

THIS IS A PUBLIC ANNOUNCEMENT FOR INFORMATION PURPOSES ONLY. THIS IS NOT A PROSPECTUS ANNOUNCEMENT AND DOES NOT CONSTITUTE AN INVITATION OR OFFER TO ACQUIRE, PURCHASE OR SUBSCRIBE FOR UNITS OR SECURITIES. NOT FOR RELEASE, PUBLICATION OR DISTRIBUTION, DIRECTLY OR INDIRECTLY OUTSIDE INDIA.



HORIZON RECLAIM (INDIA) LIMITED
Corporate Identification Number: U25206UP2006PLC032294

Our Company was originally incorporated as 'Horizon Reclaim (India) Private Limited' as a Private Limited Company under the Companies Act, 1956 at Saharanpur, pursuant to a certificate of incorporation dated August 21, 2006, issued by the Registrar of Companies, Uttar Pradesh and Uttranchal ("RoC"). Thereafter, name of our Company was changed from 'Horizon Reclaim (India) Private Limited' to 'Horizon Reclaim (India) Limited', consequent to conversion of our Company from private to public company, pursuant to a special resolution passed by the shareholders of our Company on April 15, 2025 and a fresh certificate of incorporation consequent to change of name was issued by the Registrar of Companies, Central Processing Centre on May 06, 2025. Our Company's Corporate Identity Number is U25206UP2006PLC032294. For details of change in Registered office of our Company, please refer to the chapter titled "History and Certain Corporate Matters" on page 149 of the Draft Red Herring Prospectus.

Registered Office: Khasra no. 9, Dehradun Road, Near Nirankari Bhawan, Village - Kumar Hera, Saharanpur - 247001, Uttar Pradesh;
Telephone: +91 8171000900; **Email:** cs@horizonreclaim.com; **Website:** <https://horizonreclaim.com/>
Contact Person: Deeksha Thakral, Company Secretary and Compliance Officer;

PROMOTERS OF OUR COMPANY: MOHIT BAJAJ AND MALIKA BAJAJ	
ADDENDUM TO THE DRAFT RED HERRING PROSPECTUS DATED MARCH 06, 2026; NOTICE TO THE INVESTORS ("THE ADDENDUM")	
<p>INITIAL PUBLIC OFFER OF UP TO 54,00,000 EQUITY SHARES OF FACE VALUE ₹ 10 EACH (THE "EQUITY SHARES") OF HORIZON RECLAIM (INDIA) LIMITED ("OUR COMPANY" OR THE "ISSUER") FOR CASH AT AN ISSUE PRICE OF ₹ [●] PER EQUITY SHARE (INCLUDING SECURITIES PREMIUM OF ₹ [●] PER EQUITY SHARE) ("ISSUE PRICE"), AGGREGATING UP TO ₹ [●] LAKHS (THE "ISSUE") OF WHICH [●] EQUITY SHARES AGGREGATING TO ₹ [●] LAKHS WILL BE RESERVED FOR SUBSCRIPTION BY MARKET MAKER ("MARKET MAKER RESERVATION PORTION"). THE ISSUE LESS THE MARKET MAKER RESERVATION PORTION I.E. ISSUE OF [●] EQUITY SHARES OF FACE VALUE OF ₹ 10 EACH AT AN ISSUE PRICE OF ₹ [●] PER EQUITY SHARE AGGREGATING UPTO ₹ [●] LAKHS IS HEREINAFTER REFERRED TO AS THE "NET ISSUE". THE ISSUE AND THE NET ISSUE WILL CONSTITUTE [●] % AND [●] % RESPECTIVELY OF THE POST-ISSUE PAID-UP EQUITY SHARE CAPITAL OF OUR COMPANY.</p> <p>THE PRICE BAND AND THE MINIMUM BID LOT WILL BE DECIDED BY OUR COMPANY IN CONSULTATION WITH THE BOOK RUNNING LEAD MANAGER AND WILL BE ADVERTISED IN [●] EDITION OF [●] (A WIDELY CIRCULATED ENGLISH NATIONAL DAILY NEWSPAPER), [●] EDITION OF [●] (A WIDELY CIRCULATED HINDI NATIONAL DAILY NEWSPAPER, AND [●] EDITION OF [●], (A WIDELY CIRCULATED HINDI DAILY NEWSPAPER, HINDI BEING THE REGIONAL LANGUAGE OF UTTAR PRADESH WHERE OUR REGISTERED OFFICE IS LOCATED), AT LEAST TWO WORKING DAYS PRIOR TO THE BID/ISSUE OPENING DATE AND SHALL BE MADE AVAILABLE TO SME PLATFORM OF BSE LIMITED ("BSE SME") FOR THE PURPOSES OF UPLOADING ON THEIR WEBSITE.</p> <p>Potential Bidders may note the following:</p> <ol style="list-style-type: none"> In the sections "<i>Summary of Issue Document</i>", "<i>Risk Factors</i>", "<i>Capital Structure</i>", "<i>Object of the Offer</i>", "<i>Our Business</i>", "<i>History and Certain Corporate Matters</i>", "<i>Our Management</i>" "<i>Government and Other Statutory Approvals</i>", "<i>Material Contracts and Documents For Inspection</i>" and provided herein below as part of Addendum, modifications have been updated. <p>The above is to be read in conjunction with the Draft Red Herring Prospectus and accordingly their references in the Draft Red Herring Prospectus stand amended pursuant to this Addendum. Please note that the changes pursuant to this Addendum will be appropriately included in the Prospectus, as and when filed with the RoC, the SEBI and the Stock Exchange. All capitalised terms used in this Addendum shall, unless the context otherwise requires, have the meaning ascribed to them in the Draft Red Herring Prospectus.</p>	
Place: Saharanpur Date: April 23, 2026	<p>On Behalf of Horizon Reclaim (India) Limited</p> <p>Sd/- Ms. Deeksha Thakral Company Secretary & Compliance Officer</p>
BOOK RUNNING LEAD MANAGER	REGISTRAR TO THE ISSUE
 <p>GYR Capital Advisors CLARITY TRUST GROWTH</p>	 <p>KFINTeCH EXPERIENCE TRANSFORMATION</p>

GYR CAPITAL ADVISORS PRIVATE LIMITED Address: 428, Gala Empire, Near JB Tower, Drive in Road, Thaltej, Ahmedabad -380 054, Gujarat, India. Telephone: +91 8777564648 E-mail Id: horizon.ipo@gyrcapitaladvisors.in Website: www.gyrcapitaladvisors.com Investor Grievance E-mail ID: investors@gyrcapitaladvisors.com Contact Person: Mr. Mohit Baid SEBI Registration Number: INM000012810 CIN: U67200GJ2017PTC096908	KFIN TECHNOLOGIES LIMITED Registered Office: 301, The Centrium, 3rd Floor, 57, Lal Bahadur Shastri Road, Nav Pada, Kurla (West), Mumbai – 400070, Maharashtra Corporate Office: Selenium Tower-B, Plot 31 & 32, Gachibowli, Financial District, Nanakramguda, Serilingampally, Hyderabad – 500 032, Telangana Tel No.: +91 40 6716 2222 Toll Free No. : 1800 309 4001 Website: www.kfintech.com Email: horizonrec.ipo@kfintech.com ; Investor Grievance Email: einward.ris@kfintech.com Contact Person: Mr. M Murali Krishna SEBI Registration No.: INR0000000221
ISSUE PROGRAMME	
ANCHOR PORTION OFFER OPENS/CLOSES ON: [●]*	BID/OFFER OPENS ON: [●]*
	BID/OFFER CLOSES ON: [●]**^

**The Company may, in consultation with the Book Running Lead Manager, consider participation by Anchor Investors in accordance with the SEBI ICDR Regulations. The Anchor Investor Bid/Offer Period shall be one Working Day prior to the Bid/Offer Opening Date.*

**Our Company may in consultation with the BRLMs, consider closing the Bid/Offer Period for QIBs one Working Day prior to the Bid/Offer Closing Date in accordance with the SEBI ICDR Regulations.*

***^UPI mandate end time and date shall be at 5:00 p.m. on Bid/Offer Closing Day.*

TABLE OF CONTENTS

SECTION II – SUMMARY OF ISSUE DOCUMENT	4
SECTION III - RISK FACTORS	5
CAPITAL STRUCTURE	14
OBJECT OF THE ISSUE	17
OUR BUSINESS	24
HISTORY AND CERTAIN CORPORATE MATTERS.....	28
OUR MANAGEMENT	30
GOVERNMENT AND OTHER STATUTORY APPROVALS.....	32
MATERIAL CONTRACTS AND DOCUMENTS FOR INSPECTION.....	34

SECTION II – SUMMARY OF ISSUE DOCUMENT

Shareholding of Promoter / Promoter group and additional top 10 shareholders of the company as at Allotment

Following are the details of the pre-Offer shareholding of Promoters and Promoter Group:

Sr. No.	Pre-Offer shareholding as at the date of Advertisement ⁽³⁾			Post-Offer shareholding as at Allotment ⁽⁴⁾			
	Shareholders	Number of Equity Shares	Shareholding (in %)	At the lower end of the price band (₹ [●])		At the upper end of the price band (₹[●])	
				Number of Equity Shares	Share holding (in %)	Number of Equity Shares	Shareholding (in %)
Promoters							
1.	Mohit Bajaj	1,10,22,998	77.38	[●]	[●]	[●]	[●]
2.	Malika Bajaj	19,22,800	13.50	[●]	[●]	[●]	[●]
Total-A		1,29,45,798	90.87	[●]	[●]	[●]	[●]
Promoter Group ⁽¹⁾							
3.	Ashok Kumar Bajaj HUF	200	Negligible	[●]	[●]	[●]	[●]
4.	Ashok Kumar Bajaj	13,00,000	9.13	[●]	[●]	[●]	[●]
5.	Raj Mehta	1	Negligible	[●]	[●]	[●]	[●]
6.	Mohit Bajaj HUF	200	Negligible	[●]	[●]	[●]	[●]
7.	Syeon Bajaj	1	Negligible				
Total-B		13,00,402	9.13	[●]	[●]	[●]	[●]
Total of Promoters & Promoters Group Shareholding (A+B)		1,42,46,200	100%	[●]	[●]	[●]	[●]

Notes:

- Our Promoters and Promoter Group holds 13,00,402 Equity shares of our Company aggregating to 9.13% of the pre-Issue paid-up Share Capital of our Company any shareholding in our Company. The Promoter Group shareholders are Ashok Kumar Bajaj HUF, Ashok Kumar Bajaj, Raj Mehta, Mohit Bajaj HUF and Syeon Bajaj.
- As on date, the Company does not have any public shareholders.
- Includes all options that have been exercised until date of offer document and any transfers of equity shares by existing shareholders after the date of the pre-issue and price band advertisement until date of prospectus.
- Based on the Issue price of ₹ [●] and subject to finalization of the basis of allotment.

SECTION III - RISK FACTORS

10. Certain non-compliances and deficiencies in corporate and statutory filings under the Companies Act, 1956 and the Companies Act, 2013 have occurred in the past. Any regulatory action or penalties arising therefrom may adversely affect our financial position and reputation.

