Management Discussion and Analysis

SUGAR BUSINESS

Indian Sugar Industry

Indian Sugar Industry: Overview

India is consistently, the largest consumer and the second largest producer of sugar in the world. The sugar industry stands as the second-largest agro-based industry in India, trailing only cotton. It serves as a vital cornerstone of the rural economy, driving agricultural livelihood, industrial manufacturing, and increasingly, national energy security through biofuel integration. The sugarcane-to-sugar value chain impacts an immense population base in India, establishing it as a massive socio-economic safety net. The sector directly impacts the livelihoods of over 50 million farmers and their dependents. Approximately, 5 lakh skilled and unskilled workers are directly employed within individual sugar mills. Millions more benefit via agricultural labour (harvesting and loading), transport networks, and supply chain logistics. India houses over 700 installed sugar factories (with roughly 500 to 540 actively operational in any given crushing season). Beyond households, a massive ecosystem of domestic businesses – ranging from beverage manufacturers and confectionery brands to pharmaceutical companies (who use liquid glucose and sucrose) – relies entirely on a stable, high-volume sugar supply chain.

Beyond the economic benefit, the sugarcane crop offers immense ecological benefits too. The modern sugar mill utilises every gram of input material, generating crucial industrial inputs through its three primary by-products, viz., molasses, bagasse and filter cake (commonly known as press-mud). These by-products are utilised as a feedstock in generation of bio fuels and bioenergy such as bioethanol, green power, biogas etc., as well as in the manufacture of potable alcohol.

Over the years, the sugar industry has transitioned from what was once viewed as a highly volatile, strictly seasonal, and financially stressed sector into a highly sophisticated, year-round bio-refinery hub. By shifting from a single-product focus (crystal sugar) to a multi-product circular model, the industry has locked in viability while becoming a core engine of India's

macroeconomic and environmental progress. The transition of the sugar sector from a legacy agricultural operation to a high-efficiency manufacturing engine is driven by a series of operational and technological advancements:

- Varietal breakthroughs - The widespread adoption of high-yielding, high-sucrose cane varieties (most famously Co 0238 in North India) completely re-engineered crop economics. Farmers achieved up to 20–30% higher crop yields per hectare, while mills saw sugar recovery rates jump from roughly 9% to over 11.5%.
- High-Pressure Boiler Systems - Modern upgrades to high-pressure cogeneration systems significantly increased the power generation, freeing up a massive surplus of electricity to sell to state grids.
- Flex-Distillery Architecture – Certain sugar mills are now built with automated options. Depending on prevailing market prices and national inventory, these mills are capable of diverting cane juice / syrup for ethanol production, bypassing sugar crystallisation entirely when the sugar market is oversupplied.

Sugarcane and sugar, both being essential commodities under the Essential Commodities Act, 1955 are subject to regulations framed by the Government. Over the years, the Government of India has shifted its policy from strict regulation to a market-driven, energy-linked framework. The strategy aims to address structural issues like cyclical supply gluts, delayed payments to farmers (cane arrears), and financial distress among mills. The core policy pillars of government intervention have been the following:

- Fair and Remunerative Price (FRP) / State Advised Price (SAP): The Central Government fixes the minimum price that mills must pay to farmers for sugarcane, insuring growers against market volatility. Several States, including Uttar Pradesh, further supplement this with a State Advised Price (SAP).
- Cane Reservation Area: Assures mills a steady supply by legally mandating that farmers within a designated geographic radius sell their produce to a specific local mill.
- Minimum Support Price (MSP) for Sugar: Introduced to prevent predatory pricing during surplus seasons, establishing a statutory floor price below which mills cannot sell white sugar domestically.
- Diverting surplus sugar: Allowing diversion of sugarcane juice / syrup as well as use of B-heavy molasses (with higher sugar content) towards ethanol production, improving the financial health of sugar mills.
- Progressive export policies: Taking timely decisions in allowing export of sugar (including providing certain subsidies in the past) to ensure evacuation of surplus sugar from time to time.

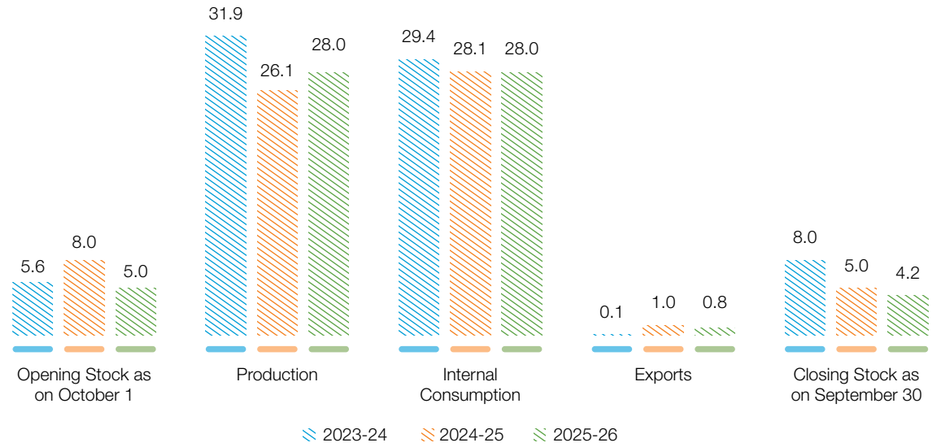
The structural transition over the past decade has broken the cyclicality associated with the sugar industry and has led to the following benefits:

- Financial De-Risking - By expanding into ethanol and green power, mills no longer rely on a single commodity (sugar) to survive. When domestic sugar prices drop, ethanol revenue buffers the balance sheet. This diversified cash flow allows mills to clear farmer payments promptly, stabilising the rural economy.
- Foreign Exchange Savings - Every litre of ethanol blended into petrol directly displaces imported crude oil. By utilising sugarcane by-products to achieve national blending benchmarks, the sugar industry saves India billions of dollars annually in foreign exchange reserves.
- Environmental Alignment - The industry has aligned its commercial survival with national climate goals. Sugarcane functions as a highly efficient carbon sink. By transforming its by-products into green electricity, ethanol, and bio-gas, the sugar industry prevents millions of tonnes of carbon dioxide from entering the atmosphere, transforming a traditional agri-business into a pillar of India's green energy future.

Indian Sugar Industry: Balance Sheet

The initial estimates in August – November 2025 of the production of sugar in the country were highly bullish, projecting gross production of 34.3 to 34.9 million metric tonnes (MMT) before ethanol diversion. Net sugar production was initially expected around 30.9 to 32.4 MMT. High rainfall and increased sugarcane acreage in Maharashtra and Karnataka drove this optimism. However, in February 2026, ISMA in its third advance estimates cut its estimate by 5.5%, revising the gross production to 32.4 MMT from its earlier estimate of 34.3 MMT. Lower estimates were attributed to the ongoing varietal replacement programme contributing to lower yields in the State of Uttar Pradesh and early onset of flowering in sugarcane in the States of Maharashtra and Karnataka due to abnormal weather conditions including excessive rainfall during key growth phases. Finally, by mid-April 2026, on account of early mill closures, ISMA trimmed its estimates further, when it mentioned that the net sugar produced till 15-04-2026 was 27.48 MMT (after considering diversion of 3 MMT towards ethanol) and only 19 sugar mills were in operation. Only a few mills located in Karnataka and Tamil Nadu were expected to carry on their operations in the special season during June/July 2026 and when another 0.3 MMT of production could be expected.

India's Sugar Balance Sheet – last 3 years



Source: ISMA - Data in million tonnes

Sugar production is considered net, after diversion towards ethanol production (2.0 mn tonnes in 2023-24; 3.5 mn tonnes in 2024-25 and 3 mn tonnes in 2025-26)

The closing stock of sugar at 4.2 MMT is approximately 2 months of domestic consumption. This is the lowest level in the past eight years and leaves only a thin safety buffer before the new crushing season begins in October. To combat this inventory depletion and insulate domestic consumers from global shocks, the Indian government shifted sugar from the "restricted" to the "prohibited" category. A blanket ban on exports of raw, white, and refined sugar remains enforced till September 30, 2026. Additionally emerging indicators of an adverse El Niño pattern or weather disruptions threaten to extend the supply deficit into the next year. This is positive for sugar prices, which are expected to remain firm and buoyant.

