L72200MH1995PLC093130

Shirish Anjaria
Chairman cum Managing Director
DIN : 00444104

Dharmesh Anjaria
Whole-time/Executive Director &
Chief Financial Officer(CFO)
DIN : 00445009

Parag Dalal
Whole-time/Executive Director
DIN : 00409894

Pooja Patwa
Company Secretary &
Compliance Officer
Membership No. A60986

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