Our Company has, in the past, experienced certain instances of non-compliance and delays in statutory filings with the Registrar of Companies ("RoC") under the Companies Act, 1956 and the Companies Act, 2013. Such non-compliances primarily arose due to inadvertent clerical errors, oversight in statutory filings and compliance gaps pertaining to earlier financial years. The Company has undertaken a detailed review of its historical records and statutory filings and has initiated necessary corrective steps, including regularization and filing of appropriate applications wherever required, under the applicable provisions of the Companies Act, 2013 as provided below.

Sr. No.	Discrepancy	Steps taken
1.	The Company had made allotment of shares on 31-03-2007. However, Form-2 (Return of Allotment) for the said allotment was not filed with the Registrar of Companies.	The Company has filed an application for compounding of the said offence with the Registrar of Companies, Uttar Pradesh II vide SRN: AC2563039 dated 06.03.2026 for regularization of the said non-compliance.
2.	The Company had made allotment of shares on 31-03-2008. However, Form-2 (Return of Allotment) for the said allotment was not filed with the Registrar of Companies.	The Company has filed an application for compounding of the said offence with the Registrar of Companies, Uttar Pradesh II vide SRN: AC2563039 dated 06.03.2026 for regularization of the said non-compliance.
3.	The Company had made allotment of shares on 26-03-2009. However, Form-2 (Return of Allotment) for the said allotment was not filed with the Registrar of Companies.	The Company has filed an application for compounding of the said offence with the Registrar of Companies, Uttar Pradesh II vide SRN: AC2563039 dated 06.03.2026 for regularization of the said non-compliance.
4.	The Company approved the transfer of 1 (one) equity share bearing distinctive number 12424600 and share certificate number E-11 pursuant to Form SH-4 dated 30 June 2025 executed between Ms. Neha Ahuja (Transferor) and Mr. Raj Mehta (Transferee) in physical form even though the Company had obtained depository connectivity with effect from 18 March 2025.	The Company has filed an application for compounding of the said offence with the Registrar of Companies, Uttar Pradesh II vide SRN: AC2562747 dated 06.03.2026 for regularization of the said non-compliance.
5.	The financial statements filed by the Company for the Financial Years 2020–21, 2021–22, 2022–23 and 2023–24 were not presented in rounded-off form, as required under Clause 4(i) of Schedule III of the Companies Act, 2013. Further, the Independent Auditor's Report and Significant Accounting Policies were not attached in Form AOC-4 along with the financial statements filed for the Financial Year 2023–24.	The Company has filed an application for compounding of the said offence with the Registrar of Companies, Uttar Pradesh II vide SRN: AC2562954 dated 06.03.2026 for regularization of the said non-compliance.
6.	The Company had filed the financial statements for the Financial Year 2024-25 with pending signing of the Company Secretary in employment, despite her appointment prior to the signing of the financial statements.	The Company has filed an application for compounding of the said offence with the Registrar of Companies, Uttar Pradesh II vide SRN: AC2562970 dated 06.03.2026 for regularization of the said non-compliance.
7.	The other deficiencies, non-compliances, discrepancies, including clerical, are mentioned below in point c).	And those matters are reported to the Registrar of Companies, Uttar Pradesh II by filing Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.

The Company has filed the compounding applications of the said offences with the Registrar of Companies, Uttar Pradesh II.

Further, deficiencies were observed in certain corporate filings and disclosures. The Company has reported such matters to the Registrar of Companies through revised filings and Form GNL-2, wherever applicable. The detailed list of such instances and remedial measures taken by the Company are mentioned below.

Sr. No.	Discrepancy	Steps taken
1.	The explanatory statement in connection with the shareholders' approval dated 20 th November 2025 for the change in designation of Mr. Mohit Bajaj as Managing Director and Mrs. Malika Bajaj as Whole-Time Director was not prepared in compliance with the requirements of Schedule V of the Companies Act, 2013.	The Company has filed the revised form MGT-14 containing the Explanatory Statement in accordance with Schedule V of the Companies Act, 2013.
2.	The Company availed credit facilities aggregating to ₹2 Crores from ICICI Bank Limited during the financial year 2024-25. However, the charge in	The Company has reported the non-registration of charge to the Registrar of Companies, Uttar Pradesh II

	respect of the aforesaid facilities has not been registered with the Registrar of Companies. The charge was subsequently registered upon revision of facility to an aggregate amount of ₹4.99 Crores directly.	by filing Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
3.	The Company undertook sub-division (stock split) of its equity share capital on 06 th February 2025 from equity shares of ₹100 each to equity shares of ₹10 each. However, the Explanatory Statement to the notice of the Extraordinary General Meeting (EOGM) was not attached in Form SH-7 filed with the Registrar of Companies in respect of the aforesaid sub-division.	The Company has reported and filed the said Explanatory Statement in Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
4.	In Form 5 filed on April 15, 2007, the Company has failed to attach the Explanatory Statement in the Form.	The Company has reported and filed the said Explanatory Statement in Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
5.	The company has inadvertently failed to report the share transfers effected on 05.09.2007, 07.07.2011 and 31.07.2020 in the respective Annual Returns.	The Company has reported the said discrepancy in Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
6.	In Form CHG-1 filed for creation of charge in favour of ICICI Bank Limited (101052586), the date of execution of the Mortgage by Deposit of Title Deeds and the Mortgage Deed has been incorrectly stated as 19.02.2025 instead of 21.06.2024.	The Company has reported the said discrepancy in Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
7.	In Form CHG-1 filed in favour of ICICI Bank Limited (101077593) for ₹9.49 Crores, the Deed of Hypothecation and the Mortgage by way of Deposit of Title Deeds have been executed on different dates; accordingly, separate charges are required to be filed for the respective instruments. However, company has filed both the agreements in the same form.	The Company has reported the said discrepancy in Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
8.	In Form CHG-1 filed for creation of charge in favour of ICICI Bank Limited (101153719) amounting to ₹18 Crores, the Deed of Hypothecation and the Mortgage by way of Deposit of Title Deeds were executed on different dates; accordingly, separate charges are required to be filed for the respective instruments. However, company has filed both the agreements in the same form.	The Company has reported the said discrepancy in Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
9.	In Form AOC-4 for FY 2024–25, Company failed to attach Form AOC-2 disclosing contracts or arrangements with related parties, and authorised share capital in the Notes to Share Capital for the previous year contains a clerical error.	The Company has reported and filed Form AOC-2 in Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
10.	The List of shareholders attached to the Annual Returns for FY 2022–23 and 2023–24 contains the signature of Mr. Ashok Kumar Bajaj, who is not a Director of the Company.	The Company has reported and filed correct copy of List of Shareholders duly signed by the Director in Form GNL-2 vide SRN: AC2563032 dated 06.03.2026.
11.	In respect of Form ADT-1 filed on 29 th November 2014 for FY 2014–15 to FY 2018–19, company has failed to attach the proper consent of the Auditor in accordance with Rule 4 of the Companies (Audit and Auditors) Rules, 2014.	The Company has reported and filed copy of consent letter in Form GNL-2 vide SRN AC2563032 dated 06.03.2026.
12.	In respect of Form ADT-1 filed on 25 th November 2019 for FY 2018–19 to FY 2023–24, company has failed to attach the proper consent of the Auditor in accordance with Rule 4 of the Companies (Audit and Auditors) Rules, 2014.	The Company has reported and filed the copy of consent letter and resolution in Form GNL-2 vide SRN AC2563032 dated 06.03.2026.
13.	In respect of Form ADT-1 filed on 11 th March 2025 for FY 2024–25, the Company did not attach the Explanatory Statement along with the Members' Resolution.	The Company has reported and filed the said Explanatory statement in Form GNL-2 vide SRN AC2563032 dated 06.03.2026.
14.	The Explanatory Statements in respect of the change in designation of Mr. Lalit Kumar Parmar and Ms. Harpreet Kaur as Independent Directors, Mr. Mohit Bajaj as Managing Director, and Mrs. Malika Bajaj as Whole-Time Director, as well as the appointment of Mr. Aman Pal as Director of the Company, have not been attached to Form DIR-12.	The Company has reported and filed the said Explanatory statements in Form GNL-2 vide SRN AC2563032 dated 06.03.2026.
15.	The Company undertook sub-division (stock split) of its equity share capital. However, has failed to attach the Explanatory Statement in Form SH-7 filed with the Registrar of Companies in respect of the aforesaid sub-division.	The Company has reported and filed the said Explanatory statement in Form GNL-2 vide SRN AC2563032 dated 06.03.2026.
16.	In respect of Form ADT-1 filed on 25 th November 2019 for the appointment of M/s Sanjay Dhingra & Associates as Statutory Auditors for FY 2019–20 to FY 2023–24, the previous tenure of the auditor has not been disclosed. Further, although the Company, being a private company, is not considered while calculating the limit of 20 companies, "No" has been selected in response to whether the appointment of the auditor is within the prescribed limit of 20 companies.	The Company has reported the said clerical mistakes in Form GNL-2 vide SRN AC2563032 dated 06.03.2026.
17.	In Form ADT-1 filed on 09 th October, 2024 for the appointment of M/s Sanjay Dhingra & Associates as Statutory Auditors for FY 2024–25 to FY 2028–29, the Company inadvertently stated the incorrect number of previous	The Company has reported the said clerical mistakes and disclosure gaps in Form GNL-2 vide SRN AC2563032 dated 06.03.2026.

Any regulatory penalty, if imposed, shall be paid from the internal accruals of the Company, and no proceeds from the Issue (including amounts allocated towards General Corporate Purposes) shall be utilized for such purposes. Any regulatory action, penalties, or compounding fees imposed in relation to the aforesaid non-compliances or irregularities may adversely affect our financial condition and reputation.

11. We require certain approvals and licenses in the ordinary course of business and are required to comply with certain rules and regulations to operate our business, any failure to obtain, retain and renew such approvals and licences or comply with such rules and regulations may adversely affect our operations.

We require several statutory and regulatory permits, licenses and approvals to operate our business, some of which are either received or applied for. Many of these approvals are subject to periodical renewal. Any failure to renew the approvals that may expire, or to apply for the required approvals, licences, registrations or permits, or any suspension or revocation of any of the approvals, licences, registrations and permits that have been or may be issued to us, could result in delaying the operations of our business, which may adversely affect our business, financial condition, results of operations and prospects.

Additionally, some of our permits, licenses and approvals are subject to several conditions and we cannot provide any assurance that we will be able to continuously meet such conditions or be able to prove compliance with such conditions to the statutory authorities, which may lead to the cancellation, revocation or suspension of relevant permits, licenses or approvals which may result in the interruption of our operations and may have a material adverse effect on our business, financial condition, cash flows and results of operations. If we fail to comply with all applicable regulations or if the regulations governing our business or their implementation change, we may incur increased costs, be subject to penalties or suffer a disruption in our business activities, any of which could adversely affect our results of operations. For further details, see “**Key Industry Regulations and Policies**” and “**Government and Other Approvals**” for permits/licenses required for the business on pages **Error! Bookmark not defined.** and 26, respectively.