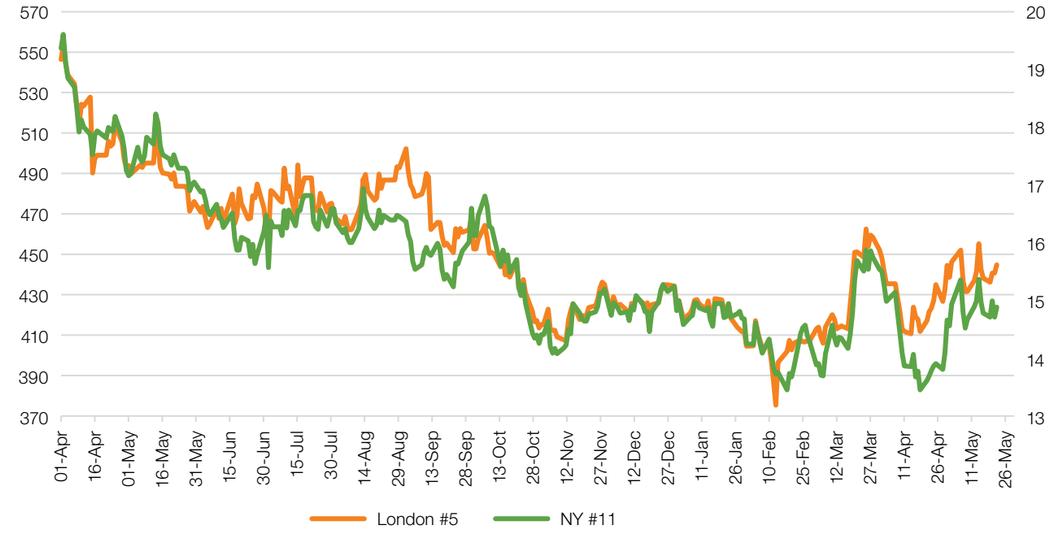
~ 2.2 MMT
Global Sugar Industry Surplus for 2025-26

International Sugar Industry

International Sugar Industry: Balance Sheet

- **Global sugar balance sheet pointing to reduced surplus:** The global surplus for 2025-26 is estimated at ~ 2.2 MMT by the International Sugar Organisation (ISO) (up from its February projected surplus of 1.22 MMT), driven by a record global harvest of 182 MMT (+3.5% y-o-y). For 2026-27, the earlier projected surplus may transition into a global deficit on concerns of El-Niño. ISO has projected the global crop to contract by 1.1% to 180 MMT, plunging the global market into a deficit of ~0.23 MMT. The surge in gasoline prices, following hostilities in West Asia, have boosted ethanol prices, which could persuade mills to divert more of their sugarcane crushing to ethanol rather than sugar. According to Covrig Analytics, the closure of the Hormuz Strait curbed approximately 6% of the world sugar trade, constraining refined sugar output.
- **International sugar prices:** Sugar prices remained on a broad downward trend through 2025, driven by expectation of higher production across the three major origins (Brazil, India, and Thailand) and bearish crude oil prices, which lifted Brazil's sugar mix to 50.91% (vs 48.19%), adding to supply-side pressure. The prices kept trending lower, touching five-year lows by February 2026. The onset of hostilities in West Asia has added greater volatility to the prices which immediately shot up in March 2026 but later corrected on easing of tensions and indications of a ceasefire. However, despite the ceasefire, disruptions around Hormuz persisted, pushing energy prices higher again and gradually supporting sugar prices.

NY#11 & London#5 Price Trend From April 1, 2025 - May 21, 2026



Note: London #5 on left hand side (LHS) in $/tonne; NY #11 on right hand side (RHS) in US cents/lb

Triveni Sugar Business: Overview

- 8 sugar mills spread across the State of UP in sugarcane rich belt of which 7 are FSSC certified.
- Best-in-class manufacturing processes, with robust compliances and quality benchmarks.
- Strong farmer relations and timely sugarcane payment.
- Extensive sugarcane development programme with strong engagement with associated farmers.
- Co-generation 104.5 MW generation capacity from co-product bagasse across six plants, with three using highly efficient 87 ata/515° C steam cycle, meeting captive needs, and selling surplus power to Uttar Pradesh Power Corporation Limited (UPPCL) under long-term power purchase agreements.
- Products: Multi-grade – large, medium and small White Crystal Sugar, Refined Sugar (for high-grade end users), Raw Sugar (for export, based on market dynamics), Pharmaceutical-grade Sugar.
- Customers: Multinational beverage companies, breweries, pharmaceutical companies, confectionery manufacturers, dairy and ice cream producers besides wholesale dealers.

Highlights (FY 26 / Sugar Season 25-26)

- Sugarcane crushed (SS): 8.25 million MT
- Sugar produced (SS): 0.91 million MT
- Gross sugar recovery (SS): 11.06%
- Net sugar recovery (SS): 11.06%
- Average blended realisation price (FY): ₹ 40,679/MT
- Revenue (FY): ₹ 4,476.60 crores
- PBIT (FY): ₹ 272.0 crores

Triveni Sugar Business: Performance

Key financial highlights

The turnover increased by 13% during the year as compared to last year, led by 10% higher despatches and 4% higher average realisation price of sugar. The cost of production of sugar during the second half of FY 26 (H2 FY 26), forming part of the sugar season 2025-26, was higher by ₹ 56/quintal as compared to the similar period last year (H2 FY 25). This was due to the increase of ₹ 30/quintal in the State Advised Price of sugarcane for the season 2025-26, the impact of which was partly mitigated by a 26 basis points increase in sugar recovery.

Despite the increase in the sugarcane price, the PBIT at ₹ 272 crores increased marginally by 2.1% over last year. The contributing factors for the increased profitability were the higher quantum of despatches as well as revision in power tariff granted by the Utar Pradesh Electricity Regulatory Commission, with retrospective effect from 01-04-2024, for the electricity supplied by the cogeneration plants to the State grid.

Historical performance over the sugar seasons

Particulars	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Area under sugarcane (Ha)	166675	183423	194159	191840	195537	198376	204092	206170	214300	210892
Sugarcane crushed (LQ)	640.03	836.7	797.58	874.25	853.97	840.91	932.54	825.72	904.78	825.60
Sugar produced (LQ)	70.8	95.2	94	100.9	93.8	88.8	95.4	89.0	91.6	91.3
Net Recovery (%)	11.06	11.38	11.79	11.54	10.98	10.55	10.23	10.78	10.13	11.06
Gross Recovery (%)	11.06	11.38	11.79	11.97	11.86	11.7	11.47	11.49	10.80	11.06

*Includes performance of Shamli unit from season 2024-25, post Sir Shadi Lal Enterprises Ltd. becoming a subsidiary of the Company w.e.f. June 20, 2024.

Operations during Sugar Season 2025-26

The sugarcane crushed during the season 2025-26 at 825.6 lakh quintals, witnessed a decline of 8.8% over the previous season. This was due to lower yields, primarily in West Uttar Pradesh, where the majority of the crushing capacity of the Company is located. Various agro-climatic factors including significant diversion of sugarcane to jaggery manufacturers in certain select areas were responsible for the lower crush. However, the crush drop differential at the Company's mills in each of the zones was lower than the State averages:

Zone	Overall increase / (decline) in sugar cane crush in the State (Season 2025-26 vs Season 2024-25)	Company's Sugarcane crush performance		
		Season 2024-25 (lakh qtls.)	Season 2025-26 (lakh qtls.)	Increase / (Decline)
West	(-) 17%	633	546	(-) 14%
Central	(-) 6%	200	202	1%
East	0%	71	78	9%

All the eight sugar mills operated on the C-Heavy molasses process, since the economics favoured such production, based upon the prevailing / expected realisation prices of sugar. The gross recovery of sugar during the season 2025-26 stood at 11.06%, higher by 26 basis points as compared to gross recovery of the previous season. However, since the previous season's operations were partially carried out on B-Heavy molasses process, the net recovery of sugar in the current season is higher by 93 basis points compared to the previous season, after considering the quantum of sugar excess diverted in B-Heavy molasses.

