



ANNUAL REPORT 2025-26



Narmada Gelatines Limited

FINANCIAL HIGHLIGHTS

Key historical financial and operational metrics

Total Revenue (₹Crore)



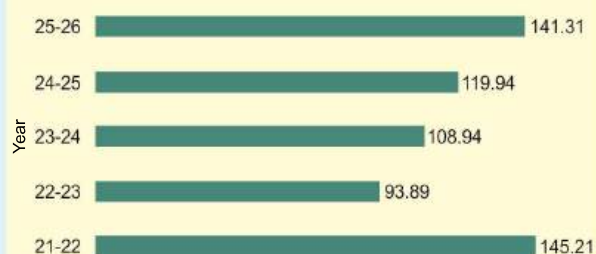
Profit Before Tax (₹Crore)



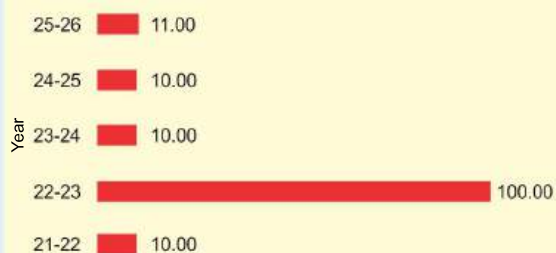
Earning Per Share (₹)



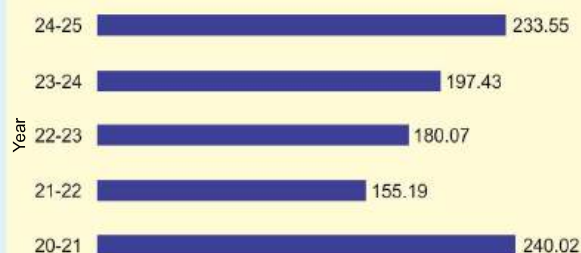
Net Worth (₹Crore)



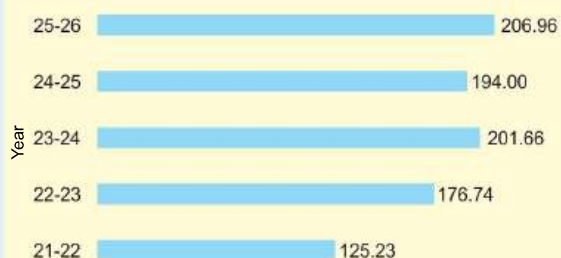
Dividend Per Share (₹)



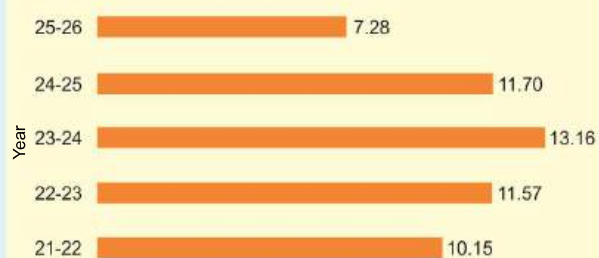
Book Value Per Share (₹)



Market Capitalization (₹Crore)



Price Earning Ratio



NARMADA GELATINES LIMITED

Board of Directors:

Mr. S. Annamalai - Chairman
Mr. S Maheswaran - Vice Chairman
Mr. Ashok K Kapur - Managing Director
Mr. B Vijayadurai - Independent Director
Mr. K Krishnamoorthy - Independent Director
Mrs. Manimegalai Thangamani - Independent Director

Board Committees:**Audit Committee**

Mr. B Vijayadurai - Chairman
Mr. K Krishnamoorthy
Mrs. Manimegalai Thangamani

Nomination and Remuneration Committee

Mr. B Vijayadurai - Chairman
Mr. S Annamalai
Mr. K Krishnamoorthy

Stakeholder's Relationship Committee

Mr. K Krishnamoorthy - Chairman
Mr. B Vijayadurai
Mr. Ashok K Kapur

Corporate Social Responsibility Committee

Mr. S Annamalai - Chairman
Mr. S Maheswaran
Mr. B. Vijayadurai
Mr. Ashok K Kapur

Risk Management Committee

Mr. S Annamalai - Chairman
Mr. Ashok K Kapur - Managing Director
Mr. Sudhir K Srivastava - Factory Manager
Mr. Sanjeeb Bhattacharya - Operations Head
Mr. V.N. Tripathi-Maintenance Manager

Complaints Committee

Dr. Sushma Rajput - Presiding Officer
Dr. Perna Oswal - Outside Member cum POSH Trainer
Mr. Ashok K Kapur - Managing Director
Mr. Devesh Ghosh - Asst. Manager HR

Company Secretary & Compliance Officer

Ms. Mahima Patkar

Chief Financial Officer

Mr. Arun Jaiswal

Statutory Auditors

Lodha & Company LLP, Mumbai

Secretarial Auditors

Dr. Asim K Chattopadhyay

Bankers

Federal Bank Limited

Registered Office

28, CARAVS, 15 Civil Lines,
Jabalpur, Madhya Pradesh - 482001
Corporate Identification Number
(CIN): L24111MP1961PLC016023

Website : www.narmadagelatines.com

Factory

Meerganj, Bheraghat Road,
Jabalpur, Madhya Pradesh - 482053

Registrar & share Transfer Agent

M/s. MUFG Intime India Private Limited
(Formerly Known as
C.B. Management Services Pvt. Ltd)
Rasoi Court, 5th Floor, 20
Sir R.N. Mukherjee Road, Kolkata - 700001
Email id: investor.helpdesk@in.mpms.mufg.com
Website: www.in.mpms.mufg.com

Listed with Stock Exchange

Bombay Stock Exchange Limited (BSE)

Depositories

National Securities Depository Limited
Central Depository Services (I) Limited

CONTENTS

BOARDS' REPORT	2 - 7
MANAGEMENT DISCUSSION & ANALYSIS	8 - 9
ANNEXURE TO THE BOARDS' REPORT	10 - 18
REPORT ON CORPORATE GOVERNANCE	19 - 39
STANDALONE AUDITOR'S REPORT	40 - 45
STANDALONE FINANCIAL STATEMENTS	46 - 77
CONSOLIDATED AUDITOR'S REPORT	78 - 81
CONSOLIDATED FINANCIAL STATEMENTS	82 - 112
NOTICE OF ANNUAL GENERAL MEETING	113 - 128

BOARD'S REPORT

To the Members,

The Board of Directors is delighted to present the 65th Annual Report on the business and operations of the company Narmada Gelatines Limited ("the Company") along with the standalone and consolidated financial statements for the financial year ended 31st March, 2026.

Financial Highlights

	(₹ lakhs)			
	Consolidated Operations		Standalone Operations	
	2025-26	2024-25	2025-26	2024-25
I. Revenue From Operations	21541.15	18892.07	21541.15	18892.07
II. Other Income	27.36	165.25	77.51	165.25
III. Total Income	21568.51	19057.32	21618.66	19057.32
IV. Total Expenses	17799.50	16778.35	17799.50	16778.36
V. Profit Before exceptional items and tax (III-IV)	3769.50	2278.96	3819.16	2278.96
VI. Share of Profit of an Associate (Refer to the consolidated financial Statements)	354.93	82.00	0.00	0.00
VII. Profit Before Tax (V-VI)	4123.93	2360.96	3819.16	2278.96
VIII. Tax Expenses	975.34	558.00	975.34	558.01
IX. Profit After Taxation (VII-VIII)	3148.59	1802.94	2843.82	1720.94
X. Other Comprehensive Income-remeasurements of net defined benefit plans	(45.27)	(66.19)	(52.46)	(66.19)
XI. Net Profit for the year (IX-X)	3103.32	1736.75	2791.36	1654.75

Operating Performance

During the financial year 2025-26, the revenue from operations increased by 14.02% from ₹ 188.92 crores in the previous year, to ₹ 215.41 crores. Profit after tax for the year was ₹ 28.43 crores vs. ₹ 17.21 crores in the previous year.

Earnings before interest, taxes and depreciation and amortisation (EBITDA) stood at ₹ 40.88 crores (previous year ₹ 26.23 crores), higher than the previous year by 55.81% and Earnings per share stood at ₹ 47.01 as compared to ₹ 28.45 in 2024-25.

The Consolidated results include proportionate share of profit of India Gelatine and Chemicals Limited (IGCL), which has become an associate of the company with effect from 05th December, 2024, in view of combined holding of the equity shares by the company, and its promoters pursuant to applicable provision of Companies Act, 2013 and related accounting standards. A statement containing the salient features of the financial statements of the Company's associate company in Form No.AOC-1 is provided in the Annexure-V of this report.

Dividends

The Board is pleased to recommend a dividend of ₹11 (i.e. @ of 110%) per Equity Share of ₹ 10 each of the company (previous year ₹10.00 per Equity Share i.e. 100%) for the financial year ended 31st March, 2026. The total outflow on account of the proposed dividend will be ₹ 665.45 lakhs (previous year ₹ 604.96 lakhs).

The said dividend on equity shares is subject to the approval of the Shareholders at the ensuing Annual General Meeting ("AGM") scheduled to be held on 19th August, 2026.

Record Date

The Record date fixed for determining the entitlement of Members for payment of Dividend is Wednesday, 12th August, 2026.

According to the Finance Act, 2020, dividend income will be taxable in the hands of the Members w.e.f. April 1, 2020, and the Company is required to deduct tax at source from the dividend paid to the Members at prescribed rates as per the Income Tax Act, 1961.

Transfer to Reserves

As permitted under the Act, the Board does not propose to transfer any amount to General Reserve, but has decided to retain the entire amount of profit for the financial year 2025-26 in the profit and loss account.

Share Capital

The Paid-up Equity Share Capital of the Company as on 31st March 2026 was ₹ 604.96 lakhs comprising 60,49,587 equity shares of ₹ 10/- each. During the year under review, your company has neither issued any shares with differential voting rights nor granted any stock options or sweat equity shares. The Company has paid listing fees for the financial year 2025-26 to the Bombay Stock Exchange Ltd., where its equity shares are listed.

Quality initiatives

The Company is committed to the highest levels of quality for its products and customer services. During the financial year 2025-26, the Company retained its ISO certification for Quality Management (ISO 9001:2015), EDQM Certification from European Directorate for the Quality of Medicines and Healthcare, DNV Management System Certification for Food Safety Management System Standard (ISO 22000:2005), KOSHER Certification and Halal Assurance System Certification.

Deposits from public

During the year under review, the Company has not accepted any deposits from public as defined under Chapter V of the Companies Act, 2013. No amount on account of principal or interest on deposits from public was outstanding as on the date of the balance sheet.

Particulars of Loans, Guarantees and Investments

The Details of Loans, Guarantees and Investments covered under the provisions of Section 186 of the Companies Act, 2013 are also disclosed in the notes to the Financial Statements.

Corporate Social Responsibility (CSR)

In compliance with Section 135 of the Act, the Company has undertaken CSR activities and programs, excluding activities undertaken in pursuance of its normal course of business. Under Section 135 of the Act, the Company was required to spend ₹ 40.48 lakhs (2%) of the average qualifying net profits of the last three financial years on CSR activities in financial year 2025-26. During the year under review, the Company has spent a total of ₹40.81 lakhs. Accordingly, the Company has fulfilled its CSR spending obligation for the financial year 2025-26.

The Annual Report on CSR containing the composition of the CSR Committee, salient features of the CSR Policy, details of activities, and other information as required under Companies (Corporate Social Responsibility Policy) Rules, 2014 are provided in Annexure-I attached to this Report. Since the average CSR obligation for the preceding three financial years i.e. financial year, 2022-23, 2023-24 and 2024-25 was less than ₹10 crores, the impact assessment report was not applicable for the year 2025-26. The CSR Policy may be accessed on the Company's website at the link: <https://www.narmadagelatines.com>.

Risk Management

The Risk Management Committee has been entrusted with the responsibility to assist the Board in (a) approving the Company's Risk Management Framework and (b) overseeing strategic, operational, financial, liquidity, security, regulatory, legal, environmental, human resource, and other risks that have been identified and assessed to ensure that there is a sound Risk Management Policy in place to address such concerns/risks.

The Audit Committee has exercised additional oversight in the area of financial risks and controls. Major risks identified by the business and functions are systematically addressed through mitigating actions. The details of the Risk Management Committee, its terms of reference, key business risks identified and mitigation plans are set out in the Corporate Governance Report.

Vigil Mechanism / Whistle Blower Policy

The Company has a Vigil mechanism / Whistle-blower Policy in place to encourage and facilitate employees to report concerns about unethical behaviour, actual/ suspected frauds and violation of Company's Code of Conduct or Ethics. The policy provides for adequate safeguards against victimisation of persons who avail the same and provides for direct access to the chairperson of the Audit Committee. The Audit Committee of the Company oversees the implementation of the Whistle-Blower Policy. The Committee affirms that no complaint has been received under the Whistle-Blower Policy/Vigil Mechanism and no personnel had been denied access to the Chairman of the Audit Committee.

Information on Whistle-Blower Policy is available on the website of the Company at and in the Corporate Governance Report.

Reporting of Frauds

There were no instances of fraud or suspected frauds reported during the year under review, which required the Statutory Auditors to report to the Audit Committee and / or Board under Section 143(12) of the Act and the rules made thereunder.

Subsidiaries, Joint Ventures and Associate Companies

On March 31, 2026, the company has no subsidiaries or joint venture companies within the meaning of Section 2(6) of the Companies Act, 2013 ("Act").

During the Previous Financial year 2024-25, Narmada Gelatines Limited acquired a 14.14% equity stake in India Gelatine and Chemicals Limited (IGCL). While this direct holding is below the threshold prescribed under Section 2(6) of the Act for classifying an entity as an associate company, IGCL is considered an associate of the Company, as Narmada Gelatines Limited, along with its promoters, collectively holds more than 20% of the equity share capital of IGCL and thereby exercises significant influence.

Nomination and Remuneration Policy

The policy of the Company is to have an appropriate number of executive and independent directors on the board. The policy of the Company on directors' appointment and remuneration, etc. as required under Section 178 of the Companies Act, 2013, is available on the website <https://narmadagelatines.com/pdf/policy/Nomination-and-Remuneration-Policy.pdf> and in the Corporate Governance Report. The remuneration paid to directors is as per the terms laid down in the Nomination & Remuneration Policy of the Company.

The Company has a Nomination and Remuneration Committee which makes recommendation to the Board with regard to the appointment of new Directors and Key Managerial Personnel. This policy on nomination and remuneration of Directors, Key Managerial Personnel and Senior Management has been formulated in terms of the provisions of the Companies Act, 2013 and the Listing Regulations as amended from time to time.

The main objectives of the policy are:

- To lay down criteria and terms and conditions with regard to identifying persons who are qualified to become Directors (Executive and Non-Executive) and persons who may be appointed in senior management and key managerial positions.
- To determine remuneration based on the Company's size and financial position and trends and practices on remuneration prevailing in peer companies and in the industry.
- To carry out evaluation of the performance of Directors, as well as key managerial and senior management personnel.
- To provide them rewards linked directly to their effort, performance, dedication and achievement relating to the Company's operations.
- To retain, motivate and promote talent and to ensure long term sustainability of talented managerial persons and to create competitive advantage.

Directors and Key Managerial Personnel

The Board of the Company is comprised of eminent persons with proven competence and integrity. Besides the experience, strong financial acumen, strategic astuteness, and leadership qualities, they have a significant degree of commitment towards the Company and devote adequate time to the meetings and preparation.

Re-appointment of Managing Director

The Board of Directors at their meeting held on 25th May, 2026, subject to approval of the shareholders, approved the re-appointment of Mr. Ashok K Kapur (DIN: 00126807) as the Managing Director of the Company for a further period of two (2) Years commencing from 1st June, 2026 to 31st May 2028 His appointment is not liable to retirement by rotation.

Special resolution for the re-appointment of Mr. Ashok K Kapur as the Managing Director of the Company is being placed for the approval of the shareholders of the Company at the ensuing AGM. The Board of Directors, and Nomination and Remuneration Committee of the Company recommend his re-appointment as the Managing Director of the Company.

Re-appointment of Non-Executive Independent Director

Mr. Kailasam Krishnamoorthy was appointed as a Non-Executive Independent Director at the 60th Annual General Meeting held on 21st September, 2021, for a term of five years. Upon attaining the age of 75 years on 26th December, 2025, the approval of the Members by way of a Special Resolution through Postal Ballot was obtained in compliance with Regulation 17(1A) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, for continuation of his directorship up to the expiry of his current term i.e. upto 20th September, 2026 or till the conclusion of the 65th Annual General Meeting of the Company, whichever is earlier.

As per Section 149 of the Act, the Board of Directors in its meeting held on 25th May, 2026, on the recommendations of the Nomination and Remuneration Committee recommended to the members for the re-appointment of Mr. Kailasam Krishnamoorthy (Mr. K Krishnamoorthy) (DIN: 02797916) as Non-Executive, Independent Director of the company w.e.f. the conclusion of forthcoming Annual General Meeting for a second term of 5 (five) consecutive years. The Company has received a notice from a Member under Section 160 of the Companies Act, 2013, signifying his intension to propose the candidature of Mr. Kailasam Krishnamoorthy (DIN: 02797916) for the office of Independent Director of the Company.

A Special resolution seeking shareholder's approval for his re-appointment forms a part of the notice convening the annual general meeting to be held on 19th August, 2026.

Re-appointment of Directors retiring by rotation

In accordance with the provisions of the Companies Act, 2013, Mr. S. Maheswaran (DIN: 00143046) Non-Executive (Non-Independent) Director of the Company, retires by rotation at the ensuing Annual General Meeting of the Company and being eligible, seeks reappointment. As Mr. S. Maheswaran has attained the age of 77 (seventy-seven) years a special resolution in accordance with Regulation 17(1A) of the Listing Regulations seeking the re-appointment of Mr. S. Maheswaran forms part of the Notice convening the ensuing Annual General Meeting scheduled to be held on 19th August, 2026.

In the opinion of the Board, all the directors, as well as the directors re-appointed during the year possess the requisite qualifications, experience and expertise and hold high standards of integrity.

In terms of requirement of Listing Regulations, the Board has identified core skills, expertise and competencies of the Directors in the context of the Company's businesses for effective functioning, which are detailed in the Corporate Governance Report.

Attention of Shareholders is invited to the relevant items of the Notice of the Annual General Meeting and the Notes thereto. Brief resume of the Directors proposed to be reappointed, nature of their expertise in specific functional areas and names of companies in which they hold directorship and membership/ chairmanship of committees of the Board, as stipulated under Regulation 36 of the Listing Regulations are given in the section on Corporate Governance in this Annual Report.

Pecuniary relationship or transactions with the Company

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

Declaration from directors

The Company has received necessary declarations under Section 149(7) of the Companies Act, 2013 and Regulation 25(8) of the SEBI Listing Regulations, from the Independent Directors stating that they meet the prescribed criteria for independence. All Independent Directors have affirmed compliance to the code of conduct for Independent Directors as prescribed in Schedule IV to the Companies Act, 2013.

The Company has also received from them declaration to compliance of Rule 6(1) & (2) of the Companies (Appointment and Qualifications of Directors) Rules, 2014, regarding online registration with the "Indian Institute of Corporate Affairs", for inclusion/ renewal of their names in the data bank of Independent Directors.

With regard to proficiency of the Independent Directors, ascertained from the online proficiency self-assessment test conducted by the institute, as notified under Sub-Section (1) of Section 150 of the Act, the Board of Directors has taken on record the declarations submitted by Independent Directors that they are exempt from appearing in the test, except Mrs. Manimegalai Thangamani who had cleared the online proficiency self-assessment test.

None of the Directors of the Company are related inter-se except Mr. S Annamalai and Mr. S Maheswaran, in terms of Section 2(77) of the Companies Act, 2013, including Rules thereunder. The Company has not issued any convertible instruments hence; disclosure in this respect is not applicable.

None of the Directors of the Company are disqualified for being appointed as directors as specified under Section 164(2) of the Act and Rules there under.

Key Managerial Personnel

Pursuant to the provisions of Section 203 of the Companies Act, 2013, Mr. Ashok K Kapur, Managing Director, Ms. Mahima Patkar, Company Secretary and Mr. Arun Jaiswal, Chief Financial Officer are the Key Managerial Personnels of the Company as on 31st March, 2026.

Board Evaluation

The Nomination & Remuneration Committee and the Board have laid down the manner in which a formal annual evaluation of the performance of the Board, Committees, Chairman and individual directors has to be made.

The Board evaluated its own performance, Board Committees as well as the individual director's performance pursuant to the provisions of the Act, SEBI Listing Regulations and the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India and after seeking inputs from all the directors/members and also on the basis of criteria such as the Board composition and structure, effectiveness of board processes, information and functioning, etc.

The independent directors at their separate meeting reviewed the performance of non-independent directors, the Board as a whole and Chairman of the Company.

The Board and the Nomination and Remuneration Committee reviewed the performance of individual directors on the basis of criteria such as the contribution of the individual director to the Board and Committee meetings like preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, etc.

Performance evaluation of independent directors was done by the entire Board, excluding the independent director being evaluated. The manner in which the evaluation was carried out is covered in the Corporate Governance Report.

Board and Committee Meetings

The Board meets at regular intervals to discuss and decide on company's business policies and strategies. In case of special and urgent business, the Board/Committee's approval is taken by passing resolutions through circulation, or by calling Board/Committee meetings at a shorter notice, as permitted by law.

The Company has complied with Secretarial Standards issued by the Institute of Company Secretaries of India on Board meetings and Annual General Meetings. The agenda for the Board and Committee meetings includes detailed notes on the items to be discussed to enable the Directors to take an informed decision.

During the financial year under review, Six Board Meetings and four Audit Committee Meetings were convened and held, the details of which are given in the Corporate Governance Report. The intervening gap between two Meetings was within the period prescribed under the Companies Act, 2013.

A detailed note on the composition of the Board and its committees is provided in the Corporate Governance Report.

Meeting of Independent Directors

As per provisions of Schedule IV to the Companies Act, 2013, the Independent Directors are required to hold at least one meeting in a financial year, without the attendance of Non-Independent Directors and members of management. During the financial year 2025-26, the Independent Directors met on 12th February, 2026.

Directors' Responsibility Statement

Pursuant to the requirement of Section 134(5) of the Act, the Board of Directors, to the best of its knowledge and ability, confirm that:

- a. In the preparation of the annual financial statements for the year ended March 31, 2026, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any;
- b. appropriate accounting policies have been selected and applied consistently and judgements and estimates made are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2026 and of the profit of the Company for the year ended on that date;
- c. proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d. the annual financial statements have been prepared on a going concern basis;
- e. proper internal financial controls have been followed and that such financial controls are adequate and are operating effectively; and
- f. proper systems to ensure compliance with the provisions of all applicable laws are in place and were adequate and operating effectively.

Related Party Transactions

The transactions with related parties entered into during the financial year were on arm's length basis and were in the ordinary course of business. There are no materially significant related party transactions made by the Company with Promoters, Directors, Key Managerial Personnel or other designated persons which may have a potential conflict with the interest of the Company at large.

Particulars of contracts or arrangements with related parties referred to in Section 188(1) of the Companies Act, 2013 in Form AOC-2 are set out in the Notes to Financial Statements forming part of the Annual Report.

Statutory Auditors

The Statutory Auditors M/s Lodha & Co. LLP, Chartered Accountants, Firm Registration No: 301051E, were appointed by the members of the Company in 61st Annual General Meeting, to hold office from the conclusion of 61st Annual General meeting for a term of consecutive five years till conclusion of 66th Annual General Meeting to be held in the year 2027 in terms of the applicable provisions of Section 139(1) of the Act read with the Companies (Audit and Auditors) Rules, 2014.

During the 64th AGM held on 22nd September, 2025, the members of the company has passed ordinary resolution to approved revision in the remuneration of M/s Lodha & Co. LLP, Chartered Accountants, for the remaining tenure of their existing term of five consecutive years at such remuneration as may be mutually agreed between the Board of Directors of the Company and the Statutory Auditors.

In terms of the Notification issued by the Ministry of Corporate Affairs dated 7th May, 2018, the proviso requiring ratification of the Auditors appointment by the shareholders at each AGM has been omitted. Accordingly, the ratification of appointment of Statutory Auditors would not be required at the ensuing AGM and M/s Lodha & Co. LLP, Chartered Accountants, Firm Registration No: 301051E would continue to act as the Statutory Auditors of the Company for five years upto the conclusion of the 66th AGM to be held in 2027.

Report of Statutory Auditors

The Statutory Auditors, M/s Lodha and Company LLP, Mumbai, Chartered Accountants, have submitted their Report on the Financial Statements of the Company for the financial year 2025-26, which forms part of this Annual Report. The Notes on Financial Statements referred to in the Auditors' Report for the year 2025-26 are self-explanatory. There are no observations, qualifications, reservations or adverse remarks in the Auditor's Report that call for any explanation.

Cost records and cost audit

Maintenance of cost records and requirement of cost audit as prescribed under the provisions of Section 148(1) of the Companies Act, 2013 are not applicable for the products manufactured by the Company.

Secretarial Auditor and their report

The Secretarial Auditors Dr. Asim Kumar Chattopadhyay, Company Secretary, FCS: 2303, COP No. 880 were appointed by the members of the Company in 64th Annual General Meeting, to hold office for a period of five years i.e. from FY 2025-26 to FY 2029-30 at a remuneration as mutually agreed upon between the Board of Directors and Secretarial Auditors.

The Secretarial Audit Report is annexed to this Report as Annexure - II.

There are no qualifications, observations or adverse remarks of the Secretarial Auditors in the Report issued by them for the financial year 2025-26 which call for any explanation from the Board of Directors.

Transfer of Unpaid and Unclaimed amounts to IEPF

Pursuant to the applicable provisions of the Act, read with the IEPF Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ('the Rules') as amended, all unpaid or unclaimed dividends which were required to be transferred by the Company to the IEPF were transferred to IEPF Authority.

The Company has also transferred shares in respect of which dividend amount remained unpaid/ unclaimed for a consecutive period of seven years or more to IEPF Authority within stipulated time.

Pursuant to the provisions of Section 124 of the Companies Act, 2013, during the financial year, the declared dividends which remained unpaid or unclaimed for a period of 7 years have been transferred by the Company to the Investor Education and Protection Fund (IEPF) established by the Central Government, as detailed in the Corporate Governance Report.

The details of unpaid / unclaimed dividend and the shares transferred to IEPF Authority are available on the website of the company at <https://www.narmadagelatines.com>.

Significant and Material Order passed by the Regulators

There are no significant and material orders passed by the Regulators or Courts or Tribunals impacting the going concern status and the Company's operations in future.

Proceedings under the Insolvency and Bankruptcy Code, 2016

No proceedings have been initiated during the year or are pending against the Company as at March 31, 2026, under the Insolvency and Bankruptcy Code, 2016 as amended, before the National Company Law Tribunal or other Courts.

Change in nature of business of company

There is no change in the nature of business of your Company during the year under review.

Corporate Governance Report

The Report on Corporate Governance as stipulated under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 forms part of the Annual Report. The Managing Director's declaration regarding compliance with the Company's Code of Business Conduct and Ethics for Directors and Management Personnel forms part of the Corporate Governance Report. As required by the Listing Regulations the certificate on Corporate Governance for the year ended 31st March, 2026 issued by Dr. Asim Kumar Chattopadhyay, Company Secretary in Practice, is annexed to this Report.

Management Discussion and Analysis

Pursuant to Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, detailed review of operation, performance and future outlook of the Company is presented under Management Discussion and Analysis Report in a separate section and forms part of the Annual Report.

Energy Conservation, Technology Absorption and Foreign Exchange Earnings and Outgo

The particulars relating to energy conservation, technology absorption, foreign exchange earnings and outgo, as required to be disclosed under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of The Companies (Accounts) Rules, 2014 is annexed to this Report as Annexure - III.

Annual Return

As provided under Section 92(3) & 134(3)(a) of the Act, the Annual Return for FY 2024-25 is available on the website of the Company at <https://www.narmadagelatines.com>.

Particulars of Employees

None of the employees of the Company is in receipt of remuneration exceeding the limits prescribed under Section 197(12) of the Companies Act, 2013 read with Rules 5(2) and 5(3) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

Disclosures pertaining to remuneration and other details in respect of directors and employees of the Company as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is annexed to this Report as Annexure - IV.

Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

All the employees in the Company are considered equal. There is no discrimination between individuals at any point on the basis of race, colour, gender, religion, origin, sexual orientation or age. Every individual is expected to treat his/her colleagues with respect and dignity.

The Company has in place a policy for prevention of sexual harassment at workplace. This policy of the Company is in line with the requirements of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013. All employees (permanent, contractual, temporary and trainees) are covered under this policy. An Internal Complaints Committee is in place to redress the complaints received regarding sexual harassment. The following is the summary of the Complaints received and disposed of during the financial year ended 31st March, 2026:

- a) No. of complaints received during the year: 0
- b) No. of Complaints disposed of: 0
- c) No. of Complaints pending: 0

Disclosure under the Maternity Benefit Act, 1961

Pursuant to the requirements under Rule 8(5)(xiii) of the Companies (Accounts) Rules, 2014, the Company has complied with the provisions of the Maternity Benefit Act, 1961 in accordance with its internal policy, during the year under review.

Material changes and commitments affecting the financial position of the Company

There have been no material changes and commitments affecting the financial position of the Company which have occurred between the end of the financial year of the Company to which the financial statements relate and the date of this report.

Appreciation

The Directors wish to convey their deep appreciation to all the employees, customers, vendors, investors, and consultants/ advisors of the Company for their sincere and dedicated services as well as their collective contribution to the Company's performance.