12. We derive a significant portion of our revenues from a limited number of clients. The loss of any significant clients may have an adverse effect on our business, financial condition, results of operations, and prospect.

Set out in the table below is the contribution of our top 10 customers to our revenue from operations for the period ended September 30, 2025 and for the financial year ended 2025, 2024 and 2023.

FY 2022-23

(₹ in Lakhs)

S. No.	Particulars	Amount	In % from Revenue from operations
1	Customer 1	235.02	11.96%
2	Customer 2	201.19	10.24%
3	Customer 3	118.46	6.03%
4	Customer 4	116.19	5.91%
5	Customer 5	92.16	4.69%
6	Customer 6	84.15	4.28%
7	Customer 7	66.86	3.40%
8	Customer 8	61.16	3.11%
9	Customer 9	57.14	2.91%
10	Customer 10	54.81	2.79%
		1,087.14	55.33%

FY2023-24

(₹ in Lakhs)

S. No.	Particulars	Amount	In % from Revenue from operations
1	Customer 1	209.08	10.29%
2	Customer 2	170.52	8.39%
3	Customer 3	133.39	6.56%
4	Customer 4	90.54	4.45%
5	Customer 5	79.17	3.89%
6	Customer 6	79.13	3.89%
7	Customer 7	75.22	3.70%
8	Customer 8	69.94	3.44%
9	Customer 9	64.43	3.17%
10	Customer 10	45.69	2.25%
		1017.11	50.04%

FY2024-25*(₹ in Lakhs)*

S. No.	Particulars	Amount	In % from Revenue from operations
1	Customer 1	335.13	9.25%
2	Customer 2	295.95	8.17%
3	Customer 3	209.20	5.78%
4	Customer 4	164.17	4.53%
5	Customer 5	117.42	3.24%
6	Customer 6	95.37	2.63%
7	Customer 7	90.61	2.50%
8	Customer 8	90.04	2.49%
9	Customer 9	85.57	2.36%
10	Customer 10	81.89	2.26%
		1565.35	43.22%

For Six Months Period Ending September 2025*(₹ in Lakhs)*

S. No.	Particulars	Amount	In % from Revenue from operations
1	Customer 1	294.45	11.82%
2	Customer 2	157.64	6.33%
3	Customer 3	154.32	6.19%
4	Customer 4	127.77	5.13%
5	Customer 5	88.77	3.56%
6	Customer 6	87.50	3.51%
7	Customer 7	79.54	3.19%
8	Customer 8	69.01	2.77%
9	Customer 9	64.30	2.58%
10	Customer 10	64.18	2.58%
		1187.47	47.65%

Our business heavily relies on our customer base, and the potential loss of any of our customers could have a negative impact on our sales and, consequently, our overall business and financial performance. If we were to lose one or more of our significant or key customers or experience a reduction in the volume of business they provide, it could result in adverse consequences for our business, financial health, and cash flow. We do not enter into long-term or binding contracts with our customers, and our business relationships are primarily based on purchase orders or ongoing commercial arrangements, which exposes us to the risk of sudden reduction or discontinuation of business without prior notice. As a result, we cannot guarantee that we will be able to maintain the same levels of business as we have historically or secure continued business from our major customers on mutually beneficial terms.

Additionally, reducing our dependence on a few key customers may pose challenges in the future. Furthermore, factors such as a decline in our product or service quality, increased competition, or shifts in market demand could jeopardize our ability to retain these valuable customers. There is no assurance that we will continue to generate the same amount of business, or any business at all, from these customers, and any loss of their business could significantly impact our revenue and overall financial performance. While our customer mix and revenue streams may naturally evolve with the addition of new clients in the ordinary course of operations, we maintain confidence in our ability to sustain existing business relationships and attract new customers. Nonetheless, it is essential to acknowledge that the continuity of long-term customer relationships and the timely acquisition of new clients are not guaranteed, and uncertainties exist in this regard. Our long-term relationships with customers are indicative of our quality consciousness and timely execution.

13. *We depend on a limited number of suppliers for raw materials. Any interruption in the availability of raw materials could adversely impact our operations. Further, any failure by our suppliers to provide raw materials to us on time or at all, or as per our specifications and quality standards could have an adverse impact on our ability to meet our manufacturing and delivery schedules.*

The table below sets forth the contribution of our top 10 suppliers to the total Cost of Raw Materials Consumed for the period ended September 30, 2025 and for the Financial Years ended March 31, 2025, 2024 and 2023.

FY 2022-23*(₹ in Lakhs)*

S. No.	Particulars	Amount	As a % of Cost of Material Consumed
1	Supplier 1	325.00	21.74%

2	Supplier 2	256.00	17.12%
3	Supplier 3	96.16	6.43%
4	Supplier 4	69.93	4.68%
5	Supplier 5	66.76	4.47%
6	Supplier 6	63.11	4.22%
7	Supplier 7	34.71	2.32%
8	Supplier 8	31.31	2.09%
9	Supplier 9	31.06	2.08%
10	Supplier 10	28.58	1.91%
		1,002.62	67.06%

FY2023-24

(₹ in Lakhs)

S. No.	Particulars	Amount	As a % of Cost of Material Consumed
1	Supplier 1	211.82	13.21%
2	Supplier 2	122.98	7.67%
3	Supplier 3	114.20	7.12%
4	Supplier 4	108.80	6.79%
5	Supplier 5	72.87	4.54%
6	Supplier 6	62.84	3.92%
7	Supplier 7	54.79	3.42%
8	Supplier 8	53.20	3.32%
9	Supplier 9	46.17	2.88%
10	Supplier 10	45.00	2.81%
		892.67	55.67%

FY2024-25

(₹ in Lakhs)

S. No.	Particulars	Amount	As a % of Cost of Material Consumed
1	Supplier 1	261.25	12.69%
2	Supplier 2	205.54	9.98%
3	Supplier 3	135.83	6.60%
4	Supplier 4	98.35	4.78%
5	Supplier 5	71.92	3.49%
6	Supplier 6	65.98	3.21%
7	Supplier 7	64.41	3.13%
8	Supplier 8	63.21	3.07%
9	Supplier 9	62.14	3.02%
10	Supplier 10	58.70	2.85%
		1,087.33	52.82%

For Six Months Period Ending September 2025

(₹ in Lakhs)

S. No.	Particulars	Amount	As a % of Cost of Material Consumed
1	Supplier 1	113.91	9.07%
2	Supplier 2	107.40	8.55%
3	Supplier 3	90.38	7.20%
4	Supplier 4	85.21	6.78%
5	Supplier 5	71.86	5.72%
6	Supplier 6	67.02	5.34%
7	Supplier 7	60.86	4.85%
8	Supplier 8	60.81	4.84%
9	Supplier 9	59.35	4.73%
10	Supplier 10	47.28	3.76%
		764.07	60.84%

We cannot assure that we will be able to get the same quantum and quality of supplies, or any supplies at all, and the loss of supplies from one or more of them may adversely affect our purchases of stock and ultimately our revenue and results of operations. However, the composition and amount of purchase from these suppliers might change as we continue seeking new suppliers for our product for better quality and price in the normal course of business. Though we believe that we will not face substantial challenges in maintaining our business relationship with them or finding new suppliers, there can be no assurance that we will be able to maintain long term relationships with such suppliers or find new suppliers

in time.

We source our raw materials from a limited number of third-party suppliers from various geographies including United States, United Arab Emirates. We do not have long-term contracts with our suppliers for such raw materials. Our dependence on foreign suppliers subjects us to certain risks and uncertainties which include political and economic instability in the countries in which such suppliers are located, disruptions in transportation, currency exchange rates and transport costs, amongst others. If we fail to (i) receive the quality of raw materials that we require; (ii) negotiate appropriate financial terms; (iii) obtain adequate supply of raw materials in a timely manner, or if our principal suppliers discontinue the supply of such raw materials, or were to experience business disruptions or become insolvent, we cannot assure you that we will be able to find alternate sources for the procurement of raw materials in a timely manner. Moreover, in the event that either our demand increases, or our suppliers experience a scarcity of resources, our suppliers may be unable to meet our demand for raw materials.

While other than in the ordinary course of business, there has not been any reduction or interruption in the supply of raw materials to our Company for the period ended September 30, 2025 and for the Financial year ended 2025, 2024 and 2023, any reductions, or interruptions in the supply of raw materials, and any inability on our part to find alternate sources in a timely manner for the procurement of such raw materials, may have an adverse effect on our ability to manufacture our products in a timely or cost-effective manner. The occurrence of any such event may adversely affect our business, results of operations, cash flows and financial condition.

15. Our Company has negative cash flows from its investing activities as well as financing activities in the past years, details of which are given below. Sustained negative cash flow could impact our growth and business.

Our Company had negative cash flows from our investing activities as well as financing activities in the previous year(s) as per the Restated Financial Statements and the same are summarized as under:

(in lakhs)

Particulars	For the period ended September 30, 2025	As on March 31		
		2025	2024	2023
Net Cash Flow from / (used in) Investing Activities.	(1,352.25)	(1,174.02)	(171.90)	(38.90)
Net Cash Flow from / (used in) Financing Activities	562.50	983.86	(0.11)	(0.23)

Negative cash flows from investing activities reflect expenditures towards capital assets, investments, and other long-term initiatives, while negative cash flows from financing activities primarily indicate repayment of borrowings and related financing obligations.

Sustained negative cash flows may adversely affect our liquidity position and could limit our ability to fund our capital expenditure requirements, pursue growth opportunities, or meet our financial obligations in a timely manner. If we are unable to generate sufficient positive cash flows from our operating activities or raise additional funds on acceptable terms, our business operations, financial condition, and future growth prospects could be materially and adversely affected.

18. Under-utilization of our manufacturing capacities and an inability to effectively utilize our expanded manufacturing capacities could have an adverse effect on our business, future prospects and future financial performance.

Our ability to effectively utilize our manufacturing capacity is dependent on several factors, including uninterrupted operations at our manufacturing facility, availability of raw materials, consistency of power and water supply, efficiency of machinery and equipment, labour availability, market demand, and the procurement patterns and requirements of our customers. As on the date of this Draft Red Herring Prospectus, we operate one manufacturing facility located at Roorkee, Haridwar District, with an aggregate approved installed capacity of approximately 14,100 metric tons for the manufacturing of reclaimed rubber.

Our manufacturing operations may be adversely affected by factors such as equipment breakdowns, scheduled or unscheduled maintenance shutdowns, disruption in supply of utilities, labour-related issues, regulatory or environmental compliances, or constraints in sourcing adequate raw materials. Any such disruptions may lead to partial or complete shutdowns of our manufacturing operations, thereby resulting in under-utilization of our installed capacity. Further, fluctuations in demand for our products, changes in customer preferences, competitive pressures, adverse industry conditions, or lack of demand may result in lower order volumes, which could negatively impact our capacity utilization levels. Persistent under-utilization of manufacturing capacity may lead to higher per-unit fixed costs, reduced operating efficiencies and margins, and may adversely affect our profitability, cash flows, and financial condition.