Accordingly, despite the decline in sugarcane crushed, the Company produced almost similar quantity of sugar during the season 2025-26 at 9,13,086 tonnes as compared to 9,16,060 tonnes during the previous season.

Sugar-unit wise operational details

Crush (Lakh Quintals)			Net Recovery %		Sugar Production (Lakh Quintals)	
Sugar-Unit	**SS 24-25**	**SS 25-26**	**SS 24-25**	**SS 25-26**	**SS 24-25**	**SS 25-26**
Khatauli	250.8	207.8	10.11	11.00	25.4	22.9
Deoband	179.9	136.2	9.87	11.11	17.8	15.1
Ramkola	71.2	77.7	10.54	10.86	7.5	8.4
Sabitgarh	116.9	121.2	10.53	11.51	12.3	14.0
Chandanpur	84.8	83.3	10.01	11.31	8.5	9.4
Rani Nangal	60.9	66.3	10.25	11.30	6.2	7.5
Milaknarayanpur	54.5	51.9	9.73	10.78	5.3	5.6
Shamli	85.8	81.2	10.12	10.41	8.7	8.5
TOTAL	**904.8**	**825.6**	**10.13**	**11.06**	**91.6**	**91.3**

Operational Highlights

- The company achieved the No. 1 position in nominal recovery in the State, outperforming groups operating solely on C-Heavy (CH) processes.
- Achieved 3rd best performance amongst all the leading sugar manufacturing groups in the State in terms of comparative sugarcane crush over the previous season, despite steepest decline in the State being witnessed in West U.P., where the major crushing capacity of the Company is located.
- Khatauli unit was the only unit in the State to cross sugarcane crush of 200 lakh quintals.
- Sugar production maintained at last season's levels, contrasting with an overall 3.4% average decline in the State.
- Superior realisations were achieved through excellent sugar quality and product mix.
- Strict cost monitoring led to a reduction in costs
- Continued strong focus on the proper storage of sugar, molasses, and bagasse to minimise deterioration during storage and maximise realisation/profitability.

Operational Efficiency:

- Maintained operational excellence despite challenges from transitioning to pure C-Heavy operations this year, which typically results in higher steam consumption and lower crush rates compared to last year when the sugar units had operated on both, C-Heavy and B-Heavy operations.
- Undertaken various targeted capital expenditures for incidental reduction in process steam consumption. This involved the Khatauli, Chandanpur and Rani Nangal units where specific interventions were made to bring down the steam consumption which showed very encouraging results in sugar season 2025-26. Ramkola unit achieved lower process steam consumption due to a higher crush rate.
- Conversion of the extraction-cum-condensing type to backpressure type turbo-generator set at Deoband unit. to enhance bagasse savings showed very encouraging results during the sugar season 2025-26.

3rd best performance

amongst all the leading sugar manufacturing groups in the State

Superior Sugar Quality, Product Mix

- Product Mix Focus: Maintained a strong focus on producing superior quality sugar, leading to superior realisations.
- Produced a higher quantum of lower ICUMSA sugar at Khatauli unit targeted towards institutional clients.
- Achieved a higher percentage production of smaller grain pharma sugar grades.
- Higher percentage of large grain size sugar production at Shamli unit (~7% higher over the previous year).
- Superior grain consistency achieved at Ramkola unit.

Cane Development & Disease Management

The Company maintains its strong focus on cane development and considers it as one of the key differentiators with its peer companies. In view of spread of red rot in star performing variety (0238), the Company has undertaken a massive varietal substitution programme especially in those units which were/ are more vulnerable. The replacement plan is virtually complete in vulnerable units and at other units, the programme is being sustained to reduce dependency.

The Company is also focussing on extensive farmer engagements across each of its eight sugar units and has developed large number of demo plots for spreading/ showcasing best agronomic practices for getting higher yields with lower inputs.

Integrated pest and & disease management programme is continued with much more focus and with targeted interventions wherein rare/minor pests are also being covered.

Artificial Intelligence (AI) & Digitisation Initiatives

The Company continues to leverage AI and digitisation for crop health management, agronomic practices as well for cane procurement logistics through the following initiatives:

Initiative	Description and Status
AI "Ganna Doctor"	A mobile AI application in the validation/rollout phase that identifies crop diseases instantly via field photos sent by farmers/supervisors and provides immediate remedial recommendations. Leverages satellite imagery for targeted interventions.
AI-driven precision agriculture	Pilot project underway at Sabitgarh and Deoband in collaboration with ISMA and Baramati KVK, using AIML and IoT to provide tailored agronomic recommendations for sustainable farming.
AI-Powered Camera for Centre Monitoring	Proof of Concept successfully completed at two centres in Sabitgarh. Solar-powered AI cameras enhance real-time visibility, optimise logistics, and monitor cane balances at procurement hubs.

Triveni Sugar Business: Outlook

Triveni is engaged in robust and well-structured sugarcane development programmes, involving substitution of the 0238 variety. The substitution is focussed particularly in low-lying and water-logging prone areas. The Company is working to boost crush and enhance recoveries further in the upcoming sugar season. It is making targeted investments in improving efficiencies and minimising energy consumption, with the aim to reduce the overall cost of production.

As part of its varietal replacement programme, Triveni is supporting the plantation of promising, well-proven and high yielding, high sucrose varieties in the sugarcane command areas of its sugar units. The vulnerable Co 0238 variety is being substituted with alternatives such as Co 118, 98014, 15023 etc. The move, along with various yield enhancement measures such as spaced row, trench and autumn planting, will help assure sugarcane availability to meet higher sugarcane requirements at the sugar units.

The focus shall be on improving ratoon performance and strengthening crop protection. Aggressive proactive steps are underway to control large numbers of borers detected across the State.

The monsoon in 2026 is forecast to be impacted by the El Niño conditions, which usually results in lower rainfall. While this may impact the sugarcane belts in Maharashtra & Karnataka which are primarily rainfall dependent, the State of Uttar Pradesh where the Company's sugar units are located, is likely to face a subdued impact on the sugarcane crop, because of its extensive canal networks, robust groundwater reserves, high reliance on tube-well and also since rainfall deficit is likely to result in non-stagnation of water in low lying areas. However, the impact can be better assessed post monsoon.

Elections are slated for next year in Uttar Pradesh and consequently there may be further increase in the State Advised Price of sugarcane for the sugar season 2026-27. While the price of sugarcane has witnessed increases over the years, the minimum support price of sugar (MSP) which was fixed at ₹ 31/kg has not undergone any change since February 2019. It is hoped that the long-standing demand of the sugar manufacturers and through their association bodies to the Government to suitably increase the MSP is acceded to. The raising of MSP is likely to have a long-term positive impact on sugar prices, which may help in offsetting the rising production costs.

Triveni Alcohol Business

Indian Alcohol Industry

The alcohol industry in India has undergone a structural transformation over the past decade, evolving from a cyclical by-product of the sugar industry into one of the country's most strategically significant renewable energy sectors. Driven by strong policy support, increasing investments, and the Government's emphasis on energy security, decarbonisation and rural development, industrial ethanol manufacturing has eclipsed traditional potable alcohol. Ethanol has emerged as a critical component of India's clean energy transition. The industry today serves a diverse set of end-use sectors, including automotive fuels, potable alcohol, pharmaceuticals, chemicals, cosmetics, food processing and industrial applications, thereby providing a balanced demand profile that is less susceptible to fluctuations in any single segment.

India has emerged as one of the fastest-growing ethanol markets globally. The country's increasing transportation fuel demand, dependence on imported crude oil and commitment towards reducing carbon emissions have provided a compelling rationale for expanding domestic ethanol production. The Ethanol Blended Petrol (EBP) Programme has become the cornerstone of India's biofuel strategy, supporting multiple national priorities including energy security, foreign exchange savings, environmental sustainability and enhanced income opportunities for the agricultural sector.