The Directors also thank the Central and the State Governments, statutory authorities, bankers, and business associates and all the stakeholders for their continued interest and valued support.

For and on behalf of the Board

S. Annamalai
Chairman

Ashok K. Kapur
Managing Director

Place: Jabalpur
Date: 25th May, 2026

MANAGEMENT DISCUSSION AND ANALYSIS

1. Economy Overview

The Global gelatine market size was valued USD 3.40 billion in 2025 and is projected to grow from USD 3.60 billion in 2026 to USD 6.58 billion by 2034, registering a CARG of 7.83% over the period.

India continued to remain one of the fastest growing major economies during the period under review, supported by strong macro-economic fundamentals, robust domestic demand, fiscal discipline, increasing industrial activities. Prolonged geopolitical instability, including the middle-east conflict, may continue to impact global trade flows and overall market sentiments.

2. Increasing Structure and Developments

The Indian gelatine market is expected to register a CARG of around 7.5% over the next few years.

3. Increasing Consumer Awareness on Health and Wellness

Consumers are becoming more aware of the health benefits of gelatin usage. Gelatin, being a rich source of collagen, is recognised for boosting joint health, skin elasticity, and hair strength, driving its demand in the Nutraceuticals and pharmaceutical sectors.

Gelatin is a natural product which is made of hydrolytic degradation of protein from collagen and its distinctive structure of amino acids gives it several benefits. It is in the form of tablets, granules or powders and has high protein content.

4. Increasing application of Gelatine- Gelatine finds widespread use in various sectors:

- **Food and Beverage:** Gelatine is considered a key ingredient in food and beverages such as confectionery (gummy candies, marshmallows, jellies), dairy products (yogurt, cream cheese, ice cream), desserts and other functional food due to its gelling, thickening, and stabilizing properties.
- **Pharmaceuticals:** gelatin is used to manufacture hard and soft capsules, for coating tablets, and in syrups. It also has many biomedical applications. It is used in the manufacturing of scaffolds for healing wounds.
- **Cosmetics:** It is used in cosmetics and personal care products for its film-forming and as a binding agent in makeup products.
- **Photography:** Although digital photography has largely replaced film, gelatine remains critical in archival photographic materials, and fine art photography.
- **Nutraceuticals and dietary Supplements:** Used in protein-rich supplements for joint and bone health.

5. Opportunities and Threats, Outlook, Risks and Concerns

The country's drugs and pharmaceuticals exports increased by approximately 2% year-on-year during FY 2025-26. India's pharmaceutical industry is the 3rd largest by volume, producing more than 60,000 generic drugs across 60+ therapeutic categories.

During FY 2025-26, the Government continued implementation of various Production-Linked Incentive (PLI) schemes aimed at promoting domestic manufacturing of key pharmaceutical ingredients and generic medicines.

High demand for vegan products posing a threat to traditional gelatine

The rise of plant-based gelatin substitutes, fueled by rising demand for vegetarian and vegan goods, is one of the primary market barriers. Traditional gelatin made from animal sources is affected due to this trend, as consumers look for alternatives that take sustainability and ethics into account. Furthermore, cultural and religious prohibitions are impeding market growth.

Due to the reduction in global Gelatin price, the price of Raw Material globally reduced significantly during the second half of the year. This opportunity is being utilized to import/purchase raw material, which will help import raw material at Competitive price and put less pressure in domestic raw material supplies.

Segment-wise or product-wise performance

The Company is engaged in only one segment, namely, manufacture and sale of gelatine and related products like ossein and di-calcium phosphate (DCP) and as such there are no reportable segments as per Ind AS-108 "Operating Segments."

Internal financial controls and its adequacy

The Company's Internal Financial Control framework is commensurate with the size and the nature of its operations. These have been designed to provide reasonable assurance about recording and providing reliable financial and operational information, complying with applicable statutes, safeguarding assets from unauthorized use, executing transactions with proper authorization and ensuring compliance of Corporate Policies.

The Company has laid down procedures and policies to guide the operations of the business. The Company has a well-defined delegation of power with authority limits to approve revenue as well as expenditure. Functional heads are responsible to ensure compliance with the policies and procedures laid down by the board of directors.

The Company has appointed M/s P.B. Singh & Associates, Chartered Accountants to oversee and carry out internal audit of its activities. The audit is based on an internal audit plan, which is reviewed each year in consultation with the statutory auditors and approved by the audit committee. The efficacy of the internal checks and control systems are validated by internal auditors. The audit is based on a focused and risk based internal audit plan, which is reviewed and approved each year by the Audit Committee of the Company.

The Audit Committee reviews reports submitted by internal auditors on quarterly basis. Suggestions to improve any process are considered by the management and the Audit Committee follows up on corrective actions taken by the management. The Audit Committee also meets the Company's statutory auditors to ascertain, inter alia, their views on the adequacy of internal control systems and keeps the Board of Directors informed of its major observations periodically.

M/s. Lodha & Co LLP., the Statutory Auditors of the Company audited the financial statements included in this Annual Report and have issued a report on the internal controls over financial reporting (as defined in Section 143 of the Companies Act, 2013).

Based on its evaluation (as provided under Section 177 of the Companies Act, 2013 and Clause 18 of SEBI Listing Regulations), the Audit Committee has concluded that as of 31st March 2026, the Internal Financial Controls were adequate and operating effectively.

Human Resources / Industrial Relations

The Company's human resources agenda continues to remain focused on the development of its employees, building capabilities in the organization and progressive employee relations policies. The Company addressed training and development needs of its workforce in technical and behavioural areas by deploying internal and external faculty.

Human capital is at the heart of our company's success. It can be attributed through our diversified and competent workforce, capable leadership and empowering culture and efficient operational excellence.

We aim to provide a safe, dynamic, and trustworthy environment for all our employees. Our people policies are designed to create a future ready workforce, while empowering them and creating an enriching employee experience.

Our efforts were also in conjunction with various aspects like Employee health and safety, Training and skill development.

We do not make employee decisions or discriminate against individuals based on personal characteristics like race, color, age, gender, religion, nationality, marital status, sexual orientation, etc. We base our employment relationship on the principle of equal opportunity and fair treatment and strive to create an environment that fosters the same. There were no incidents of discrimination in fiscal 2025-26.

We always led emphasis on employee well-being may it be mentally, physically, emotionally or socially.

Industrial relations remained cordial throughout the year. Your Directors place on record their sincere appreciation of the significant contributions made and the continued support extended by all employees at all levels to the Company's operations during the year.

Financial and operational performance

During the financial year under review, the Revenue from operations is ₹ 215.41 crores higher than the previous year by 14.02%. Sales volume of gelatine and DCP increased by 16.17% and 11.35 % respectively. Average selling price of gelatine decreased by 5.20% but DCP increased by 17.17% as compared to last year.

The contribution of Gelatine sales to the turnover was 70.77%, whereas that of the DCP sales turnover was 29.15% during the year under review.

Material consumed in fiscal 2025-26 increased by 1.29%, which is due to Lower cost of Raw material, power and fuel cost reduce by 4.98 % due to decrease in the coal prices and consumption. Employee cost stood at 9.26% (8.56% previous year) of revenue from operations. Other expenses were 8.94% of the revenue from operations during the year under review.

Profit before exceptional items and taxes stood at ₹ 38.19 Crores, higher than previous year by 67.58%. Growth led by better yield and lower consumption of power and fuel.

Profit after tax at ₹ 28.43 Crores, which is higher than the previous financial year by 65.24%.

Earnings before interest, taxes and depreciation and amortisation (EBITDA) stood at ₹ 40.88 crores, higher than the previous year by 59.58%.

Diluted Earnings per share stood at ₹ 47.01 as compared to ₹ 28.44 in 2024-25.

The financial highlights for the year 2025-26 are as follows: (₹ lakhs)

	2025-26	2024-25	Variance %
Revenue from Operations	21541.15	18892.07	14.02
Profit before tax	3819.16	2278.96	67.58
Profit after taxation	2843.82	1720.94	65.24

Significant changes in key financial ratios

In accordance with the Listing Regulations, the Company is required to disclose significant changes in key financial ratios. During the financial year under review, the details of significant changes in the key financial ratios, along with explanations thereof, have been disclosed in the Notes forming part of the Financial Statements.

Cautionary Statement

Certain statements made in the Management Discussion and Analysis Report relating to the Company's objectives, projections, outlook, expectations, estimates and others may constitute 'forward-looking statements' within the meaning of applicable laws and regulations. Actual results may differ from such expectations whether expressed or implied. Several factors could make significant difference to the Company's operations. These include raw material availability, import and exports of raw material and finished goods, economic conditions, affecting demand and supply, government regulations, changes in taxation, natural calamities, on which the Company does not have any direct control.

Annexure - I to the Board's Report**ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES****1. Brief outline on CSR Policy of the Company**

The Company is focused on activities contributing to the social and economic development of the communities in which it operates and in doing so, build a better, sustainable way of life for the weaker sections of the society and raise the human development index in the surrounding areas.

During the year under review, the Company's contributions to the community were in the areas of protection of environment, promotion of education, livelihood, promoting health care including preventive health care, providing water, sanitation and rural development and contributions to other social development organisations. The Company also support and partnered with several NGOs in community development and health initiatives. Some of the social activities carried out by the Company during the year were as under:

Environment

The Company has done plantation in 22 acres approx. of land at three spots adjacent to river Narmada at Bheraghat, Jabalpur and also maintaining the same since last seven years.

The Company carried out plantation of trees, maintenance of green belts and gardens.

Education

Education remains one of the focus areas of social development and the Company supports academics at all levels. The Company provided contribution to various schools, trust/societies engaged in providing assistance to poor children for their education such as Vivekanad Public School, Arya Vidya Sabha, Friends of Tribal Society, Narmada Ved Vigyan Vidyalaya, Dream Foundation, Soham welfare society. The Company also provides scholarships to poor girls of the locality and nearby villages.

Eradication of hunger & Poverty

The company had donated funds to ISKON society and the Indian Red Cross Society for accomplishing their mission of feeding the poor.

Rural Development

Contribution towards the Anganwadi at Bhedaghat and nearby villages for the upliftment of villagers.

Brief outline of the Company's CSR policy, including overview of projects or programmes proposed to be undertaken and a reference to the web link to the CSR policy and projects or programmes

The main objective of the CSR Policy is to lay down guidelines for the Company to make CSR a key business process for sustainable development for the society. It aims at supplementing the role of the Government in enhancing welfare measures of the society based on the immediate and long term social and environmental consequences of their activities.

The Company shall constantly strive to ensure strong corporate culture which emphasizes on integrating CSR values with business objective. It shall also pursue initiatives related to quality management, environment preservation and social awareness, in the areas as detailed below:

- (i) Promoting health care including preventive healthcare and sanitation and making available safe drinking water;
- (ii) Promoting education, including special education and employment enhancing vocational skills especially among children, women, elderly and the differently abled and livelihood enhancement projects;
- (iii) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining of soil, air and water;
- (iv) Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government for socio-economic development and relief and welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women;
- (v) Rural development projects;
- (vi) Promote and participate in projects for cleanliness of Narmada river;
- (vii) Promote education of girl child and the underprivileged by providing academic support, assistance to schools, sponsorships for eradicating illiteracy;
- (viii) Emphasis on regular health checks and medical aid/ health care facilities with special focus for the mother and child as well as the old aged persons of surroundings and making available of safe drinking water;
- (ix) Promote and sponsor various sports activities and games organized by local gram panchayat;
- (x) Promote and support local religious and cultural programmes;
- (xi) Other areas as may be notified by the Government from time to time;
- (xii) Any activities or subjects specified in Schedule VII of the Act.

2. Composition of the CSR Committee:

Sl. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the tenure	Number of meetings of CSR Committee attended during the tenure
1	Mr. S. Annamalai	Non-Executive – Non-Independent Director (Chairman)	2	2 (VC)
2	Mr. S. Maheswaran	Non-Executive – Non-Independent Director	2	2 (VC)
3	Mr. Ashok K Kapur	Managing Director	2	2
4	Mr. B. Vijayadurai	Non-Executive - Independent Director	2	2 (VC)

(VC) - attended through video conferencing facility

3. Web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company

The projects undertaken are within the broad framework of Schedule VII of the Companies Act, 2013. Details of the CSR policy and projects or programs undertaken by the Company are available on links: <https://www.narmadagelatines.com>.

4. Details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report). – Not applicable
5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any: Not applicable

Sl. No.	Financial Year	Amount available for set-off from preceding financial years (in ₹)	Amount required to be setoff for the financial year, if any (in ₹)
1	Nil	Nil	Nil

6. Average net profit of the company as per section 135(5) : ₹ 2023.84 lakhs
7. (a) Two percent of average net profit of the company as per section 135(5): ₹ 40.48 lakhs
- (b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: Nil
- (c) Amount required to be set off for the financial year : ₹ Nil

Total CSR obligation for the financial year (7a+7b- 7c) : ₹ 40.48 lakhs

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

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
40.81 lakhs	Nil	Nil	Nil	Nil	Nil

- (b) Details of CSR amount spent against ongoing projects for the financial year: Nil


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

Sl. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/No)	Location of the project		Amount spent for the project (₹ lakhs)	Mode of implementation		
				State	District		Direct (Yes/No)	Through implementing	CSR registration number
								Name	
1.	Financial support by paying fee for poor students, free education, welfare & livelihood of poor children	(ii)	Yes	M.P.	Jabalpur	23.69	Yes	-	-
2.	Supporting activities like free quality education, capacity building of teachers, enriching learning opportunities for children, effective school governance	(ii)	Yes	M.P.	Jabalpur	3.60	No	Friends of Tribal Society	CSR00001898
3.	Promoting Literacy	(ii)	Yes	Gujrat	Ahmedabad	0.50	No	Dream Foundation	CSR00007125
4.	Promoting Literacy	(ii)	Yes	M.P.	Jabalpur	1.50	No	Soham Welfare Society	CSR00031238
5.	Promoting Literacy	(ii)	Yes	M.P.	Jabalpur	0.50	No	Vandan Punarvas & Anusandhan Kendra	CSR00085178
6.	Promoting Literacy	(ii)	Yes	M.P.	Jabalpur	1.00	No	Vama Shiksha Samiti	CSR00098195
7.	Eradication of Hunger & Poverty	(i)	No	M.P.	Jabalpur	4.00	No	ISKON	CSR00005241
8.	Eradication of Hunger & Poverty	(i)	No	M.P.	Jabalpur	2.00	No	The Indian Red Cross Society	CSR00070109
9.	Eradication of Hunger & Poverty	(i)	No	Uttrakhand	Dehradun	0.50	No	Aasraa Trust	CSR00000096
10.	Environmental sustainability, ecological balance, protection of flora and fauna, agro forestry- Tree plantation, protection and maintenance	(iv)	Yes	M.P.	Jabalpur	3.20	Yes	-	-
11	Promotion of sports activities	(vii)	Yes	M.P.	Jabalpur	0.31	Yes	-	-
Total						40.81			

- (d) Amount spent in Administrative Overheads : Nil
- (e) Amount spent on Impact Assessment, if applicable : Not Applicable
- (f) Total amount spent for the Financial Year (8b+8c+8d+8e) : ₹ 40.81 lakhs
- (g) Excess amount for set off, if any : ₹ 0.33 lakhs


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

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135 (6) (in ₹)	Amount spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any.	Amount remaining to be spent in succeeding financial years (in ₹)
	Nil	Nil	Nil	Nil	Nil

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

Sl. No.	Project ID	Name of the Project	Financial Year in which the project was commence	Project duration	Total amount allocated for the project (in ₹)	Amount spent on the project in the reporting Financial Year (in ₹)	Cumulative amount spent at the end of Financial Year (in ₹)	Status of the project Completed/ Ongoing
	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details)

- Date of creation or acquisition of the capital asset(s): None
- Amount of CSR spent for creation or acquisition of capital asset: Nil
- Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.: Not Applicable
- Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset): Not Applicable.

11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per Section 135(5) : Not Applicable

For and on Behalf of the Board

S. Annamalai
Chairman - CSR Committee

Ashok K. Kapur
Managing Director

Place : Jabalpur
Date: 25th May, 2026

Annexure-II to the Board's Report**SECRETARIAL AUDIT REPORT FORM No.MR-3****FOR THE FINANCIAL YEAR ENDED 31st March, 2026****(Pursuant to section 204(1) of Companies Act, 2013 and Regulation 24A (1) of SEBI (LODR) Regulations, 2015)**

To,
The Members,
Narmada Gelatines Limited, CARAVS, Room No. 28,
15, Civil Lines, Jabalpur-482001

I have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Narmada Gelatines Limited, (CIN L24111MP1961PLC016023) (hereinafter called the company). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

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

I have examined the books, papers, minute books, forms and returns filed and other records maintained by Narmada Gelatines Limited for the financial year ended on 31st March 2026 according to the provisions as may be applicable to the company of:

- I. The Companies Act, 2013 and any Amendments thereof (hereinafter collectively referred to as the "ACT") and the Rules made thereunder;
- II. The Securities Contracts (Regulation) Act, 1956("SCRA") and the rules made thereunder;
- III. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- IV. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder;
- V. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 (SEBI Act):
 - a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - c. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and amendments thereof (hereinafter collectively referred to as "Listing Regulations");
 - d. The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; Not Applicable during the period under review;
 - e. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018; Not applicable during the period under review;
 - f. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity), Regulations, 2021; Not applicable during the period under review;
 - g. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993; Not applicable during the period under review as the company is not acting as a Registrar and Share Transfer Agent;
 - h. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; Not applicable during the period under review;
 - i. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998. Not applicable during the period under review;
 - j. The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018, and
 - k. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible and Redeemable Preferences Shares) Regulation, 2013. – Not applicable to the company during the period under review.
- VI. The Food Safety and Standards Act, 2006 along with Food Safety and Standards Rules 2011;
- VII. Pollution Control Act, Rules and Notification issued thereof;
- VIII. Legal Metrology Act, 2009 and Rules made thereunder;
- IX. The Factories Act, 1948 and Rules made thereunder;
- X. Shops and Establishment Act, 1953;
- XI. The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and Rules made thereunder;
- XII. Industrial Employment (Standing Order) Act, 1946;
- XIII. The Maternity Benefits Act, 1961;
- XIV. The Minimum Wages Act, 1948;
- XV. The Payment of Bonus Act, 1965;
- XVI. The Payment of Gratuity Act, 1972;
- XVII. The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959;
- XVIII. The Payment of wages Act, 1936, and amendments thereof and other applicable Industrial and Labour Laws.

The Ministry of Labour and Employment, Government of India on November 21, 2025 notified and implemented the Four Labour Codes – The Code on Wages, The Industrial Relations Code, The Code on Social Security and the Occupational Safety, Health and Working Conditions Code rationalising 29 existing Central Labour enactments.

I have also examined compliance of Secretarial Standards on Board of Directors (SS-1), General Meetings (SS- 2) made effective 1st July 2015 and Dividend (SS-3) made effective 1st January, 2018, Secretarial Standards on Report of the Board of Directors made effective 1st October 2018 issued by the Institute of Company Secretaries of India.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

I further Report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non- Executive Directors and Independent Directors. There were no changes in the composition of the Board of Directors that took place during the period under review.

Adequate notice is given to all the directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting. Video conference facilities/ other audio-visual means are used as and when required to facilitate the Directors at other locations to participate in the meeting.

Majority decisions carried through while the dissenting member's views, if any, are captured and recorded as part of the minutes. However, no such case has arisen during the period under review.

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

I further report that, Mr. Kailasam Krishnamoorthy DIN 02797916 as Non-Executive Independent Director of the Company is in continuation beyond the Age of 75 years, the resolution of which was passed on through Postal Ballot on 25/12/2025.

Dr. Asim Kumar Chattopadhyay

Practising Company Secretary

FCS 2303, CP 880

Peer Review – 6375/2025

Unique Identification No. I1985WB015800

UDIN : F002303H000004547

Date: 2nd April, 2026

ANNEXURE "A"

(TO THE SECRETARIAL AUDIT REPORT OF NARMADA GELATINE LIMITED FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2026)

To,
The Members,
Narmada Gelatines Limited, CARAVS, Room No. 28,
15, Civil Lines,
Jabalpur- 482 001

My Report for the financial year ended 31st March, 2026 of even date is to be read along with this letter.

- I. Maintenance of secretarial record is the responsibility of the management of the Company. My responsibility is to express an opinion on these secretarial records based on my audit.
- II. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. I believe that the processes and practices, I followed provide a reasonable basis for my opinion.
- III. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
- IV. Wherever required, I have obtained the management representation about the compliance of laws, rules and regulations and happening of events etc.
- V. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. My examination was limited to the verification of procedures on test basis.
- VI. The Secretarial Audit Report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

Dr. Asim Kumar Chattopadhyay

Practising Company Secretary

FCS 2303, CP 880

Peer Review Certificate No. – 6375/2025

Unique Identification No. I1985WB015800

Date: 2nd April, 2026

Annexure -III to the Board's Report
CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

(Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014)

A. CONSERVATION OF ENERGY
1. a. Steps taken or impact on conservation of energy:

- Installation of Ultra-filtration (UF) Plant for Gelatine Concentration, thereby eliminating use of Old SSP Evaporator to save on Steam and Electricity.
- Replacement of Steam Radiators by Hot water Radiators to reduce steam consumption.

b. Steps Taken for Environment Conservation:

- Installation of Rain Water Harvesting.
 - Revamping of CICON Plant to utilize treated water for Process thereby reduction in Fresh water consumption.
2. Steps taken or utilising alternate sources of energy: The solar plant within the Factory premises commissioned.
3. Capital investment on energy conservation equipments (Solar Plant): ₹ 8.89 Crores

B. TECHNOLOGY ABSORPTION

1. Efforts in brief made towards technology absorption: Process control for improvement of product quality and the implementation of SAP is currently underway and progressing as planned.
2. Benefits derived as a result of above efforts: Improvement in product mix giving better realization.
3. Imported technology (imported during the last 3 years reckoned from the beginning of the financial year):
- | | | |
|--|---|--|
| (a) Technology
(b) Year of Import
(c) Has technology been fully absorbed
(d) If not fully absorbed, areas where this has not taken place, reasons thereof and future plan of action | } | Not Applicable as no technology imported |
|--|---|--|

3. Expenditure on R&D

Particulars	2025-26	2024-25
Recurring Expenditures	15.29 lakhs	Nil
Capital Expenditures	Nil	Nil
Total R&D expenditure as a % to total turnover	0.07 %	Nil

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

Particulars	2025-26	2024-25
FOB value to exports:	214.93 lakhs	47.99 lakhs
Expenditure in foreign exchange		
Import of spare parts	31.88 lakhs	46.99 lakhs
Travel for export promotion	3.34 lakhs	0.74 lakhs
Others (subscription)	7.87 lakhs	17.00 lakhs

For and on Behalf of the Board

S. Annamalai
Chairman - CSR Committee

Ashok K. Kapur
Managing Director

Place : Jabalpur
Date: 25th May, 2026

Annexure - IV to the Board's Report
DETAILS PERTAINING TO REMUNERATION AS REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

- i) The percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary during the financial year 2025-26, ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2025-26 and the comparison of remuneration of each Key Managerial Personnel (KMP) against the performance of the Company are as under:

Sr. No.	Name of Director/KMP and Designation	Remuneration of Director/KMP for financial year 2025-26 (₹ lakhs)	% increase in Remuneration in the Financial Year 2025-26	Ratio of remuneration of each Director to median remuneration of employees	Comparison of the Remuneration of KMP against the performance of the Company
Non-Executive Director					
1.	S. Annamalai – Director	-	-	-	
2.	S. Maheswaran – Director	-	-	-	
3.	B. Vijayadurai – Non-Executive - Independent Director	-	-	-	
4.	Manimegalai Thangamani - Non-Executive-Independent Director	-	-	-	
5.	K Krishnamoorthy-Director- Non-Executive-Independent Director	-	-	-	
Executive Director & KMP:					
6.	Ashok K Kapur – Managing Director	99.16	10.41%	25.29	Profit Before tax increased by 67.5% in the financial year 2025-26
7.	Arun Jaiswal-Chief Financial Officer	20.45	NA	Not Applicable	
8.	Mahima Patkar- Company Secretary	5.74	19.7%	Not Applicable	

The Non-Executive Directors of the Company are only entitled to sitting fees as per the statutory provisions, the details of which are provided in the Corporate Governance Report.

- ii. The median remuneration of employees of the Company during the financial year 2025-26 was ₹ 3.92 lakhs.
- iii. The percentage increase in the median remuneration of employees in the financial year was 5.38%.
- iv. There were 192 permanent employees on the rolls of Company as on 31st March, 2026.
- v. Relationship between average increase in remuneration and company performance: The Profit after tax for the financial year ended March 31st 2026 increased by 65.24% and the average remuneration increased by 5.38%. Percentage increases for various categories are granted based on market trends and performance criteria.
- vi. Comparison of Remuneration of the Key Managerial Personnel(s) against the performance of the Company: The total remuneration of Key Managerial Personnel increased by 4.52% whereas the Profit after tax increased by 65.24%.
- vii. a) Variations in the market capitalisation of the Company: The market capitalisation as on 31st March, 2026 was ₹ 20696 lakhs, as compared to ₹ 19400 lakhs as on 31st March 2025.
b) Price Earnings ratio of the Company was 7.28 as at 31st March, 2026 as compared to 11.20 as at 31st March, 2025.
- viii. Average percentage increase in the salaries of employees other than the Key Managerial Personnel in the financial year 2025-26 was 5.38% whereas the managerial remuneration for the same financial year was increased by 4.52%.
- ix. The key parameters for the variable component of remuneration availed by the directors are considered by the Board of Directors based on the recommendations of the Nomination and Remuneration Committee as per the Remuneration Policy for Directors, Key Managerial Personnel and other Employees.
- x. The ratio of the remuneration of the highest paid director to that of the employees who are not directors but receive remuneration in excess of the highest paid director during the year - None of the employees are in receipt of remuneration in excess of the highest paid director.
- xi. The remuneration paid is as per the Remuneration Policy for Directors, Key Managerial Personnel and other employees.

Annexure - V to the Board's Report
Form AOC-01
(Statement pursuant to Section 129 (3) of the Companies Act, 2013 related to Associate Company)
Part "B": Associate Company

S.No. Name of Associate Company	India Gelatine and Chemicals Limited
1. Latest Audited Balance sheet date	31st March, 2026
2. Date of acquisition/incorporation	05 December, 2024
3. Shares of Associate held by the company on the year -end	1003000
Equity Shares	
i. Number of Shares	1003000
ii. Amount of Investment in Associate Company	4115.31
iii. Extend of Holdings	14.14%
4. Description of how there is significant influence	Shareholding
5. Reason why the financials of Associate is not consolidated	Not Applicable
6. Net worth attributable to shareholding as per the latest Audited Balance Sheet (₹ In lakhs)	2737.02
7. Profit/Loss for the year	
i. Considered in Consolidated*	354.93
ii. Not Considered in Consolidated* (₹ In lakhs)	-

Notes: Associate Company have been determined based on the Accounting Standards.

For and on Behalf of the Board

S. Annamalai
Chairman - CSR Committee

Ashok K. Kapur
Managing Director

Place : Jabalpur
Date: 25th May, 2026

REPORT ON CORPORATE GOVERNANCE

COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

Corporate Governance is the implementation of best management practices, compliance of law and voluntary adherence to ethical standards which are inevitable for achieving organizational efficiency, enhancing shareholders value and discharge of social responsibility. The principle of good corporate governance is to ensure fairness in all transactions within and outside the company with investors, customers, employees, partners, competitors and the society at large.

The concept of corporate governance primarily hinges on complete transparency, integrity and accountability of the management, with an increasingly greater focus on investor protection and public interest. Good corporate governance is an essential part of well-managed, successful business enterprise that delivers value to shareholders.

Governance practices may vary but the principles are generic and universal, viz. commitment of the Board in managing business ethically and in a transparent manner with the profit objective balanced by long term value equitably for all stakeholders. With increasing complexities in business organizations, sound governance practices are indispensable to build and sustain trust.

Good governance enhances the confidence, trust and enthusiasm of its stakeholders. For ensuring sound corporate governance practices, the Government of India has put in place a framework based on the stipulations contained under the Companies Act, Securities and Exchange Board of India (SEBI) Regulations, Accounting Standards, Secretarial Standards, etc.

The Company is committed to run its business in a legal, ethical and transparent manner with dedication that prevails throughout the organization. This report sets out the compliance status for the Company with the requirements of corporate governance for the financial year 2025-26.

CORPORATE GOVERNANCE FRAMEWORK



The company is committed to focus on long term value creation and protecting stakeholders' interests by applying proper care, skill and diligence to business decisions. The Company has established systems, procedures and policies to ensure that its Board of Directors is well informed and well equipped to discharge its overall responsibilities and provide the Management with the strategic direction catering to exigency of long-term shareholder's value.

The corporate governance structure in the Company assigns responsibilities and entrusts authority among different participants in the organization viz. the Board of directors, the senior management, employees, etc. The company continuously endeavours to improve upon these aspects on an ongoing basis and adopts innovative approaches for leveraging resources, converting opportunities into achievements through proper empowerment and motivation, fostering a healthy all-round growth and development to take the Company forward.