Any future expansion or capital investment undertaken by us to enhance manufacturing capacity may not yield the expected returns if we are unable to achieve optimal utilization levels. There can be no assurance that we will be able to operate our manufacturing facilities at or near optimal capacity levels on a sustained basis, which could have a material adverse effect on our business, results of operations, financial condition, and future prospects.

Information relating to our capacity utilization of our manufacturing facility included in this Draft Red Herring Prospectus is based on various assumptions and estimates of our management and independent chartered engineer, namely, Mr. Vineet Chauhan, SAM Technology and Calibration, including proposed operations, assumptions relating to availability and quality of raw materials, potential utilization levels, and operational efficiencies. Actual manufacturing volumes and capacity utilization rates may differ significantly from the estimated production capacities of our manufacturing facility. Undue reliance should therefore not be placed on the information relating to our installed capacities or

historical capacity utilization included in this Draft Red Herring Prospectus.

Set forth below are the details of the installed capacity and capacity utilization of Manufacturing Unit -I, located at Plot No. 59–62, Shiv Ganga Lakeshri, Roorkee, Haridwar, Uttarakhand – 247667, as on September 30, 2025 and for the financial years ended March 31, 2025, March 31, 2024 and March 31, 2023.

Particulars	Six months period ended September 30, 2025	Fiscal Year 2025	Fiscal Year 2024	Fiscal Year 2023
Installed Capacity (MT)	14,100	14,100	14,100	14,100
Actual Production (MT)	8,308.00*	9,015.54	5,348.13	5,625.90
Capacity Utilization	59.00%	63.94%	37.93%	39.90%

*Given is the actual production of 6 months of FY 25-26 i.e. for the period April 01, 2025 – September 30, 2025.

Further, there is no guarantee that our future production or capacity utilization levels will match or exceed our historical levels. Under-utilization of our manufacturing capacities over extended periods, or significant under-utilization in the short term, could increase our cost of production and operating costs and adversely impact our business, growth prospects, and future financial performance. **The relatively lower utilisation in FY 2022–23 and FY 2023–24 is primarily due to the Company operating under its existing production setup, without undertaking any major expansion initiatives during these years. The increase in utilisation in FY 2024–25 reflects the commencement of planned capacity expansion and better alignment of operations, which enabled the Company to achieve higher production levels.** Our expected return on capital invested is subject to, among other factors, our ability to ensure satisfactory performance of personnel to further grow our business, our ability to absorb additional infrastructure costs, and utilize the expanded capacities as anticipated. However, there has been no instance of under-utilization for the period ended September 30, 2025.

23. Certain of our properties, including our Registered Office and some of our manufacturing units, are not owned by us.

Our Registered Office, located at Saharanpur, Uttar Pradesh, is not owned by the Company and has been taken on a leave and license basis from our promoter group entity, M/s Horizon Infracon Private Limited. In addition, certain portions of our Manufacturing Unit III are also held on lease arrangements from group entities.

Since these premises are not owned by the Company, we do not have ownership rights over such properties. Any termination, non-renewal, or adverse modification of the relevant lease or leave and license arrangements, whether due to disputes, changes in commercial terms, or otherwise, may require us to vacate such premises and relocate our operations.

In the event that we are unable to continue to use such premises or secure alternative arrangements on commercially acceptable terms in a timely manner, our operations, including administrative and manufacturing activities, may be disrupted, and we may incur additional costs.

24. Certain historical share allotments made against cash consideration are not supported by bank statements

In the past, certain share allotments were made against share application money received in cash. Accordingly, corresponding bank statement records are not available for such transactions by their nature. The Company has relied on alternative supporting documents, including entries in its books of accounts (Tally ledger) and a certificate issued by a Chartered Accountant, to evidence such transactions.

The details of such allotments made against cash consideration are as follows:

Date of Allotment	No. of Shares Allotted	Allottee Name(s)
31-03-2007	5,570	Praveen Kumar
	7,000	Lovkesh Madan
	5,570	Pradeep Kumar
31-03-2008	3,860	Neelam Bajaj
	2,620	Malika Bajaj
	930	Ashok Bajaj (HUF)
	170	Ashok Kumar Bajaj
	1,020	Neha Bajaj
	2,900	Tarun Bajaj
	2,600	B.L. Mehta
	1,400	Raj Mehta
	1,500	Gokul Chand

	2,300	Mohit Bajaj (HUF)
	640	Rahul Madan
	300	Veena Madan
	700	H.L. Dhingra
	600	Pankaj Bajaj
	600	Rachi Bajaj
	600	Prem Lata Bajaj
	600	Prem Lata Bajaj
26-03-2009	2,000	Mohit Bajaj
	5,100	Ashok Kumar Bajaj

In respect of all other allotments where consideration was received through banking channels, the Company possesses the relevant bank statements evidencing such receipts.

Any inability to independently verify the aforesaid cash-based transactions to the satisfaction of stakeholders may impact the perceived reliability of such historical transaction records.

25. *We may be adversely affected by employee misconduct, errors or omissions, which could expose us to operational, financial and reputational risks.*

Our business operations are subject to various risks arising from potential misconduct, negligence or errors committed by our employees, consultants or agents. Such acts or omissions may result in operational inefficiencies, financial losses, regulatory actions, litigation, or reputational harm. **While we have not experienced any material instances of employee misconduct, negligence or operational errors in the past, there can be no assurance that such incidents will not occur in the future.**

Despite the implementation of internal controls, policies and procedures designed to prevent and detect such misconduct or errors, there can be no assurance that these measures will be effective in all circumstances.

Employee misconduct or errors may include, among others, non-compliance with internal policies or regulatory requirements, operational lapses, data mishandling, or failure to adhere to safety and quality standards. Any such incidents could expose us to claims, penalties or regulatory scrutiny, and may adversely affect our business operations, financial condition, results of operations and reputation.

31. *Certain of our Directors are unable to trace their educational qualification documents*

Our directors, namely Mr. Aman Pal and Ms. Harpreet Kaur, are currently unable to trace their respective educational qualification documents. In respect of Mr. Aman Pal, while a copy of the degree certificate is not available, we do have a copy of his final year marksheet. They have made written requests to the concerned universities seeking issuance of duplicate degree certificates of their educational qualification. However, as of the date of this offer document, no response has been received from the respective universities.

Accordingly, reliance has been placed on certificates furnished by them to us and the BRLMs to disclose details of their educational qualifications in this Draft Red Herring Prospectus. Further, there can be no assurances that they will be able to trace the relevant documents pertaining to their educational qualifications in future or at all. For details of their profile, see section “***Our Management – Brief Biographies of our Directors***” on page 30.

35. *Any non-compliance or delays in ESIC, EPF and GST Return Filings may expose us to penalties from the regulators.*

As a Company, we are required to file GST returns and make payments in respect of Employee Provident Fund and Employee State Insurance with the respectively authorities. However, there are certain inadvertent delays in relation to filling of various returns in the past for which the Company have paid the penalties and taken the steps to improve the internal system to mitigate the difficulties. **Such non-compliances/delays were primarily inadvertent and administrative in nature. In certain instances, the Company also experienced technical or portal-related issues which resulted in delays in filing the relevant returns within the prescribed timelines.**

Instances of non-compliance or delay in payment of statutory dues or filings are given below:

Period	Particular	Due date of payment	Actual Date of payment	No. of days delays
Jan-24	ESI	15.02.2024	16.02.2024	1
Apr-24	ESI	15.05.2024	08.04.2025	328
May-24	ESI	15.06.2024	08.04.2025	297
Jun-24	ESI	15.07.2024	08.04.2025	267
Jul-24	ESI	15.08.2024	08.04.2025	236
Aug-24	ESI	15.09.2024	08.04.2025	205

Sep-24	ESI	15.10.2024	08.04.2025	175
Oct-24	ESI	15.11.2024	08.04.2025	144
Nov-24	ESI	15.12.2024	08.04.2025	114
Dec-24	ESI	15.01.2024	08.04.2025	83
Jan-25	ESI	15.02.2025	08.04.2025	52
Feb-25	ESI	15.03.2025	08.04.2025	24
Apr-24	EPF	15.05.2024	08.04.2025	328
May-24	EPF	15.06.2024	08.04.2025	297
Jun-24	EPF	15.07.2024	08.04.2025	267
Jul-24	EPF	15.08.2024	08.04.2025	236
Aug-24	EPF	15.09.2024	08.04.2025	205
Sep-24	EPF	15.10.2024	08.04.2025	175
Oct-24	EPF	15.11.2024	08.04.2025	144
Nov-24	EPF	15.12.2024	08.04.2025	114
Dec-24	EPF	15.01.2024	08.04.2025	83
Jan-25	EPF	15.02.2025	08.04.2025	52
Feb-25	EPF	15.03.2025	08.04.2025	24
Apr-25	ESI	15.05.2025	27.10.2025	165
May-25	ESI	15.06.2025	27.10.2025	134
Jun-25	ESI	15.07.2025	27.10.2025	104
Jul-25	ESI	15.08.2025	27.10.2025	73
Aug-25	ESI	15.09.2025	27.10.2025	42
Apr-25	EPF	15.05.2025	27.10.2025	165
May-25	EPF	15.06.2025	27.10.2025	134
Jun-25	EPF	15.07.2025	27.10.2025	104
Sep-25	EPF	15.09.2025	30.10.2025	15
Jul-25	GST -3B	20.08.2025	21.08.2025	1

To address these issues and prevent future delays, we have taken several corrective actions, including:

Increasing Manpower: We have augmented our team to ensure that there is sufficient coverage to manage the GST filing process efficiently, even in cases of unforeseen technical issues.

Enhanced Monitoring and Vendor Follow-up: We have implemented stricter monitoring and internal tracking systems to ensure that all filing deadlines are met without exception. Additionally, we have instituted a more rigorous follow-up process with our vendors to ensure they adhere to filing deadlines, thereby preventing delays caused by external parties.

Backup Procedures: We have established backup procedures to handle technical difficulties, including ensuring that alternative systems or personnel are available to complete filings on time.

Training and Accountability: Additional training has been provided to our staff to reinforce the importance of meeting compliance deadlines, and accountability measures have been introduced to prevent recurrences.

However, we cannot assure that we will not be subject to any legal proceeding or regulatory actions, including monetary penalties by statutory authorities on account of any inadvertent discrepancies in our filings or payment in future, which may adversely affect our business, financial condition, and reputation. Any regulatory penalty, if imposed, shall be paid from the internal accruals of the Company, and no proceeds from the Issue (including amounts allocated towards General Corporate Purposes) shall be utilized for such purposes.