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One of the defining characteristics of the Indian ethanol industry has been the diversification of feedstocks. Government policy continues to remain the most significant driver of the Indian ethanol industry. Over recent years, the regulatory framework has evolved to encourage diversified feedstocks, improve supply security, and facilitate long-term investments across the value chain. The Government has progressively expanded the list of approved feedstocks for ethanol production, allowing manufacturers greater operational flexibility based on seasonal availability, economics, and regional agricultural conditions. While molasses and sugarcane juice continue to remain important raw materials, grain-based ethanol production has grown rapidly through the utilisation of maize, damaged food grains, surplus rice, and other approved

agricultural commodities. This diversification has enhanced supply stability, reduced dependence on sugar production cycles, and created new market opportunities for agricultural producers across various states. Feedstock flexibility has also improved operational efficiency by enabling manufacturers to optimise production based on seasonal availability and relative economics. The pricing mechanism for ethanol supplied under the Ethanol Blended Petrol Programme continues to provide reasonable visibility for producers, with differentiated prices based on feedstock categories.

The National Policy on Biofuels – 2018, as amended in 2022, inter-alia advanced the target of 20% blending of ethanol in petrol from 2030 to Ethanol Supply Year (ESY) 2025-26 (November 1, 2025 to October 31, 2026). Public Sector Oil Marketing Companies (OMCs) achieved the target of 10% ethanol blending in petrol in June 2022 i.e. five months ahead of the target during ESY 2021-22, 12.06% in ESY 2022-23, 14.60% in ESY 2023-24 and 19.24% in ESY 2024-25. The blending target of 20% has been achieved in ESY 2025-26 in November 2025.

20%

ethanol blending in petrol has been achieved in November 2025

India Ethanol Industry: Market Updates

FY 2025-26 was characterised less by new headline policies and more by operational measures to ensure sufficient feedstock for achieving the E20 blending target. The principal policy measures undertaken were:

- Lifting all production and diversion restrictions on sugarcane juice, sugar syrup, and all types of molasses for ESY 2025-26;
- Reaffirmation of the E20 target for ESY 2025-26;
- Large-scale diversion of surplus FCI rice to ethanol – mandating 40% of ethanol produced from grain to be from FCI rice;
- Increasing the price of ethanol made from FCI rice from ₹ 58.50/litre to ₹ 60.32/litre, aligning it with the similar increase in the reserve price of FCI rice from ₹ 2,250/qtl to ₹ 2,320/qtl;
- Promotion of maize as the preferred incremental feedstock;
- Conversion of sugar-sector distilleries into multi-feedstock facilities through financial support;
- Continued investment in ethanol logistics, storage and long-term procurement mechanisms;
- Officially mandating that all public retail outlets shall sell E20 petrol (20% ethanol blend) countrywide starting from April 1, 2026.

Indian Ethanol Industry: Allocation & Supply - Public Sector OMCs

Feedstock	Allocated ESY 25-26 (Cycle-1)		Supplied ESY 25-26 Till March 31, 2026		% of Allocated Qnty	Supplied ESY 24-25	
	Qnty (Cr Ltrs)	% of Total	Qnty (Cr Ltrs)	% of Total Supply		Qnty (Cr Ltrs)	% of Total Supply
Cane Juice	165.9	16%	114.1	27%	69%	165.3	16%
B-Heavy	110.5	11%	31.1	7%	28%	138.8	13%
C-Heavy	12.2	1%	5.1	1%	42%	16.9	2%
Total - Sugar-based	**288.5**	**28%**	**150.2**	**35%**	**52%**	**321**	**31%**
DFG	47.6	5%	21	5%	44%	80.5	8%
SFG (FCI)	233.3	22%	91.4	22%	39%	140.1	13%
Maize	478.9	46%	160.9	38%	34%	498.5	48%
Total - Grain-based	**759.8**	**72%**	**273.3**	**65%**	**36%**	**719.1**	**69%**
Total	**1048.3**		**423.5**		**40%**	**1040.1**	

ESY: Ethanol Supply Year (November – October)

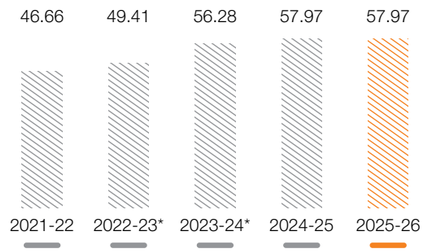
Grain-based ethanol continues to significantly outperform sugar-based ethanol in allocation and supply. Allocation towards maize alone exceeds the quantities allocated towards all sugar-based feedstocks considered together.

Indian Ethanol Industry - Ethanol Prices

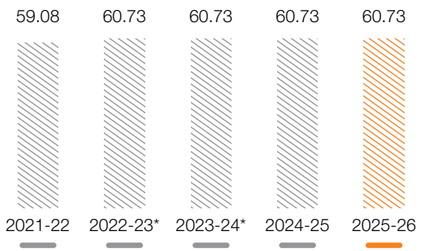
The administered pricing mechanism continues to play a crucial role in ensuring the commercial viability of the ethanol industry. Unlike conventional commodity markets, ethanol supplied under the EBP Programme is procured by Oil Marketing Companies at Government-notified ex-mill prices that differ according to the feedstock utilised for production.

The differential pricing framework was initiated recognising the varying production costs associated with ethanol manufactured from C-heavy molasses, B-heavy molasses, sugarcane juice/sugar syrup and grain-based feedstocks. This approach seeks to provide equitable returns across different production pathways while encouraging investments in diversified feedstock capacities. However, the prices of ethanol produced from sugar-based feedstocks require urgent attention to align it with the prevalent costs. The historical data with regard to price fixed for sugar-based and grain-based feedstocks for ethanol is as under:

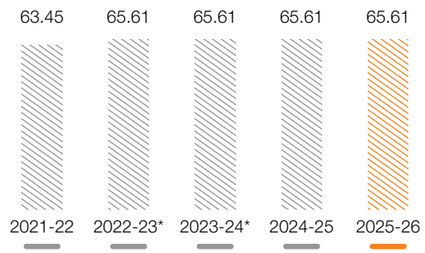
C-Heavy Molasses (₹/litre)



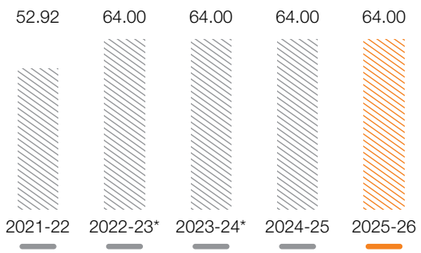
B-Heavy Molasses (₹/litre)



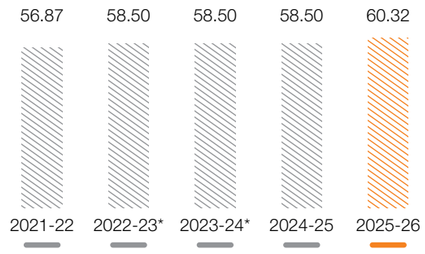
Juice / Syrup (₹/litre)



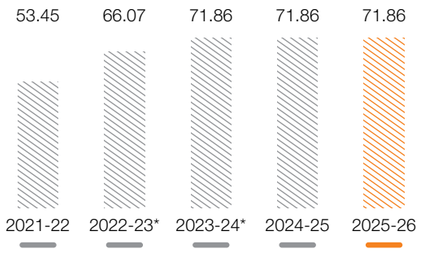
Damaged Foodgrain (₹/litre)



Surplus Rice - FCI (₹/litre)



Maize (₹/litre)



*Above ethanol prices for ESY refer to the last revised price in that year

Triveni Alcohol Business: Overview

- Six state-of-the-art distilleries spread across the State – two facilities with an aggregate of 260 KLPD (kilo litres per day) capacity at Muzaffarnagar, a 100 KLPD distillery at Shamli (presently not operational), a 200 KLPD facility at Sabitgarh, a 200 KLPD facility at Milak Narayanpur (MNP), and a 200 KLPD facility at Rani Nangal (RNG). Both MNP and RNG facilities are multi-feed facilities, thereby providing the Company with feedstock flexibility.
- Integrated operations providing assurance of feedstocks (molasses, syrup) and fuel (bagasse).
- Efficient operations, with focus on improving recoveries and reducing supplementary fuel.
- Adherence to Environment, Health, Safety and Sustainability standards.