Your Company is in compliance with the requirements of Corporate Governance as stipulated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'). In addition to complying with the statutory requirements, effective governance systems and practices towards improving transparency, disclosures, internal control and promotion of ethics at work place have been institutionalized. The following codes and policies have been adopted by the Company:

- Code of Conduct
- Code of Internal Procedure and Conduct for Insider Trading
- Whistle Blower Policy
- Related Party Transactions Policy
- Corporate Social Responsibility Policy
- Policy on Prevention of Sexual Harrasment at workplace

- Nomination and Remuneration Policy for Directors, Key Managerial Personnel and other Employees
- Board Performance Evaluation Policy
- Risk Management Policy
- Policy for determination of Materiality of any event
- Policy on preservation of documents
- Anti-Corruption and Anti-Bribery policy

BOARD OF DIRECTORS

The Board of Directors along with its committees provides leadership and guidance to the Management and directs and supervises the performance of the Company, thereby enhancing stakeholder value. The Board has a fiduciary relationship in ensuring that the rights of all stakeholders are protected. Your Company has an engaged and well-informed Board with qualifications and experience in various areas.

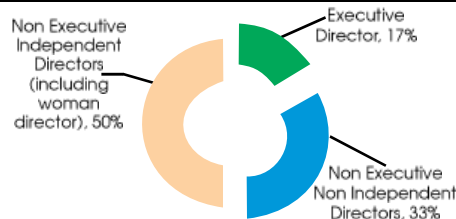
The members of the Board are from diverse backgrounds with skills and experience in different sectors like technology, finance, legal, and general management. With a view to have a more focused attention on various facets of business and for better accountability, the Board has constituted the following committees viz. Audit Committee, Stakeholders' Relationship Committee, Nomination and Remuneration Committee, Risk Management Committee, Corporate Social Responsibility Committee and Complaints Committee pursuant to Sexual Harassment Policy of the Company.

The Company Secretary is primarily responsible for ensuring compliance with applicable statutory requirements and is the interface between the management and regulatory authorities for governance matters. The Company Secretary plays a key role in ensuring that the procedures are followed and regularly reviewed and that all relevant information, details and documents are made available to the Directors and senior management for effective decision-making.

Composition of the Board

As on 31st March 2026, Company's Board comprised of six members which includes one Executive Director, three Non-Executive Independent Directors (including one Woman Director) and two Non-Executive Non-Independent Directors. The profile of Directors can be found at the website of the company at <https://www.narmadagelatines.com>. The composition of the Board is in conformity with the Companies Act, 2013 and Listing Regulations enjoining specified combination of Executive and Non-Executive Directors with atleast one Women Director and one half of the Board comprising of Independent Directors as laid down for a Board with the Non-Executive Non-Independent Director as the Chairman (related to promoter).

Category	No. of Directors	% of total number of directors
Executive Directors	1	17%
Non-Executive Independent Directors (including woman director)	3	50%
Non-Executive Non-Independent Directors	2	33%
Total	6	100%



Details of Directors attendance and other Directorships/Committee memberships

As required by Regulation 26 of the Listing Regulations and declarations/disclosure received from the Directors, none of the Director is a member of more than ten Board committees (considering only Audit Committee and Stakeholders' Relationship Committee) or Chairman of more than five Committees across all public limited Companies (listed or unlisted) in which he/she is a director. None of the Director of the Company serves as Director in more than seven listed Companies, and as Independent Director in more than seven listed Companies and in case he/she is serving as a Whole-Time Director in any listed Company, does not hold the position of Independent Director in more than three listed Companies.

All Directors have informed about their Directorships, Committee Memberships/Chairmanships including any changes in their positions. None of the Directors of the Company are related inter-se except Mr. S Annamalai and Mr. S Maheswaran, in terms of Section 2(77) of the Companies Act, 2013, including Rules there under. The company has not issued any convertible instruments hence; disclosure in this respect is not applicable.

Details of attendance of Directors at Board Meetings and at the last year's Annual General Meeting together with particulars of their Directorship and Chairmanship/Membership of Board Committees as on 31st March 2026 are as under:

Name of Directors	Category#	Attendance at				Directorships and Chairmanship/ Memberships of Board Committees in Indian Public Companies			Share- holding in the company (equity share of ₹ 10 per share)
		Board Meetings			AGM 22.09.2025	Director- ships*	Committee Member- ships*	Committee Chairman- ship*	
		Held	Attended	% of attend- ance					
Mr. S Annamalai	NI&NED	6	6 (5 VC)	100	Yes	5	1	0	NII
Mr. S Maheshwaran	NI&NED	6	5(VC)	80	Yes	3	0	0	NII
Mr. K Krishnamoorthy	ID	6	6(VC)	100	Yes	1	1	1	NII
Mr. B Vijayadurai	ID	6	6(VC)	100	Yes	2	2	2	NII
Mr. Ashok K. Kapur	ED	6	6 (AP)	100	Yes	1	1	0	1050
Mrs. Manimegalai Thangamani	ID	6	6(VC)	100	Yes	1	1	0	NII

(VC)-attended through video conference

ID: Independent Director; NI: Non-Independent Director; NED: Non-Executive Director; ED: Executive Director

*The above includes only directorship held in public limited companies and does not include any Alternate Directorships and Directorships of Foreign Companies, Section 8 Companies and Private Limited Companies. Memberships/Chairmanships of only the Audit Committees and Stakeholders' Relationship Committees of Public Limited Companies have been considered.

Name of other listed entities where Directors of the company are Directors and the category of Directorship

Name of Director	Name of listed entities in which the concerned Director is a director	Category of Directorship
Mr. S. Annamalai	India Gelatine and Chemicals Limited	NI & NED
Mr. Maheswaran	India Gelatine and Chemicals Limited	NI & NED
Mr. B. Vijayadurai	India Gelatine and Chemicals Limited	ID

Number of Board Meetings and dates

Minimum four Board meetings are held every year (one meeting in every calendar quarter). In case of any exigency/emergency, resolutions are also passed by circulation.

During the financial year 2025-26 the Board of Directors met six times on 24th May 2025, 11th July, 2025, 13th August 2025, 25th October, 2025, 12th November 2025 and 12th February 2026.

The maximum gap between any two consecutive meetings was less than one hundred and twenty days, as stipulated under the Companies Act, 2013, Regulation 17 of the Listing Regulations and Secretarial Standards. In all Board meetings during the financial year 2025-26 Video Conference facility was also provided to the directors.

Necessary quorum was present in all the Board meetings.

Skills/Expertise/Competencies of the Board of Directors

The Board of directors of the Company are professionals, possessing wide experience and expertise in their areas of function, viz. Sales & Marketing, International Business, General management and leadership, Financial & risk management skills and Technical, professional skills and knowledge including legal, governance and regulatory aspects. In terms of requirements of the Listing Regulations, the Board has identified the following skills/expertise/competencies of the Directors as on 31st March, 2026:

The specific areas of focus or expertise of individual Board members have been highlighted and given in the table below:

Director	Area of expertise							
	Company's business & Industry	Behavioural skills	Leadership	Sales & Marketing	Board and Corporate Governance	Financial	Technical & Professional	Legal/ Corporate laws
Mr. K Krishnamoorthy	✓	✓	✓		✓	✓	✓	✓
Mr Ashok K. Kapur	✓	✓	✓	✓	✓	✓	✓	✓
Mr. S Annamalai	✓	✓	✓	✓	✓	✓	✓	✓
Mr. S Maheswaran	✓	✓	✓		✓	✓	✓	✓
Mr. B Vijayadurai	✓	✓	✓		✓	✓		✓
Mrs. Manimegalai Thangamani	✓	✓	✓		✓	✓		✓

Profile of Directors

Detailed profile of all the Board members is available on the Company's website at www.narmadagelatines.com

A brief profile of Director being appointed/re-appointed, nature of their expertise in specific functional areas and names of companies in which they hold directorships, memberships/chairmanships of Board Committees and their shareholding in the Company, if any, are provided below.

Director(s) retiring by rotation

Mr. S. Maheswaran (DIN: 00143046), aged 77 years, is a Bachelor of Commerce and having a vast experience of managing the manufacturing industries for last five decades. He is the Managing Director of Asia Match Company Private Limited, Sivakasi.

He is also on the Board of Pioneer Jellice India Private Limited, Sree Ayyanar Spinning And Weaving Mills Private Limited, Modern Matches Private Limited, Ashok Matches and Timber Industries Private Limited, Pioneer NF Forgings India Private Limited, Para Enterprises Private Limited, Asia Timber Products Private Limited, Pioneer Wincon Energy Systems Private Limited, Pradeepsankar Enterprises Private Limited, Pioneer XEnergy Private Limited, Sankar and Parvathi Estates Private Limited, Standard Paper Containers Private Limited, Bell Pyrotechnics Private Limited, Standard Fireworks Private Limited, Rajarathnam Fireworks Private Limited, Standard Pyrotechnics Private Limited and India Gelatines and Chemicals Limited.

He does not hold any shares of the Company as on 31st March, 2026.

As Mr. S. Maheswaran has attained the age of 77 years, therefore in compliance with the provisions of Regulation 17(1A) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015, members approval is required by passing a Special Resolution, for re-appointment of Mr. S. Maheswaran as a director liable to retire by rotation.

Board Procedure

The Agenda and Notes on Agenda for Board Meetings are circulated to Directors in advance to enable them to take informed decisions. The information pertaining to mandatory items as specified in the Listing Regulations, Companies Act, 2013 and other applicable laws, along with other business issues, is provided to the Board, as part of the agenda. All material information is incorporated there into facilitate meaningful and focused discussions at the meeting. Where it is not practicable to attach any document to the agenda, it is tabled before the meeting with specific reference to this effect on the agenda. In special and exceptional circumstances, any other matters are discussed with the permission of the Chairman of the Board meeting. A video conferencing facility is provided to facilitate Directors to participate in the meetings.

Recording minutes of proceedings at Board and Committee meetings

The Company Secretary records the minutes of proceedings of Board and Committee meetings. Draft minutes are circulated to members of the Board/ Committees for their comments and are finalized by incorporating the comments of the Directors. The minutes are entered in the Minutes Book within 30 days from the conclusion of the meeting.

Post-meeting follow-up mechanism

Management takes actions on the decisions and directions arising out of the discussions of the Board/Committees Meetings. Important decisions taken at meetings of the Board/Committees are communicated promptly to the concerned departments/divisions.

An action taken report on decisions/minutes of the previous meeting(s) is placed at the succeeding meeting of the Board/Board Committees for review and follow-up.

Compliance

The Company Secretary, while preparing the agenda, notes on agenda and minutes of the meeting(s), is responsible for and is required to ensure adherence to all applicable laws and regulations, including the Companies Act, 2013 read with rules issued thereunder, as applicable and the Secretarial Standards recommended by the Institute of Company Secretaries of India.

During the financial year 2025-26, information as mentioned in Part A of Schedule II of the SEBI Listing Regulations, has been placed before the Board for its consideration. The Board of Directors is provided with all the information and update on the subjects detailed under and have complete access to any information within the Company.



- Annual operating plans and budgets and updates
- Capital budgets and updates
- Quarterly/annual financial results of the company
- Minutes of meetings of board, audit committee and other committees of the board
- Show-cause, demand, prosecution notices and penalty notices, which are materially important
- Information on recruitment and remuneration of senior officers just below the level of board of directors, including appointment or removal of Chief Financial Officer and the Company Secretary
- Fatal or serious accidents, dangerous occurrences, any material effluent or pollution problems
- Any material default in financial obligations to and by the company, or substantial non-payment for goods sold by the company
- Any issue, which involves possible public or product liability claims of substantial nature, including any judgement or order which may have passed strictures on the conduct of the company or taken an adverse view regarding another enterprise that can have negative implications on the company
- Significant labour problems and their proposed solutions
- Any significant development in Human Resources/ Industrial Relations front like signing of wage agreement, implementation of Voluntary Retirement Scheme, etc.,
- Sale of material nature of investments, assets, which is not in the normal course of business
- Non-compliance of any regulatory, statutory or listing requirements and shareholders service such as non-payment of dividend, delay in share transfers, etc.
- Quarterly compliance certificates which includes non-compliance of any regulatory, statutory nature or listing requirements and shareholders service
- Appointment, remuneration and resignation of Directors
- Proposals requiring strategic guidance and approvals of the Board of Directors
- Related party transactions
- Formation and reconstitution of Board Committees and their terms of reference
- Declarations by Independent Directors
- Disclosures of interest of Directors and their shareholding
- Appointment and fixing of remuneration of Statutory Auditors as recommended by the Audit Committee
- Appointment of Internal Auditors and Secretarial Auditors
- Discussion on reports and observations of Internal and Statutory Auditors
- Dividend declaration
- Making of loans and investment of surplus funds
- Proposal for major investments, merger, amalgamations
- Borrowing money, giving guarantees or providing security in respect of loan
- Issue of securities, shares, debentures

Independent Directors

The Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations") define an independent director' as a person who, including his/ her relatives, is or was not a promoter or employee or key managerial personnel of the company or its subsidiaries. The person and his / her relatives should not have a material pecuniary relationship or transactions with the company or its subsidiaries, during the three immediate preceding financial years or during the current financial year, apart from receiving remuneration as an independent director.

Independent Directors of the company have been appointed as per the provisions of the Act and rules thereunder. The Independent Directors have confirmed that they meet the criteria of independence laid down under the Companies Act, 2013 and Regulation 16(1) (b) of the Listing Regulations and that they are not aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective Independent judgment and without any external influence. The Board of Directors have taken on record the declaration and confirmation submitted by the Independent Directors after undertaking due assessment of the veracity of the same.

In the opinion of the Board, the Independent Directors, fulfill the conditions of independence specified in Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and are independent of the management.

Formal letters of appointment have been issued to the Independent Directors and the terms and conditions of their appointment are disclosed on the company's website at www.narmadagelatines.com.

Tenure of Independent Directors

In accordance with Section 149(11) of the Companies Act, 2013, Mr. Kailasam Krishnamoorthy was appointed as independent director with effect from 21.09.2021 who shall hold office for first term of 5 consecutive years i.e. from the date of Annual General Meeting (AGM) held on 21st September, 2021, till 65th AGM of the company.

Mr. B Vijayadurai and Mrs. Manimegalai Thangamani were appointed as independent directors of the company with effect from 14.07.2023 by the members of the company at the 62nd Annual General Meeting (AGM) held on 25th September 2023 who shall hold office for first term of 5 (five) consecutive years till 13.07.2028.

During the year under review, Mr. Kailasam Krishnamoorthy attained the age of 75 years on 26th December, 2025. In compliance with the provisions of Regulation 17(1A) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Members, by way of postal ballot, approved the continuation of his term of five years i.e. till 65th AGM or 20th September, 2026 whichever is earlier by passing a Special Resolution upon conclusion of the postal ballot on 24th December, 2025.

Separate Meeting of Independent Directors

Independent Directors of the Company met separately on 12th February 2026 without the presence of Non-Independent Directors and members of the Management. In accordance with the Listing Regulations, following matters were, inter alia, reviewed and discussed in the meeting, as required under Schedule IV to the Act (Code for Independent Directors) and Regulation 25 (4) of the Listing Regulations.

At the said meeting, the Independent Directors, inter-alia, considered the following:

- Reviewed the performance of Non-Independent Directors and the Board as a whole;
- Reviewed the performance of the Chairman of the Company taking into consideration the views of Executive and Non-Executive Directors.
- Assessed the quality, quantity and timeliness of flow of information between the Company Management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

All the Independent Directors were present at the Meeting. The Independent Directors expressed satisfaction on the performance of the non-independent directors in the functioning of the company, on the performance of the Chairman of the Board and performance of the Board as a whole.

Directors' Familiarization programme:

The Company has an orientation process/familiarization programme for its independent and other directors that includes briefing on their role, responsibilities, duties, and obligations as a member of the Board, nature of business of the Company, plant visit, manufacturing process, quality, safety measures in place, CSR activities etc., matters relating to Corporate Governance, Code of Business Conduct, Risk Management, Compliance Programs, Internal Audit, etc. and introduction to senior management team. This provides insights into the Company to enable the Independent Directors to understand the Company's business in depth that would facilitate their active participation in managing the Company.

As a process, when a new independent director is appointed, a detailed Appointment Letter incorporating the role, duties and responsibilities, remuneration and performance evaluation process, Code of Conduct and obligations on disclosures, is issued for the acceptance of the Independent Directors.

Efforts are made to continually update the Independent Directors on all important developments within the Company and regulatory changes viz. sharing important developments in the industry, the company's internal environment and external environment, industrial relations, updates on demand and supply situation for the Company's products, etc.

All new directors appointed on the Board go through an orientation process/familiarization programme. The details of training and familiarization program are provided in the Corporate Governance Report and also available on the website of the company at <https://narmadagelatines.com/pdf/2026/Familiarisation-Programme-for-Independent-Directors.pdf>

Directors and Board Performance evaluation

Pursuant to the provisions of the Companies Act, 2013 and Regulation 19 of the SEBI (Listing Obligations and Disclosure Requirements) 2015, the Board has carried out the annual performance evaluation of its own performance, the Directors individually as well as the evaluation of the working of its Audit Committee, Nomination and Remuneration Committee and other Committees.

Pursuant to applicable provisions of the Companies Act, 2013 and the Listing Regulations, the Board, in consultation with its Nomination & Remuneration Committee, has formulated a framework containing, inter-alia, the process, format, attributes and criteria for performance evaluation of the entire Board of the Company, its Committees and individual Directors, including Independent Directors. The framework is monitored, reviewed and updated by the Board, in consultation with the Nomination and Remuneration Committee, based on need and new compliance requirements. Evaluation of the Board and its Committees is based on various aspects of their functioning, such as, adequacy of the constitution and composition of the Board and its Committees, matters addressed in the meetings, processes followed at the meeting, Board's focus, regulatory compliances and Corporate Governance, etc., are in place. Similarly, for evaluation of individual Director's performance, various parameters like Director's profile, contribution in Board and Committee meetings, execution and performance of specific duties, obligations, regulatory compliances and Governance, etc., are considered.

Further, the performance of Chairman, Executive Directors and Independent Directors are evaluated on certain additional parameters depending upon their roles and responsibilities. Similarly, criteria for evaluation of Independent Directors include effective deployment of knowledge and expertise, commitment to their role towards the Company and various stakeholders, high ethical standards, adherence to applicable codes and policies, effective participation and application of objective independent judgement during meetings, etc.

Accordingly, the annual performance evaluation of the Board, its Committees and each Director was carried out for the financial year 2025-26 by the Board on parameters such as level of engagement and contribution, independence of judgement, safeguarding the interest of the Company and its minority shareholders, etc. The performance evaluation of the Independent Directors was carried out by the entire Board. The performance evaluation of Non-Independent Directors was carried out by the Independent Directors. The Directors expressed their satisfaction on the performance of all the directors and board in the functioning and their contribution towards the growth of the company.

COMMITTEES OF THE BOARD

The Board has constituted six committees, namely Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee, Stakeholders' Relationship Committee, Risk Management Committee and Complaints Committee. The Board is authorized to constitute additional functional Committees, from time to time, depending on business needs. During the year, all recommendations made by the committees were approved by the Board.

1. Audit Committee

The Audit Committee has been constituted by the Board in compliance with the requirements of Section 177 of the Companies Act, 2013 and Regulation 18 of the Listing Regulations.

The Audit Committee assists the Board in its responsibility for overseeing the quality and integrity of the accounting, auditing and reporting practices of the Company and its compliance with the legal and regulatory requirements.

The Committee's purpose is to oversee the accounting and financial reporting process of the Company, the audits of the Company's financial statements, the appointment, independence, performance and remuneration of the statutory auditors, the performance of internal auditors and the Company's risk management policies. The Audit Committee may call for the comments of the auditors about internal control systems, the scope of audit, including the observations of the auditors and review of financial statement before their submission to the Board. The Audit Committee shall have authority to investigate any matter within the terms of reference or referred to it by the Board.

The terms of reference of the Audit Committee cover all the areas mentioned under Section 177 of the Act and Regulation 18 read with Part C of Schedule II to the Listing Regulations. The terms of reference of the Audit Committee, inter-alia, are as follows:

- Reviewing the financial reports and the disclosure of its financial information to ensure that the financial statements reflect a true and fair position and that sufficient and credible information is disclosed in the reports.
- Recommending the appointment and removal of internal and external auditors, fixation of audit fee and other payments.
- Reviewing the financial statements and draft audit report, including quarterly/half yearly financial information.
- Reviewing with management the quarterly and annual financial statements before submission to the Board focusing primarily on:
 - Any changes in accounting policies and practices;
 - Major accounting entries based on exercise of judgment by management;
 - Qualifications in draft audit report;
 - Significant adjustments arising out of audit;
 - The going concern assumption;
 - Compliance with accounting standards;
 - Compliance with stock exchange and legal requirements concerning financial statements;
 - Approval or any subsequent modification of transactions of the company with related parties;
 - Reviewing the Company's financial and risk management policies;
 - Disclosure of contingent liabilities;
 - Scrutiny of inter-corporate loans and investments;
 - Valuation of undertakings or assets of the company, wherever it is necessary;
 - Monitoring the end use of funds raised through public offers and related matters.
- Reviewing with the management, and internal auditors, the adequacy of internal financial controls and risk management.
- Reviewing the adequacy of internal audit function, including the audit charter, approval of the audit plan and its execution, coverage and frequency of internal audit.
- Discussion with internal auditors of any significant findings and follow-up thereon.
- Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board.
- Looking into the reasons for substantial defaults in payments to the shareholders (in case of non-payment of declared dividends) and creditors.
- To review the functioning of the Whistle Blower mechanism.
- Approval of appointment of the CFO (i.e. the whole-time Finance Director or any other person heading the finance function or discharging that function) after assessing qualifications, experience and background, etc. of the candidate.
- Recommendation of the Policy on Related Party Transactions.
- Carry out such other functions as may be specifically referred to the Committee by the Board of Directors or other Committee of Directors.

During the financial year 2025-26 Audit Committee met four times on 24th May 2025, 13th August 2025, 12th November, 2025 and 12th February 2026. The time gap between two consecutive meetings was less than 120 days, as is required under Regulation 17(2) and 18(2)(a) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Necessary quorum was present at all the above Meetings.

The Audit Committee Meetings are attended by the Managing Director, Chief Financial Officer and authorized representatives of the Statutory Auditors and Internal Auditors. The Company Secretary acts as the Secretary to the Audit Committee.

The chairman of the Audit Committee was present at the Annual General Meeting of the company held on 22nd September 2025 through Video-Conferencing.

All members of the Audit Committee have accounting and financial management knowledge and expertise.

Composition and Attendance during the year

As of 31st March 2026, the Committee consists of 3 (three) members, all are Non-Executive Independent Directors. The members of the Audit Committee have relevant experience in financial matters as well as have accounting or related financial management expertise and are considered financially literate as defined in Regulation 18(1) (c) of the Listing Regulations. The Chairman of the Audit Committee has expert knowledge in accounts & finance, corporate laws, and governance matters.

The composition of the Audit Committee of the Board of Directors of the company and the details of the meetings attended by its members during the financial year ended 31st March 2026 are as under:

Director	Category	Status	Date of Meetings				% of attendance
			24.05.2025	13.08.2025	12.11.2025	12.02.2026	
Mr. B Vijayadurai	NEID	Chairman	(VC)	(VC)	(VC)	(VC)	100
Mr. K. Krishnamoorthy	NEID	Member	(VC)	(VC)	(VC)	(VC)	100
Mrs. Manimegalai Thangamani	NEID	Member	(VC)	(VC)	(VC)	(VC)	100

(VC)-attended through video conference; (AP) - attended in person; LOA-Leave of absence; NA- Not applicable; Non-Executive Independent Director (NEID), Non-Executive Director (NED)

Internal Controls

The company has a formal system of internal control which examines operational effectiveness to ensure reliability of financial and operational, information and all statutory/regulatory compliances.

2. Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) has been constituted by the Board in compliance with the requirements of Section 178 of the Companies Act, 2013 and Regulation 19 of the SEBI (Listing Obligations and Disclosure Requirements), 2015.

The broad terms of reference of the Nomination and Remuneration Committee are as under:

- To identify persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, recommend to the Board their appointment and removal.
- To carry out an evaluation of every director's performance.
- To formulate the criteria for determining qualifications, positive attributes, and independence of a director.
- To recommend to the Board a policy relating to the remuneration for the directors, key managerial personnel, and other employees.
- Formulate the criteria for evaluation of Director's and Board's performance and to carry out the evaluation of every Director's performance.
- Considering, approving, and recommending to the Board changes in designation and increase in salary of the Directors, KMP and other Employees.
- To carry out any other function as is mandated by the Board from time to time.

Composition and Attendance during the year

As on 31st March 2026, the Nomination and Remuneration Committee consists of 3 (Three) Non-Executive Directors, of which 2 (two) Directors are Independent Directors. Mr. B Vijayadurai is the Chairperson of the Committee.

The chairperson of the committee attended the Annual General Meeting of the Company held on 22nd September 2025 to answer the shareholders' queries.

During the financial year 2025-26, the Committee met on 24th May, 2025 and 13th August, 2025.

The composition of the committee and the details of meetings attended by its members during the financial year ended 31st March 2026, are given below:

Director	Category	Status	Date of Meeting		% of attendance
			24.05.2025	13.08.2025	
Mr. B Vijayadurai	NEID	Chairman	(VC)	(VC)	100
Mr. S Annamalai	NI & NED	Member	(VC)	(VC)	100
Mr. K. Krishnamoorthy	NEID	Member	(VC)	(VC)	100

(VC)-attended through video conference; (AP)-attended in person; LOA-Leave of absence; NA-Not applicable; Non-Executive Independent Director (NEID), Non-Executive Director (NED), Non-Independent Director (NI)


Remuneration Policy

The Nomination and Remuneration Committee has adopted a policy which, inter alia, deals with the manner of selection of the Board of Directors, Key Managerial Personnel and their remuneration. The Policy is available on the company's website (www.narmadagelatines.com).

Remuneration of Directors:

During the year under review, there was no pecuniary relationship or transactions between the Company and any of its Non-Executive Directors, apart from sitting fees, commission (if any) and reimbursement of expenses incurred by them for the purpose of attending the meetings of the Company.

During the Financial Year 2025-26, the Company did not advance any loan to any of its directors or companies and firms in which directors are interested.

a) Non-Executive Director's compensation and disclosures

The Non-Executive Directors, including Independent Directors, are paid sitting fees for attending the meetings of the Board and Committees of the Board. The Company pays sitting fees of ₹ 25,000/- per meeting to the Non-Executive Directors for attending Meetings of the Board, ₹ 20,000/- per meeting for attending the Audit Committee Meeting and ₹ 15,000/- per meeting Nomination and Remuneration Committee and ₹ 10,000/- per meeting Stakeholder's Relationship Committee Meeting and ₹ 20,000/- per meeting Independent Director's Meeting.

Sitting fees paid to the Non-Executive Directors during the FY 2025-26 are as detailed below:

Director's Name	(₹ lakhs)
Mr. S. Annamalai	1.55
Mr. S. Maheswaran	1.10
Mr. B Vijayadurai	2.45
Mrs. Manimegalai Thangamani	2.15
Mr. K Krishnamoorthy	2.45

b) Managing Director and Executive Director(s)

The remuneration paid to the Managing/ Executive Director(s) of the Company is approved by the Board of Directors on the recommendation of the Nomination and Remuneration Committee. Remuneration of the executive directors consists of a fixed component and a variable performance incentive. The Nomination and Remuneration Committee makes an annual appraisal of the performance of the Managing/ Executive Director(s) based on a detailed performance evaluation, and recommends the compensation payable to them, within the parameters approved by the shareholders, to the Board for their approval.

The below CTC was revised with the recommendation of Nomination and Remuneration Committee and approval of the Board on 13th August 2026, as per the powers granted under the resolution passed at the 60th AGM held on 21st September 2021. The Board of Directors is authorized to alter and vary the terms and conditions of the said re-appointment and/or agreement in a manner mutually agreed upon between the Board and Mr. Ashok K. Kapur, at the remuneration as detailed hereunder:

Remuneration, perquisites, allowances and benefits:	Amount (₹)
(i) Remuneration:	
Basic Pay	2,75,000 p.m.
(ii) Perquisites & Allowances:	
HRA/Company Accommodation 50% of the Basic Pay	1,26,000 p.m.
Conveyance Allowance	15,000 p.m.
Special Allowance	30,000 p.m.
Co.'s contribution to Provident Fund (12% on the basic as per the Company's rules)	33,000 p.m.
Total	4,79,000 p.m.
Leave Travel Allowance	One-month basic pay
Medical reimbursement of actual expenses / allowance for self and family	One-month basic pay
Personal Allowance	1,00,000 p.a.
Annual increment: 10% on the Basic pay.	
Performance based bonus/incentive: On achieving an EBITDA (Before other income and interest income) of ₹ 20 Crores – 5 lakhs on the On EBITDA above ₹ 20 crores, an additional 1% of the EBITDA above ₹ 20 crores	

The aggregate value of the salary and perquisites paid for the year ended 31st March 2026 to Mr. Ashok K Kapur (Managing Director) was ₹ 99.16 lakhs. Besides this, the Managing Director is entitled to gratuity and encashment of leave at the end of tenure of service. The agreement with the Managing Director is for a period of 3 years from the date of appointment i.e. up to 31st May 2026 and the same can be terminated by either party by giving three months' notice in writing.

3. Stakeholder's Relationship Committee

The constitution of the Stakeholder's Relationship Committee meets with the requirements of Section 178 of the Companies Act, 2013 and Regulation 20 of the SEBI (Listing Obligations and Disclosure Requirements), 2015.