CAPITAL STRUCTURE

NOTES TO THE CAPITAL STRUCTURE

1. History of Issued and Paid-Up Share Capital of our Company

Our existing Paid-up Equity Share Capital has been subscribed and allotted in the manner set forth below:

Date of allotment/Buy Back of Equity Shares	Reason / Nature of allotment	No. of Equity Shares allotted	Face value per Equity Share (₹)	Offer price per Equity Share (₹)	Form of consideration	Cumulative No. of Equity Shares	Details of Allottees
On Incorporation	Initial subscription to the MoA	1,000	100	100	Cash	1,000	<ul style="list-style-type: none"> 400 equity shares were subscribed by Mohit Bajaj 300 equity shares were subscribed by Neelam Bajaj 300 equity shares were subscribed by Malika Bajaj
March 31, 2007	Further Issue	26,890	100	100	Cash	27,890	<ul style="list-style-type: none"> 3170 equity shares were subscribed by Mohit Bajaj, 1700 equity shares were subscribed by Neelam Bajaj, 1700 equity shares were subscribed by Malika Bajaj, 5570 equity shares were subscribed by Praveen Kumar, 2070 equity shares were subscribed by Ashok Kumar Bajaj (HUF), 7000 equity shares were subscribed by Lovkesh Madan, 30 equity shares were subscribed by Ashok Kumar Bajaj, 80 equity shares were subscribed by Neha Ahuja, 5570 equity shares were subscribed by Pradeep Kumar.
March 31, 2008	Further Issue	22,740	100	100	Cash	50,630	<ul style="list-style-type: none"> 3860 equity shares were subscribed by Neelam Bajaj, 2620 equity shares were subscribed by Malika Bajaj, 930 equity shares were subscribed by

Date of allotment/Buy Back of Equity Shares	Reason / Nature of allotment	No. of Equity Shares allotted	Face value per Equity Share (₹)	Offer price per Equity Share (₹)	Form of consideration	Cumulative No. of Equity Shares	Details of Allottees
							<p>Ashok Kumar Bajaj (HUF),</p> <ul style="list-style-type: none"> • 170 equity shares were subscribed by Ashok Kumar Bajaj, • 1020 equity shares were subscribed by Neha Ahuja, • 2900 equity shares were subscribed by Tarun Bajaj, • 2600 equity shares were subscribed by B. L. Mehta, • 1400 equity shares were subscribed by Raj Mehta, • 1500 equity shares were subscribed by Gokul Chand, • 2300 equity shares were subscribed by Mohit Bajaj (HUF), • 640 equity shares were subscribed by Rahul Madan, • 300 equity shares were subscribed by Veena Madan, • 700 equity shares were subscribed by H. L. Dhingra, • 600 equity shares were subscribed by Pankaj Bajaj, • 600 equity shares were subscribed by Rachi Bajaj, • 600 equity shares were subscribed by Prem Lata Bajaj.
March 26, 2009	Further Issue	7,100	100	100	Cash	57,730	<ul style="list-style-type: none"> • 2000 equity shares were subscribed by Mohit Bajaj, • 5100 equity shares were subscribed by Ashok Kumar Bajaj.

Date of allotment/Buy Back of Equity Shares	Reason / Nature of allotment	No. of Equity Shares allotted	Face value per Equity Share (₹)	Offer price per Equity Share (₹)	Form of consideration	Cumulative No. of Equity Shares	Details of Allottees
March 26, 2009	Further Issue	17,250	100	100	Other than Cash (Conversion of loan into equity)	74,980	<ul style="list-style-type: none"> 17,250 equity shares were subscribed by Ashok Kumar Bajaj.
Pursuant to a resolution passed by our Shareholders on February 06, 2025, each Equity Share of the Company having a face value of ₹100 each was sub-divided into 10 Equity Shares having a face value of ₹10 each.							
March 17, 2025	Bonus Issue in the ratio of 18:1 (18 shares for every 1 share held)	1,34,96,400	10	Nil	Other than Cash	1,42,46,200	<ul style="list-style-type: none"> 1,16,74,800 equity shares were subscribed by Mohit Bajaj, 18,21,600 equity shares were subscribed by Malika Bajaj

Note: Please refer to Risk Factor No. 24 titled “Certain historical share allotments involving cash receipts do not have supporting bank statement records” for risks in relation to such historical allotments disclosed under this chapter.

12. Issue of Shares for consideration other than cash

Except as set out below, our Company has not issued Equity Shares for consideration other than cash.

Date of Allotment	Nature of Allotment	No. of Equity Shares Allotted	Face value (₹)	Issue price (₹)	Reason for allotment and Benefits accrued to our Company
March 26, 2009	Further Issue	17,250	100	100	Conversion of loan into equity
March 17, 2025	Bonus issue in the ratio of 18:1	1,34,96,400	10.00	N.A.	Capitalization of Reserves and surplus of the company

OBJECT OF THE ISSUE

UTILIZATION OF NET ISSUE PROCEEDS AND MEANS OF FINANCE

We intend to utilize the Net Proceeds are set forth in the following table:

(₹ in lakhs)

Sr. No.	Particulars	Estimated Amount	Amount to be funded from IPO Proceeds	Amount to be funded from Internal Accruals	% of Net Proceeds
1.	Funding the working capital requirements of our Company	Upto 3100.86	Upto 600.00	Upto 2500.86	[●]
2.	Pre-payment or Repayment of all or a portion of certain outstanding borrowings availed by our Company	Upto 2,584.00	Upto 2,584.00	-	[●]
3.	Funding Capital Expenditure for the installation of additional Plant & Machinery	Upto 1,117.04	Upto 9,43.00	Upto 174.04	[●]
4.	General Corporate Purposes^	[●]	[●]	[●]	[●]
Net proceeds from the Issue		[●]			[●]

^To be finalized on determination of the Issue Price and updated in the Prospectus prior to filing with the ROC. The amount utilized for general corporate purposes shall not exceed 15% of the gross amount raised by our Company or ₹ 1,000 lakhs, whichever is less through this Issue.

DETAILS OF THE OBJECTS OF THE ISSUE

1. Funding the working capital requirement of our Company

Our Company proposes to utilise an amount of upto ₹ 600.00 Lakhs from the Net Proceeds towards funding its working capital requirements in financial year 2026-27.

We have significant working capital requirements, and we fund our working capital requirements in the ordinary course of business from our internal accruals/equity and financing facilities from banks. Our Company requires additional working capital for funding future growth requirements of our Company. Our Company requires additional working capital for executing increased order volumes, high inventory levels, high debtors, advance payments to suppliers and for other corporate purposes. As of September 30, 2025, the aggregate amount sanctioned by the banks to our Company under the fund based working capital facilities amounted to ₹ 1,749.00 Lakhs. For details of the working capital facilities availed by us, see “**Financial Indebtedness**” on page **Error! Bookmark not defined.** of this DRHP.

Basis of estimation of working capital requirement

The incremental and proposed working capital requirements, as approved by the Board pursuant to a resolution dated April 15, 2026 and key assumptions with respect to the determination of the same are mentioned below. The details of our Company’s working capital as at March 2023, March 31, 2024 and March 31 2025 and period ended on September 30, 2025 and the source of funding, derived from the financial statements of our Company, and provisional and projected working capital as at March 31, 2026 and March 31, 2027, as certified by M/s Padam Dinesh & Co, Chartered Accountants and M/s V Singhi & Associates, Chartered Accountants, the Joint Statutory Auditors, by way of their certificate dated April 16, 2026 are provided in the table below:

(in ₹ lakhs)

Particulars	Fiscal 2023 (Restated)	Fiscal 2024 (Restated)	Fiscal 2025 (Restated)	September 2025 (Restated)	Fiscal 2026 (Provisional)	Fiscal 2027 (Estimated)
<u>Current Assets</u>						
Inventories	129.40	126.26	379.08	625.06	973.51	1,732.00
Trade Receivables	306.28	237.93	538.54	580.23	364.33	1,450.58
Short term loan and advances	0.42	10.28	107.31	96.54	369.71	786.40
Total (A)	436.10	374.47	1,024.93	1,301.83	1,707.55	3,968.98
<u>Current Liabilities</u>						
Trade Payables	22.11	46.15	19.35	420.12	350.11	420.13
Other Current liabilities & Short Term Provisions	79.67	56.11	134.47	151.45	200.50	447.98
Total (B)	101.78	102.26	153.82	571.57	550.61	868.12

Total Working Capital (A)-(B)	334.32	272.21	871.11	730.26	1,156.94	3,100.86
Funding Pattern						
<i>I) Borrowings for meeting working capital requirements</i>	-	-	871.11	730.26	1,156.94	-
<i>II) Networth / Internal Accruals</i>	334.32	272.21	-	-	-	2,500.86
<i>III) Proceeds from IPO</i>	-	-	-	-	-	600.00

Assumptions for our estimated working capital requirements

The table below sets forth the details of holding levels (in days) as of Period ended September 30, 2025 and for the financial year ended March 31, 2025, March 31, 2024 and March 31, 2023 on the basis of restated financial statements and the projected holding levels (in days) for the Fiscal 2026 and Fiscal 2027:

Particulars	Holding levels					
	Fiscal 2023 (Restated)	Fiscal 2024 (Restated)	Fiscal 2025 (Restated)	September 2025 (Restated)	Fiscal 2026 (Provisional)	Fiscal 2027 (Projected)
	(in Days)	(in Days)	(in Days)	(in Days)	(in Days)	(in Days)
Inventories	28	23	25	37	50	49
Trade Receivables	49	49	39	41	33	33
Trade Payables	6	7	4	22	18	19

Justification for “Holding Period” levels

The table below sets forth the key justifications for holding levels:

S. No.	Particulars	Details
1.	Inventories	<p>The inventory holding period decreased from 28 days in Fiscal 2023 to 23 days in Fiscal 2024. This improvement was primarily driven by enhanced demand forecasting, disciplined production planning, and improved alignment between procurement and actual consumption patterns. During Fiscal 2024, the Company strengthened its sales trend analysis mechanisms, enabling more accurate production scheduling and inventory replenishment.</p> <p>In Fiscal 2025, the holding period increased marginally to 25 days. The year witnessed higher growth in revenue (excluding EPR sales) as compared to the previous fiscal. To support higher production volumes and ensure uninterrupted dispatch schedules, the Company maintained relatively higher levels of raw materials and finished goods inventory. However, this marginal increase in holding days reflects controlled and proportionate scaling of inventory in line with business expansion.</p> <p>As of September 2025, the inventory holding period increased to 37 days, primarily due to bulk imports of raw materials undertaken as part of a strategic procurement initiative to optimize freight and logistics costs. International sourcing involves longer lead times and requires maintenance of adequate safety stock to mitigate risks such as shipping delays, port congestion, and customs clearance timelines. Accordingly, the higher holding period reflects a planned and commercially prudent inventory build-up to ensure cost efficiency, supply chain stability, and uninterrupted operations. Additionally, there was an increase in finished goods inventory during the period to ensure readiness for dispatch against anticipated orders.</p> <p>For Fiscal 2026, the holding period is provisionally at 50 days, reflecting the build-up required to support increase in turnover. At higher operating volumes, base inventory levels across raw materials and finished goods rise proportionately to cater for more geographical location reaching larger customer base.</p> <p>In Fiscal 2027, the holding period is expected to stabilize to 49 days, reflecting operational stabilization and anticipated efficiency gains as procurement cycles, distribution networks and production planning processes mature at the expanded scale of operations. Further, the Company’s expansion into Rajkot, along with introduction of new product lines and strengthening of dealer networks, necessitates maintaining adequate finished goods inventory at central warehouses and channel levels to ensure service reliability and timely order fulfillment.</p>