Feedstock and product mix

- Flexibility of feedstocks - grain/sugarcane based.
- Flexibility of products - Fuel-grade Ethanol, Extra Neutral Alcohol, and Rectified Spirit.
- High-quality by-products - Distillers Dried Grain Solubles (DDGS), Potash-rich ash and CO_2 capturing.
- Forward integration of distillery operations to Indian Made Indian Liquor (IMIL) and Indian Made Foreign Liquor (IMFL).

Customers

- Oil Marketing Companies, Institutional and Retail Customers etc.

Key Highlights FY 26

- Alcohol produced: 2,36,510 KL (kilo litres)
- Alcohol sales: 2,13,453 KL
- Alcohol sales from sugarcane: from grain-based feedstocks: 44% : 56%
- Average realisation: ₹ 61.0 / Ltr.
- Revenue (net of excise duty): ₹ 1,552.4 crores
- PBIT: ₹ 119.3 crores

Triveni Alcohol Business: Performance

Turnover of FY 26 was higher by 5% as compared to the previous year, on account of higher alcohol despatches, which were higher by 11,885 KL i.e., 6% over the previous year. While average realisation prices shifted slightly lower to ₹ 61/litre due to a higher mix of FCI rice-allocated ethanol – which carries lower relative pricing than maize – the volume growth more than compensated for the variance. Overall turnover growth was also contributed by the alco-beverages, with the IMIL business registering a volume growth of 6% at 58.9 lakh cases.

The increase in production and sales during the year is attributable to far better availability of feedstocks, as well as on account of the full year operations of the multi-feed distillery at Rani Nangal, which was commissioned during the previous year.

The profitability (PBIT) witnessed an increase of 200% over the previous year, higher by ₹ 79.6 crores. The increase is attributable to the higher turnover, reduction in the procurement cost of maize, improved operational performance owing to better feedstock availability and cost optimisation. The higher realisation price of DDGS (by-product), also contributed to the increase in profitability.

The Company has tied-up aggregate allocation of 17.18 crores litres of ethanol under Cycle-1 of OMC tender and with Private OMCs. Additionally, the Company shall also utilise around 1.8 crores litres of ENA for production of potable alcohol. The Company expects further allocation in the subsequent cycle.

Key operational highlights of alcohol business performance FY 26

- Achieved highest-ever production and sales volume during FY 26;
- Recoveries in both molasses and grain distilleries were better than or at par with the previous year;
- Focussed approach on improving the quality of DDGS;
- Continuous initiatives are focussed on enhancing efficiencies and optimising costs, particularly in enzyme usage, fuel consumption, repairs & maintenance spends, personnel & administration costs etc.:
  - Reduction in bagasse consumption in the incineration boiler at the molasses-based distillery at Muzaffarnagar, through increased consumption of slop;
  - Internal debottlenecking at the grain-based distillery at Muzaffarnagar to increase production from maize and reduction in power consumption by ~2,000 units/day through close monitoring and system improvements;
  - Fermentation efficiency at Sabitgarh distillery improved through effective utilisation of enzymes and process optimisation;
  - Chemical consumption at Rani Nangal & Milaknarayanpur distilleries has been reduced through process optimisation measures and improved fuel efficiency has led to lower consumption of bagasse.
- Growth in IMIL volumes significantly outperformed the industry despite aggressive competition, securing a position among the top five players in Uttar Pradesh.

Triveni Alcohol Business: Ethanol Program and Biofuel Policy Updates

India imports nearly 88–89% of its crude oil, with a substantial share originating from West Asia. The hostilities between Iran and the U.S / Israel have raised crude oil prices, freight rates, insurance costs as well concerns over supply security through the Strait of Hormuz. Consequently, ethanol blending becomes more valuable as a strategic substitute for imported crude oil, helping reduce import dependence and foreign exchange outflows. The Government has repeatedly cited these energy-security benefits alongside environmental and farmer-income objectives.

Industry bodies such as the All India Distillers' Association (AIDA) and Grain Ethanol Manufacturers Association (GEMA) have advocated a phased roadmap to higher blends (e.g., E25, E27, E30). This would help absorb idle capacity, provide long-term demand visibility, improve plant utilisation and support returns on investments made under earlier policy signals. The Government is seized with the concerns regarding the overcapacity that currently exists in the country as regards ethanol production and various plans / policy decisions are being evaluated to increase application areas for ethanol and to effectively utilise the existing production capacity in the country:

- An Inter-ministerial group along with NITI Aayog is working on roadmap for “Beyond E-20”. Recently, the draft rules inviting public comments were issued, proposing inclusion of E-85 and E-100 as automobile fuel, supported by available BIS Standards – a significant step for testing, promoting and adopting Flex Fuel Vehicles;
- Recent draft amendments to the Central Motor Vehicles Rules (CMVR), 1989 proposing the inclusion of higher ethanol blends under emission norms, provide a regulatory basis for the formal introduction of flex fuel vehicles (FFVs) and isobutanol blended diesel capable vehicles in India. GOI has recently notified new BIS Standard which lay down specifications for E-22, E-25, E-27 & E-30 fuel blends.
- Bio-Isobutanol blending with high-speed diesel is under evaluation, potentially starting at 2% by ESY 2027-28.
- Aviation Turbine Fuel (ATF) has been redefined to include synthetic hydrocarbons, enabling sustainable aviation fuel (SAF) integration, which includes Ethanol to Jet (ETJ) Pathway. The Government has mandated a target of SAF blended aviation fuel for international flights of 1% by 2027, escalating to 2% by 2028 and 5% by 2030.
- The Government is also exploring introduction of ethanol stoves to address LPG shortages and boost demand, though studies are underway regarding safety and supply chain.

> The Company’s diversified manufacturing platform, comprising both conventional molasses-based distilleries and dual-feed distilleries capable of processing both molasses and grain, provides significant strategic flexibility in an evolving industry environment.

Triveni Alcohol Business: Outlook

The Company's diversified manufacturing platform, comprising both conventional molasses-based distilleries and dual-feed distilleries capable of processing both molasses and grain, provides significant strategic flexibility in an evolving industry environment.

Molasses-based distilleries continue to derive competitive advantages from integration with the Company's sugar operations, enabling efficient utilisation of by-products generated during sugar manufacturing while enhancing value realisation across the integrated business model. At the same time, the Company's dual-feed distilleries provide operational resilience by allowing production planning to be aligned with seasonal feedstock availability, prevailing procurement economics and evolving Government policies.

The ability to process multiple feedstocks reduces dependence on any individual raw material and enables optimisation of production throughout the year. This flexibility assumes increasing importance as agricultural production, climatic conditions and policy interventions continue to influence the availability and economics of sugar-based and grain-based feedstocks.

The Company believes that future industry leadership will increasingly depend not merely on installed capacity but on operational efficiency, diversified feedstock sourcing, technological capability, environmental stewardship and disciplined capital allocation. Accordingly, continued investments in process optimisation, energy efficiency, digital manufacturing systems, environmental compliance and value-added co-products will remain important strategic priorities.

POWER TRANSMISSION BUSINESS

Market: Overview

Global Industrial Gears Industry Overview

The global industrial high-speed helical gearbox market forms a critical part of the broader power transmission ecosystem supporting energy-intensive and continuous process industries such as oil & gas, petrochemicals, power generation, metals, cement, and marine applications. These gearboxes are mission-critical components used in high-speed rotating equipment including compressors, turbines, pumps, and fans, where reliability, precision, and uninterrupted operation are essential. Due to their high capital intensity, long lifecycle (typically 15–25 years), and stringent performance requirements, the industry is characterised by high entry barriers, strong customer stickiness, and long qualification cycles.

The global high-speed helical gearbox market (OEM and aftermarket combined) is estimated at approximately USD 1,033 million in 2025 (Source: Coherent Market Insights), reflecting stable and structurally resilient demand linked to industrial activity rather than short-term economic cycles.