The Committee specifically looks into the various aspects of interest of shareholders, debenture holders and other security holders. In terms of Section 178 (5) of the Act and Regulation 20 of the Listing Regulations, the terms of reference of the Stakeholders Relationship Committee are as under:

- Resolving the grievances of the security holders of the listed entity including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new /duplicate certificates, general meetings etc.
- Review of measures taken for effective exercise of voting rights by shareholders.
- Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Share Transfer Agent.
- Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants /annual reports /statutory notices by the shareholders of the company. Recommend methods to upgrade the standard of services to investors.
- Monitor implementation and compliance with the Company's Code of Conduct for Prohibition of Insider Trading.
- Carry out any other function as is referred by the Board from time to time and /or enforced by any statutory notification/ amendment or modification as may be applicable.
- Perform such other functions as may be necessary or appropriate for the performance of its duties.

As on 31st March, 2026, the Stakeholders Relationship Committee comprised of 3 (three) Directors comprising 2 (two) Non-Executive Independent Director, 1 (one) Executive Director. Mr. K Krishnamoorthy, Independent Director is the Chairman.

Mr. K. Krishnamoorthy the Chairman of the Committee attended the Annual General Meeting of the Company held on 22nd September, 2025 through video conference facility to address the shareholders queries.

During the financial year 2025-26, the Committee met on 12th February 2026. The Committee oversees the status of investor grievances. During the year, two complaint was received from the shareholder which have been resolved to the satisfaction of the complainants and no investor complaint was pending at the beginning or at the end of the year.

The composition of the Stakeholders Relationship Committee and the details of the meetings attended by its members during the financial year ended 31st March 2026 are as under:

Director	Category	Status	Date of Meeting 12.02.2026	% of attendance
Mr. K. Krishnamoorthy	NEID	Chairman	(VC)	100
Mr. Ashok K. Kapur	ED	Member	(AP)	100
Mr. B Vijayadurai	NEID	Member	(VC)	100

(VC)-attended through video conference; (AP) – attended in person; LOA-Leave of absence; NA- Not applicable; Non-Executive Independent Director (NEID), Non-Executive Director (NED); Executive Director (ED)

Name and designation of Compliance Officer

During the period under review, Ms. Mahima Patkar, Company Secretary, was the Compliance Officer for complying with the requirements of SEBI Regulations.

In order to provide efficient services to investors, and for speedy redressal of the complaints, the Committee has delegated the power of approving transmission of shares and other matters like split up/sub-division and consolidation of shares, issue of new /duplicate certificates, consolidation and exchange, to Mr. Ashok K Kapur, Managing Director, Mr. Arun Jaiswal, Chief Financial Officer and Ms. Mahima Patkar, Company Secretary.

1. Corporate Social Responsibility (CSR) Committee

The Company has constituted a Corporate Social Responsibility (CSR) Committee as required under Section 135 of the Companies Act, 2013. The terms of reference of the CSR Committee broadly comprises:

- To review the existing CSR Policy and to make it more comprehensive so as to indicate the activities to be undertaken by the Company as specified in Schedule VII of the Companies Act, 2013.
- To recommend the amount of expenditure to be incurred on CSR activities.
- To provide guidance on various CSR activities to be undertaken by the Company and to monitor its progress.

The Board has adopted the CSR Policy as formulated and recommended by the CSR Committee. The same is displayed on the website of the Company (www.narmadagelatines.com). The Annual Report on CSR activities for the year 2025-26 forms a part of the Board's Report.

As on 31st March 2026, the Corporate Social Responsibility (CSR) Committee comprised of 4 (four) Directors comprising 1 (one) Non-Executive Independent Director, 1 (one) Executive Director and 2 (two) Non-Executive Non-Independent Director. Mr. S Annamalai, Non-Executive Non-Independent Director is the Chairman. Mr. S Annamalai the Chairman of the Committee attended the Annual General Meeting of the Company held on 22nd September 2025.



During the financial year 2025-26, the CSR Committee met Two times on 24th May 2025 and 13th August 2025. The composition of the CSR Committee and the details of members' participation at the meetings of the Committee are as under:

Director	Category	Status	Date of Meeting		% of attendance
			24.05.2025	13.08.2025	
Mr. S Annamalai	NI & NED	Chairman	(VC)	(VC)	100
Mr. S Maheswaran	NI & NED	Member	(VC)	(VC)	100
Mr. B Vijayadurai	NEID	Member	(VC)	(VC)	100
Mr. Ashok K Kapur	ED	Member	(AP)	(AP)	100

(VC)-attended through video conference; (AP)- attended in person; LOA-Leave of absence; NA-Not applicable; Non-Executive Independent Director (NEID), Non-Executive Non-Independent Director (NED); Executive Director (ED); Non-Independent Director (NI).

5. Risk Management Committee

The Risk Management Committee of the Company has been constituted to frame, implement and monitor the Risk Management Plan for the Company. The Committee is responsible for reviewing the Risk Management Plan and ensuring its effectiveness. Major risks identified by the businesses and functions are systematically addressed through mitigating actions on a continuing basis.

Business Risk Evaluation and Management is an ongoing process within the organisation. The Company has a robust risk management framework to identify, monitor and minimize risks as also identify business opportunities.

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

- Oversight of risk management performed by the executive management;
- Reviewing the Risk policy and framework in line with local legal requirements and SEBI guidelines;
- Reviewing risks and evaluates treatment including initiating mitigation actions and ownership as per a pre-defined cycle;
- Defining framework for identification, assessment, monitoring, and mitigation and reporting of risks;
- Within its overall scope as aforesaid, the Committee shall review risks trends, exposure, potential impact analysis and mitigation plan.

During the financial year 2025-26, the committee met on 20th March 2026.

The composition of the Risk Management Committee and the details of members' participation at the meetings of the Committee are as under:

Director/Members	Category	Status	Date of Meeting		% of attendance
			20.03.2026		
Mr. S Annamalai	Non-Executive Non-Independent Director	Chairman	(VC)		100
Mr. Ashok K. Kapur	Managing Director	Member	(AP)		100
Mr. Sudhir K Shrivastava	Factory Manager	Member	(AP)		100
Mr. S. Bhattacharya	G.M. Operations	Member	(AP)		100
Mr. V.N. Tripathi	Manager Maintenance	Member	(AP)		100

(VC)-attended through video conference; (AP)-attended in person; LOA-Leave of absence; NA-Not applicable.

1. Complaints Committee

The Company has in place a policy for prevention of sexual harassment at workplace. The Board of Directors, at its meeting held on 12th February, 2026, reviewed and updated the said Policy and reconstituted the composition of the Committee. The policy of the Company is in line with the requirements of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013. All employees (permanent, contractual, temporary and trainees) are covered under this policy. An Internal Complaints Committee is in place to redress the complaints received regarding sexual harassment. The composition of the Committee is as under:

Director/Members	Category	Status
Dr. Sushma Rajput	Presiding Officer	Chairman
Mr. Ashok K. Kapur	Managing Director	Member
Mrs. Prerna Oswal	External Member	Member
Mr. Devesh Ghosh	Asst. Manager HR	Member

No complaint was received by the Company during the financial year ended 31st March 2026.

CODE OF BUSINESS CONDUCT & ETHICS

In compliance with Regulation 17(5) of the SEBI (Listing Obligations and Disclosure Requirements), 2015 and the Companies Act, 2013 the Board of the Company has adopted the Code of Business Conduct & Ethics ('the Code'). The Code is applicable to all Directors and Senior management personnel of the Company. The Code, while laying down in detail the standards of business conduct, ethics and governance, center's on the following theme:

The Company's Board of Directors and Senior Management Personnel are responsible for conduct of the business, and are committed to setting the standards of conduct contained in this Code and for updating these standards, as appropriate, to ensure their continuing relevance, effectiveness and responsiveness to the needs of investors and all other stakeholders as also to reflect corporate, legal and regulatory developments. All the Board members and Senior Management of the Company as on March 31, 2026 have affirmed compliance with their respective Codes of Conduct in accordance with Regulation 26(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. A copy of the Code has been put on the Company's website (https://narmadagelatines.com/pdf/policy/NGL_Code-of-Conduct-for-Directors_and-Senior-Management-1.pdf). The Code has been circulated to Directors and Management Personnel, and its compliance is affirmed by them annually. A declaration signed by the Managing Director of the Company to confirm that the Company has adopted a Code of Conduct for its Directors and employees of the Company is given below:

Compliance with the Code of Conduct

I, Ashok K. Kapur, Managing Director of the company, hereby declare that the company has adopted a Code of Conduct for its Board Members and Senior Management, in terms of Regulation 17(5) of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 and the Board Members and Senior Management have affirmed compliance with the said Code of Conduct of board of directors and senior management.

Ashok K Kapur
Managing Director

Date: 25th May, 2026
Place: Jabalpur

GENERAL BODY MEETINGS

Location and time where the last three AGMs were held, whether any special resolutions passed in the previous three AGMs. The last three Annual General Meetings of the Company were held as under:

AGM	Year	Venue	Date & Time	Special Resolutions
62 nd	2022-23	Hotel Narmada Jacksons, South Civil Lines, Jabalpur - 482001	Monday, 25th September, 2023 at 12:00 noon	i) Re-appointment of Mr. Ashok K Kapur as the Managing Director. ii) Appointment of Mr. S Annamalai as Director of the company. iii) Appointment of Mr. S Maheswaran as Director of the company. iv) Appointment of Mr. B Vijayadurai as Independent Director of the company. v) Appointment of Mrs. Manimegalai Thangamani as Independent Director of the company.
63 rd	2023-24	Hotel Narmada Jacksons, South Civil Lines, Jabalpur - 482001	Tuesday, 24th September, 2024 at 12:00 noon	Re-appointment of Mr. S. Maheswaran as Non-Executive Non-Independent Director
64 th	2024-25	Through Video Conferencing or Other Audio Visual Means (Deemed Venue: Registered Office of the Company situated at 28, CARAVS, 15, Civil Lines, Jabalpur, Madhya Pradesh - 482001)	Monday, 22 nd September 2025 at 11.00 a.m.	i. Re-appointment of Mr. S. Annamalai as Non-Executive Non-Independent Director. ii. Appointment of Dr. Asim Chattopadhyay, Company Secretary in Practice, as the Secretarial Auditor for a period of 5 years.

Extraordinary General Meeting:

No Extraordinary General Meeting of the members was held during the financial year 2025-26.

Postal Ballot

Special resolutions passed through postal ballot during FY 2025-26:

The Company sought the approval of its shareholders on following matters by way of Special Resolutions through postal ballot notice dated November 19, 2025, by utilizing remote e-voting process only. For the said postal ballot, remote e-voting began on November 25, 2025, and concluded on December 24, 2025. On the final day of remote e-voting, i.e. November 24, 2025, the resolutions were passed with the

necessary majority and the outcomes were declared on December 25, 2025. Details of Special Resolutions passed along with voting pattern are as under:

Particulars	Votes For		Vote Against	
	No. of Votes	% of Votes	No. of Votes	% of Votes
Continuation of Mr. Kailasam Krishnamoorthy (DIN No: 02797916) as Non-Executive, Independent				
Director of the company beyond the age of 75 years.	4541294	99.9998	10	0.0002

Procedure for the postal ballot:

The aforementioned Postal Ballot were conducted solely through the remote e-voting process in accordance with provisions of Sections 108 and 110, as well as other applicable provisions of the Act and its corresponding Rules.

Mr. Tapan Badkul, Practicing Cost and Management Accountant (FCMA: 23394), was appointed as Scrutinizer, for conducting the above Postal Ballots through the remote e-voting process fairly and transparently and following the provisions of the Act and the rules made thereunder.

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

As on date, there are no special resolutions proposed to be conducted through postal ballot.

AGM via video conferencing/ other audio visual means

The Ministry of Corporate Affairs ("MCA") has vide its General Circular Nos. 14/2020 dated April 8, 2020 and 17/2020 dated April 13, 2020, and subsequent circulars issued in this regard, the latest being 3/2025 dated September 22, 2025, (collectively referred to as "MCA Circulars") has permitted the companies to hold their Annual General Meeting ("AGM") through Video Conference ("VC") or through Other Audio Visual Means ("OAVM"), without the physical presence of the Members at a common venue. In compliance with the provisions of the Companies Act, 2013 ('the Act'), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), and Secretarial Standard-2 on General Meetings ("SS-2") issued by The Institute of Company Secretaries of India and MCA Circulars, the 65th AGM of the Company is being held through VC/OAVM on Wednesday, August 19, 2026, at 11:00 a.m. (IST). The proceedings of the AGM are deemed to be conducted at the Registered Office of the Company situated at CARAVS R.No.28 CIVIL LINES, JABALPUR, Madhya Pradesh, India, 482001.

Remote e-voting and ballot voting at the AGM

The company has arranged for e-voting and remote e-voting facilities for the shareholders to vote on the resolutions to be passed at the ensuing AGM. The Company has fixed Wednesday, 12th August, 2026, as cut-off date for determining shareholders entitled to participate in the e-voting. The facility for e-voting will also be made available at the AGM, and the members who have not casted their votes by remote e-voting can exercise their votes at e-voting during AGM.

DISCLOSURES

Compliance with mandatory requirements

The Company has complied with all the applicable mandatory requirements of the Listing Regulations during the financial year 2025-26. Quarterly compliance report on Corporate Governance, in the prescribed format, duly signed by the compliance officer is submitted regularly with the Stock Exchanges where the shares of the Company are listed.

Further, in line with the SEBI (Listing Obligations and Disclosure Requirements) (Third Amendment) Regulations, the Company has also filed the Integrated Corporate Governance Report in the format specified by SEBI within the prescribed timelines.

Related Party Transactions

The Company has formulated a Policy on materiality of Related Party Transactions and on dealing with Related Party Transactions, in accordance with relevant provisions of Companies Act 2013 and Listing Regulations.

All Related Party Transactions are approved by the Audit Committee prior to the transaction. All transactions entered into with Related Parties as defined under the Companies Act, 2013 and Regulations of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015, during the financial year were in the ordinary course of business and on an arm's length basis and as per the provisions of Section 188 of the Companies Act, 2013.

There were no materially significant transactions with related parties during the financial year which were in conflict with the interest of the Company. Attention of the Shareholders is drawn to the disclosures of transactions with the related parties set out in Notes on Financial Statements, forming part of the Annual Report.

The Policy has been disclosed on the website of the Company at <https://narmadagelatines.com/related-party.html>.

Strictures and Penalties

The Company has complied with all the requirements of regulatory authorities. No strictures or penalties have been imposed on the Company by Stock Exchanges or the Securities and Exchange Board of India (SEBI) or any statutory authority on any matters related to capital markets during the last three years.

CEO & MD/CFO Certification

The CEO & MD and the CFO have issued certificate pursuant to the provisions of Regulation 17(8) SEBI (Listing Obligations and Disclosure Requirements), 2015 certifying that the financial statements do not contain any untrue statement, and these statements represent a true and fair view of the Company's affairs. The said certificate is annexed and forms part of the Annual Report.

Vigil Mechanism/ Whistle Blower Policy

The Company believes in conducting its affairs in a fair and transparent manner by adopting the highest standards of professionalism, honesty, integrity and ethical behavior. Any actual or potential violation of these principles and the Company's Code of Conduct for Employees would be a matter of serious concern for the Company.

Employees have a role and responsibility in pointing out such violations. This Whistle Blower Policy is formulated to provide a secure environment and to encourage employees of the Company to report unethical, unlawful or improper practices, acts or activities in the Company and to prohibit managerial personnel from taking any adverse personnel action against those employees who report such practices in good faith and no personnel had been denied access to the Audit Committee.

The Committee affirms that no complaint has been received under the Whistle-Blower Policy/Vigil Mechanism and no personnel had been denied access to the Audit Committee.

Code for Prevention of Insider Trading practices

As per SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company had adopted the Code of Conduct for Prevention of Insider Trading and Code of Corporate Disclosure Practices (which includes Policy on Determination of Legitimate Purpose). All the Directors, employees and third parties such as auditors, consultants, etc. who could have access to the unpublished price sensitive information of the Company are governed by the said Code.

The Code of Conduct for Prevention of Insider Trading lays down guidelines advising the Management, staff and other connected persons, on procedures to be followed and disclosures to be made by them while dealing with the shares of the Company, and while handling any Unpublished Price Sensitive Information, cautioning them of the consequences of violations. The Company Secretary is responsible for implementation of the Code.

The trading window is closed during the time of declaration of results and on the occurrence of any material events as per the code. The Code of Corporate Disclosure Practices is hosted on the website of the Company and can be accessed at www.narmadagelatines.com.

All Directors and designated employees have confirmed compliance with the Code.

During the year under review the Audit Committee has reviewed the compliance with the provisions of the SEBI Insider Trading Regulations and has verified that the systems got internal controls are adequate and operating effectively.

Legal Compliance Reporting

The Board of Directors reviews in detail, on a quarterly basis, the report of compliance with respect to all laws and regulations applicable to the Company.

The Company has developed a very comprehensive Legal Compliance System. Any non-compliance is seriously taken up by the Board, with fixation of accountability and reporting of steps taken for rectification of non-compliance.

Recommendations of Committee(s) of the Board of Directors

During the year, all recommendations of Committee(s) of the Board of Directors, which are mandatorily required, were accepted by the Board.

Means of Communication

The quarterly, half-yearly and yearly financial results of the Company are sent to Stock Exchanges immediately after they are approved by the Board. The quarterly / annual results are generally published in at least one English language national daily newspaper circulating in the whole or substantially the whole of India (Financial Express / Hitavada) and in one regional daily newspaper circulating in Madhya Pradesh such as, Navbharat, Deshbandhu, Dainik Bhaskar, Nai Duniya and Patrika.

Pursuant to the MCA circulars and SEBI Circular, the Annual Report for FY 2025-26 containing the Notice of AGM was sent through email to all those Members whose email IDs were registered with the Company/ Depository Participants.

Annual reports, quarterly results, shareholding pattern, notices, press release, stock exchange disclosures and other important information of the Company are also posted on the BSE website and the Company's website at www.narmadagelatines.com.

Management Discussion and Analysis Report forms part of the Annual Report.**Communication related to Dividends and updation of records**

The Company issues various communication such as reminder letters to shareholders for claiming unclaimed dividends, updation on PAN, Bank details, signature, and other details, and notice before transferring shares are liable to transfer to IEPF.

BSE Corporate Compliance & Listing Centre (the 'Listing Centre')

BSE's Listing Centre is a web-based application designed for corporates. All periodical compliance filings like shareholding pattern, corporate Governance report, media releases, among others are also filed electronically on the Listing Centre.

SEBI Complaints Redress System (SCORES)

The investor complaints are processed in a centralised web-based complaints redress system. The salient features of this system are Centralised database of all complaints, online upload of Action Taken Reports (ATRs) by concerned companies and online viewing by investors of actions taken on the complaint and its current status.

GENERAL SHAREHOLDER'S INFORMATION

(i) Company Registration Details:	The Company is registered in the State of Madhya Pradesh, India. The Corporate Identity Number (CIN) allotted to the Company by the Ministry of Corporate Affairs (MCA) is L24111MP1961PLC016023		
(ii) 65 th Annual General Meeting	Day, Date, Time: Wednesday, 19 th August 2026 at 11:00 a.m. Virtually Via video conferencing/other audio visual means ("VC/OAVM")		
(iii) Financial Year:	April 1 to March 31		
(iv) Financial Calendar 2025-26:	First Quarter Results	:	13 th August 2025
	Second Quarter Results	:	12 th November, 2025
	Third Quarter Results	:	12 th February 2026 Results for the quarter and
	Annual Results for the year ending on 31 st March, 2026	:	25 th May, 2026
(v) Cut-off date:	12 th August 2026		
(vi) Dividend payment date:	Dividend as recommended by the Board of Directors, if approved at the Annual General be paid after 20 th August 2026 to those shareholders who's entitled to dividend as on cut off date on 12 th August 2026		
(vii) Listing of Shares and other Securities:	Bombay Stock Exchange Limited (BSE) Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400001		
(viii) Stock Code:	Scrip Code: Bombay Stock Exchange (BSE) "526739" Company Symbol: SHAWGELTIN		
(ix) Stock Market Data:	The monthly high/low market prices of the shares during the year 2025-26 at The Bombay Stock Exchange Limited (BSE) were as under: (₹ per share)		

Month	High Price	Low Price	Trading Volume
Apr-25	345.00	308.00	53891
May-25	374.65	300.00	72594
Jun-25	410.70	359.90	119791
Jul-25	393.45	350.00	39751
Aug-25	370.05	330.20	28582
Sep-25	400.00	353.10	83913
Oct-25	369.75	327.30	26065
Nov-25	415.55	333.10	62586
Dec-25	358.80	334.00	20268
Jan-26	399.95	330.05	40599
Feb-26	405.00	330.00	111762
Mar-26	357.95	333.25	44287

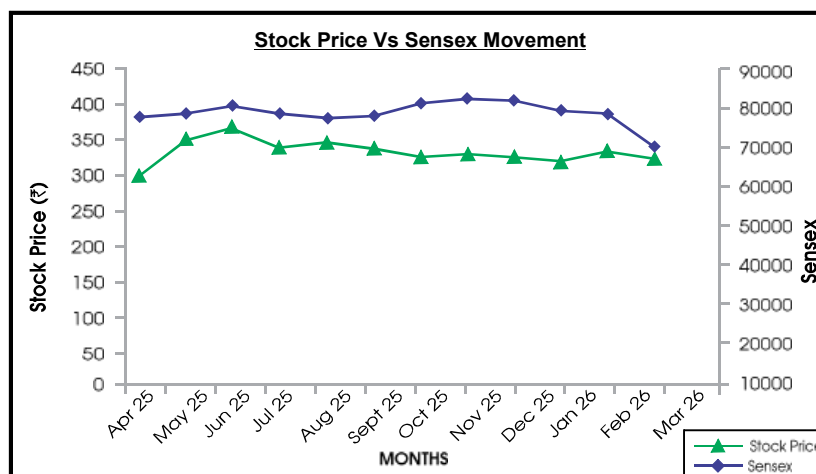
(Source BSE website)

● **Share price performance compared with broad based**

		BSE
Company's Share Price	As on 01.04.2025	332.95
	As on 31.03.2026	342.10
	Change	5.92%
BSE Sensex	As on 01.04.2025	76,882.58
	As on 31.03.2026	74,775.74
	Change	-2.81%



● **Performance of Share price in comparison to the BSE Sensex**



Note: Monthly closing price vs. sensex.

● **Registrar & Share Transfer Agents**

MUG Intime India Private Limited (formerly known as C.B. Management Services Pvt. Ltd)
 Rasoi Court 5th floor
 20, Sir R N Mukherjee Road,
 KOLKATA – 700001
 Tel No: 033-4011 6700
 Email: investor.helpdesk@in.mpms.mug.com
 Website: www.in.mpms.mug.com

● **Dividend declared on equity share for the last five years**

Year	Rate of Dividend	Per equity share	Dividend Payout ₹(lacs)
2020-21	100%	10.00	604.96
2021-22	100%	10.00	604.96
2022-23 (Interim Dividend and Final Dividend paid)	1000%	100.00	6049.59
2023-24	100%	10.00	604.96
2024-25	100%	10.00	604.96

● **Details of Public Funding Obtained in the last three years**

The Company has not obtained any public funding in the last three years.

● **Share transfer system**

In terms of Regulation 40(1) of SEBI Listing Regulations, as amended from time to time, securities can be transferred only in dematerialized form with effect from April 1, 2019, except in case of request received for transmission or transposition of securities. Members holding shares in physical form are requested to consider converting their holdings to dematerialized form. Transfers of equity shares in electronic form are affected through the depositories with no involvement of the Company.

● **Dematerialization of Shares-Process**

With effect from April 01, 2019 SEBI has barred physical transfer of shares of listed companies and mandated transfers only through demat.

However, investors are not barred from holding shares in physical form. We request shareholders whose shares are in physical mode to dematerialize their shares. Shareholders holding shares in dematerialized mode have been requested to register their email address, bank account details and mobile number with their depository participants. Those holding shares in physical mode have been requested to furnish their Permanent Account Number (PAN), email address, bank account details and mobile number with the Company's Registrar and Share Transfer Agent (RTA), at: investor.helpdesk@in.mpms.mug.com. Updating all the relevant information will enable shareholders to receive dividends and communications on time.



For convenience of shareholders, the process of getting the shares dematerialized is given hereunder:

- Demat account should be opened with a Depository Participant (DP).
- Shareholders should submit the Dematerialization Request Form (DRF) along with share certificates in original, to their DP.
- DP will process the DRF and will generate a Dematerialization Request Number (DRN).
- DP will submit the DRF and original share certificates to the Registrar and Transfer Agents (RTA), which is MUFG Intime India Private Limited formerly known as C. B. Management Services Pvt. Ltd.
- RTA will process the DRF and confirm or reject the request to DP/depositories.
- Upon confirmation of request, the shareholder will get credit of the equivalent number of shares in his demat account maintained with the DP.

- Listing Fees**

Annual listing fees for the year 2025-26 have been paid to the Bombay Stock Exchange Limited (BSE) where the securities of the Company are listed.

In compliance with the Listing Regulations /SEBI Guidelines:

- A Practicing Company Secretary carries out the Reconciliation of Share Capital Audit as mandated by SEBI, and reports on the reconciliation of total Issued and listed Capital with that of total share capital admitted /held in dematerialized form with NSDL and CDSL and those held in physical form. This audit is carried out on a quarterly basis and the report thereof is submitted to the Stock Exchange, where the Company's shares are listed and is also placed before the Board.
- Shareholding pattern and financial results (quarterly) and the Annual Reports (annually) are being uploaded on www.listing.bseindia.com.
- A Practicing Company Secretary carries out a Due Diligence survey, pertaining to share transfers, transmissions, etc. annually and necessary certificate to that effect is issued and the same is filed with the Stock Exchanges in compliance with #Regulation 40(9) of the SEBI (Listing Obligations and Disclosure Requirements), 2015.

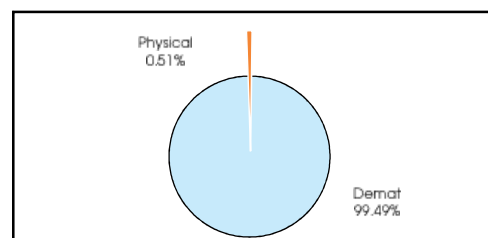
#omitted w.e.f. 12th December, 2024 vide SEBI (LODR) third Amendments Regulations, 2024.

- Distribution of Shareholding**

Range (No. of shares)	Shareholders		Equity Shares	
	Nos	% to Total Shareholders	Nos.	% to Total shares
Upto500	6994	93.7534	436467	7.2148
501-1000	256	3.4316	198126	3.2750
1001-2000	109	1.4611	158603	2.6217
2001-3000	29	0.3887	69163	1.1433
3001-4000	15	0.2011	51563	0.8523
4001-5000	13	0.1743	58739	0.9710
5001-10000	26	0.3485	187096	3.0927
10001andabove	18	0.2413	4889830	80.8292
Total	7460	100.00	6049587	100.00

- Dematerialisation of shares as on 31st March, 2026**

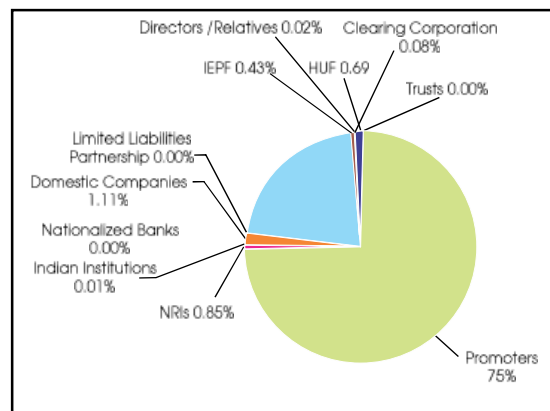
Category	No. Shares	%
Demat	6018566	99.49
Physical	31021	0.51
Total	6049587	100





● **Shareholding pattern of the company as on 31st March, 2026**

Category	No of shareholders	No. of shares	% holding
Promoters	2	4537191	75.00%
NRIs	103	51311	0.85%
Indian Institutions	1	350	0.01%
Nationalised Banks	Nil	0	0.00%
Domestic Companies	38	67288	1.11%
Limited Liability Partnership	3	76	0.00%
Public Shareholders	6987	1319746	21.82%
Directors/Relatives	1	1050	0.02%
IEPF	1	26207	0.43%
HUF	170	41675	0.69%
Clearing Corporation	6	4693	0.08%
Trusts	Nil	0	0.00%
Total	7312	6049587	100.00



Note: Difference in the number of shareholders in distribution of shareholding and shareholding pattern is due to merging of shareholders as per PAN.

● **Registered Office**

'Caravs', Room No. 28
15 Civil Lines, Jabalpur-482001 (M.P.) Ph.: 98932 76521
CIN: L24111MP1961PLC016023

● **Address for Correspondence to the Company:**

Narmada Gelatines Limited
28 Caravs, 15 Civil Lines, Jabalpur-482001
Ph.: 0761-2678627 Email: ngljbp@rediffmail.com; ngljbp@narmadagelatines.com

● **To the Registrar & Share transfer Agents:**

MUFG Intime India Private Limited
(Previously named as C.B. Management Services Pvt. Ltd)
Rasoi Court 5th floor, 20, Sir R N Mukherjee Road, KOLKATA - 700001
Tel No: 033 6906 6200
Email: investor.helpdesk@in.mpms.mufg.com
Website: www.in.mpms.mufg.com

● **Plant Location**

Meerganj, Bheraghat Road, Jabalpur, M.P

● **Transfer of Unclaimed amounts to Investor Education and Protection Fund**

As required under Sections 124 and 125 of the Companies Act, 2013, all unclaimed/unpaid dividend, debenture interest as well as principal amount of debentures as at March 31, 2026 remaining unpaid or unclaimed for a period of seven years from the date they became due for payment, have been transferred to the Investor Education & Protection Fund (IEPF) established by the Central Government.