2.	Trade Receivables	<p>The receivables cycle remained stable at 49 days in Fiscal 2023 and Fiscal 2024, reflecting consistency in the Company's normal credit policy and collection framework.</p> <p>In Fiscal 2025, the holding period reduced to 39 days. The Company undertook expansion initiatives resulting in increased scale of operations. In response, management strengthened its receivables monitoring mechanisms by implementing structured follow-up procedures, tighter credit controls and enhanced collection processes. These measures contributed to improved realization efficiency and a reduction in the average collection period, thereby strengthening the Company's liquidity profile.</p> <p>As of September 2025, the holding period marginally increased to 41 days. The slight movement is attributable to normal business fluctuations and extension of commercially competitive credit terms to select customers in line with ongoing market expansion.</p> <p>The trade receivables holding period is provisionally reduced to 33 days in Fiscal 2026 and remain at similar levels i.e. 33 days in Fiscal 2027, reflecting a structured improvement in the Company's receivables cycle post the expansion phase. The Company has rationalized credit terms by tightening credit periods for select customers and reducing extended credit offered during earlier market development stages. Further, a higher proportion of repeat and established customers is expected, enabling better credit discipline and improved collection visibility.</p>
3.	Trade Payable	<p>The Company maintains a conservative stance with respect to creditor balances at the close of the financial year. It is the established practice to rationalize and to the extent practicable, minimize outstanding trade payables as at year-end.</p> <p>In Fiscal 2024, the holding period increased marginally to 7 days from 6 days in Fiscal 2023. This slight movement was attributable to improved supplier credit arrangements.</p> <p>In Fiscal 2025, the holding period reduced to 4 days. This decline reflects advance payments made for imported raw materials. Certain imports required advance payment terms, leading to lower outstanding creditor balances at period end. This also stays in line with the company's internal policy of minimizing the outstanding payables during the year-end.</p> <p>As of September 2025, the holding period increased to 22 days. During this phase, the Company aligned its payment cycle more closely with agreed supplier credit terms to optimize working capital usage amidst higher procurement activity. Instead of making early settlements, the Company utilized the full credit period available. Also, since this is not a year-end period, the outstanding payables are not settled by the company at large.</p> <p>The trade payables holding period is provisionally reduced to 18 days in Fiscal 2026 and stabilize to 19 days in Fiscal 2027, reflecting normalization of the Company's payment cycle. Going forward, with procurement schedules becoming more streamlined and bulk purchasing stabilizing, the Company expects a reduction in outstanding payables. Further, a relatively higher proportion of routine domestic procurement (as against advance-based imports) and continued adherence to its policy of timely settlement of dues will support lower payable days. The slight increase in Fiscal 2027 reflects alignment with agreed credit terms at a higher scale of operations, while maintaining disciplined payment practices.</p>

**As certified by M/s Padam Dinesh & Co, Chartered Accountants and M/s V Singhi & Associates, Chartered Accountants, the Joint Statutory Auditors, by way of their certificate dated April 16, 2026.*

Justification for increased working capital

The increase in the working capital gap is primarily attributable to the projected expansion in the scale of operations and the corresponding increase in current assets required to support the higher business volumes. The company proposes to commence operations of two new manufacturing plants in Fiscal 2027, which is expected to significantly enhance the overall production capacity and result in a substantial increase in sales and procurement activities.

In line with the anticipated growth in operations, inventory levels are projected to increase to maintain adequate stock of raw materials and finished goods required to support higher production volumes and ensure timely order fulfilment across an expanded market.

Further, trade receivables are expected to increase in proportion to the projected growth in revenue and expansion of the customer base, particularly from institutional and bulk buyers who generally operate under structured credit terms.

Additionally, short-term loans and advances are projected to increase due to operational advances such as advances to suppliers for procurement of raw materials, employee advances and other business-related advances.

While trade payables are expected to increase with higher procurement volumes, the increase is relatively moderate as the company follows a conservative policy of minimizing outstanding creditor balances and endeavours to settle supplier dues in a timely manner. Similarly, other current

liabilities and short-term provisions are also expected to increase only proportionately despite business growth, as the company intends to discharge statutory liabilities and other expenses payable on a timely basis.

The Company has made substantial investments towards capacity expansion. This is evidenced by the increase in Capital Work-in-Progress (CWIP) from ₹355.59 lakhs in FY 2024–25 to ₹1,019.13 lakhs as at September 30, 2025, which represents ongoing expenditure towards the development of two new manufacturing plants, namely the Bhagwanpur facility and the Rajkot plant. Further, capital advances have increased from ₹758.41 lakhs as at March 31, 2025 to ₹1,311.74 lakhs as at September 30, 2025, which includes ₹625.00 lakhs towards land acquisition for future expansions and the balance amount as advances towards procurement of plant and machinery to be installed in these facilities. The additional plant and machinery installed in total will increase the production facility from current 14,100 MT to 59,700 MT.

In addition, the Company has sanctioned borrowings of ₹1,800 lakhs (₹18 crores) for the construction of the Rajkot plant, demonstrating committed funding towards capacity creation. As per the Objects of the Issue, the Company also proposes to utilise approximately ₹1,133.92 lakhs towards investment in plant and machinery, which will further augment installed capacity, and also have planned for repayment/prepayment of significant amount of borrowings, which is expected to reduce finance costs and improve cash flows.

Accordingly, the projected growth is capacity-driven and supported by quantifiable investments, including CWIP of ₹1,019.13 lakhs, capital advances of ₹1,311.74 lakhs, and borrowings deployed towards expansion. These investments are expected to translate into higher production capacity and increased revenue generation upon operationalization of the new facilities.

Further, the Company has maintained stable working capital cycles, with creditor days below 30 days and no significant change in inventory or receivable holding periods. Therefore, the projected growth is not based on any elongation of holding periods, but is driven by increase in capacity and operational scale.

3. **Funding Capital Expenditure for the installation of additional Machinery**

Proposed Timeline for Implementation – Unit II

Particulars	Tentative Month and Year
Placement of Order for Machinery	July, 2026
Expected Delivery of Machinery	November, 2026
Installation & Trial Run	January, 2027
Commencement of Operations of Manufacturing Facility	June, 2026

Proposed Timeline for Implementation – Unit III

Particulars	Tentative Month and Year	
Name of machinery	Rotary Machine	Refining Machine and Cracker
Placement of Order for Machinery	June, 2026	July, 2026
Expected Delivery of Machinery	September, 2026	October, 2026
Installation & Trial Run	December, 2026	January, 2027
Commencement of Operations of Manufacturing Facility	August, 2026	

Approvals required for Unit II and Unit III

We will be required to obtain certain approvals and/or licenses from certain governmental authorities. The below mentioned table sets forth the details of requirements of licenses and approvals and also the timeline for application of such approvals.

Sr. No.	Name of License / Approval Required	Issuing Authority	Proposed Timeline for Application (Unit II)	Proposed Timeline for Application (Unit III)
1	Consent to Operate (CTO)	State Pollution Control Board	April 25, 2026	May 05, 2026
2	License to Work a Factory	Labour Department	May 10, 2026	May 20, 2026
3	Certificate of Stability of Factory Building	Chartered Engineer / Licensed Structural Engineer	May 10, 2026	May 20, 2026
4	Electricity Board License	State Electricity Board	November 11, 2025	-
5	Fire NOC	State Fire Department	May 10, 2026	May 20, 2026

1. Machinery proposed to be installed at Unit III (Bhagwanpur, Haridwar District, Uttarakhand)

I. International Plant and Machinery

S. No.	Supplier	Item Type	Model Number	Function of Machinery	Quantity	Unit Price (in CNY/)	CNY / – INR	Price per Quantity in Rs.	Amount in ₹* (in lakhs)	Date of Quotation	Valid Till
1	Dalian Xingting International Trade Company Limited	Refining machine	Model Number - XKJ480×610×1200	Used to process and homogenize reclaimed rubber by removing impurities and converting it into uniform rubber sheets suitable	4	CNY 3,00,000	13.05	39,15,000	156.60	December 23, 2025	June 30, 2026
2	Dalian Xingting International Trade Company Limited	Refining machine	Model Number - XKJ480×610×1000		4	CNY 276000	13.05	36,01,800	144.07	December 23, 2025	June 30, 2026
3	Dalian Xingting International Trade Company Limited	Cracker	XKP660x610x1100	Used for crushing, screening, magnetic separation, conveying, cooling and handling of rubber material to prepare uniformly processed rubber pieces	2	CNY 440000	13.05	57,42,000	150.08	December 24, 2025	June 30, 2026
		Silo for rubber piece	10M³		2	-		-			
		Rubber piece	600×3000/800×2300		2	CNY 135000		17,61,750			
		Vibrating feeding belt and screen			2						
		Main vibrating screen	1080×7700		2						
		Vice vibrating screen	1000×2800		2						
		Material turning belt	900×1800		2						
		Material returning belt	900×8100		2						
		Material out belt	600×3000		2						
		Powder belt	600×2000		2						
		Wire conveyor belt	600×3000		2						
		Roll magnetic separator (strong magnetism)			2						
		Single roll magnetic separator (strong magnetism)			2						
		Fan machine	-		2						
		Cooling tank	-		2						
		Discharger	-		2						
		Dust removal	-		2						

S. No.	Supplier	Item Type	Model Number	Function of Machinery	Quantity	Unit Price (in CNY/)	CNY / – INR	Price per Quantity in Rs.	Amount in ₹* (in lakhs)	Date of Quotation	Valid Till
		Electrical cabinet	500×800×1400		2						
Total cost of Equipment									450.75[#]		

* The quotations are subject to additional costs including GST, freight, installation and commissioning costs, transportation costs, packaging and forwarding costs, insurance, duties and other government levies, as applicable and shall be paid out of internal accruals.

The CNY conversion rate is based on the reference rate published on <https://foservices.icgate.gov.in/#/services/viewExchangeRate>, each as on the date of quotation.

Certified by A S N & Associates, Chartered Accountant vide their certificate dated April 01, 2026.

2. Machinery proposed to be installed at Unit II (Village Gundala, Rajkot, Gujarat)

We intend to install one fully continuous waste recycling plant (Model – BJ8L60) with a capacity of 60 tons per day at our unit located at RK International Park, Village Gundala, Rajkot, Gujarat, for the continuous pyrolysis of waste rubber/tyres to manufacture pyrolysis oil. The total estimated cost of the plant is USD 6,50,000 (equivalent to 5,89,63,125*[#]), based on the quotation dated February 16, 2026 received from Hunan Benji Environmental Energy Technology Co., Ltd. The quotation is valid for a period of two months.

* The USD to INR conversion rate of ₹ 90.7125 has been considered based on the reference rate published by the Reserve Bank of India as on the date of quotation.