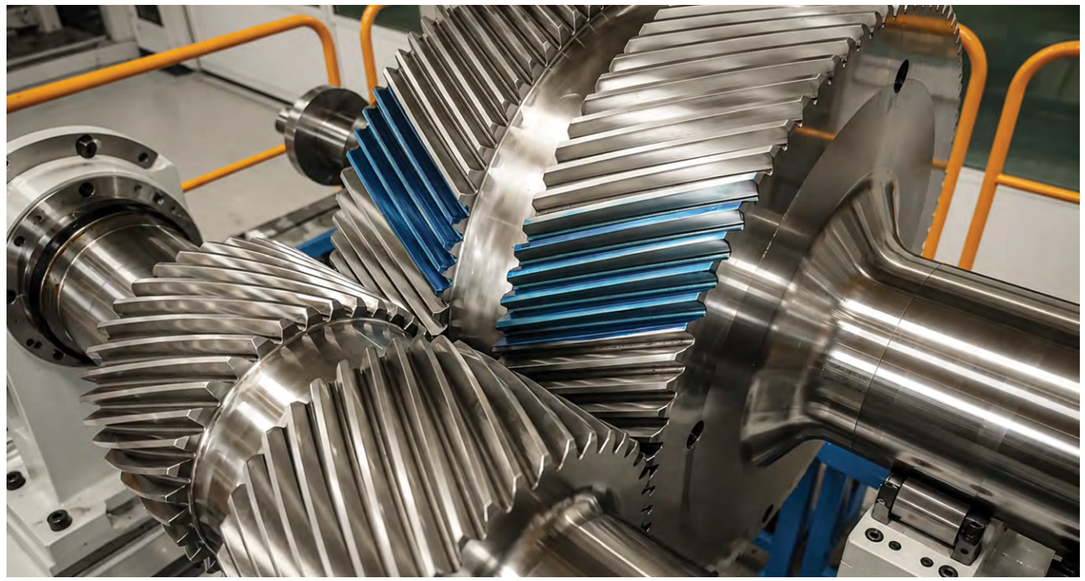
Key Industry Drivers and Trends

- **Structural Growth Drivers -** Rising industrial output across energy-intensive sectors, expansion in oil & gas, petrochemicals, liquefied natural gas, and power generation, increasing demand for energy-efficient and high-performance transmission systems.
- **Aftermarket as Primary Value Driver -** Ageing installed base in developed markets (US, Europe) and increasing focus on life-extension, reliability improvement & downtime reduction is driving strong growth in refurbishment, retrofits & spare parts and service contracts.
- **Technology and Digitalisation -** Integration of condition monitoring, predictive maintenance & digital diagnostics is strengthening long-term service relationships and recurring revenue streams.
- **Shift Toward Localised Service Models -** OEMs increasingly investing in local service infrastructure, regional supply chains & faster response capabilities.

Triveni Power Transmission Business: Overview

Key Highlights FY 26

- Order booking - ₹ 466.6 crores
- Revenue - ₹ 339.9 crores
- PBIT - ₹ 120.4 crores
- Closing order book - ₹ 484.6 crores



Since 1976, the Power Transmission Business (PTB), a division of Triveni Engineering and Industries Limited, has redefined excellence in high-speed gear solutions. From its cutting-edge Mysore facility, PTB serves over 80 countries, delivering API and AGMA-compliant gearboxes for oil & gas, petrochemicals, steel, cement, sugar, fertilisers, thermal, hydro, paper, and chemicals. Ranked amongst the top five high speed gear manufacturers globally, with over 12,500+ high-speed gearbox installations, having world class fully integrated facility with advanced multi-axis CNC machinery, PTB is poised to grow internationally. Core segments include:

OEM

Supplies global OEMs with high-speed gearboxes for turbines, compressors, pumps, and fans, designed for extreme conditions (hazardous/sub-zero temperatures and marine environment).

Aftermarket

Replaced over 1,400+ gearboxes from 90+ global brands, offering diagnostics, overhauls, upgrades, and eco-friendly refurbishments for maximum uptime.

Built-to-Print

Crafts high-precision gears for select global clients, ensuring recurring revenues.

Defence

A trusted OEM for naval propulsion systems, shafting, fin stabilisers, winches, gas turbine generators, and special pumps.

Gear Product Portfolio

Steam Turbine

Gas Turbine

Centrifugal Compressors

Reciprocating Compressors

Centrifugal Pumps

Fans and Blowers

Hydel Turbines

Industries We Serve

- Power Generation (IPPs)
- Oil & Gas
- Refinery & Petrochemical
- Chemical & Fertiliser
- Sugar
- Cement
- Rubber & Plastics
- Steel
- Marine

Applications for which gearboxes are supplied

- Centrifugal Blowers
- Integrally Geared Compressors & Blowers
- Centrifugal Pumps
- Centrifugal Compressors
- Reciprocating Pumps & Compressors
- Generators
- Forced Draft and Induced Draft Fans
- Test Rigs
- Marine Propulsion
- Low-Speed Industrials

Pillars of our strategic approach

- World-class technology
- Automation & Digitalisation
- Associations & tie-ups
- Cost Management & efficiencies

- Scale, capacity dedication and rolling plan
- Risk Mapping and Mitigation
- Make or Buy alignment
- Lead time and align with stocking policy
- Strong Quality Orientation
- Long-term Relationships

Capacity Expansion

In FY 26, PTB has continued to incur capital expenditure to enhance the capacity of gears business alone (not including Defence) to ₹ 700 crores and all such capital expenditure is likely to be completed by September, 2026. This capacity expansion positions the Business to address increasing global demand, improve delivery timelines and scale both OEM and aftermarket segments. The Business continues to invest in engineering and design capabilities, process optimisation and digitisation, talent and organisational capability.

Focus on R&D

PTB continues to place strong emphasis on Research & Development, focussing on the design and development of energy efficient, low noise gearbox solutions in alignment with global sustainability goals and OEM requirements. During FY 26, the R&D laboratory development reached the final stage of commissioning, strengthening PTB's in house testing and validation capabilities. In addition, PTB has been actively engaged in the development of defence-oriented technologies, including marine gearboxes for Fast Patrol Vessels and next generation Offshore Patrol Vessels, as well as other advanced mechanical solutions for critical applications.

Key R&D Achievements during FY 26

- Initiated development of high-performance fixed pad offset bearing design software for higher efficiency and less oil flow
- Achieved a 15% reduction in gear mesh oil flow, contributing to reduced power loss in mesh
- Development of high-power high-speed gearbox with low noise level
- Optimised gearbox models through reduction of centre distance, enabling compact designs without compromising performance

Triveni Power Transmission Business: Performance

PTB witnessed a moderate decline in revenue (8% YoY), primarily due to temporary moderation in order finalisation cycles, driven by delays in award of contracts by end-users impacting EPC players and OEMs. Order Booking during the year remained resilient at ₹ 467 crores, reflecting sustained demand across key segments. The order position grew by 25% to ₹ 485 crores (including long-tenure orders of ₹ 247 crores), providing strong revenue visibility.

PTB continues to maintain a dominant position in the domestic high-speed gearbox market, supported by:

- Strong engineering and design capabilities
- Fully integrated manufacturing infrastructure
- Established relationships with global OEMs
- Proven execution track record in critical applications

Gears Business:

New Product:

PTB proven performance in high power and critical applications has strengthened OEM relationships resulting in expanding footprint across global projects. PTB's closer to customer initiative by starting operations from European office has increased our customer connect and acceptance.