The Investors are advised to claim the unencashed equity dividend money for the years 2018-19 to 2024-25 lying in the unclaimed accounts of the Company before the due dates (as indicated in the Notes to the Notice).

During the financial year 2025-26, the Company has transferred to the Investor Education and Protection Fund, unclaimed dividends as detailed hereunder:

Equity Share Unclaimed Dividend 2017-18: ₹ 1,21,496/-

● **Transfer of Equity Shares to Investor Education and Protection Fund**

In terms of Section 124 (6) of the Companies Act, 2013 read with Rule 6 of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, (as amended from time to time) shares on which dividend has not been paid or claimed by a shareholder for a period of seven consecutive years or more shall be credited to the Demat Account of Investor Education and Protection Fund (IEPF) within a period of thirty days of such shares becoming due to be so transferred. Upon transfer of such shares, all benefits (like bonuses, etc.), if any, accruing on such shares shall also be credited to such a Demat Account and the voting rights on such shares shall remain frozen till the rightful owner claims the shares. Shares which are transferred to the Demat Account of IEPF can be claimed back by the shareholder from IEPF by following the procedure prescribed under the aforesaid rules. Therefore, it is in the interest of shareholders to regularly claim the dividends declared by the Company.



During the financial year 2000 equity shares of the Company were transferred to the IEPF. Relevant details of such shares is available on the website of the Company www.narmadagelatines.com.

- **Certificate from a Company Secretary regarding disqualification of Directors**

The Secretarial Auditors of the Company Dr. Asim Kumar Chattopadhyay have issued a certificate that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Board/Ministry of Corporate Affairs or any such statutory authority. The same is annexed herewith as a part of this report.

- **Certificate on Corporate Governance**

Compliance certificate from Dr. Asim Kumar Chattopadhyay, Practicing Company Secretary, confirming compliance with the conditions of Corporate Governance as stipulated under Schedule V of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015, is attached to the Directors' Report forming part of the Annual Report.

- **CEO/CFO Certificate**

The Managing Director and the Chief Financial Officer provide annual certification on the financial reporting and internal controls to the Board in Terms of Regulation 17(8) of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015. The Managing Director and the person heading the Accounts function also give quarterly certification on the financial results while placing the financial results before the Board in terms of Regulation 33(2) of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015. The annual certificate for the financial year ended 31st March, 2026, given by the Managing Director and Chief Financial Officer of the Company is published hereunder:



To,

The Board of Directors
Narmada Gelatines Ltd. Jabalpur

Sub: Compliance Certificate for the year ended 31st March 2026 as per Regulation 17(8) of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015.

Sir/Madam,

Pursuant to Regulation 17(8) of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015, we hereby certify that, to the best of our knowledge and belief:

- A. That we have reviewed financial statements and the cash flow statement for the year and that to the best of our knowledge and belief:
 1. these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 2. these statements together present a true and fair view of the company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
- B. That, to the best of our knowledge and belief, no transactions were entered into by the company during the year which are fraudulent, illegal or violative of the company's code of conduct.
- C. That we accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the company pertaining to financial reporting and we have disclosed to the auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
- D. That we have indicated to the auditors and the Audit committee:
 1. Significant changes in internal control over financial reporting during the year, if any.
 2. Significant changes in accounting policies during the year, if any, and that the same have been disclosed in the notes to the financial statements; and
 3. instances of significant frauds of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the company's internal control system over financial reporting.

Thanking you,

Sd/-
Ashok K. Kapur
Managing Director

Sd/-
Arun Jaiswal
Chief Financial Officer

Place: Jabalpur,
Date: 25th May, 2026

On behalf of the Board of Directors

S. Annamalai
Chairman

Ashok K Kapur
Managing Director

Place : Jabalpur
Date : 25th May, 2026

CERTIFICATE ON CORPORATE GOVERNANCE ISSUED UNDER SCHEDULE V OF SEBI (LODR) Regulations, 2015

To The Members of Narmada Gelatines Limited

I have examined the compliance of the conditions of Corporate Governance by Narmada Gelatines Limited (CINL24111MP1961PLC016023) ("the Company") for the year ended on 31st March 2026, as stipulated in The Securities and Exchange Board of India (Listing Obligations And Disclosure Requirements) Regulations, 2015 and The Securities and Exchange Board of India (Listing Obligations And Disclosure Requirements) (Amendment) Regulations, 2018 and other Amendment thereof (hereinafter collectively referred to as "Listing Regulations");

The compliance of the conditions of Corporate Governance is the responsibility of the management. My examination was limited to a review of procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In my opinion and to the best of my information and according to the explanations given to me, and the representations made by the Directors and the management, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in Listing Regulations during the year ended 31st March, 2026.

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

Dr. Asim Kumar Chattopadhyay

FCS No. 2303, CP880

PR No. - 6375/2025

Date : 02nd April 2026

UDIN : F002303H000004591

CERTIFICATE FROM COMPANY SECRETARY IN PRACTICE REGARDING DISQUALIFICATION OF DIRECTORS

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

The Members,

Narmada Gelatines Limited

Caravs, Room No. 28, 15 Civil Lines,

Jabalpur - 482 001

I have examined the relevant registers, records, forms returns and disclosures received from the Directors of Narmada Gelatines Limited (CIN: L24111MP1961PLC016023) and having registered office at CARAVS, Room No. 28, 15, Civil Lines, Jabalpur - 482 001 (hereinafter referred to as "the Company") produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) and Schedule V Para C clause (10)(i) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number (DIN)) status at the portal www.mca.gov.in as considered necessary and explanations furnished to me by the Company and its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended March 31, 2026 has been debarred or disqualified from being appointed or continuing as Directors of the Companies by the SEBI, MCA or any such other Statutory Authority.

Sr. No.	DIN	Name	Designation	Date of Appointment
1	02797916	Kailasam Krishnamoorthy	Director	21/09/2021
3	00126807	Ashok Kumar Kapur	Managing Director	01/06/2009
4	00001381	Annamalai Sankaralingam	Director	14/07/2023
5	00143046	Sankaralingam Maheswaran	Director	14/07/2023
6	07403509	Balasubramanian Vijayadurai	Director	14/07/2023
7	10234123	Manimegalai Thangamani	Director	14/07/2023

** Mr. Kailasam Krishnamoorthy DIN 02797916 as Non-Executive Independent Director of the Company is in continuation beyond the Age of 75 years, the resolution of which was passed on through Postal Ballot on 25/12/2025.

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

Dr. Asim Kumar Chattopadhyay

FCS No. 2303, CP880

PR No. - 6375/2025

Date : 02nd April 2026

UDIN : F002303H000004635

**Independent Auditors' Report
To the Members of
Narmada Gelatines Limited**

Report on the Audit of Standalone Financial Statements

Opinion

We have audited the accompanying **standalone financial statements** of **Narmada Gelatines Limited** ("the Company"), which comprises of Balance Sheet as at March 31, 2026, the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, and notes to the standalone financial statements including a summary of material accounting policies and other explanatory information.

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

Basis for Opinion

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

Key Audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. We have determined that there are no key audit matters to communicate in our report.

Information Other than the Standalone Financial Statements and Auditor's report thereon

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

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

In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

When we read the report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Management responsibilities for the Standalone Financial Statements

The Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance (including other comprehensive income), changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Accounting Standards specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

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

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

Materiality is the magnitude of misstatements in the standalone financial statements that individually or in aggregate makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work and (ii) to evaluate the effect of any identified misstatements in the standalone financial statements.

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

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

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are, therefore, the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. Pursuant to the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in the Annexure "A" a statement on the matters specified in paragraphs 3 and 4 of the Order.
2. As required by Section 143(3) of the Act, we report that:
 - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
 - (c) The Balance sheet, the Statement of Profit & Loss (including other comprehensive income), Statement of Changes in Equity and the Statement of Cash Flow dealt with by this Report are in agreement with the books of account.
 - (d) In our opinion, the aforesaid standalone financial statements comply with the Accounting Standards specified under Section 133 of the Act read with Companies (Indian Accounting Standards) Rules, 2015.
 - (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a Director in terms of Section 164(2) of the Act.
 - (f) With respect to the adequacy of the internal financial controls over financial reporting of the Company and the operating effectiveness of such controls, refer to our separate Report in Annexure "B".
 - (g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of Section 197(16) of the Act, in our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of Section 197 of the Act.
 - (h) With respect to the matters to be included in the Auditor's report in accordance with the Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial performance in its standalone financial statements. (Refer note no 36 to standalone financial statements)



- ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
- iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.
- iv. (a) The Management has represented that, to the best of its knowledge and belief, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person or entity, including foreign entity ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend to or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (b) The Management has represented, that, to the best of its knowledge and belief, no funds (which are material either individually or in the aggregate) have been received by the Company from any person or entity, including foreign entity ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend to or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representation under sub clause (i) and (ii) of Rule 11(e) of The Companies (Audit and Auditors) Rules, 2014, as provided under (a) and (b) above, contains any material misstatement. (Refer Note no. 49 (v) & (vi) to the standalone financial statements)
- v. The dividend paid by the Company during the year is in accordance with Section 123 of the Act. As stated in note 44 (c) to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year 2025-26 which is subject to the approval of the members at the ensuing annual general meeting. The proposed dividend declared is in accordance with Section 123 of the Act to the extent it applies to the declaration of dividend.
- vi. Based on our examination, which included test checks, the Company has used accounting software for maintaining its account books for the financial year ended March 31, 2026 which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with. The Company is in compliance with the preservation of audit trail as per the statutory requirements for record retention.

For LODHA & CO LLP
Chartered Accountants
Firm registration No. - 301051E/ E300284

R. P. Baradiya
Partner
Membership No. 044101
UDIN: 26044101UXBXOP3319

Place: Mumbai
Date: May 25, 2026

Annexure "A"

Referred to in "Report on Other Legal and Regulatory Requirements" section of our report to the members of Narmada Gelatines Limited for the year ended March 31, 2026:

On the basis of our examination of the books and records of the Company carried out in accordance with the auditing standards generally accepted in India and according to the information and explanations given to us, we state that:

- i. a. In respect of Company's Property, Plant and Equipment (PPE) and Intangible Assets:
 - A. The Company has maintained proper records, showing full particulars including quantitative details and the situation of property, plant & equipment.
 - B. The Company does not have any intangible assets and hence, reporting under clause 3(i)(a)(B) of the Order is not applicable to the Company.
- b. As explained to us and on the basis of our examination of the records, the Company has a phased program for physical verification of the property, plant & equipment for all locations over a period of three years. In our opinion, the frequency of verification is reasonable, considering the size of the Company and nature of its property, plant and equipment. Pursuant to the program of the physical verification of property, plant and equipment, physical verification of the assets has been carried out during the year and as explained to us and on the basis of our examination of the records, no material discrepancies were noticed on such verification.
- c. Based on the information and explanations given to us and on the basis of our examination of the records, the title deeds of immovable properties are held in the name of the Company.
- d. The Company has not revalued any of its PPE and intangible assets during the year. Hence reporting under Clause 3(i)(d) of the Order is not applicable to the Company.



- e. According to the information and explanations given to us, and on the basis of our examination of the books and records of the Company, neither any proceedings have been initiated during the year nor are pending as at March 31, 2026 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988, as amended, and rules made thereunder and hence, reporting under Clause 3(i)(e) of the Order is not applicable to the Company. (Refer Note no. 49 (i) to the standalone financial statements)
- ii. (a) The inventories have been physically verified by the management at reasonable intervals during the year, except for goods in transit. The coverage and procedures of physical verification of the inventories followed by the management are reasonable and adequate in relation to the size of the Company and nature of its business. Goods in transit have been verified by way of subsequent receipt/confirmations. As per the information and explanations given to us and on the basis of examination of records of the Company, no discrepancies of 10% or more in the aggregate for each class of inventory was noticed on physical verification of inventories as compared to book records.
- (b) Based on our audit procedures and on the basis of information and explanations given to us, the quarterly returns or statements filed by the Company with banks in respect of working capital are in agreement with the books of account of the Company.
- iii. In respect of investment in, provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties:
- (a) According to the information and explanations given to us and on the basis of our examination of the records, the Company has not provided any loans or advances in the nature of loans or guarantee or provided security to any other entity and hence reporting under clause 3(iii)(a) is not applicable to the Company.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, investment made are in the ordinary course of business and accordingly in our opinion, prima facie, not prejudicial to the Company's interest. The Company has not provided any guarantees, given any security and granted any loans and advances in the nature of loans and guarantee.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not granted any loans or advances in the nature of loans and hence reporting under clauses 3(iii)(c), (d), (e) and (f) of the Order is not applicable to the Company.
- iv. According to the information and explanations given to us and on the basis of our examination of the records, the Company has complied with the provisions of Section 185 and 186 of the Act, to the extent applicable with respect to the investments made during the year. The Company has not provided any loans, guarantees and securities to parties covered under section 185 and 186 of the Act.
- v. According to the information and explanations given to us and on the basis of examination of records, no deposits or amounts which are deemed to be deposits have been accepted by the Company within the meaning of Section 73 to 76 or any other relevant provisions of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Hence, reporting under Clause 3(v) of the Order is not applicable to the Company.
- vi. According to the information and explanations given to us, the Central Government has not prescribed maintenance of cost records under clause (d) of sub-section 148 of the Act. Accordingly, the provisions of Clause 3 (vi) of the Order are not applicable to the Company.
- vii. (a) According to the information and explanations given to us and on the basis of our examination of the records, the Company is generally regular in depositing undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income tax, sales tax, custom duty, duty of excise, value added tax, cess and other statutory dues during the year with the appropriate authorities. No undisputed amounts payable in respect of the aforesaid statutory dues were outstanding as at the last day of the financial year for a period of more than six months from the date they became payable.
- (b) According to the information and explanations given to us, there are no statutory dues mentioned in Clause vii (a) which have not been deposited on account of any dispute except the following:

Name of the statute	Nature of dues	Amount ₹ in lakhs	Period to which the amount relates	Forum where dispute is pending
The Central Excise Act, 1944	Excise Duty	240.88	2000-03	High Court, Jabalpur
Madhya Pradesh VAT Act, 2002	VAT	3.76	2012-13	Deputy Commissioner, Jabalpur
The Income tax Act, 1961*	Income Tax	7.85	AY 2013-14	Commissioner Appeals

*Also, refer note no. 36 to the standalone financial statements

- viii. According to the information and explanations given to us and based on our examination of records of the Company, there were no amounts to be recorded in the books of account that have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961). Hence, reporting under Clause 3(viii) of the Order is not applicable to the Company.
- ix. (a) Based on our audit procedures and on the basis of information and explanations given to us, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender.
- (b) On the basis of information and explanations given to us, the Company has not been declared as willful defaulter by any bank or financial institution or other lender.
- (c) In our opinion and according to the information and explanations given to us, the Company has applied term loan for the purpose for which it was obtained.
- (d) On an overall examination of the standalone financial statements, in our opinion, the Company has not utilized funds raised on short term basis for long term purposes.



- (e) Based on our audit procedures and on the basis of information and explanations given to us, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its associate. Accordingly, the provisions of clause 3(ix)(e) of the Order is applicable to the Company.
- (f) Based on our audit procedures and on the basis of information and explanations given to us, during the year the Company has not raised any funds on the pledge of securities held in its associate. Accordingly, the provisions of clause 3(ix)(f) of the Order is applicable to the Company.
- x. (a) The Company has not raised any money by way of initial public offer or further public offer (including debt instrument) during the year and hence, reporting under Clause 3(x) of the Order is not applicable to the Company.
- (b) The Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year or in the recent past and hence, reporting under Clause 3(x)(b) of the Order is not applicable to the Company.
- xi. (a) During the course of our examination of the books and records of the Company, carried out in accordance with the generally accepted auditing practices in India and according to the information and explanations given to us, we have neither come across any instance of fraud by or on the Company, noticed or reported during the year, nor have we been informed of such case by the management.
- (b) No report under sub-section (12) of Section 143 of the Act has been filed in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.
- (c) Based on our audit procedure performed and according to the information and explanation given to us, no whistle blower complaints received during the year by the Company. Accordingly, the provisions of clause 3(xi)(c) of the Order is not applicable to the Company.
- xii. In our opinion and according to the information and explanations given to us, the Company is not a Nidhi Company and hence, reporting under Clause 3(xii) of the Order is not applicable to the Company.
- xiii. According to the information and explanations given to us and based on our examination of the records of the Company, all the transactions with related parties are in compliance with Section 177 and 188 of the Act and all the details have been disclosed in the standalone financial statements as required by the applicable accounting standard. Refer note. 37 to the standalone financial statements.
- xiv. (a) According to the information and explanations given to us and based on our examination of the records of the Company, the Company's internal audit system is commensurate with the size and nature of its business.
- (b) We have considered the internal audit reports for the year under audit issued to the Company during the year and till date, in determining nature, timing and extent of our audit procedures.
- xv. According to the information and explanations given to us and based on our examination of the records of the Company, the Company has not entered into any non-cash transactions prescribed under Section 192 of the Act with directors or persons connected with them during the year.
- xvi. (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Hence reporting under Clause 3(xvi) (a), (b) and (c) of the Order is not applicable to the Company.
- (b) As per the information and explanations given to us and as per the definition of Group under Core Investment Companies (Reserve Bank) Directions 2016, there are no Core Investment companies forming part of the group.
- xvii. The Company has not incurred any cash losses during the current financial year and in the immediately preceding financial year.
- xviii. There has been no resignation of the statutory auditors of the Company during the year. Hence reporting under Clause 3(xviii) of the Order is not applicable to the Company.
- xix. According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.
- xx. There are no unspent amounts towards Corporate Social Responsibility (CSR) requiring a transfer to a fund specified in Schedule VII to the Companies Act in compliance with the second proviso to sub-section (5) of Section 135 of the said act. Accordingly, reporting under clause 3(xx) of the Order are not applicable to the Company.

For LODHA & CO LLP
Chartered Accountants
Firm registration No. - 301051E/ E300284

R. P. Baradiya
Partner
Membership No. 044101
UDIN: 26044101UXBXOP3319

Place: Mumbai
Date: May 25, 2026

Annexure "B"

Referred to in "Report on Other Legal and Regulatory Requirements" section of our report to the members of Narmada Gelatines Limited for the year ended March 31, 2026:

We have audited the internal financial controls over financial reporting of the Narmada Gelatines Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

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

Auditors' Responsibility

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

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

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

Meaning of Internal Financial Controls Over Financial Reporting

A Company's internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the entity are being made only in accordance with authorisations of management; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the entity's assets that could have a material effect on the standalone financial statements (4) also provide reasonable assurance by the internal auditors through their internal audit reports given to the entity from time to time.

Inherent Limitations of Internal Financial Controls Over Financial Reporting

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

Opinion

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

For LODHA & CO LLP
Chartered Accountants
Firm registration No. - 301051E/ E300284

R. P. Baradiya
Partner
Membership No. 044101
UDIN: 26044101UXBXOP3319

Place: Mumbai
Date: May 25, 2026

BALANCE SHEET
as at 31st March, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

PARTICULARS	Notes	As at 31st March, 2026	As at 31st March, 2025
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	3	4,107.03	3,297.67
Capital work-in-progress	4	528.97	678.29
Intangible assets under development	5	24.50	-
Financial assets:			
- Investment in an associate	6	4,115.31	4,115.31
- Loans	7	20.58	14.06
- Other financial assets	8	163.30	167.18
Income tax assets (net)		18.60	49.52
Other non-current assets	9	14.03	63.74
Total Non-Current Assets		8,992.32	8,385.77
CURRENT ASSETS			
Inventories	10	4,879.49	4,657.37
Financial assets:			
- Trade receivables	11	2,902.73	2,484.20
- Cash and cash equivalents	12	11.32	19.03
- Bank balances other than above	13	397.16	26.36
- Loans	14	46.36	45.98
- Other financial assets	15	49.85	67.44
Other current assets	16	217.82	247.53
Total Current Assets		8,504.73	7,547.91
TOTAL ASSETS		17,497.05	15,933.68
EQUITY AND LIABILITIES			
EQUITY			
Equity share capital	17a	605.03	605.03
Other equity	17b	13,525.63	11,339.23
Total Equity		14,130.66	11,944.26
LIABILITIES			
NON-CURRENT LIABILITIES			
Financial liabilities:			
- Borrowings	18	408.09	603.08
Provisions	19	82.74	19.98
Deferred tax liabilities (net)	20	508.17	409.89
Total Non-Current Liabilities		999.00	1,032.95
CURRENT LIABILITIES			
Financial liabilities:			
- Borrowings	21	380.99	669.12
- Trade payables	22		
(i) Total outstanding dues of micro and small enterprises		477.18	951.86
(ii) Total outstanding dues of creditors other than micro and small enterprises		758.22	766.85
- Other financial liabilities	23	344.50	142.77
Other current liabilities	24	217.91	271.20
Provisions	25	127.74	128.26
Current tax liabilities (net)		60.85	26.31
Total Current Liabilities		2,367.39	2,956.37
TOTAL EQUITY AND LIABILITIES		17,497.05	15,933.68
Material Accounting Policies	2		
Notes forming part of accounts	3-50		

 The accompanying notes are an integral part of the financial statements
 As per our report of even date

For LODHA & CO LLP

 Chartered Accountants
 Firm Regn. No. - 301051E/ E300284

R. P. Baradiya

 Partner
 Membership No. 044101
 Place : Mumbai
 Date : 25th May, 2026

For and on behalf of the Board

S. Annamalai
 Chairman
 DIN: 00001381

Arun Jaiswal
 Chief Financial Officer

Ashok K Kapur
 Managing Director
 DIN:00126807

Mahima Patkar
 Company Secretary

STATEMENT OF PROFIT & LOSS
for the year ended as at 31st March, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

PARTICULARS	Notes	Year ended 31st March, 2026	Year ended 31st March, 2025
INCOME			
I Revenue from operations	26	21,541.15	18,892.07
II Other Income	27	77.51	165.25
III Total Income (I + II)		<u>21,618.66</u>	<u>19,057.32</u>
IV EXPENDITURE			
Cost of materials consumed	28	11,259.84	11,407.13
Changes in inventory of finished goods, work-in-progress & stock-in-trade	29	163.57	(423.72)
Employee benefits expense	30	2,007.70	1,618.21
Finance costs	31	101.87	122.05
Depreciation and amortisation expense	32	287.11	222.23
Power & Fuel		2,333.26	2,455.65
Other expenses	33	1,646.15	1,376.81
Total expenses (IV)		<u>17,799.50</u>	<u>16,778.36</u>
V Profit before exceptional items and tax (III - IV)		3,819.16	2,278.96
VI Exceptional Items		-	-
VII Profit before tax (V - VI)		<u>3,819.16</u>	<u>2,278.96</u>
VIII Tax Expense			
(a) Current tax	20	870.79	580.00
(b) Deferred tax		98.29	(21.99)
(c) Tax adjustment for earlier years		6.26	-
IX Profit after taxation (VII - VIII)		<u>2,843.82</u>	<u>1,720.94</u>
X Other Comprehensive Income			
Items that will not be reclassified to profit or loss			
Remeasurements (losses) of net defined benefit plans		(52.46)	(66.19)
Total Comprehensive Income (IX - X)		<u>2,791.36</u>	<u>1,654.75</u>
Earning per Equity Share of Face Value of ₹ 10 each			
Basic and Diluted Earnings per share (₹)	38	47.01	28.45
Material Accounting Policies	2		
Notes forming part of accounts	3-50		

 The accompanying notes are an integral part of the financial statements
 As per our report of even date

For LODHA & CO LLP

 Chartered Accountants
 Firm Regn. No. – 301051E/ E300284

R. P. Baradiya

 Partner
 Membership No. 044101
 Place : Mumbai
 Date : 25th May, 2026

For and on behalf of the Board

S. Annamalai
 Chairman
 DIN: 00001381

Ashok K Kapur
 Managing Director
 DIN:00126807

Arun Jaiswal
 Chief Financial Officer

Mahima Patkar
 Company Secretary

STATEMENT OF CASH FLOWS
for the year ended 31st March, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
A. Cash Flow from Operating Activities:		
Net profit before tax	3,819.16	2,278.96
Adjustments for :		
Depreciation and amortisation expense	287.11	222.23
Actuarial Gains/ (Losses) on post employment defined benefit plans	(52.46)	(66.19)
Interest income	(20.30)	(115.18)
Profit on redemption / fair value of investments	-	(49.47)
Finance costs	101.87	122.05
Dividend Income from an associate	(50.15)	-
Profit on disposal/discard of property, plant and equipment	-	(0.60)
Sundry Balances written off	46.44	3.99
Liabilities no longer required written back	(8.23)	(10.93)
Operating profit before working capital changes	304.28	105.90
	4,123.44	2,384.86
Adjustments for :		
Increase in trade and other receivables	(463.80)	(198.19)
Increase in inventories	(222.12)	(6.94)
(Increase)/Decrease in loans & other financial assets	17.22	(67.96)
(Increase)/Decrease in other current assets	79.42	(93.13)
(Increase)/Decrease in other non- current assets	(2.64)	10.02
Increase/(Decrease) in trade payables	(483.31)	254.07
Increase/(Decrease) in short term provisions	79.94	(29.85)
Decrease in other current liabilities and other financial liabilities	148.44	5.36
Cash generated from operating activities	(846.85)	(126.62)
Taxes paid (Net of Refund)	(820.90)	(553.99)
Net cash generated from operating activities (A)	2,455.67	1,704.25
B. Cash Flow from Investing Activities :		
Purchase of property, plant and equipment (including CWIP and capital advances)	(971.71)	(1,470.01)
Purchase of Current/Non - Current investments	-	(4,115.31)
Sale of Non - Current investments	-	960.48
Bank deposits not considered as cash and cash equivalents (placed)/ refund	(370.80)	1,529.03
Dividend received from an associate	50.15	-
Interest received	20.30	205.35
Net cash used in investing activities (B)	(1,272.06)	(2,890.46)
C. Cash Flow from Financing Activities:		
Dividend paid including tax thereon	(604.96)	(604.96)
Repayment of Long term borrowings - Bank	(195.00)	603.08
Repayment of short term borrowings - Bank	(288.13)	669.12
Unpaid dividend amount	(1.37)	(1.69)
Finance cost paid	(101.87)	(122.05)
Net cash from / (used in) financing activities (C)	(1,191.33)	543.51
Net Decrease in Cash and Cash Equivalents (A) + (B) + (C)	(7.72)	(642.70)
Cash and Cash Equivalents at the beginning of the year	19.03	661.74
Cash and Cash Equivalents at the end of the year	11.32	19.03
Material Accounting Policies	2	
Notes forming part of accounts	3-50	

 The accompanying notes are an integral part of the financial statements
 As per our report of even date

For LODHA & CO LLP

Chartered Accountants

Firm Regn. No. - 301051E/ E300284

R. P. Baradiya

Partner

Membership No. 044101

Place : Mumbai

Date : 25th May, 2026

For and on behalf of the Board

S. Annamalai

Chairman

DIN: 00001381

Arun Jaiswal

Chief Financial Officer

Ashok K Kapur

Managing Director

DIN:00126807

Mahima Patkar

Company Secretary

STATEMENT OF CHANGES IN EQUITY
for the year ended 31st March, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

EQUITY SHARE CAPITAL

Particulars	As at 31st March 2026	As at 31st March 2025
Issued, Subscribed and Paid up	604.96	604.96
Forfeited Shares	0.07	0.07
TOTAL	605.03	605.03

OTHER EQUITY

Particulars	Reserves and Surplus				Other Comprehensive Income	Total
	Capital Reserve	Securities Premium	General Reserve	Retained Earnings	Remeasurement of the defined benefit plans	
As at 1st April, 2024	7.51	425.37	2,329.60	7,532.82	(5.13)	10,289.44
Profit for the year	-	-	-	1,720.94	-	1,720.94
Other Comprehensive Income for the year	-	-	-	-	(66.19)	(66.19)
Dividend Paid	-	-	-	(604.96)	-	(604.96)
As at 31st March, 2025	7.51	425.37	2,329.60	8,648.80	(71.32)	11,339.23
Profit for the year	-	-	-	2,843.82	-	2,843.82
Other Comprehensive Income for the year	-	-	-	-	(52.46)	(52.46)
Dividend Paid	-	-	-	(604.96)	-	(604.96)
As at 31st March, 2026 "	7.51	425.37	2,329.60	10,887.66	(123.78)	13,525.63

Material Accounting Policies 2
Notes forming part of accounts 3-52

The accompanying notes are an integral part of the financial statements
As per our report of even date

For LODHA & CO LLP

Chartered Accountants
Firm Regn. No. - 301051E/ E300284

R. P. Baradiya

Partner
Membership No. 044101
Place : Mumbai
Date : 25th May, 2026

For and on behalf of the Board

S. Annamalai

Chairman
DIN: 00001381

Ashok K Kapur

Managing Director
DIN:00126807

Arun Jaiswal

Chief Financial Officer

Mahima Patkar

Company Secretary

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

1. CORPORATE INFORMATION

Narmada Gelatines Ltd. was set up in 1961 as Leiner Knit Gelatin Company Pvt. Ltd. The Company was converted into a Public Company and registered as Shaw Leiner Limited in 1969. In the year 1979, the name of the Company was changed to Shaw Wallace Gelatines Limited, and in the year 2002, the Company was renamed as Narmada Gelatines Limited. The Company is registered in Jabalpur (Madhya Pradesh) under Registration number L24111MP1961PLC016023. The Registered office of the Company is at 28, CARAVS, 15 Civil Lines, Jabalpur (M.P.). The Company is engaged in the manufacture and sale of Ossein and Gelatine and has its manufacturing facility located at Jabalpur (M.P.)