Certified by A S N & Associates, Chartered Accountant vide their certificate dated April 01, 2026.

TOTAL PLANT AND MACHINERY COST

Sr. No.	Particulars	Amount in INR (in lakhs)
1.	International Plant and Machinery	1,040.38
2.	Domestic Plant and Machinery	76.66
Total		1,117.04

Note: (1) International Plant and Machinery cost consists of machines proposed to be installed at Unit III and Unit II. (2) Domestic Plant and Machinery cost consists of machines proposed to be installed at Unit III.

Details of free space available

S. No.	Total land area (in sq. ft.)	Available Total Space (in sq. ft.)	Space Utilised by the existing Machine (in sq. ft.)	Free Space available (in sq. ft.)
Unit II	2,94,092	50,742.3	19,587	31,155
Unit III	1,67,814	73,777	40,000	33,777

Space Required for New Machines

S. No.	Description of Machine	No. of New Machines	Space Required for New Machines
Unit III	Refining machine	4	1800-2000 Sq. ft.
	Refining machine	4	1800-2000 Sq. ft.
	Cracker	2	1400 Sq. ft.
	Rotary Autoclave	2	1200 Sq. ft.
Unit II	Fully continuous Reactor	1	9293 Sq. ft.

#As certified by Mr. Vineet Chauhan, Chartered Engineer, SAM Technology and Calibration by their certificate dated March 18, 2026.

ISSUE RELATED EXPENSES

The total estimated Issue Expenses are ₹ [●] Lakhs, which is [●] % of the total Issue Size. The details of the Issue Expenses are tabulated below:

(₹ in Lakhs)

Expenses	Estimated expenses (in ₹ Lakhs)	As a % of the total estimated expenses	As a % of the total Gross Issue Proceeds
Book Running Lead Manager Fees.	[●]	[●]	[●]
Underwriting Fees	[●]	[●]	[●]
Fees payable to the Market maker to the Issue	[●]	[●]	[●]

Fees payable to the Registrar to the Issue	[•]	[•]	[•]
Fees payable for Advertising and Publishing Expense	[•]	[•]	[•]
Fees payable to Regulators including Stock Exchange & Depositories	[•]	[•]	[•]
Payment for Printing & Stationary, Postage	[•]	[•]	[•]
Fees payable to statutory auditors, Legal Advisors	[•]	[•]	[•]
Processing fees of the banker to the issue	[•]	[•]	[•]
commission and brokerage payable to the SCSBs Syndicate, RTAs, CDPs and SCSB	[•]	[•]	[•]
Monitoring Agency	[•]	[•]	[•]
Total Estimated Issue Expense	[•]	[•]	[•]

OUR BUSINESS

OUR PRODUCT PORTFOLIO

1. Natural Reclaim Rubber

We manufacture Natural Reclaim Rubber using rubber waste with rubber content, such as used tubes, tyre carcasses, and buffing scrap. After thermal and mechanical processing, the material regains properties required for downstream use. The end product is used in applications such as footwear soles, floor mats, tyre base layers, conveyor belts, hoses, and rubber goods. This product ~~vertical~~ supports demand from industrial users seeking cost alternatives to virgin rubber.

CAPACITY INSTALLED AND CAPACITY UTILIZATION**

Set forth below are the details of the installed capacity and capacity utilization of Manufacturing Unit-I, located at Plot No. 59-62, Shiv Ganga Lakeshri, Roorkee, Haridwar, Uttarakhand – 247667, as on September 30, 2025 and for the financial years ended March 31, 2025, March 31, 2024 and March 31, 2023.

Particulars	As on September 30, 2025*	Fiscal Year 2025	Fiscal Year 2024	Fiscal Year 2023
Installed Capacity (MT)	14100	14,100	14,100	14,100
Actual Production (MT)	8308.00*	9015.54	5348.13	5625.90
Capacity Utilization	59.00%	63.94%	37.93%	39.90%

*Given is the actual production of 6 months of FY 25-26 i.e. for the period April 01, 2025 – September 30, 2025.

**As certified by Mr. Vineet Chauhan, Chartered Engineer, SAM Technology and Calibration by their certificate dated 20-12-2025.

Set forth below are the details of the installed capacity at Unit III and Unit II:

Particulars	Unit III (MT per annum) #	Unit II (MT per annum) #
Existing Installed Capacity*	9,600	36,000

#As certified by Mr. Vineet Chauhan, Chartered Engineer, SAM Technology and Calibration by their certificate dated February 21, 2026.

*Installed capacity is given as as on the date, Unit II and Unit III have not yet become operational.

OUR CUSTOMERS

Set out this table below are the details of concentrated Customers for the six month period ended September 30, 2025 and for the Fiscal 2025, Fiscal 2024 and Fiscal 2023:

FY 2022-23

(₹ in Lakhs)

S. No.	Particulars	Amount	In % from Revenue from operations
1	Customer 1	235.02	11.96%
2	Customer 2	201.19	10.24%
3	Customer 3	118.46	6.03%
4	Customer 4	116.19	5.91%
5	Customer 5	92.16	4.69%
6	Customer 6	84.15	4.28%
7	Customer 7	66.86	3.40%
8	Customer 8	61.16	3.11%
9	Customer 9	57.14	2.91%
10	Customer 10	54.81	2.79%
		1,087.14	55.33%

FY2023-24

(₹ in Lakhs)

S. No.	Particulars	Amount	In % from Revenue from operations
1	Customer 1	209.08	10.29%
2	Customer 2	170.52	8.39%
3	Customer 3	133.39	6.56%
4	Customer 4	90.54	4.45%
5	Customer 5	79.17	3.89%

6	Customer 6	79.13	3.89%
7	Customer 7	75.22	3.70%
8	Customer 8	69.94	3.44%
9	Customer 9	64.43	3.17%
10	Customer 10	45.69	2.25%
		1017.11	50.04%

FY2024-25

(₹ in Lakhs)

S. No.	Particulars	Amount	In % from Revenue from operations
1	Customer 1	335.13	9.25%
2	Customer 2	295.95	8.17%
3	Customer 3	209.20	5.78%
4	Customer 4	164.17	4.53%
5	Customer 5	117.42	3.24%
6	Customer 6	95.37	2.63%
7	Customer 7	90.61	2.50%
8	Customer 8	90.04	2.49%
9	Customer 9	85.57	2.36%
10	Customer 10	81.89	2.26%
		1565.35	43.22%

For Six Months Period Ending September 2025

(₹ in Lakhs)

S. No.	Particulars	Amount	In % from Revenue from operations
1	Customer 1	294.45	11.82%
2	Customer 2	157.64	6.33%
3	Customer 3	154.32	6.19%
4	Customer 4	127.77	5.13%
5	Customer 5	88.77	3.56%
6	Customer 6	87.50	3.51%
7	Customer 7	79.54	3.19%
8	Customer 8	69.01	2.77%
9	Customer 9	64.30	2.58%
10	Customer 10	64.18	2.58%
		1187.47	47.65%

*As certified by M/s Padam Dinesh & Co, Chartered Accountants and M/s V Singhi & Associates, Chartered Accountants, the Joint Statutory Auditors, by way of their certificate dated February 18, 2026.

RAW MATERIAL AND ITS SUPPLIERS

Details of Country-wise Bifurcation of raw material Imports:

The table below sets out the country-wise bifurcation of raw material imports for the periods indicated below:

(₹ in lakhs)

Sr. No.	Country Name	Six months period ended September 30, 2025		Fiscal 2025		Fiscal 2024		Fiscal 2023	
		Amount	In % of total	Amount	In % of total	Amount	In % of total	Amount	In % of total
1.	United States	25.73	8.42%	-	-	-	-	-	-
2.	United Kingdom	-	-	-	-	-	-	66.76	71.00%
3.	United Arab Emirates	97.32	31.85%	-	-	-	-	-	-
4.	Canada	41.28	13.51%	-	-	-	-	-	-
5.	Singapore	33.86	11.08%	-	-	-	-	27.27	29.00%
6.	Kuwait	107.40	35.14%	-	-	-	-	-	-
	Total	305.59	100.00%	-	-	-	-	94.04	100.00%

Set out this table below are the details of top suppliers for the period ended September 30, 2025 and for the Fiscal 2025, Fiscal 2024 and Fiscal 2023:

The table below sets forth the contribution of our top 10 suppliers to the total Cost of Raw Materials Consumed for the period ended September 30, 2025 and for the Financial Years ended March 31, 2025, 2024 and 2023.

FY 2022-23

(₹ in Lakhs)

S. No.	Particulars	Amount	As a % of Cost of Material Consumed
1	Supplier 1	325.00	21.74%
2	Supplier 2	256.00	17.12%
3	Supplier 3	96.16	6.43%
4	Supplier 4	69.93	4.68%
5	Supplier 5	66.76	4.47%
6	Supplier 6	63.11	4.22%
7	Supplier 7	34.71	2.32%
8	Supplier 8	31.31	2.09%
9	Supplier 9	31.06	2.08%
10	Supplier 10	28.58	1.91%
		1,002.62	67.06%

FY2023-24

(₹ in Lakhs)

S. No.	Particulars	Amount	As a % of Cost of Material Consumed
1	Supplier 1	211.82	13.21%
2	Supplier 2	122.98	7.67%
3	Supplier 3	114.20	7.12%
4	Supplier 4	108.80	6.79%
5	Supplier 5	72.87	4.54%
6	Supplier 6	62.84	3.92%
7	Supplier 7	54.79	3.42%
8	Supplier 8	53.20	3.32%
9	Supplier 9	46.17	2.88%
10	Supplier 10	45.00	2.81%
		892.67	55.67%

FY2024-25

(₹ in Lakhs)

S. No.	Particulars	Amount	As a % of Cost of Material Consumed
1	Supplier 1	261.25	12.69%
2	Supplier 2	205.54	9.98%
3	Supplier 3	135.83	6.60%
4	Supplier 4	98.35	4.78%
5	Supplier 5	71.92	3.49%
6	Supplier 6	65.98	3.21%
7	Supplier 7	64.41	3.13%
8	Supplier 8	63.21	3.07%
9	Supplier 9	62.14	3.02%
10	Supplier 10	58.70	2.85%
		1,087.33	52.82%

For Six Months Period Ending September 2025

(₹ in Lakhs)

S. No.	Particulars	Amount	As a % of Cost of Material Consumed
1	Supplier 1	113.91	9.07%
2	Supplier 2	107.40	8.55%
3	Supplier 3	90.38	7.20%
4	Supplier 4	85.21	6.78%
5	Supplier 5	71.86	5.72%
6	Supplier 6	67.02	5.34%
7	Supplier 7	60.86	4.85%

8	Supplier 8	60.81	4.84%
9	Supplier 9	59.35	4.73%
10	Supplier 10	47.28	3.76%
		764.07	60.84%

**As certified by M/s Padam Dinesh & Co, Chartered Accountants and M/s V Singhi & Associates, Chartered Accountants, the Joint Statutory Auditors, by way of their certificate dated February 18, 2026.*

HISTORY AND CERTAIN CORPORATE MATTERS

Main Objects of our Company

The main objects of our Company are as follows:

1. To carry on the business of manufacture, process, produce, buy, sell, import, export, trade and deal in all types of reclaimed rubber, devulcanized rubber, rubber compounds, rubber crumbs, rubber additives and all kinds of rubber goods.
2. To import, export, buy, sell, and distribute waste rubber, raw materials, finished reclaimed rubber products and/or rubber moulded goods of all kinds and for all purposes on wholesale or retail basis.
3. To carry on the business of designing, manufacturing, assembling, buying, selling, trading and dealing in all kinds of plant and machinery, equipment and accessories required to convert rubber materials into industrial and commercial products by process methods, including dipping moulding, vacuum moulding extrusion, calendaring, vulcanizing, forming, coating, firm, blending, etc.
4. To carry on the business of producing, manufacturing, refining, processing, and preparing tyre pyrolysis oil, plastic pyrolysis oil, bio-oil, recovered carbon black and industrial fuel oil etc. from waste materials such as waste tires, plastics, rubber and agricultural waste, etc.
5. To buy, sell, import, export, distribute, trade and deal in tyre pyrolysis oil, plastic pyrolysis oil, industrial fuel, recovered carbon black (RCB) and other Petrochemical products derived from the pyrolysis process.
6. To carry on the business of designing, engineering, manufacturing, fabricating, assembling, importing, exporting, buying, selling, and dealing in all types of industrial machinery, equipment, plants, and accessories required for the production of pyrolysis oil from waste tyres, plastics, and rubber, including, but not limited to, pyrolysis reactors, condensation systems, recovered carbon black processing machines and pyrolysis oil distillation units.