Domestic Market Highlights

- The domestic market saw marginal growth in order bookings, driven primarily by the Steam Turbine Generator (STG) segment. The average order value increased due to shift in higher power
- High Power gearboxes > 30 MW - Total supplied is more than 22 nos., out of which 17 nos. are above 48 MW.
- Built to Print segment – mainly from IGC. First qualification order for a larger diameter gearset received, utilising the expanded manufacturing facility
- Few OEMs are planning to localise higher capacity IG compressor in India. This will increase the opportunity for business for PTB

Export Market Highlights

- PTB's focus on the markets in the Middle East and Europe has led to additional contracts from major oil and gas companies
- Received a qualification contract from a major European compressor OEM for two compressor gearboxes
- Secured several new pump contracts for ADNOC installations, bringing PTB's installed fleet to over 40 units within last two years
- Awarded a contract to technically develop an auxiliary gearbox for the gas turbine application
- First Gearbox for Compressor Test Rig supplied to a Japanese compressor OEM –opening opportunities for future project orders
- Supplied highest power 27 MW compressor gearbox to a large European OEM
- Entered Japanese market for compressor application
- Supplied multiple API Gas Turbine driven pump gearboxes for Oil & Gas pipeline in South America
- Entered Oil & Gas majors (Middle East) through various OEMs for Pump application
- Supplied first 48 MW Steam Turbine Generator gearbox from a European OEM
- Entered Floating Production Storage and Offloading (FPSO) projects for South America and Africa

Aftermarket:

Domestic Market Highlights

- Received landmark order from GTRE Axial Compressor Test Facility, first of its kind in Asia - significant enhancement of India's indigenous capabilities in gas turbine engine development
- Repeat business from Alstom for Gearbox and Accessories for Load Motor Testrig Facility to support advanced testing and validation of motors under controlled load conditions
- 4.4 MW Gearbox order received from BPCL Mahul with Instruments & vibration package, Spare Gear Internals with nitrogen container, Set of Bearings, Oil Baffles & RTD's
- Received 30 MW Gearbox replacement to FGS make from Shyam SEL Jamuria
- 43 MW Gear Internals replacement to Allen Make Gearbox order received from APT Power
- Gear Internals order received from Star Cement as replacement to existing 43 MW Lufkin make Gearbox

Export Market Highlights

- Received complete set of Gear Internals from Rusgard, Russia as a replacement to existing Lufkin 44.7 MW Gear box
- Complete set of Gear Internals received as replacement to existing IG Compressor GB from AYG Endustriyel, Turkey
- Received complete set of Gear Internals & Oil Vapour controller for 12.5 MW GB from Durrah Sugar, UAE

Service Highlights

- Executed installation and commissioning of specialised gearboxes, including THSH series units at HAL Koraput and 30,500 RPM high-speed test rig gearboxes, achieving precise alignment, stable trials, and dependable operational performance
- Delivered end-to-end installation and commissioning support for an advanced test rig package under the Alstom project, enabling accurate traction motor validation for metro applications

- At Sanvira (overseas site), identified excessive axial thermal growth of the turbine impacting gearbox alignment and vibration; implemented gearbox modification to isolate and accommodate turbine thermal growth, stabilising vibration levels and sustaining operation
- In NSPCL (thermal power plant), diagnosed thermal growth mismatch between turbine and gearbox as the primary contributor to elevated vibration; modified gearbox floats in accordance with growth requirements, successfully restoring vibration levels; identified Main Oil Pump (MOP) pressure deviation due to site-specific PCV settings and resolved through optimised pressure settings
- Executed critical bearing replacement at ICS, Senegal with LOS modification in an imported substitute gearbox for an acid circulation pump, ensuring reliable and uninterrupted operation and providing required redundancy in lubrication systems
- At ACC Kymore, during turning gear retrofit activities, identified excessive mechanical overload during startup as the root cause of repeated work wheel breakage in the barring system; introduced a VFD-based drive system in the barring panel, enabling controlled acceleration, reduced starting torque, and smoother engagement; the modification significantly reduced startup loads, improved barring gear reliability, and enhanced overall startup performance and reliability

Built-to-Print:

As part of optimising capacity utilisation, executed high-precision machining of select gear components through long-term supply contracts.

Defence Business:

Key milestones of Triveni PTB's defence segment:

- Received the order for two major gearbox projects from Indian Navy besides ongoing execution of other marine gearbox projects.
- Consolidated further on technology for light weight.
- Ongoing thrust on exploring opportunities in Land & Aerospace.
- Working on expanding product portfolio for marine equipment with own technology.
- Commissioning of precision marine shaft manufacturing infrastructure.
- Consolidation of opportunities for sub-surface platform projects.

OUTLOOK:

While FY 26 witnessed temporary moderation due to external factors, the underlying industry fundamentals remain strong with

- A structurally-resilient market
- Aftermarket-led growth dynamics
- Strong order book visibility
- Expanded manufacturing capacity

PTB is well positioned to transition into its next phase of growth, leveraging its engineering strengths, global partnerships, and increasing presence in overseas markets.

WATER BUSINESS

Market Overview

The wastewater treatment sector in India is experiencing significant growth. In 2025, the market was valued at USD 10.4 billion and is projected to reach USD 19.4 billion by 2034, growing at a CAGR of 7%. In India, the water & wastewater treatment market is propelled by accelerating urbanisation, industrialisation, population growth and growing water scarcity. Increasing environmental awareness, tighter regulations, and the requirement for sustainable water management drives demand for effective and innovative wastewater treatment solutions.

The global water & wastewater treatment market size was valued at USD 372.39 billion in 2025 and is projected to grow to USD 713.96 billion by 2034, exhibiting a CAGR of 7.50%.

India extracts more groundwater than China & USA combined, with over 50% of total clean water needs met through groundwater sources. However, treatment and re-use of household wastewater remain inadequate, with nearly 80% of the household water discharged untreated, polluting other water bodies. With 18% of the world's population but only 4% of its freshwater resources, nearly 600 million Indians experience high to extreme water stress. Per capita water availability has declined sharply to approximately 1,100 M^3, well below the internationally recognised water-stress threshold.

The Market Opportunity: Strong and Expanding Government Support

The Government of India has launched several large-scale programs to address water scarcity and improve wastewater management:

- Jal Jeevan Mission: Aims to provide 55 litres of tap water per person per day to every rural household, with a budget of ₹ 3.6 lakh crores.
- Atal Mission for Rejuvenation and Urban Transformation (AMRUT): Focusses on establishing adequate sewage and water supply infrastructure in urban areas.
- Atal Bhujal Yojana: A groundwater management initiative launched in 2019 to improve groundwater levels in seven states through community participation.
- Namami Gange Programme: An integrated conservation mission launched in 2014 with a budget outlay of ₹ 22,500 crores for 2023-26, aiming to abate pollution and rejuvenate the Ganges River.

USD 372.39 billion

global water & wastewater treatment market size

The Union Budget 2026-27 allocation of ₹ 2,16,654 crores towards water supply, sanitation, and river conservation reflects a strong and sustained national commitment to the sector.

These initiatives are further supported by funding from multilateral agencies such as the World Bank, Japan International Cooperative Agency (JICA), Asian Development Bank and Exim Bank. Increasing adoption of the Public Private Partnership (PPP) and Hybrid Annuity Model (HAM) is deepening private sector engagement across both municipal and industrial segments.

Triveni Water Business: Overview

12,200+
MLD Water & Wastewater Treated

1,500+
Total installations

5,000+
Process Equipment supplied

Key highlights FY 26

Triveni Water business has a track record of executing projects across India and overseas, including Maldives and Bangladesh markets. The Water Business Group (WBG) of Triveni offers complete range of Water & Wastewater solutions, utilising innovative & advanced equipment and technology across a wide spectrum of applications. In an environment of tighter and stringent regulatory standards for water & wastewater discharge, which often challenge the capability of conventional treatment systems, WBG provides innovative and cost-effective systems and services to optimise operational efficiency and lower the life-cycle costs.

Triveni has in-house equipment manufacturing capabilities which adds to its strength in EPC business besides strong in-house Design & Engineering cutting-edge capabilities. Triveni has also undertaken projects on PPP/ HAM concession basis and is actively exploring new opportunities. The Company is geared up to undertake medium and large sized projects in India and overseas.