2. MATERIAL ACCOUNTING POLICIES
Statement of Compliance

The financial statements have been prepared in accordance with the Indian Accounting Standards (hereinafter referred to as the 'Ind AS') as notified under the Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standards) Amendments Rules 2016 prescribed under Section 133 of the Companies Act, 2013 read with Rule 7 of the Companies (Accounts) Rules, 2014.

Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. MCA notified the following amendments applicable w.e.f. April 1, 2025:

Ind AS 1, Breach of a material covenant- Amendment issued to remove the carve-out allowing classification of loans as non-current on breach of covenants when lender agrees after reporting date to and before approval of financial statements to not demand payment effective 1 April 2026.

Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures- The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has no impact of these amendments in its financial statements.

Ind AS 12, International Tax Reform - The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. This relief is immediate and applies retrospectively. The Company has no impact of these amendments in its financial statements.

Ind AS 21, The Effects of Changes in Foreign Exchange Rate: The amendments provide guidance on determining the spot exchange rate when a currency is not exchangeable or exchangeability is limited. It also introduced enhanced disclosure requirements regarding the nature, effects, and estimation of exchange rates used in such situations. The Company has no impact of these amendments in its financial statements.

The Board of Directors approved the Financial Statements for the year ended 31st March, 2026 and authorised for issue on 25th May, 2026.

(i) Basis of Accounting

The financial statements have been prepared on accrual basis under the historical cost convention, except for certain financial assets and liabilities measured at fair value. The accounting policies adopted in the preparation of the financial statements are consistent with those followed in the previous year.

Current and Non-current classification:

- (i) The assets and liabilities in the Balance Sheet are based on current/ non - current classification. An asset as current when it is:
 - a. Expected to be realized or intended to be sold or consumed in normal operating cycle of twelve months
 - b. Held primarily for the purpose of trading
 - c. Expected to be realized within twelve months after the reporting period, or
 - d. Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period. All other assets are classified as non-current.
- (ii) A liability is current when:
 - a. Expected to be settled in normal operating cycle
 - b. Held primarily for the purpose of trading
 - c. Due to be settled within twelve months after the reporting period, or
 - d. There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period. All other liabilities are treated as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities respectively.

(ii) Use of Estimates

The preparation of the financial statements is in conformity with the Ind AS, requires the Management to make estimates and assumptions considered in the reported amounts of assets and liabilities (including contingent liabilities) and the reported income and expenses during the year. The Management believes that the estimates used in preparation of the financial statements are

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

prudent and reasonable. Future actual results could differ due to these estimates and the differences between the actual results and the estimates are recognised in the periods in which the results are known / materialise.

(iii) Property, Plant and Equipment & Intangible Assets

Freehold land is carried at historical cost. All other items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses, if any. Costs include freight, import duties, non-refundable purchase taxes and other expenses directly attributable to the acquisition of the asset. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to the Statement of Profit and Loss during the reporting period in which they are incurred.

Intangible assets: Intangible assets are stated at cost of acquisition less accumulated amortisation and impairment, if any. Losses arising from the retirement of, and gains or losses arising from disposal of fixed assets which are carried at cost or revalued amount are recognized in the Statement of Profit and Loss.

(iv) Depreciation / Amortisation

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013. In respect of certain categories of assets, the useful lives have been determined based on technical assessment, considering factors such as the nature of the asset, estimated usage, operating conditions, past replacement history, anticipated technological changes, manufacturer warranties and maintenance support. The range of estimated useful lives of Property, Plant & Equipment's are as under:

Category	Useful Life	As Per Schedule II
Buildings (including roads)	5- 60 Years	3-60 Years
Plant & Equipment	5- 25 Years	5-30 Years
Electrical installations	10 Years	10 Years
Furniture & Fixture	10 Years	8-10 Years
Office Equipment	3 - 5 Years	3-5 Years
Vehicles	8 Years	6-10 Years

The management believes that the useful life as given above the best represent the period over which the management expects to use these assets. The Company reviews the useful lives and residual value at each reporting date.

Depreciation on assets added/sold or discarded during the year is being provided on pro-rata basis up to the date on which such assets are added/sold or discarded.

Assets costing up to ₹5,000 each are depreciated fully in the year of purchase.

Gains/Losses on disposals/de-recognition of property, plant and equipment are determined by comparing proceeds with carrying amount and these are recognized in statement of profit & Loss.

Intangible assets are amortised over their estimated useful economic life under Straight Line method. Computer software cost is amortised over a period of five years.

(v) Inventories

Inventories (Includes Raw Material, Work-in-Progress, Finished goods, Stores & spares, Consumables, Packing Materials) are valued at cost or net realisable value, whichever is lower. Net realisable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated costs necessary to make the sale. Cost of Raw Material, Semi-finished and Finished Goods and Work-in-Progress is determined on weighted average basis and comprises of expenditure incurred in the normal course of business in bringing inventories to their present location including appropriate overheads apportioned on a reasonable and consistent basis. Obsolete, slow moving and defective stocks are identified at the time of physical verification of stocks and where necessary, provision is made for those inventories. Adequate allowance is made for obsolete and slow moving items.

(vi) Revenue Recognition

The Company recognizes revenue, whenever control over distinct goods or services is transferred to the customer; i.e. when the customer is able to direct the use of the transferred goods or services and obtains substantially all of the remaining benefits, provided a contract with enforceable rights and obligations exists and amongst others collectability of consideration is probable taking into account customer's creditworthiness.

Revenue is the transaction price the Company expects to be entitled to. In determining the transaction price, the Company considers effects of variable consideration, the existence of significant financing contracts, noncash consideration and consideration payable to the customer, if any.

Sale of goods

Revenue from the sale of goods is recognised when the control of the goods passes to the buyer either at the time of dispatch or delivery or when the risk of loss transfers. Export sales are recognized based on the terms of the sale which is when substantial risks and rewards of ownership are passed to the customers.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

Revenue from sale of goods is net of taxes and recovery of charges collected from customers like transport, packing etc. Provision is made for returns when appropriate. Revenue is measured at the fair value of consideration received or receivable and is net of price discounts, allowance for volume rebates and similar items.

Claims / Refunds not ascertainable with reasonable certainty are accounted for, on final settlement and are recognized as revenue on certainty of receipt on prudent basis.

Revenue recognition from sale of "Duty Entitlement Passbook License or Merchandise Exports from India Scheme (MEIS)" is made on sale of the license after receipt of the same from the office of the Director General of Foreign Trade.

Income from Duty Drawback is recognised on receipt basis.

Dividend

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably).

Interest income

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

(vii) Income from Investment

Income from Investments (other than investments in shares of companies and Mutual Funds) is accounted on accrual basis.

Dividend income on investments is recognised when the right to receive dividend is established. Interest income is recognized on a time proportionate basis taking into account the amounts invested and the rate of interest. For all financial instruments measured at amortised cost, interest income is recorded using the Effective interest rate method to the net carrying amount of the financial assets.

(viii) Foreign Currency Transactions

Foreign currency transactions are accounted at the exchange rates prevailing on the date of the transactions. Gains and losses, if any, on settlement or reinstatement of year end closing balances by applying the closing rates in respect of monetary assets and monetary liabilities not covered by the forward contracts are recognized in the statement of profit and loss.

Non-monetary items denominated in foreign currency are stated at the rate prevailing on the date of the transaction.

The premium or discount arising at the inception of the forward contract entered into to hedge the existing asset / liability, is amortized as expense or income over the life of the contract. Exchange differences on such contract are recognized in the statement of profit and loss in the reporting period in which the exchange rates change. Any profit or loss arising out of cancellation or renewal of such contract are recognized as income or expense in the reporting period. Forward exchange contracts outstanding as at the year end on account of firm commitment / highly probable forecast transaction are marked to market and the losses, if any, are recognized in the statement of profit and loss and gains are ignored.

(ix) Employee Benefits

The Company has the following post-employment benefit plans:

- i. Defined benefit plans such as gratuity;
- ii. Defined contribution plans such as Provident fund & Superannuation fund; and
- iii. Other employee benefits.

(i) Defined benefit plan:

Voluntary Retirement Scheme Expenses, if any, are fully charged off in the year of payment.

The liability or asset recognised in the balance sheet in respect of defined benefit gratuity plan is the present value of defined benefit obligations at the end of the reporting period less fair value of plan assets. The defined benefit obligation is calculated annually by actuaries through actuarial valuation using the Projected Unit Credit method.

The Company recognises the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

- a. Service costs comprising current service costs, past-service costs, gains and losses on curtailment and non-routine settlements; and
- b. Net interest expense or income

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and fair value of plan assets. This cost is included in employee benefit expense in the statement of profit and loss.

Re-measurement comprising:

- a. Re-measurement of Actuarial (gains)/losses
- b. Return on plan assets, excluding amount recognized in effect of asset ceiling
- c. Re-measurement arising because of change in effect of asset ceiling

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

are recognised in the period in which they occur directly in Other Comprehensive Income. Re-measurements are not reclassified to profit or loss in subsequent periods.

Ind AS 19, Employees benefits requires the exercise of judgment in relation to various assumptions including future pay rises, inflation and discount rates and employee and pensioner demographics. The Company determines the assumptions in conjunction with its actuaries, and believes these assumptions to be in line with best practice, but the application of different assumptions could have a significant effect on the amounts reflected in the income statement, other comprehensive income and balance sheet. There may be also inter-dependency between some of the assumptions.

(ii) Defined contribution plan:

Under defined contribution plans, the Company pays pre-defined amounts to separate funds and does not have any legal or informal obligation to pay additional sums. Defined contribution plans comprise of contributions to provident fund, Insurance and Employees' Pension Scheme. The Company's payments to the defined contribution plans are recognised as expenses during the period in which the employees perform the services that the payment covers.

(iii) Other employee benefits

- Compensated absences which are not expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as a liability at the present value of the obligation as at the balance sheet date determined based on an actuarial valuation.
- Undiscounted amount of short-term employee benefits expected to be paid in exchange for the services rendered by employees are recognised during the period when the employee renders the related services.
- Expenses incurred towards voluntary retirement scheme are charged to the statement of profit and loss as and when incurred.
- Other benefits comprising of discretionary long service awards are recognized as and when determined.

(x) Current and Deferred tax

Income tax comprises current and deferred tax. Income tax expense is recognized in the statement of profit and loss except to the extent it relates to items directly recognized in equity or in other comprehensive income. Current tax is based on taxable profit for the year. Taxable profit is different from accounting profit due to temporary differences between accounting and tax treatments, and due to items that are never taxable or tax deductible. Tax provisions are included in current liabilities. Interest and penalties on tax liabilities are provided for in the tax charge. The Company offsets, the current tax assets and liabilities (on a year on year basis) where it has a legally enforceable right and where it intends to settle such assets and liabilities on a net basis or to realise the assets and liabilities on net basis. Deferred income tax is recognized using the balance sheet approach. Deferred income tax assets and liabilities are recognized for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount in financial statements. Deferred income tax asset are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized. Deferred tax assets are not recognised where it is more likely than not that the assets will not be realised in the future. The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized. Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date. Deferred tax items are recognised in correlation to the underlying transaction either in Other comprehensive income or directly in equity.

(xi) Impairment of Assets

The Company assesses at each reporting date whether there is any objective evidence that a non-financial asset or a group of non-financial assets are impaired. If any such indication exists, the Company estimates the amount of impairment loss. For the purpose of assessing impairment, the smallest identifiable group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets is considered as a cash generating unit, if any such indication exists, an estimate of the recoverable amount of the individual asset/cash generating unit is made. An impairment loss is calculated as the difference between an asset's carrying amount and recoverable amount. Losses are recognised in profit or loss and reflected in an allowance account. When the Company considers that there are no realistic prospects of recovery of the asset, the relevant amounts are written off. If the amount of impairment loss subsequently decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, then the previously recognised impairment loss is reversed through profit or loss.

(xii) Financial Instruments

Financial assets - Initial recognition

Financial assets are recognised when the Company becomes a party to the contractual provisions of the instruments. Financial assets other than trade receivables are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in the statement of profit and loss.

Subsequent measurement

Financial assets, other than equity instruments, are subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss on the basis of:

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

- a. the entity's business model for managing the financial assets; and
- b. the contractual cash flow characteristics of the financial asset.

(i) Measured at amortised cost:

A financial asset is measured at amortised cost, if it is held under the hold to collect business model i.e. held with an objective of holding the assets to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest on the principal outstanding. Amortised cost is calculated using the effective interest rate (EIR) method by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in interest income in the statement of profit and loss. The losses arising from impairment are recognised in the statement of profit and loss. On derecognition, gain or loss, if any, is recognised to statement of profit and loss.

(ii) Measured at fair value through other comprehensive income (FVOCI):

A financial asset is measured at FVOCI, if it is held under the hold to collect and sell business model i.e. held with an objective to collect contractual cash flows and selling such financial asset and the contractual cash flows are solely payments of principal and interest on the principal outstanding. It is subsequently measured at fair value with fair value movements recognised in the OCI, except for interest income which recognised using effective interest rate method. The losses arising from impairment are recognised in the statement of profit and loss. On derecognition, cumulative gain or loss previously recognised in the OCI is reclassified from the equity to statement of profit and loss.

(iii) Measured at fair value through profit or loss (FVTPL):

Investment in financial asset other than equity instrument, not measured at either amortised cost or FVOCI is measured at FVTPL. Such financial assets are measured at fair value with all changes in fair value, including interest income and dividend income if any, recognised in the statement of profit and loss.

Equity Instruments:

All investments in equity instruments, if any classified under financial assets are subsequently measured at fair value.

The Company recognises a loss allowance for Expected Credit Losses (ECL) on financial assets that are measured at amortised cost and at FVOCI. The credit loss is difference between all contractual cash flows that are due to an entity in accordance with the contract and all the cash flows that the entity expects to receive (i.e. all cash shortfalls), discounted at the original effective interest rate. This is assessed on an individual or collective basis after considering all reasonable and supportable including that which is forward-looking.

The Company's trade receivables or contract revenue receivables do not contain significant financing component and loss allowance on trade receivables is measured at an amount equal to life time expected losses i.e. expected cash shortfall, being simplified approach for recognition of impairment loss allowance.

Under simplified approach, the Company does not track changes in credit risk. Rather it recognizes impairment loss allowance based on the lifetime Expected Credit Losses at each reporting date right from its initial recognition. The Company uses a provision matrix to determine impairment loss allowance on the portfolio of trade receivables.

The provision matrix is based on its historically observed default rates over the expected life of the trade receivable and is adjusted for forward looking estimates. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

For financial assets other than trade receivables, the Company recognises 12 month expected credit losses for all originated or acquired financial assets if at the reporting date the credit risk of the financial asset has not increased significantly since its initial recognition. The expected credit losses are measured as lifetime expected credit losses if the credit risk on financial asset increases significantly since its initial recognition. If, in a subsequent period, credit quality of the instrument improves such that there is no longer significant increase in credit risks since initial recognition, then the Company reverts to recognizing impairment loss allowance based on 12 months Expected Credit Losses.

The impairment losses and reversals are recognised in statement of profit and loss. For equity instruments and financial assets measured at FVTPL, there is no requirement for impairment testing.

De-recognition

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers rights to receive cash flows from an asset, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of the Company's continuing involvement.

In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Financial Liabilities
Initial Recognition and measurement

Financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instruments. Financial liabilities are initially recognised at fair value net of transaction costs for all financial liabilities not carried at fair value through profit or loss.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

The Company's financial liabilities includes trade and other payables, loans and borrowings including bank overdrafts and derivative instruments.

Subsequent measurement

Financial liabilities measured at amortised cost are subsequently measured at using EIR method. Financial liabilities carried at fair value through profit or loss are measured at fair value with all changes in fair value recognised in the statement of profit and loss.

Loans & Borrowings

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortised cost using EIR method. Gains and losses are recognized in profit & loss when the liabilities are derecognized as well as through EIR amortization process.

Financial Guarantee Contracts

Financial guarantee contracts issued by the Company are those contracts that requires a payment to be made or to reimburse the holder for a loss it incurs because the specified debtors fails to make payment when due in accordance with the term of a debt instrument. Financial guarantee contracts are recognized initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee.

Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind AS 109 and the amount recognized less cumulative adjustments.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit and loss.

Derivative financial instruments & hedge accounting

The Company uses derivative financial instruments, such as forward foreign exchange contracts to hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value, with changes in fair value recognised in statement of profit and loss.

Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. The Company designates their derivatives as hedges of foreign currency risk associated with the cash flows of highly probable forecast transactions and variable interest rate risks associated with the borrowings.

(xiii) Fair Value Measurement

The Company measures financial instruments, such as, derivatives at fair value at each balance sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities

Level 2: Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly

Level 3: Techniques which use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

(xiv) Provision and Contingent Liabilities

A provision is recognised when the Company has a present obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation in respect of which a reliable estimate can be made. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates.

Contingent Liabilities are not recognised but are disclosed in the notes. Contingent Assets are neither recognised nor disclosed in the financial statements.

(xv) Leases
As a Lessee:

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

To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

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

At the date of commencement of the lease, the Company recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Certain lease arrangements includes the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

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

As a Lessor:

Lease income from operating leases where the Company is a lessor is recognised in income on a straight-line basis over the lease term unless the receipts are structured to increase in line with expected general inflation to compensate for the expected inflationary cost increases. The respective leased assets are included in the balance sheet based on their nature.

Based on Company's assessment, the contracts entered into by the Company do not contain a lease as specified above or they are either short term or low value leases. Therefore, those have been accounted as per other applicable accounting standards.

(xvi) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to Chief Operating Decision Maker (CODM).

The Company has identified its Managing Director as CODM who is responsible for allocating resources and assessing performance of the operating segments and makes strategic decisions.

(xvii) Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss for the period attributable to equity share holders (after deducting preference dividends, if any, and attributable taxes) by the weighted average number of equity shares outstanding during the period. For the purpose of calculating diluted earning per share, the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effect of all dilutive potential equity shares.

(xviii) Cash and cash equivalents

Cash and cash equivalents include cash and cheques in hand, bank balances, demand deposits with banks and other short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

changes in value where original maturity is three months or less.

Cash flows are reported using the indirect method whereby the profit before tax is adjusted for the effect of the transactions of a non-cash nature, any deferrals or accruals of past and future operating cash receipts or payments and items of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the company are segregated.

(xix) Borrowing Costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets are capitalized as a part of cost of that asset, during the period till all the activities necessary to prepare the qualifying assets for its intended use or sale are complete. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Other borrowing costs are recognized as an expense in the period in which they are incurred.

(xx) Exceptional Items

When an item of income or expense within profit or loss from ordinary activity is of such size, nature or incidence that their disclosure is relevant to explain the performance of the Company for the year, the nature and amount of such items is disclosed as exceptional items.

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

3 PROPERTY, PLANT & EQUIPMENT

Particulars	Freehold Land	Buildings	Plant & equipment	Furniture & Fixtures	Vehicle	Office equipment	Electrical installations	Total
At cost								
Gross Block								
Balance as at 1st April 2024	116.92	359.28	2,876.61	3.50	41.35	15.98	38.51	3,452.14
Additions	-	-	805.25	0.35	-	1.53	34.13	841.26
Deductions/ Adjustment	-	-	68.23	-	-	-	-	68.23
Balance as at 31st March 2025	116.92	359.28	3,613.63	3.85	41.35	17.51	72.64	4,225.18
Additions	-	82.74	1,007.61	2.22	-	3.95	-	1,096.52
Deductions/ Adjustment	-	-	-	-	-	-	-	-
Balance as at 31st March 2026	116.92	442.02	4,621.25	6.07	41.35	21.46	72.64	5,321.70
Accumulated Depreciation								
Balance as at 1st April 2024	-	104.21	617.13	1.99	7.02	9.13	20.66	760.10
Additions	-	17.37	195.21	0.30	3.62	2.50	3.24	222.24
Deductions/ Adjustment	-	-	54.84	-	-	-	-	54.84
Balance as at 31st March 2025	-	121.58	757.50	2.29	10.64	11.63	23.90	927.50
Additions	-	16.58	257.61	0.29	5.06	2.87	4.71	287.12
Deductions/ Adjustment	-	-	-	-	-	-	-	-
Balance as at 31st March 2026	-	138.16	1,015.11	2.58	15.70	14.50	28.60	1,214.62
Net carrying amount								
as at 31st March, 2025	116.92	237.70	2,856.13	1.56	30.71	5.87	48.74	3,297.67
Net carrying amount								
as at 31st March, 2026	116.92	303.86	3,606.13	3.51	25.65	6.96	44.03	4,107.03

Refer Note 18 for the details in respect of certain property, plant and equipment hypothecated/mortgaged as security for borrowings.

Particulars	As at 31st March 2026	As at 31st March 2025
4. CAPITAL WORK-IN-PROGRESS		
Plant and equipment under installation*	528.97	678.29
TOTAL	528.97	678.29

*Refer Note 18 for the details in respect of certain property, plant and equipment hypothecated/mortgaged as security for borrowings.

CAPITAL WORK-IN-PROGRESS AGEING SCHEDULE

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
As at 31st March 2025					
Projects inprogress	678.29	-	-	-	678.29
Projects temporarily suspended	-	-	-	-	-
Total	678.29	-	-	-	678.29
As at 31st March 2026					
Projects inprogress	528.97	-	-	-	528.97
Projects temporarily suspended	-	-	-	-	-
Total	528.97	-	-	-	528.97

Note: There is no cost overrun / time delay in the project.

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025			
5 INTANGIBLE ASSETS UNDER DEVELOPMENT					
Intangible assets under development	24.50	-			
	<u>24.50</u>	<u>-</u>			
INTANGIBLE ASSET UNDER DEVELOPMENT AGEING SCHEDULE					
Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
As at 31st March 2025					
Projects in progress	-				-
Projects temporarily suspended	-	-	-	-	-
Total	-	-	-	-	-
As at 31st March 2026					
Projects in progress	24.50	-	-	-	24.50
Projects temporarily suspended	-	-	-	-	-
Total	24.50	-	-	-	24.50
Note: There is no cost overrun / time delay in the project.					
6 INVESTMENTS - NON - CURRENT					
Investment in an associate (Refer Note 39)	4,115.31				4,115.31
TOTAL	<u>4,115.31</u>				<u>4,115.31</u>
7 LOANS					
Unsecured, considered good					
Advance to employees	20.58				14.06
TOTAL	<u>20.58</u>				<u>14.06</u>
8 OTHER FINANCIAL ASSETS					
Unsecured, considered good					
Security Deposits	163.30				167.18
TOTAL	<u>163.30</u>				<u>167.18</u>
9 OTHER NON-CURRENT ASSETS					
Unsecured, considered good					
Capital Advances	10.94				56.72
Prepaid Expenses	3.09				7.02
TOTAL	<u>14.03</u>				<u>63.74</u>
10 INVENTORIES					
Raw materials	1,265.65				856.24
Work-in-progress	1,589.97				1,477.61
Finished goods	1,619.81				1,895.74
Stores & Spares	404.05				427.78
TOTAL	<u>4,879.49</u>				<u>4,657.37</u>
11 TRADE RECEIVABLES					
Trade Receivables considered good - Unsecured	2,902.73				2,484.20
Trade Receivables which have significant					
Trade Receivables - credit impaired	2.81				2.81
Less: Allowances for expected credit loss	(2.81)				(2.81)
TOTAL	<u>2,902.73</u>				<u>2,484.20</u>

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

TRADE RECEIVABLES AGEING SCHEDULE:

Particulars	Outstanding for following periods from due date of payment						
	Not Due	Less than 6 months	6 months -1 year	1-2 years	2-3 years	More than 3 years	Total
As at 31st March'2026							
i) Undisputed Trade receivables – considered good	2,514.65	359.45	28.63	-	-	-	2,902.73
ii) Undisputed Trade Receivables – which have significant increase in credit Risk	-	-	-	-	-	-	-
iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	2.81	2.81
iv) Disputed Trade receivables – considered good	-	-	-	-	-	-	-
v) Disputed Trade Receivables – which have significant increase in credit Risk	-	-	-	-	-	-	-
vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
Less: Allowances for expected credit loss	-	-	-	-	-	(2.81)	(2.81)
Total	2,514.65	359.45	28.63	-	-	-	2,902.73
As at 31st March'2025							
i) Undisputed Trade receivables – considered good	1,910.17	572.00	2.03	-	-	-	2,484.20
ii) Undisputed Trade Receivables – which have significant increase in credit Risk	-	-	-	-	-	-	-
iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	2.81	2.81
iv) Disputed Trade receivables – considered good	-	-	-	-	-	-	-
v) Disputed Trade Receivables – which have significant increase in credit Risk	-	-	-	-	-	-	-
vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
Less: Allowances for expected credit loss	-	-	-	-	-	(2.81)	(2.81)
Total	1,910.17	572.00	2.03	-	-	-	2,484.20

Particulars	As at	
	31st March 2026	31st March 2025
12 CASH AND CASH EQUIVALENTS		
Bank balance in current accounts	9.94	9.00
Cash on hand	1.38	10.03
TOTAL	11.32	19.03
13 BANK BALANCE OTHER THAN ABOVE		
In Dividend accounts	23.67	22.30
In Deposits accounts	373.49	4.06
TOTAL	397.16	26.36
14 LOANS		
Unsecured, considered good		
Loan to employees	46.36	45.98
TOTAL	46.36	45.98
15 OTHER FINANCIAL ASSETS		
Unsecured, considered good		
Security deposits	12.02	4.48
Other Receivables	34.84	62.92
Interest accrued on fixed deposits	2.99	0.04
TOTAL	49.85	67.44
16 OTHER CURRENT ASSETS		
Unsecured, considered good		
Advances to suppliers	129.20	223.22
Prepaid	21.51	22.69
Balances with government authorities	67.11	1.62
TOTAL	217.82	247.53

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025
17a EQUITY SHARE CAPITAL		
Authorised Share Capital:		
1,00,00,000 equity shares of ₹10 each	1,000.00	1,000.00
1,00,00,000 9% cumulative redeemable preference shares of ₹10 each.	1,000.00	1,000.00
TOTAL	<u>2,000.00</u>	<u>2,000.00</u>
Issued, Subscribed and Paid up		
60,49,587 equity shares of ₹10 each, fully paid	604.96	604.96
Forfeited shares	0.07	0.07
TOTAL	<u>605.03</u>	<u>605.03</u>

(i) Reconciliation of the number of shares outstanding and the amount of share capital at the beginning and at the end of the reporting period:

Particulars	2025-26		2024-25	
	No. of shares	Amount	No. of shares	Amount
Equity shares at the beginning of the year	6,049,587	604.96	6,049,587	604.96
Add : Shares issued during the year	-	-	-	-
Less : Shares bought back during the year	-	-	-	-
Equity shares outstanding at the end of year	6,049,587	604.96	6,049,587	604.96

(ii) Terms/rights attached to equity shares

The Company has only one class of equity shares having a par value of ₹ 10 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting. In the event of the liquidation of the Company the holders of equity shares will be entitled to receive the remaining assets of the Company in proportion to the number of the shares held.

(iii) Details of shares held by the holding /associate company:

Particulars	No. of shares	Amount	No. of shares	Amount
Pioneer Jellice India Private Limited	2,423,321	242.33	2,423,321	242.33
Ashok Matches and Timber Industries Private Limited	2,113,870	211.39	2,113,870	211.39
Total	4,537,191	453.72	4,537,191	453.72

(iv) Equity shareholders holding more than 5% of equity shares along with the number of equity shares held is as given below:

Particulars	No. of shares	% of Total shares	No. of shares	% of Total shares
Pioneer Jellice India Private Limited	2,423,321	40.06	2,423,321	40.06
Ashok Matches and Timber Industries Private Limited	2,113,870	34.94	2,113,870	34.94
Total	4,537,191	75.00	4,537,191	75.00

(v) Details shareholding of promoter and % changes in the holdings during the year:

Particulars	No. of shares	% of Total shares	No. of shares	% of Total	% of change
Pioneer Jellice India Private Limited	2,423,321	40.06	2,423,321	40.06	-
Ashok Matches and Timber Industries Private Limited	2,113,870	34.94	2,113,870	34.94	-
Total	4,537,191	75.00	4,537,191	75.00	

(vi) Aggregate number of shares allotted as fully paid up by way of bonus shares during the last five years

During the last five financial years, the Company has not allotted any bonus shares.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

(vii) Issue of shares for consideration other than cash

During the preceding five financial years, the Company has not issued any share for consideration other than cash

(viii) Dividend paid and proposed (Refer 44(c))
17b OTHER EQUITY

Particulars	Reserves and Surplus				Other Comprehensive Income	Total
	Capital Reserve	Securities Premium	General Reserve	Retained Earnings	Re-measurement of the defined benefit plans	
As at 1st April, 2024	7.51	425.37	2,329.60	7,532.82	(5.13)	10,289.44
Profit for the year	-	-	-	1,720.94	-	1,720.94
Other Comprehensive Income for the year	-	-	-	-	(66.19)	(66.19)
Dividend paid	-	-	-	(604.96)	-	(604.96)
As at 31st March, 2025	7.51	425.37	2,329.60	8,648.80	(71.32)	11,339.23
Profit for the year	-	-	-	2,843.82	-	2,843.82
Other Comprehensive Income for the year	-	-	-	-	(52.46)	(52.46)
Dividend paid	-	-	-	(604.96)	-	(604.96)
As at 31st March, 2026	7.51	425.37	2,329.60	10,887.66	(123.78)	13,525.63

Purpose of the Reserves:

Securities Premium: Securities premium is credited when shares are issued at premium. This will be utilised in accordance with the provisions of the Act.