Amendments to the Memorandum of Association in the last 10 years

The following amendments have been made to the Memorandum of Association of our Company in the last ten (10) years:

Date of shareholder's resolution	Nature of amendments
April 17, 2026	<ol style="list-style-type: none"> 1. Clause III was altered in order to amend the main objects of the objects of the Company as follows: 2. To carry on the business of manufacture, process, produce, buy, sell, import, export, trade and deal in all types of reclaimed rubber, devulcanized rubber, rubber compounds, rubber crumbs, rubber additives and all kinds of rubber goods. 3. To import, export, buy, sell, and distribute waste rubber, raw materials, finished reclaimed rubber products and/or rubber moulded goods of all kinds and for all purposes on wholesale or retail basis. 4. To carry on the business of designing, manufacturing, assembling, buying, selling, trading and dealing in all kinds of plant and machinery, equipment and accessories required to convert rubber materials into industrial and commercial products by process methods, including dipping moulding, vacuum moulding extrusion, calendaring, vulcanizing, forming, coating, firm, blending, etc. 5. To carry on the business of producing, manufacturing, refining, processing, and preparing tyre pyrolysis oil, plastic pyrolysis oil, bio-oil, recovered carbon black and industrial fuel oil etc. from waste materials such as waste tires, plastics, rubber and agricultural waste, etc. 6. To buy, sell, import, export, distribute, trade and deal in tyre pyrolysis oil, plastic pyrolysis oil, industrial fuel, recovered carbon black (RCB) and other Petrochemical products derived from the pyrolysis process. 7. To carry on the business of designing, engineering, manufacturing, fabricating, assembling, importing, exporting, buying, selling, and dealing in all types of industrial machinery, equipment, plants, and accessories required for the production of pyrolysis oil from waste tyres, plastics, and rubber, including, but not limited to, pyrolysis reactors, condensation systems, recovered carbon black processing machines and pyrolysis oil distillation units.
February 06, 2025	Clause V of the MOA was amended to reflect Sub-division (stock split) of Equity shares of our Company from face value of ₹ 100/- (Rupees Hundred only) each to ₹ 10/- (Rupees Ten Only) each fully paid up.
February 06, 2025	The clauses of the Memorandum of Association were altered to bring them in conformity with the provisions of the Companies Act, 2013.
March 15, 2025	Clause V of the MoA was amended to reflect the increase in the authorised share capital of our Company from ₹ 75,00,000/- divided into 7,50,000 Equity Shares of ₹ 10 each to ₹ 20,00,00,000 divided into 2,00,00,000 Equity

	Shares of ₹ 10 each
April 15, 2025	Clause I of our Memorandum of Association was amended to reflect the change in our name from 'Horizon Reclaim (India) Private Limited' to 'Horizon Reclaim (India) Limited' pursuant to conversion of our Company from a Private Limited Company to a Public Limited Company.

OUR MANAGEMENT

Name, DIN, Date of Birth, Designation, Address, Occupation, Term, Period of Directorship and Nationality
Mohit Bajaj DIN: 01275079 Date of Birth: May 14, 1978 Designation: Managing Director and Chief Financial Officer Address: 3/6105-A, Manjulikey garden, Janakpuri, Saharanapur, UP, 247001 Occupation: Business Term: A period of 5 years with effect from November 19, 2025 Period of Directorship: Since incorporation of the company Nationality: Indian

Terms of appointment and remuneration of our Managing Director and Whole-time Director

Mohit Bajaj

Pursuant to a resolution passed by the Board of Directors at the meeting held on November 19, 2025 and approved by the Shareholders of our Company at the EGM held on November 20, 2025, Mohit Bajaj was appointed as the Managing Director of our Company for a period of Five (5) years with effect from November 19, 2025 along with the terms of remuneration, in accordance with Sections 197 and Schedule V and other relevant provisions of the Companies Act, 2013 read with the rules prescribed thereunder.

Basic Salary	Rs. 3,00,000 - per month
Minimum Remuneration	In the event of loss or inadequacy of profits in any financial year Mohit Bajaj shall be entitled to receive a total remuneration including perquisites such as Conveyance and travel allowance not exceeding the ceiling limits under Section II of Schedule V of the Companies Act, 2013 subject to the minimum remuneration as prescribed including any statutory modification or re-enactment thereof from time to time as prescribed by the Company.
Bonus/Commission	Not Applicable

Malika Bajaj

Pursuant to a resolution passed by the Board of Directors at the meeting held on November 19, 2025 and approved by the Shareholders of our Company at the EGM held on November 20, 2025, Malika Bajaj was appointed as the Whole – Time Director of our Company for a period of Five (5) years with effect from November 19, 2025 along with the terms of remuneration, in accordance with Sections 197 and Schedule V and other relevant provisions of the Companies Act, 2013 read with the rules prescribed thereunder.

Basic Salary	Rs. 2,00,000 - per month
Minimum Remuneration	In the event of loss or inadequacy of profits in any financial year, Malika Bajaj shall be entitled to receive a total remuneration including perquisites such as Conveyance and travel allowance not exceeding the ceiling limits under Section II of Schedule V of the Companies Act, 2013 subject to the minimum remuneration as prescribed including any statutory modification or re-enactment thereof from time to time as prescribed by the Company.
Bonus/Commission	Not Applicable

Interest of our Directors

None of our Directors are members of any firm or associated with any company which has received or is entitled to receive any sum in cash, shares or otherwise for services rendered in connection with the promotion or formation of our Company. Accordingly, no such payments have been made or agreed to be made to our Directors or to any firm or company in which they are interested.

Compliance with SME Listing Regulations

Upon listing of the Equity Shares of our Company on the SME Platform of BSE, the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, shall be applicable to our Company, to the extent and in the manner prescribed for SME listed entities.

Our Key Managerial Personnel

Name, Designation & Educational Qualification	Age (Years)	Date of Joining	Compensation paid for F.Y. ended 24-25 (₹ in lakhs)	Details of Previous Employment
Mohit Bajaj Designation: Managing Director and Chief	47	Director since incorporation, Chief Financial Officer since	30.00	NA

Financial Officer Education Qualification: Master's degree in Administration from the University of Pune		August 18, 2025		
Malika Bajaj Designation: Whole Time Director Education Qualification: Post Graduate Diploma in Management	46	Since incorporation	7.20	NA
Deeksha Thakral Designation: Company Secretary and Compliance Officer Educational Qualification: Member of the Institute of Company Secretaries of India	34	August 18, 2025	Not Applicable	Eastman Auto & Power Limited

In addition to our Managing Director, Chief Financial Officer and Whole Time Director, whose details have been provided under paragraph above titled "Brief Profile of our Directors", set forth below are the details of our Key Managerial Personnel as on the date of filing of the Draft Red Herring Prospectus.

Deeksha Thakral, aged 34 years, is the Company Secretary and Compliance Officer of our Company. She is an associate member (ACS) of the Institute of Company Secretaries of India. She also holds a Degree of Bachelor of Commerce Degree from Maharaja Ganga Singh University, Bikaner. She possesses over four years of experience in handling secretarial compliances, gained during her association with Eastman Auto & Power Limited. Ms. Deeksha oversees all secretarial matters of our Company and provides valuable guidance to the Company in matters relating to corporate governance, statutory compliance. She has been serving in this role since August 18, 2025. She was not paid any salary in the fiscal year 2024-25.

GOVERNMENT AND OTHER STATUTORY APPROVALS

DOMAIN & WEB HOSTING

Our Company maintains a strong digital presence through its website <https://horizonreclaim.com/> which serves as a primary interface for customer engagement, investor relations and service offerings. The domain is registered with Endurance International Group (India) Private Limited, ensuring exclusive rights to its use and branding.

C. Regulatory & Labour / employment related approvals obtained by our Company:

S.No.	Nature of Registration/License	Registration/License/Certificate No.	Issuing Authority	Issuing Authority	Date of Expiry
20	ISO 14001: 2015 – Environmental Management System	IN124230B	LMS Certification Private Limited	August 26, 2025	August 25, 2026
21	ISO 45001:2018 - Occupational Health & Safety Management System	IN124230C-1	LMS Certification Private Limited	August 26, 2025	August 25, 2026
22	ISO 9001:2015 - Quality Management System	IN124230A	LMS Certification Private Limited	August 26, 2025	August 25, 2026
23	Certificate of Compliance for Restriction of Hazardous Substances (ROHS)	184695	Euroglobe Registrars	August 26, 2025	August 25, 2028

MATERIAL CONTRACTS AND DOCUMENTS FOR INSPECTION

MATERIAL DOCUMENTS

- (xv) Certificate from Mr. Vineet Chauhan, Chartered Engineer, SAM Technology and Calibration dated March 18, 2026 certifying the total land area, area utilized for the existing setup, unutilized (free) area, and the area proposed to be utilized for expansion of the manufacturing facilities, as disclosed in the Offer Document.
- (xvi) Certificate from M/s ASN & Associates, Chartered Accountant's, with respect to the currency conversion rates considered for the international plant and machinery proposed to be acquired from outside India.
- (xvii) Registration Certificate of Recycler under Para 3 of Schedule IX of Hazardous and Other Waste (M&TM) Amendment Rules, 2022.
- (xviii) Central Pollution Control Board (CPCB) Producer Registration under Extended Producer Responsibility (EPR) for import of waste tyres.
- (xix) Certificate dated April 23, 2026 with respect to the share allotment made by the Company issued by M/s A S N & Associates, Chartered Accountants.