The various business sub-segments are detailed below:

Water & Wastewater solutions offerings

- Design & manufacturing of process equipment for the entire spectrum of water and wastewater treatment Industry.
- Water and wastewater collection and distribution networks, including its design, construction, operation and management.
- Water treatment based on conventional processes, Ultra Filtration, Reverse Osmosis, Demineralisation, and Sea Water Reverse Osmosis.
- Wastewater/sewage treatment based on advanced technologies like Sequencing Batch Reactor (SBR), Moving Bed Biofilm Reactor (MBBR), etc., both for municipal and industrial applications.
- Design, Build, and Operate water & wastewater treatment plant, based on Ultra Filtration, Reverse Osmosis, Zero Liquid Discharge (ZLD) and Reuse.
- Design, Build and Operate (DBO) water & wastewater management systems on Engineering Procurement and Construction (EPC)/ Public Private Partnership (PPP)/ Hybrid Annuity Model (HAM)/ Build Own Operate Transfer (BOOT) models.
- Operations & maintenance of water and wastewater treatment plants.

Triveni is a leading name in Water & Wastewater Treatment sector and has technology associations with world's leading technology providers for various products, process & solutions such as SBR, Ultra filtration (UF), Reverse Osmosis (RO), Moving Bed Bio Reactor (MBBR) & other technologies. By deploying advanced technologies, we provide innovative, sustainable solutions that address the growing global need for clean water and efficient wastewater treatment.

Operations and Maintenance (O & M)

At Triveni, we believe a project is truly complete only when it is performing reliably, years after the commissioning certificate is signed. Our Operations & Maintenance contracts, spanning 5 to 15 years, are designed to deliver exactly that. As government disbursements increasingly shift toward outcome-linked models, funds tied to water actually delivered and quality actually monitored, long-term O&M accountability has become central to responsible project delivery. Our O&M services are structured around outcomes that matter most to our clients:

- Minimise Non-Revenue Water (NRW)
- Safeguard Source Water Quality
- Understand System Infrastructure

- Monitor and Control Corrosion
- Ensure System Integrity
- Maintain Adequate Disinfection Residuals
- Ensure Positive Pressure
- Implement Backflow Prevention
- Adopt Best Practices for Disinfection and Flushing
- Maintain Operational-Readiness
- Manage Distribution System Assets
- Spare Parts Inventory Management
- Product and Process Audits, Health Check-ups, and Overhauls

Processes and Technologies

Triveni Water Business Group has access to the latest technologies in water and wastewater treatment. Our expertise ensures efficient and sustainable solutions tailored to meet the dynamic needs of the municipal & industrial requirements. We offer following technologies:

- Moving Bed-Bio Reactor (MBBR).
- Sequential Batch Reactor (SBR)
- Activated Sludge Process (ASP)
- Anaerobic-anoxic-aerobic Process (A2O) Conventional technologies
- Filtration systems: Sand or Membranes
- High-Rate Clarifiers
- Membrane systems – Ultra Filtration (UF)/ Reverse Osmosis (RO)
- Wastewater Recycling and Reuse of treated wastewater
- Zero Liquid Discharge (ZLD)

Triveni Water Business: Performance

The Water Business demonstrated improved execution momentum inflows during the year.

- Revenue increased driven by efficient execution.
- Revenue stood at ₹ 268.51 crores, higher by 15% year-on-year.
- PBIT stood at ₹ 31 crores, lower by 5% year-on-year.
- Total order booking during FY 26 was ₹ 165 crores, including EPC orders of ₹125.84 crores.
- The total order book as of March 31, 2026 stood at ₹ 1,503 crores, including a significant portion from long-term O&M contracts.

The business continues to strengthen its position in recycling and reuse, with projects such as Balotra (18 MLD ZLD) and Pali (12 MLD ZLD) project for textile effluent, Bhiwadi (6 MLD ZLD) for mixed use industrial effluent, and 42 MLD sewage recycling at Vadodara, along with projects in Mathura at various stages of execution and O&M.

Internationally, the Maldives project covering six islands has been completed and handed over, including the defect liability period. The Bangladesh project under ADB funding has achieved substantial progress.

Ongoing O&M engagements include major installations such as CETPs and ZLDs at Bhiwadi and Balotra, desalination plants, and large STPs and WTPs across multiple locations.

Key achievements during the year

- Successful completion and handover of EXIM Bank-funded Maldives water and sanitation project (Package 6) for 6 islands
- Order secured for 7.2 MLD ZLD plant from Ramagundam Fertilisers & Chemicals Ltd.
- Significant progress in ADB-funded Bangladesh STP projects
- Continued execution and O&M of large municipal and industrial treatment facilities, including CETPS & ZLDs at Bhiwadi & Balotra, desalination plants for Barmer Lignite, 204 MLD STP in Delhi, 210 MLD WTP in Greater Noida.

Triveni Water Business: Outlook

The outlook for the Water Business remains strong, supported by sustained government investments, regulatory tightening, and a widening demand-supply gap in water treatment infrastructure. The Union Budget 2026-27 has allocated ₹ 2,16,654 crores toward water supply, sanitation, & river conservation, with JJM receiving ₹ 67,670 crores and Namami Gange targeting an additional 600 MLD of sewage treatment capacity, translating directly into a robust pipeline of EPC and HAM opportunities wherein Triveni is actively positioned.

Stricter enforcement of ZLD norms and the introduction of Liquid Waste Management Rules 2025 making industries accountable for the full lifecycle of water consumed, are accelerating industrial demand, particularly across textiles, pharmaceuticals, chemicals, and power sectors. Increasing adoption of treated wastewater by industries is further driving growth in recycling and reuse projects, well beyond compliance and into business continuity territory.

Internationally, EXIM Bank-led financing is opening opportunities across Asia and Africa. The Company's presence in Maldives and Bangladesh, along with its integrated EPC and O&M capabilities, positions it well to capitalise on these opportunities.

Opportunities continue to develop across water recycling, reuse and ZLD under both EPC and HAM models. Demand for sewage recycling is also gaining traction in select regions, supported by increasing industrial use of treated wastewater. Government programmes and initiatives, including NMCG, AMRUT and JJM, are expected to support continued demand for sewage treatment and water infrastructure projects. Triveni will continue to pursue projects selectively, with a focus on balanced growth across EPC, PPP and HAM models.

Financial Review

Standalone Results

₹ in crore

	2025-26	2024-25	Change %
Income from Operations (Gross)	7,620.5	6,807.1	12%
Less: Excise Duty	1,330.4	1,118.7	19%
Net Income from Operations	6,290.1	5,688.4	11%
EBITDA	602.2	522.4	15%
EBITDA %	10%	9%	
Depreciation & Amortisation	144.2	126.2	14%
Finance Cost	94.0	75.7	24%
Profit Before Exceptional/Non-recurring items & Tax	364.1	320.5	14%
Exceptional / Non-recurring items	-14.1	0.0	
Tax	91.4	85.0	8%
Profit After Tax	258.6	235.5	10%
Other Comprehensive income (net of tax)	2.1	-6.6	
Total Comprehensive income	260.6	228.9	14%

Pursuant to the approved Composite Scheme of Arrangement (Scheme), Sir Shadilal Enterprises Limited (SSEL) has been merged with the Company (TEIL) with effect from the appointed date on April 1, 2025. The Power Transmission Business (PTB) will be demerged into the Resulting Company, Triveni Power Transmission Limited (TPTL), with effect from April 1, 2026. Accordingly, the results of FY 2025-26 include the operations of PTB for the entire year.

The financial results of TEIL for FY 2025-26 include operations of SSEL from April 1, 2025, while the previous year includes its operations from June 20, 2024, when SSEL became a subsidiary of TEIL.

Further, fair valuation of assets / liabilities of SSEL has been done on the date of acquisition (June 20, 2024) and based on the net assets taken over as on April 1, 2025, an amount of ₹ 48.30 crores has been credited to Capital Reserve as per the following details:

	₹ crore
Net assets and reserves transferred (at carrying values)	134.41
Less: Cancellation of Company's investment in equity shares of SSEL	85.96
Less: Equity shares to be issued to non-promoter shareholders of SSEL (at face value)	0.15
Capital reserve	**48.30**

In accordance with the share exchange ratio approved under the Scheme, 14,65,048 equity shares of ₹ 1 each, are to be issued by the Company to the shareholders of SSEL and pending issuance, such amount has been recognised in Equity Suspense.