General Reserve: The General reserve is created by way of transfer of profits from retained earnings for appropriation purposes. This reserve is utilised in accordance with the provisions of the Act.

Retained Earnings: Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

Particulars	As at 31st March 2026	As at 31st March 2025
-------------	--------------------------	--------------------------

18 BORROWINGS- NON CURRENT

From a Bank		
Term Loan*	728.65	798.08
Less: Current Maturities of Long term borrowings	(320.56)	(195.00)
TOTAL	408.09	603.08

***Term loan**

- Term loan is secured by a first ranking pari-passu hypothecation/ Exclusive charge on the assets created out of the term loan. Repayable in 60 equal monthly instalments (refer below). Rate of Interest-7.95% to 8.20%p.a (previous year- 8.20%p.a)*

Repayment Schedule

Particulars	As at 31st March 2026	As at 31st March 2025
From Banks:		
1-2 Years	320.56	195.00
2-3 Years	195.00	195.00
3-4 Years	171.87	195.00
4-5 Years	41.22	171.86
5-6 Years	-	41.22
Total outstanding Borrowing	728.65	798.08

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025
19 PROVISIONS (NON-CURRENT)		
Pension	25.86	19.98
Gratuity	56.89	-
TOTAL	82.74	19.98
20 DEFERRED TAX LIABILITIES		
Deferred Tax Liabilities (Net)	508.17	409.89
TOTAL	508.17	409.89

(i) The major components of income tax expense are as follows:

Statement of profit or loss	Year ended 31st March, 2026	Year ended 31st March, 2025
Current income tax charge	870.79	580.00
Deferred tax		
Relating to origination and reversal of temporary differences	98.29	(21.99)
Income tax expense reported in statement of profit or loss	969.08	558.01
Reconciliation		
Accounting profit before income tax	3,819.16	2,278.96
Enacted tax rate in India	25.17%	25.17%
Computed tax expense	961.25	573.61
Differences due to:		
Expenses/(income) not deductible/taxable for tax purposes	(6.82)	(16.63)
Deduction under chapter VI A	12.62	-
Others	2.03	1.03
	7.83	(15.60)
Current Income Tax expenses recognised in Profit or Loss	969.08	558.01

(ii) Deferred tax relates to following:

Particulars	Recognised in Balance Sheet		Recognised in Profit or Loss	
	As at 31st March 2026	As at 31st March 2025	Year ended 31st March 2026	Year ended 31st March 2025
Accelerated depreciation for tax purpose	(534.08)	(418.60)	115.48	(6.59)
Expenses allowable on payment basis	25.91	8.72	(17.19)	(0.19)
Fair valuation of financial instruments	-	-	-	(15.22)
Deferred tax asset / (liability)	(508.17)	(409.88)	-	-
Net (income)/ expense			98.29	(21.99)
Particulars	As at		As at	
	31st March 2026		31st March 2025	

21 BORROWINGS**From Banks**

Bank Overdraft*	-	1.86
Cash Credit Facility**	60.43	472.26
Current Maturities of Long term borrowings	320.56	195.00
	380.99	669.12

***Bank Overdraft**

This Overdraft facility is secured against bank deposit

****Cash Credit**

"-Cash Credit ₹ 60.43 Lakhs (previous year -₹ 472.26), Primary Security-Exclusive charge on entire current assets (present and future).

Secondary Collateral- Nil -12 months, repayable lumpsum on demand. Rate of Interest-7.70% to 8.15% p.a (previous year 8.15% p.a)."

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025
22 TRADE PAYABLES		
Total outstanding dues of micro and small enterprises	477.18	951.86
Total outstanding dues of creditors other than micro and small enterprises	758.22	766.85
TOTAL	<u>1,235.4</u>	<u>1,718.71</u>

The Management has identified enterprises which have provided goods and services to the Company and which qualify under the definition of micro, small and medium enterprises, as defined under Micro, Small and Medium Enterprises Development Act, 2006. Accordingly, the disclosure in respect of the amounts payable to such enterprises has been made in the financial statements based on information received and available with the Company, which is relied upon by the auditors. Further in the view of the management, the impact of interest, if any, that may be payable in accordance with the provisions of the Act is not expected to be material.

i) The principal amount outstanding as at the year end	477.18	951.86
ii) Principal amount due and remaining unpaid	-	-
iii) Interest due on (ii) above and the unpaid interest	-	-
iv) Interest paid on all delayed payments under the MSMED Act.	-	-
v) Payment made beyond the appointed day during the year	-	-
vi) Interest due and payable for the period of delay other than (iv) above	-	-
vii) Interest accrued and remaining unpaid	-	-
viii) Amount of further interest remaining due and payable in succeeding years	-	-

Trade payables ageing schedule:

Particulars	Outstanding for following periods from due date of payment					Total
	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
As at 31st March 2026						
i) Unbilled	-	-	-	-	-	-
ii) Micro and small enterprises	-	477.18	-	-	-	477.18
iii) Creditors other than micro and small enterprises	-	755.62	-	0.64	1.96	758.22
iv) Disputed dues – Micro and small enterprises	-	-	-	-	-	-
v) Disputed dues other than micro and small enterprises	-	-	-	-	-	-
Total	-	1,232.80	-	0.64	1.96	1,235.40
As at 31st March 2025						
i) Unbilled	-	-	-	-	-	-
ii) Micro and small enterprises	-	951.86	-	-	-	951.86
iii) Creditors other than micro and small enterprises	-	757.80	3.80	4.59	0.66	766.85
iv) Disputed dues – Micro and small enterprises	-	-	-	-	-	-
v) Disputed dues other than micro and small enterprises	-	-	-	-	-	-
Total	-	1,709.66	3.80	4.59	0.66	1,718.71

23 OTHER FINANCIAL LIABILITIES

Security deposits	8.10	8.10
Unpaid dividend*	23.67	22.30
Employees Payable	12.11	-
Payable for capital expenditure	53.07	-
Advances from customers	247.55	112.37
TOTAL	<u>344.50</u>	<u>142.77</u>

* ₹ 1.75 Lakhs for FY 2018-19 (P.Y- ₹ 1.85 Lakhs for FY 2017-18) Transferred to Investor Education and Protection Fund under Section 125 of the Companies Act, 2013 as at year end.

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025
24 OTHER CURRENT LIABILITIES		
Statutory dues payable	149.07	271.20
Other Payables	68.85	-
TOTAL	<u>217.91</u>	<u>271.20</u>
25 PROVISIONS		
Gratuity	85.97	116.67
Compensated absences	36.97	1.41
Pension	4.80	10.18
TOTAL	<u>127.74</u>	<u>128.26</u>
Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
26 REVENUE FROM OPERATIONS		
Sale of Manufactured products (net of rebates and discounts)		
Gelatine	15,212.47	14,027.83
DCP - animal feed grade	6,264.24	4,809.26
Bone meal products	21.16	24.94
Other Operating Income		
Sale of scrap/Coal ash	27.93	12.22
Export incentives and duty drawback	5.66	0.16
Liabilities no longer required written back	1.18	10.93
Miscellaneous income	8.51	6.73
NET SALES	<u>21,541.15</u>	<u>18,892.07</u>
27 OTHER INCOME		
Interest income		
From banks	4.31	98.01
From others	15.99	17.17
Change in fair valuation of current / non-current investments in mutual funds	-	49.47
Dividend Income from an associate	50.15	-
Profit on disposal / discard of property, plant and equipment (Net)	-	0.60
Miscellaneous Income	7.06	-
TOTAL	<u>77.51</u>	<u>165.25</u>
28 COST OF MATERIAL CONSUMED		
Raw Materials:		
Opening Stock	856.24	1,116.74
Add : Purchases	11,669.25	11,146.63
Less : Closing Stock	1,265.65	856.24
Raw materials consumed	<u>11,259.84</u>	<u>11,407.13</u>

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	Year Ended 31st March 2026		Year Ended 31st March 2025	
29 CHANGE IN INVENTORY OF FINISHED GOODS, WORK-IN-PROGRESS AND STOCK-IN-TRADE				
Opening Stocks				
Finished Goods	1,895.74		1,433.16	
Work-in-progress	<u>1,477.61</u>	3,373.35	<u>1,516.47</u>	2,949.63
Closing Stocks				
Finished Goods	1,619.81		1,895.74	
Work-in-progress	<u>1,589.97</u>	3,209.78	<u>1,477.61</u>	3,373.35
Net (Increase) / Decrease		<u>163.57</u>		<u>(423.72)</u>
30 EMPLOYEE BENEFITS EXPENSE				
Salaries and wages		1,147.35		1,360.72
Contribution to provident and other funds		145.10		204.06
Staff welfare expenses		715.25		53.43
TOTAL		<u>2,007.70</u>		<u>1,618.21</u>
31 FINANCE COSTS				
Interest expense on borrowings		80.00		106.79
Other borrowing costs		8.20		15.26
Interest on Income Tax		13.67		-
TOTAL		<u>101.87</u>		<u>122.05</u>
32 DEPRECIATION AND AMORTISATION EXPENSE				
Depreciation and Amortisation expense		287.11		222.23
TOTAL		<u>287.11</u>		<u>222.23</u>
33 OTHER EXPENSES				
Consumption of stores and spare parts		114.36		126.85
Rates and taxes (other than taxes on income)		21.86		10.08
Effluent expenses		35.39		29.76
Ground water abstraction charges		27.51		25.92
Insurance charges		26.69		26.42
Repairs and maintenance:				
- Building	-		0.11	
- Plant and equipment	760.37		608.09	
- Other Repairs	<u>6.08</u>	766.45	<u>13.77</u>	621.97
Legal and professional charges		56.07		73.57
Auditors' remuneration (*Refer note below)		10.55		6.17
Freight and delivery charges		190.81		118.65
Commission to selling agents		14.53		10.05
Rent		11.89		15.86
Travelling expenses		16.42		16.15
Advertisement expenses		6.01		11.68
Research and Development expenses (Refer Note 41)		20.18		13.95
Sundry balances written off		46.44		3.99
Directors' sitting fees		9.70		8.66
Foreign exchange loss		-		0.12
Corporate social responsibility expenditure (Refer Note 40)		40.81		34.11
Miscellaneous expenses		230.48		222.85
TOTAL		<u>1,646.15</u>		<u>1,376.81</u>

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Auditors' Remuneration*		
Statutory audit fees (Including limited review fees)**	7.50	4.00
Tax Audit	1.50	1.00
Other certification fees	-	0.07
Reimbursement of out of pocket expenses	1.56	1.10
TOTAL	10.55	6.17

34 DISCLOSURE PURSUANT TO IND AS - 19 "EMPLOYEE BENEFITS"

i) Gratuity: In accordance with the applicable laws, the Company provides for gratuity, a defined benefit retirement plan ("The Gratuity Plan") covering eligible employees. The Gratuity Plan provides for a lump sum payment to vested employees on retirement (subject to completion of five years of continuous employment), death, incapacitation or termination of employment that are based on last drawn salary and tenure of employment. Liabilities with regard to the Gratuity Plan are determined by actuarial valuation on the reporting date and the Company makes annual contribution to the gratuity fund administered by Life Insurance Corporation of India under Group Gratuity Scheme.

The disclosure in respect of the defined Gratuity Plan are given below:

A. Balance Sheet

	Defined benefit plans	
	As at 31st March, 2026	As at 31st March, 2025
Present value of plan liabilities	463.47	419.43
Fair value of plan assets	320.67	302.76
Asset/(Liability) recognised	(142.80)	(116.67)

B. Movements in plan assets and plan liabilities

	Present value of obligations	Fair Value of Plan assets
As at 1st April 2025	419.40	302.75
Adjustment in opening balance	-	-
Past service cost	-	-
Interest Cost/(Income)	27.98	20.15
Return on plan assets excluding interest income	-	1.77
Actuarial (gain)/loss arising from changes in financial assumptions	(31.88)	-
Actuarial (gain)/loss arising due to change in demographic assumptions	-	-
Actuarial (gain)/loss arising from experience adjustments	86.13	-
Employer contributions	-	64.48
Benefit payments	(68.53)	(68.53)
As at 31st March 2026	463.47	320.62
As at 1st April 2024	383.53	333.92
Current service cost	20.92	-
Adjustment in opening balance	-	-
Past service cost	-	-
Interest Cost/(Income)	27.58	24.00
Return on plan assets excluding interest income	-	0.45
Actuarial (gain)/loss arising from changes in financial assumptions	22.28	-
Actuarial (gain)/loss arising due to change in demographic assumptions	-	-
Actuarial (gain)/loss arising from experience adjustments	44.36	-
Employer contributions	-	23.65
Benefit payments	(79.27)	(79.27)
As at 31st March 2025	419.40	302.75

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
C. Statement of Profit and Loss		
Employee Benefit Expenses:		
Current Service Cost	30.37	20.92
Interest Cost	7.83	3.57
Past Service cost (vested benefits)	-	-
Net Actuarial Gain / (Loss)	-	-
Interest cost/(Income)	-	-
Total amount recognised in Statement of profit & loss	38.20	24.49
Remeasurement of the net defined benefit liability:		
Actuarial Gain /(Loss) recognised for the period	(54.23)	(66.64)
Return on plan assets excluding net interest	1.77	0.45
Total amount recognised in Other Comprehensive Income	(52.46)	(66.19)

D. Assumptions

With the objective of presenting the plan assets and plan liabilities of the defined benefits plans at their fair value on the balance sheet, assumptions under Ind AS 19 are set by reference to market conditions at the valuation date.

Particulars	As at 31st March 2026	As at 31st March 2025
The significant actuarial assumptions were as follows:		
Financial Assumptions		
Discount rate	7.67%	6.71%
Salary Escalation Rate		
Management Employees	8.00%	8.00%
Non-management Employees	8.00%	8.00%
Demographic Assumptions		
Expected Average remaining working lives of employees in no. of years		
Management Employees	14	14
Non-management Employees	13	9
Mortality Rate	IALM (2012-14)	IALM (2012-14)
	Urban	Urban
Attrition Rate		
Management Employees	1%	1%
Non-management Employees	6%	6%
Retirement Age	60	60
Adjusted Average Future Services		

E. Sensitivity

The sensitivity of the overall plan liabilities to changes in the weighted key assumptions are:

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	+/-1%	(29.51)	34.13
Salary Escalation Rate	+/-1%	34.00	(29.90)

The sensitivity analyses above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the balance sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous period.

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

ii) Compensated Absences: The Company permits encashment of compensated absence accumulated by their employees on retirement, separation and during the course of service. The liability in respect of the Company, for outstanding balance of leave at the balance sheet date is determined and provided on the basis of actuarial valuation performed by an independent actuary. The disclosure in respect of the defined Compensated Absences are given below:*

Particulars	As at 31st March 2026	As at 31st March 2025
Expenses recognised in statement of profit and loss	45.56	3.44
Balance sheet liability	36.97	1.41

iii) Pension

The retirement benefits pension will be fixed amount of INR 565 per month for an employee only after retiring from the organization and if service rendered by the employee is 25 years and above at the time of retirement.

A pensioner may opt on option to commute INR 34,000 as a lump sum once in lifetime. After commutation of pension member won't get any monthly pension. If any employee expire his/her spouse will get lumpsum benefit of INR 34,000, thereafter no monthly pension will be payable. Liability determined and provided on the basis of actuarial valuation performed by a independent actuary. The disclosure in respect of pension liability are given below :

Particulars	As at 31st March 2026	As at 31st March 2025
Expenses / (gain) recognised in statement of profit and loss	4.80	4.10
Balance sheet liability	30.66	30.16

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
-------------	-------------------------------	-------------------------------

35 CAPITAL COMMITMENTS

Estimated amount of contract remaining to be executed on capital account not provided for	1,205.00	1,311.46
Less Capital advances paid there against	10.94	56.72
Capital Commitments	1,194.06	1,254.74

36 CONTINGENT LIABILITIES

Claims not acknowledged as debts (excluding further interest, if any):

Excise duty	240.88	240.88
Sales tax	3.76	3.76
Land revenue cess	-	14.14

TOTAL	244.64	258.78
--------------	---------------	---------------

Notes:

(i) The Company's pending litigations comprise mainly claims against the Company, proceedings pending with tax and other authorities. The Company has reviewed all its pending litigations and proceedings and has made adequate provisions, wherever required and disclosed the contingent liabilities, wherever applicable, in its financial statements. The Company does not reasonably expect the outcome of these proceedings to have a material impact on its financial statements.

(ii) Income tax matter related to assessment year 2013-14, resulted in disputed tax demand of ₹ 7.85 lacs arisen on account of disallowance of additional depreciation claimed which is a mistake apparent from records against which the Company's rectification application/appeal is pending. The Management is confident that this disputed demand will get reversed or rectified in due course and hence, not considered as contingent liabilities.

37 RELATED PARTY TRANSACTIONS**Enterprise where the control exists**

Pioneer Jellice India Private Limited
Ashok Matches and Timber Industries Private Limited

Relationship

Associate Co.
Associate Co.

Key managerial personnel

Mr. Ashok Kapur
Mr. Arun Jaiswal
Ms. Mahima Patkar
Mr. Mahesh Verma
Ms. Meenu Sharma

Managing Director
Chief Financial Officer
Company Secretary
Chief Financial Officer (Ceased from services to w.e.f 07.01.2025)
Company Secretary (Ceased from services to w.e.f 28.06.2024)

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Non-Executive Directors

Mr. S. Annamalai
 Mr. S. Maheswaran
 Mr. B Vijayadurai
 Mrs. Manimegalai Thangamani
 Mr. K Krishnamoorthy

Particulars of transaction and outstanding balances with related parties

Particulars	Nature of Transaction	Year ended 31st March 2026	Year ended 31st March 2025
Transactions with related parties			
Pioneer Jellice India Private Limited:	Purchase of raw material (Including GST)	1,481.92	1,524.64
	Technical Consultancy Service	24.00	-
	Lease Rent	11.60	-
	Sales Commission	-	6.72
Transactions with Key Managerial Personnel (Remuneration paid)			
(i) Mr. Ashok K. Kapur		99.16	66.26
(ii) Mr. Arun Jaiswal (Joined w.e.f 15.03.2025)		20.45	0.91
(iii) Ms. Mahima Patkar (Joined w.e.f 07.08.2024)		5.74	2.93
(iv) Mr. Mahesh Verma (Ceased from services to w.e.f 07.01.2025)		-	16.46
(v) Ms. Meenu Sharma (Ceased from services to w.e.f 28.06.2024)		-	0.56
As the Gratuity and Compensated absences are computed for all the employees in aggregate, the amount relating to Key Managerial Personnel cannot be individually be identified.			
Transactions with Non-Executive Directors (Sitting fee paid)			
Mr. S. Annamalai		1.55	1.60
Mr. S. Maheswaran		1.10	1.00
Mr. B Vijayadurai		2.45	2.20
Mrs. Manimegalai Thangamani		2.15	1.40
Mr. K Krishnamoorthy		2.45	2.20
Particulars	Nature of Transaction	As at 31st March 2026	As at 31st March 2025
Outstanding Balance with related parties			
Pioneer Jellice India Private Limited:	Trade Payables	83.53	99.21
Mr. Ashok K. Kapur	Remuneration Payable	26.00	-
Mr. Arun Jaiswal	Remuneration Payable	0.45	-
Ms. Mahima Patkar	Remuneration Payable	0.45	-

- (i) No amounts in respect of related parties have been written off / written back during the year, nor has any provision been made for doubtful debts / receivables during the year.
- (ii) All related party transactions entered during the year were in ordinary course of the business and are on arm's length basis.
- (iii) Key Managerial Persons who are under the employment of the Company are entitled to post-employment benefits (defined benefit gratuity plan) recognised as per Ind AS 19 "Employee Benefits" in the financial statements and short-term employee benefits in the form of premium paid by company for group health insurance plan. As these employee benefits are lumpsum amounts provided on the basis of actuarial valuation/ premium payment for the Company as a whole, the same is not included above.
- (iv) Related party relationships have been identified by the management and relied upon by the auditors.

38 EARNINGS PER SHARE

Profit available for equity shareholders	2,843.82	1,720.94
Weighted average number of equity shares	6,049,587	6,049,587
Nominal value of equity share	10.00	10.00
Earnings per share - Basic / Diluted	47.01	28.45

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
(All amounts in Indian rupee lakhs, unless otherwise stated)

39 INVESTMENT IN AN ASSOCIATE

A. Investments in Equity Shares

Particulars	As at 31st March, 2026			As at 31st March, 2025		
	Fair Value Per unit	No. of Units	Total Value	Fair Value Per unit	No. of Units	Total Value
Equity Shares of India Gelatine and Chemicals Limited	10.00	1,003,000.00	4,115.31	10.00	1,003,000	4,115.31
Total			4,115.31			4,115.31

B. Summarised Financial Information of an associate (India Gelatine and Chemicals Limited)

Particulars	As at 31st March 2026	As at 31st March 2025
(i) Summarised Balance Sheet:		
Non-current assets	9,719.26	10,011.38
Current assets	11,996.36	9,440.82
Non-current liabilities	1,012.18	1,233.05
Current liabilities	1,346.96	1,069.05
Equity	19,356.48	17,150.10
Carrying amount of investment	4,115.31	4,115.31
(ii) Summarised Statement of Profit and Loss:		
Total Income	17,819.38	20,619.59
Cost of material consumed	7,111.68	9,128.21
Changes in Inventory, Finished Goods, WIP, SIT	(20.82)	576.55
Employee benefits expense	788.22	1,217.83
Depreciation and amortisation expense	451.83	550.08
Finance costs	48.64	67.77
Power & Fuel	2,563.16	2,785.02
Other expenses	3,615.28	4,029.29
Profit before tax	3,261.39	2,264.84
Less: Tax expense	751.22	525.91
Profit for the year	2,510.17	1,738.93
Other comprehensive income	-	-
Total comprehensive income for the year	50.83	75.17
Share of profit for the year	355.00	82.00

40 CORPORATE SOCIAL RESPONSIBILITY

As per Section 135 of the Companies Act, 2013, a CSR Committee has been formed by the Company. As part of initiatives under Corporate Social Responsibility (CSR), the Company has undertaken projects in the areas of environment / river protection, education, livelihood, healthcare, sanitation, rural development, promotion of sports and cultural activities, which are specified in Schedule VII of the Companies Act, 2013. The amount spent on the same is given below:

Particulars	Year ended 31st March 2026	Year ended 31st March 2025
(i) Amount required to be spent as per Section 135 of the Companies Act, 2013	40.48	34.11
(ii) Amount spent during the year on:		
Construction / acquisition of any asset	-	-
On purposes other than above	40.81	34.11
Balance utilised from the excess spent in FY	-	-
(iii) Shortfall at the end of the year	-	-
(iv) Total of previous years shortfall	-	-
(v) Reason for shortfall	NA	NA
(vi) Nature of CSR activities	Literacy promotion, Environment protection, Health care activities, Eradication of hunger & poverty	
(vii) Details of related party transactions in relation to CSR expenditure	-	-

41 RESEARCH & DEVELOPMENT EXPENDITURE

Revenue expenditure

Salaries and wages	15.29	13.46
Other expenses	-	-

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

42 FINANCIAL INSTRUMENTS

"The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values: (i) Fair value of cash and short-term deposits, trade and other short term receivables, trade payables, other current liabilities, short term loans from banks and other financial institutions approximate their carrying amounts largely due to short term maturities of these instruments. (ii) Financial instruments with fixed and variable interest rates are evaluated by the Company based on parameters such as interest rates and individual credit worthiness of the counter-party. Based on this evaluation, allowances are taken to account for expected losses of these receivables. Accordingly, fair value of such instruments is not materially different from their carrying amounts. The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.

Level 3: techniques which use inputs that have a significant effect on the recorded fair value that are not based on observable market data."

The carrying amounts and fair values of financial instruments by category are as follows:

	FVOCI Note 2(xiii)	FVTPL Note2 (xiii)	Amortised cost	Total fair value	Carrying amount
31st March, 2025					
Financial assets					
Investments	-	-	4,115.31	4,115.31	4,115.31
Trade receivables	-	-	2,484.20	2,484.20	2,484.20
Cash and cash equivalents	-	-	19.03	19.03	19.03
Bank balances other than above	-	-	26.36	26.36	26.36
Loan	-	-	60.04	60.04	60.04
Other financial assets	-	-	234.62	234.62	234.62
Total	-	-	6,939.56	6,939.56	6,939.56
Financial liabilities					
Borrowings	-	-	1,272.20	1,272.20	1,272.20
Trade payables	-	-	1,718.71	1,718.71	1,718.71
Other financial liabilities	-	-	142.77	142.77	142.77
Total financial liabilities	-	-	3,133.69	3,133.69	3,133.69
31st March, 2026					
Financial assets					
Investment in an associate	-	-	4,115.31	4,115.31	4,115.31
Trade receivables	-	-	2,902.73	2,902.73	2,902.73
Cash and cash equivalents	-	-	11.32	11.32	11.32
Bank balances other than above	-	-	397.16	397.16	397.16
Loan	-	-	66.93	66.93	66.93
Others financial assets	-	-	213.14	213.14	213.14
Total	-	-	7,706.59	7,706.59	7,706.59
Financial liabilities					
Borrowings	-	-	789.08	789.08	789.08
Trade payables	-	-	1,235.40	1,235.40	1,235.40
Other financial liabilities	-	-	344.50	344.50	344.50
Total financial liabilities	-	-	2,368.98	2,368.98	2,368.98

Fair value estimation

For financial instruments measured at fair value in the Balance Sheet, a three level fair value hierarchy is used that reflects the significance of inputs used in the measurements. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and lowest priority to unobservable inputs (Level 3 measurements).

The categories used are as follows:

- Level 1: quoted prices for identical instruments
- Level 2: directly or indirectly observable market inputs, other than Level 1 inputs; and
- Level 3: inputs which are not based on observable market data.

For assets and liabilities which are carried at fair value, the classification of fair value calculations by category is summarised below:

	Level 1	Level 2	Level 3
31st March, 2025			
Assets at fair value	-	-	-
31st March, 2026			
Assets at fair value	-	-	-

Investments in Equity Shares Not Carried at Fair Value

There were no significant changes in classification and no significant movements between the fair value hierarchy classifications of financial assets and financial liabilities during the years.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
 (All amounts in Indian rupee lakhs, unless otherwise stated)

43 RISK MANAGEMENT

Financial risk management objectives and policies :

"The Company's financial risk management is an integral part of how to plan and execute its business strategies. The Company's activity expose it to market risk, liquidity risk, commodity risk and credit risk. The Company's financial risk management policy is set by the Risk Management Committee and governed by overall direction of Board of Directors of the Company.

Market risk is the risk of loss of future earnings, fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, equity prices and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments including investments and deposits , foreign currency receivables, payables and loans and borrowings."

Risk	Exposure arising from	Measurement	Risk Management
(i) Credit risk	Cash and cash equivalents, trade receivables, financial instruments, financial assets measured at amortised cost.	Ageing analysis Credit ratings	Credit limits and letters of credit and Performance guarantees.
(ii) Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities
(iii) Market risk–interest rate	Long-term borrowings at variable rates	Sensitivity analysis	Interest rate swaps
(iv) Market risk–foreign exchange	Future commercial transactions recognised financial assets and liabilities not denominated in Indian rupees	Cash flow forecasting Sensitivity analysis	Forward foreign exchange contracts
(v) Commodity risk	Purchase of Raw Material	As per production planning and budgeting	Procurement and inventory strategy

I CREDIT RISK

"Credit risk arises from the possibility that counter party may not be able to settle their obligations as agreed. To manage this, the company periodically assesses the financial reliability of customers, taking into account the financial condition, current economic trends, and analysis of historical bad debts and ageing of account receivables. Individual credit limits are set accordingly. The Company considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the company compares the risk of default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. The company considers reasonable and supportive forward-looking information. Financial assets are written off when there is no reasonable expectation of recovery, such as debtor failing to engage in a repayment plan with the company. The company provides for overdue outstanding as per the policy approved by the Board of Directors, which are evaluated on a case to case basis. The Company's concentration of risk with respect to trade receivables is low, as its customer's base is widely spread across the length and breadth of the country and majority of the customers are with sound financial health."

The average credit period extended to customers ranges within 30 - 120 days

Expected credit loss for trade receivables under simplified approach

Particulars	As at 31st March 2026	As at 31st March 2025
(a) Ageing of trade receivables		
From the date of invoice		
0 - 6 months	2,874.10	2,482.17
6 - 9 months	28.63	2.03
9 - 12 months	-	-
beyond 12 months	-	-
TOTAL	2,902.73	2,484.20
(b) Reconciliation of loss allowance provision - Trade receivables		
Opening provision	2.81	2.81
Additional provision made	-	-
Less Bad debts written off / recovered	-	-
Closing provisions	2.81	2.81

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

II LIQUIDITY RISK

"Liquidity risk is defined as the risk that the company will not be able to settle or meet its obligations on time or at a reasonable price. The Company's treasury department is responsible for maintenance of liquidity (including quasi liquidity), continuity of funding as well as timely settlement of debts. In addition, policies related to mitigation of risks are overseen by senior management. Management monitors the Company's net liquidity position on the basis of expected cash flows vis a vis debt service fulfilment obligation."

Maturity profile of financial liabilities

The table below provides details regarding the remaining contractual maturities of financial liabilities at the reporting date.

Contractual maturity patterns of Financial Liabilities :

Particulars	As at 31st March 2026			As at 31st March 2025		
	0-1 year/ on Demand	1 to 5 years	Total	0-1 year/ on Demand	1 to 5 years	Total
Borrowings	380.99	408.09	789.08	1,272.20	-	1,272.20
Trade payables	1,235.40	-	1,235.40	1,718.71	-	1,718.71
Other financial liabilities	344.50	-	344.50	142.77	-	142.77
Total	1,960.89	408.09	2,368.98	3,133.69	-	3,133.69

III MARKET RISK- INTEREST RATE RISK

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. In order to balance the Company's position with regards to interest income and interest expense and to manage the interest rate risk, finance department performs a comprehensive interest rate risk management. The Company is not exposed to significant interest rate risk as at the respective reporting dates.

IV MARKET RISK- FOREIGN CURRENCY RISK

The Company is exposed to foreign exchange risk towards honouring of export/ import commitments. Management evaluates exchange rate exposure in this connection in terms of its established risk management policies which includes the use of derivatives like foreign exchange forward contracts to hedge risk of exposure in foreign currency. The company is not exposed to foreign currency risk at the respective reporting dates.

V COMMODITY RISK

"Principal Raw Material for Company's products is Crushed bone, HCL, Lime and Coal as a fuel. The Company sources its major raw material requirement from domestic suppliers located in various part of India.

The Company effectively manages with availability of material as well as price volatility based on the following:

- Raw materials are procured from different sources at competitive prices.
- Alternative sources are developed for uninterrupted supply of raw materials.
- Demand and supply are external factors on which company has no control; however the Company plans its production and sales from the experience gained in the past and on-going study and appraisal of the market dynamics, competition, economic policies and growth patterns of different segments of users of company's products.
- Specific steps to reduce the gap between demand and supply by expanding its customer base, delivery mechanisms, etc.
- Proper inventory control systems have been put in place. The Risk committee of the Company comprising members from Board of Directors and the operations has developed and enacted a risk management strategy regarding commodity Price risk and its mitigation."

44 FINANCIAL RISK FACTORS
(a) Capital risk management

The Company manages its capital structure and makes necessary adjustments in light of changes in economic conditions and the requirement of financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders, issue new shares or raise / retire debt. The primary objective of the Company's capital management is to maximise the shareholders value.

"For the purpose of the Company's capital management, equity includes issued capital, securities premium and other reserves. Net debt includes loans less cash and bank balances. The Company manages capital by monitoring gearing ratio which is net debt divided by equity plus net debt.

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

The capital composition is as follows :

Particulars	As at 31st March 2026	As at 31st March 2025
Gross debt (Inclusive of long term and short term borrowing)	789.08	1,272.20
Less: - Cash and cash equivalents including other bank balances	408.48	45.39
Net debt	380.60	1,226.81
Total equity	14,130.66	11,944.26
Total capital	14,511.26	13,171.08
Gearing ratio	0.03	0.09

(b) Term loan are secured by a first ranking pari-passu hypothecation/ Exclusive charge on the assets created out of the term loan. Cash Credit Primary Security-Exclusive charge on entire current assets (present and future) & fixed deposits referred in Note 18 and 21.

(c) Dividends

The Company follows the policy of Dividend for any financial year as may be decided by Board considering financial performance of the company and other internal and external factors.

Particulars	As at 31st March 2026	As at 31st March 2025
-------------	--------------------------	--------------------------

On Equity Shares**Dividends not recognised at the end of reporting period**

Since year end, the directors have recommended the payment of a final dividend of ₹ 11.00 per fully paid up equity share. The proposed dividend is subject to the approval of shareholders in the ensuing annual general meeting.

665.45

604.96

- 45** The Company is engaged in the manufacture and sale of Ossein and Gelatine. Since all these segments meet the aggregation criteria as per the requirements of Ind AS 108 on 'Operating segments', the management considers these as a single reportable segment. Accordingly, no further disclosure is required to be furnished.
- 46** Certain financial assets and financial liabilities are subject to formal confirmation and reconciliations. The Management, however, is confident that the impact whereof, if any, for the year on the financial statements will not be material.
- 47** With effect from 21 November 2025, the Government of India has notified the substantive provisions of the new Labour Codes comprising the Code on Wages, 2019; the Industrial Relations Code, 2020; the Code on Social Security, 2020; and the Occupational Safety, Health and Working Conditions Code, 2020. Pursuant thereto, the Company has evaluated the impact on employee benefit obligations based on the revised wage structure and accounted for the resultant impact in the financial results in accordance with Ind AS 19 – Employee Benefits. The Company continues to monitor the finalisation of the related Central and State Rules and will assess and account for the impact, if any, arising from such developments as and when they become applicable.

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

48 Financial Ratios

Sr. No.	Particulars	FY 2025-26			2024-25	Variance (%)	Reason for variance over 25%
		Numerator	Denominator	Ratios			
1	Current Ratio (in times)	Current Assets	Current Liabilities	3.59	2.55	41%	Repayment of Debt
2	Debt-Equity Ratio (in times)	Total Borrowings	Net Worth	0.06	0.11	100%	
3	Debt Service Coverage Ratio (in times)	Profit before Tax, Exceptional Items, Depreciation, Finance Charges	Finance Charges + Long Term Borrowings scheduled Principal repayments (excluding prepayments + refinancing) during the year	7.71	3.33	100%	
4	Return on Equity Ratio (%)	Net profit after tax	Average Network	21.81%	15.07%	44.74%	Better Yield, Optimum Capacity Utilization of plant.
5	Inventory Turnover (no. of days)	Material & Stores & Spares consumed	Average Inventory	72	74	-2.68%	
6	Debtors Turnover (no. of days)	Average Trade Receivables including unbilled revenue	Revenue from operations	46	45	2.22%	
7	Payables Turnover (no. of days)	Average Trade payables	Cost of goods sold	47	50	-5.23%	
8	Net Capital Turnover (in times)	Annual turn over	Working Capital (excluding current matures of long term debt)	3.34	3.95	-15.49%	0
9	Net Profit Margin (%)	Net profit for the year	Total Income	13.15%	9.03%	45.67%	Better Yield , Optimum Capacity Utilization of plant.
10	Return on Capital Employed (%)	Profit after tax plus Interest on long term loans and debentures	Average capital employed	22.58%	16.08%	40.45%	
11	Return on Investment (%)	Income generated from investments	Time weighted average investment	0.00%	5.15%	-100.00%	No Investment made during the year

Notes:

Network = Equity + other Equity

+

49 Other statutory information:

- The Company does not have any benami property, where any proceeding has been initiated or pending against the Company for holding any benami property.
- The Company does not have any transactions with companies struck off.
- The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (ultimate beneficiaries) or (b) provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries.
- The Company has not received any fund from any person(s) or entity(ies), including foreign entities (funding party) with the understanding (whether recorded in writing or otherwise) that the Company shall: a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the funding party (ultimate beneficiaries) or b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries.
- The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

**NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

- viii) The Company has complied with the number of layers prescribed under clause (87) of Section 2 of the Act read with the Companies (Restriction on number of Layers) Rules, 2017.
- ix) The Company is not declared wilful defaulter by any bank or financial institution or lender during the year.
- x) The quarterly returns or statements of current assets filed by the Company with banks or financial institutions are in agreement with the books of accounts
- xi) The Company has used the borrowings from banks and financial institutions for the specific purpose for which it was taken as at Balance sheet date.

50 Previous year's figures have been re-grouped / re-classified wherever required to conform to current years' classification.

Signatures to note 1 to 50

For and on behalf of the Board

S. Annamalai
Chairman
DIN: 00001381

Ashok K Kapur
Managing Director
DIN:00126807

Place : Jabalpur
Date : 25th May, 2026

Arun Jaiswal
Chief Financial Officer

Mahima Patkar
Company Secretary

Independent Auditor's Report**To The Members of Narmada Gelatines Limited****Opinion**

We have audited the consolidated financial statements of Narmada Gelatines Limited ("the Parent Company") and an associate (together referred as "the Group"), which comprise the consolidated Balance Sheet as at March 31 2026, the consolidated Statement of Profit and Loss (including Other Comprehensive Income), the consolidated Statement of Changes in Equity and the consolidated Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 (the Act) in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31 2026, and profit, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

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

Information Other than the Consolidated Financial Statements and Auditor's report thereon

The Parent Company's Board of Directors is responsible for the preparation of other information. The Other information comprises the information included in the Board's Report including Annexures to the Board report, but does not include the consolidated financial statement and our auditor's report thereon.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

Based on the work we have performed, if we conclude that there is a material misstatement of this other information, we required to report that fact. We have nothing to report in this regard.

Management responsibilities for the Consolidated Financial Statements

The Parent Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these consolidated financial statements that give a true and fair view of the financial position, financial performance (including other comprehensive income), changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the accounting Standards specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls system in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Parent Company and an associate to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entity included in the consolidated financial statement of which we are the independent auditor, such other auditor remains responsible for the direction, supervision and performance of the audit carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the consolidated financial statements that individually or in aggregate makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work and (ii) to evaluate the effect of any identified misstatements in the financial statements.

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

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

Other Matter

The consolidated financial statements also include the Group's share of profit after tax and total comprehensive income of Rs. 354.93 lakhs and ₹ 362.11 lakhs, respectively for the year ended March 31, 2026, as considered in the consolidated financial statements, in respect of an associate, whose financial statements has not been audited by us. The financial statements has been audited by other auditor whose report have been furnished to us by the Management, and our opinion on the consolidated financial statement, in so far as it relates to the amounts and disclosures, and our report in terms of sub-sections (3) and (11) of Section 143 of the Act, in so far as it relates to the aforesaid associate, is based solely on the report of the other auditor.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to financial statements audited by the other auditor.

Report on Other Legal and Regulatory Requirements

As required by the Companies (Auditor's Report) Order, 2020 ("the Order or CARO"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in the Annexure "A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

As required by Section 143(3) of the Act, we report that:

- We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
- In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books and records.
- © The Balance sheet, the Statement of Profit & Loss (including other comprehensive income), Statement of Changes in Equity and the Statement of Cash Flows dealt with by this Report are in agreement with the books of account.
- (d) In our opinion, the aforesaid consolidated financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Rule 7 of the Companies (Account) Rules, 2014.
- (e) On the basis of the written representations received from the directors as on 31st March, 2026 taken on records by the Board of Directors, none of the directors are disqualified as on 31st March, 2026 from being appointed as a Director in terms of Section 164(2) of the Act.
- (f) With respect to the adequacy of the internal financial controls over financial reporting of the Company and the operating effectiveness of such controls, refer to our separate Report in Annexure "B".
- (g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of Section 197(16) of the Act, in our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Parent Company to its directors during the year is in accordance with the provisions of Section 197 of the Act.



- (h) With respect to the matters to be included in the Auditor's report in accordance with the Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
- i. The Group has disclosed the impact of pending litigations on its financial position in its consolidated financial statements. -Refer Note No. 36 to the consolidated financial statements.
 - ii. The Group did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
 - iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.
 - iv. (a) The Management has represented that, to the best of its knowledge and belief, other than as disclosed in the notes to the accounts, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Parent company or in any other person or entity, including foreign entity ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Parent company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (b) The Management has represented, that, to the best of its knowledge and belief, other than as disclosed in the notes to the accounts, no funds (which are material either individually or in the aggregate) have been received by the Parent company from any person or entity, including foreign entity ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representation under sub clause (i) and (ii) of Rule 11(e) of The Companies (Audit and Auditors) Rules, 2014, as provided under (a) and (b) above, contains any material misstatement. Refer note 49 (v) and (vi) to the consolidated financial statements.
 - v. The dividend paid by the Parent Company during the year is in accordance with Section 123 of the Act. As stated in note 44 (c) to the consolidated financial statements, the Board of Directors of the Parent Company has proposed final dividend for the year 2025-26 which is subject to the approval of the members at the ensuing annual general meeting. The proposed dividend declared is in accordance with Section 123 of the Act to the extent it applies to the declaration of dividend.
 - vi. Based on our examination, which included test checks, the Group has used accounting software for maintaining its account books for the financial year ended March 31, 2026 which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with. The Group is in compliance with the preservation of audit trail as per the statutory requirements for record retention.
 - vii. With respect to the matters specified in paragraphs 3(xi) and 4 of the Companies (Auditor's Report) Order, 2020 (the "Order" / "CARO") issued by the Central Government in terms of Section 143(11) of the Act, to be included in the Auditor's report, according to the information and explanations given to us, and based on the CARO reports issued by us for the Parent Company and by the auditor of an associate, included in the consolidated financial statements of the Parent Company, to which reporting under CARO is applicable, we report that there are no qualifications or adverse remarks in these CARO reports.

For **LODHA & CO LLP**
Chartered Accountants
Firm registration No. – 301051E/ E300284
R. P. Baradiya

Place: Mumbai
Date: May 25, 2026

Partner
Membership No. 044101
UDIN: **26044101YHOJZC6573**

"ANNEXURE B"**Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")**

In conjunction with our audit of the consolidated Ind AS financial statements of the Company as of and for the year ended March 31, 2026, we have audited the internal financial controls over financial reporting of **Narmada Gelatines Limited** ("the Parent Company").

Management's Responsibility for Internal Financial Controls

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

Auditor's Responsibility

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

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

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

Meaning of Internal Financial Controls Over Financial Reporting

A Company's internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the company; (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements; and (4) also provide reasonable assurance by the internal auditors through their internal audit reports given to the organisation from time to time.

Inherent Limitations of Internal Financial Controls Over Financial Reporting

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

Opinion

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

For **LODHA & CO LLP**
Chartered Accountants
Firm registration No. – 301051E/ E300284

R. P. Baradiya
Partner
Membership No. 044101
UDIN: 26044101YHOJZC6573

Place: Mumbai
Date: May 25, 2026

CONSOLIDATED BALANCE SHEET
as at 31st March, 2026

(All amounts in Indian rupee lakh, unless otherwise stated)

PARTICULARS	Notes	As at 31st March, 2026	As at 31st March, 2025
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	3	4,107.03	3,297.67
Capital work-in-progress	4	528.97	678.29
Intangible assets under development	5	24.50	-
Financial assets:			
- Investment in an associate	6	4,509.26	4,197.31
- Loans	7	20.58	14.06
- Other financial assets	8	163.30	167.18
Income tax assets (net)		18.60	49.52
Other non-current assets	9	14.03	63.74
Total Non-Current Assets		9,386.27	8,467.77
CURRENT ASSETS			
Inventories	10	4,879.49	4,657.37
Financial assets:			
- Trade receivables	11	2,902.73	2,484.20
- Cash and cash equivalents	12	11.32	19.03
- Bank balances other than above	13	397.16	26.36
- Loans	14	46.36	45.98
- Other financial assets	15	49.85	67.44
Other current assets	16	217.82	247.53
Total Current Assets		8,504.74	7,547.91
TOTAL ASSETS		17,891.02	16,015.68
EQUITY AND LIABILITIES			
EQUITY			
Equity share capital	17a	605.03	605.03
Other equity	17b	13,919.59	11,421.23
Total Equity		14,524.62	12,026.26
LIABILITIES			
NON-CURRENT LIABILITIES			
Financial liabilities:			
- Borrowings	18	408.09	603.08
Provisions	19	82.74	19.98
Deferred tax liabilities (net)	20	508.17	409.89
Total Non-Current Liabilities		999.00	1,032.95
CURRENT LIABILITIES			
Financial liabilities:			
- Borrowings	21	380.99	669.12
- Trade payables	22		
(i) Total outstanding dues of micro and small enterprises		477.18	951.86
(ii) Total outstanding dues of creditors other than micro and small enterprises		758.22	766.85
- Other financial liabilities	23	344.50	142.77
Other current liabilities	24	217.91	271.20
Provisions	25	127.74	128.26
Current tax liabilities (net)		60.85	26.31
Total Current Liabilities		2,367.39	2,956.37
TOTAL EQUITY AND LIABILITIES		17,891.02	16,015.68
Material Accounting Policies	2		
Notes forming part of accounts	3-49		

 The accompanying notes are an integral part of the consolidated financial statements
 As per our report of even date

For LODHA & CO LLP
 Chartered Accountants
 Firm Regn. No. - 301051E/ E300284

R. P. Baradiya
 Partner
 Membership No. 044101
 Place : Mumbai
 Date : 25th May, 2026

For and on behalf of the Board

S. Annamalai
 Chairman
 DIN: 00001381

Arun Jaiswal
 Chief Financial Officer

Ashok K Kapur
 Managing Director
 DIN:00126807

Mahima Patkar
 Company Secretary

STATEMENT OF CONSOLIDATED PROFIT & LOSS
for the year ended 31st March, 2026

(All amounts in Indian rupee lakh, unless otherwise stated)

PARTICULARS		Notes	Year ended 31st March, 2026	Year ended 31st March, 2025
INCOME				
I	Revenue from operations	26	21,541.15	18,892.07
II	Other income	27	27.36	165.25
III	Total Income (I + II)		21,568.51	19,057.32
IV EXPENDITURE				
	Cost of materials consumed	28	11,259.84	11,407.13
	Changes in inventory of finished goods, work-in-progress & stock-in-trade	29	163.57	(423.72)
	Employee benefits expense	30	2,007.70	1,618.21
	Finance costs	31	101.87	122.05
	Depreciation and amortisation expense	32	287.11	222.23
	Power & Fuel		2,333.26	2,455.65
	Other expenses	33	1,646.15	1,376.81
	Total expenses (IV)		17,799.50	16,778.35
V	Profit before exceptional items and tax (III - IV)		3,769.00	2,278.97
VI	Exceptional Items		-	-
VII	Share of Profit of an associate		354.93	82.00
VIII	Profit before tax (V - VI - VII)		4,123.93	2,360.96
IX	Tax Expense			
	(a) Current tax	20	870.79	580.00
	(b) Deferred tax		98.29	(21.99)
	(c) Tax adjustment for earlier years		6.26	-
X	Profit after taxation (VIII - IX)		3,148.59	1,802.94
XI	Other Comprehensive Income			
	Items that will not be reclassified to profit or loss			
	Remeasurements (losses) of net defined benefit plans		(45.27)	(66.19)
	Total Comprehensive Income (X - XI)		3,103.32	1,736.75
	Earning per Equity Share of Face Value of ₹ 10 each			
	Basic and diluted Earnings per share (₹)	38	52.05	29.80
	Material Accounting Policies	2		
	Notes forming part of accounts	3-49		

 The accompanying notes are an integral part of the consolidated financial statements
 As per our report of even date

For LODHA & CO LLP
 Chartered Accountants
 Firm Regn. No. – 301051E/ E300284

R. P. Baradiya
 Partner
 Membership No. 044101

 Place : Mumbai
 Date : 25th May, 2026

For and on behalf of the Board

S. Annamalai
 Chairman
 DIN: 00001381

Ashok K Kapur
 Managing Director
 DIN:00126807

Arun Jaiswal
 Chief Financial Officer

Mahima Patkar
 Company Secretary

**STATEMENT OF CONSOLIDATED CASH FLOWS**

for the year ended 31st March, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
A. Cash Flow from Operating Activities :		
Net profit before tax	4,123.93	2,360.97
Adjustments for :		
Depreciation and amortisation expense	287.11	222.23
Actuarial Gains/ (Losses) on post employment defined benefit plans	(45.27)	-
Interest income	(20.30)	(115.18)
Profit on redemption / fair value of investments	-	(49.47)
Finance costs	101.87	122.05
Share of profit of an associate	(354.93)	(82.00)
Dividend Income from an associate	-	-
Profit on disposal/discard of property, plant and equipment	-	(0.60)
Sundry Balances written off	46.44	3.99
Liabilities no longer required written back	(8.23)	(10.93)
Operating profit before working capital changes	6.69	90.09
Adjustments for :		
Increase in trade and other receivables	(470.99)	(361.41)
Increase in inventories	(222.12)	(6.94)
(Increase)/Decrease in loans & other financial assets	17.22	(67.96)
(Increase)/Decrease in other current assets	79.42	(92.52)
(Increase)/Decrease in other non- current assets	(2.64)	10.02
Increase/(Decrease) in trade payables	(483.31)	254.07
Increase/(Decrease) in short term provisions	79.94	(29.84)
Increase/(Decrease) in other current liabilities and other financial liabilities	148.44	5.37
Cash generated from operating activities	3,276.56	2,161.84
Taxes paid (Net of Refund)	(820.90)	(553.99)
Net cash generated from operating activities (A)	2,455.66	1,607.85
B. Cash Flow from Investing Activities :		
Purchase of property, plant and equipment (including CWIP and capital advances)	(971.71)	(1,470.01)
Purchase of Current/Non - Current investments	-	(4,115.31)
Sale of Non - Current investments	-	960.48
Bank deposits not considered as cash and cash equivalents (placed)/ refund	(370.80)	1,529.03
Dividend received from an associate	50.15	-
Interest received	20.30	205.35
Net cash used in investing activities (B)	(1,272.06)	(2,890.59)
C. Cash Flow from Financing Activities:		
Dividend paid including tax thereon	(604.96)	(605.46)
Repayment of Long term borrowings - Bank	(195.00)	603.08
Repayment of short term borrowings - Banks	(288.13)	669.12
Unpaid dividend amount	(1.37)	(1.69)
Finance cost paid	(101.87)	(122.05)
Net cash from / (used in) financing activities (C)	(1,191.33)	543.01
Net Increase / (Decrease) in Cash and Cash Equivalents (A) + (B) + (C)	(7.72)	(642.71)
Cash and Cash Equivalents at the beginning of the year	19.03	661.74
Cash and Cash Equivalents at the end of the year	11.32	19.03
Material Accounting Policies	2	
Notes forming part of accounts	3-49	

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date

For LODHA & CO LLP

Chartered Accountants

Firm Regn. No. - 301051E/ E300284

R. P. Baradiya

Partner

Membership No. 044101

Place : Mumbai

Date : 25th May, 2026

For and on behalf of the Board

S. Annamalai

Chairman

DIN: 00001381

Arun Jaiswal

Chief Financial Officer

Ashok K Kapur

Managing Director

DIN:00126807

Mahima Patkar

Company Secretary

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(All amounts in Indian rupee lakhs, unless otherwise stated)

EQUITY SHARE CAPITAL

Particulars	As at 31st March 2026	As at 31st March 2025
Issued, Subscribed and Paid up	604.96	604.96
Forfeited Shares	0.07	0.07
TOTAL	605.03	605.03

OTHER EQUITY

Particulars	Reserves and Surplus				Other	Total
	Capital Reserve	Securities Premium	General Reserve	Retained Earnings	Comprehensive Income	
As at 1st April, 2024	7.51	425.37	2,329.60	7,532.82	(5.13)	10,289.44
Profit for the year	-	-	-	1,802.94	-	1,802.94
Other Comprehensive Income for the year	-	-	-	-	(66.19)	(66.19)
Dividend Paid	-	-	-	(604.96)	-	(604.96)
As at 31st March, 2025	7.51	425.37	2,329.60	8,730.80	(71.32)	11,421.23
Profit for the year	-	-	-	3,148.59	-	3,148.59
Other Comprehensive Income for the year	-	-	-	-	(45.27)	(45.27)
Dividend Paid	-	-	-	(604.96)	-	(604.96)
"As at 31st March, 2026"	7.51	425.37	2,329.60	11,274.43	(116.59)	13,919.59

Material Accounting Policies 2
Notes forming part of accounts 3-49

The accompanying notes are an integral part of the consolidated financial statements
As per our report of even date

For LODHA & CO LLP
Chartered Accountants
Firm Regn. No. – 301051E/ E300284

R. P. Baradiya

Partner
Membership No. 044101

Place : Mumbai
Date : 25th May, 2026

For and on behalf of the Board

S. Annamalai
Chairman
DIN: 00001381

Ashok K Kapur
Managing Director
DIN:00126807

Arun Jaiswal
Chief Financial Officer

Mahima Patkar
Company Secretary

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

1. CORPORATE INFORMATION

The Consolidated financial statements comprise financial statements of Narmada Gelatines Limited (hereinafter referred to as ("the Parent Company") having CIN L24111MP1961PLC016023 for the year ended March 31, 2026. The Parent Company is a public company domiciled in India and is incorporated under the provisions of the Companies Act applicable in India. The Parent Company was set up in 1961 as Leiner Knit Gelatin Company Pvt. Ltd. The Parent Company was converted into a Public Company and registered as Shaw Leiner Limited in 1969. In the year 1979, the name of the Parent Company was changed to Shaw Wallace Gelatines Limited, and in the year 2002, the Parent Company was renamed as Narmada Gelatines Limited. The Parent Company is registered in Jabalpur (Madhya Pradesh) under Registration number L24111MP1961PLC016023. The Registered office of the Parent Company is at 28, CARAVS, 15 Civil Lines, Jabalpur (M.P.). The Company is engaged in the manufacture and sale of Ossein and Gelatine and has its manufacturing facility located at Jabalpur (M.P.)

The Parent Company has the following Associate

Name of the Company	Proportion of Ownership Interest	Nature of Business	Date of acquisition
India Gelatine and Chemicals Limited	14.14%	Manufacture and sale of Ossein and Gelatine	05-12-2024

Hereinafter Parent Company and an associate together will be referred as "Group".

2. MATERIAL ACCOUNTING POLICIES
Statement of Compliance

The financial statements have been prepared in accordance with the Indian Accounting Standards (hereinafter referred to as the 'Ind AS') as notified under the Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standards) Amendments Rules 2016 prescribed under Section 133 of the Companies Act, 2013 read with Rule 7 of the Companies (Accounts) Rules, 2014.

Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. MCA notified the following amendments applicable w.e.f. April 1, 2025:

Ind AS 1, Breach of a material covenant- Amendment issued to remove the carve-out allowing classification of loans as non-current on breach of covenants when lender agrees after reporting date to and before approval of financial statements to not demand payment effective 1 April 2026.

Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures- The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has no impact of these amendments in its financial statements.

Ind AS 12, International Tax Reform - The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. This relief is immediate and applies retrospectively. The Company has no impact of these amendments in its financial statements.

Ind AS 21, The Effects of Changes in Foreign Exchange Rate: The amendments provide guidance on determining the spot exchange rate when a currency is not exchangeable or exchangeability is limited. It also introduced enhanced disclosure requirements regarding the nature, effects, and estimation of exchange rates used in such situations. The Company has no impact of these amendments in its financial statements.

The Board of Directors approved the Financial Statements for the year ended 31st March, 2026 and authorised for issue on 25th May, 2026.

(i) Basis of preparation of consolidated financial statements

These Consolidated financial statements have been prepared in accordance with the Indian Accounting Standards (hereinafter referred to as the 'Ind AS') as notified by Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 read with Rule 4 of the Companies (Indian Accounting standards) Rules, 2015 as amended from time to time.

The financial statements of the Group are prepared in accordance with the Indian Generally Accepted Accounting Principles (GAAP) on the accrual basis of accounting and historical cost convention except for the certain material items that have been measured at fair value as required by the relevant Ind AS and explained in the ensuing policies below.

The Consolidated financial statements are presented in Indian rupees ('INR') which is functional currency and all values are rounded to the nearest crore, except otherwise indicated.

(ii) Use of estimates & Judgements

The preparation of the consolidated financial statements is in conformity with the Ind AS, requires the Management to make estimates and assumptions considered in the reported amounts of assets and liabilities (including contingent liabilities) and the

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

reported income and expenses during the year. The Management believes that the estimates used in preparation of the consolidated financial statements are prudent and reasonable. Future actual results could differ due to these estimates and the differences between the actual results and the estimates are recognised in the periods in which the results are known / materialise.

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Parent Company and an associate as at 31st March 2026. Consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. If a member of the Group uses accounting policies other than those adopted in the consolidated financial statements for like transactions and events in similar circumstances, appropriate adjustments are made to that Group's financial statements in preparing the consolidated financial statements to ensure conformity with the Group's accounting policies.

(iii) Property, Plant and Equipment & Intangible Assets

Freehold land is carried at historical cost. All other items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses, if any. Costs include freight, import duties, non-refundable purchase taxes and other expenses directly attributable to the acquisition of the asset. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to the Statement of Profit and Loss during the reporting period in which they are incurred.

Intangible assets: Intangible assets are stated at cost of acquisition less accumulated amortisation and impairment, if any. Losses arising from the retirement of, and gains or losses arising from disposal of fixed assets which are carried at cost or revalued amount are recognized in the Statement of Profit and Loss.

(iv) Depreciation / Amortisation

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013. In respect of certain categories of assets, the useful lives have been determined based on technical assessment, considering factors such as the nature of the asset, estimated usage, operating conditions, past replacement history, anticipated technological changes, manufacturer warranties and maintenance support. The range of estimated useful lives of Property, Plant & Equipment's are as under:

Category	Useful Life	As Per Schedule II
Buildings (including roads)	5- 60 Years	3-60 Years
Plant & Equipment	5- 25 Years	5-30 Years
Electrical installations	10 Years	10 Years
Furniture & Fixture	10 Years	8-10 Years
Office Equipment	3 - 5 Years	3-5 Years
Vehicles 8 Years	6-10 Years	

The management believes that the useful life as given above the best represent the period over which the management expects to use these assets. The Group reviews the useful lives and residual value at each reporting date.

Depreciation on assets added/sold or discarded during the year is being provided on pro-rata basis up to the date on which such assets are added/sold or discarded.

Assets costing up to ₹ 5,000 each are depreciated fully in the year of purchase.

Gains/Losses on disposals/de-recognition of property, plant and equipment are determined by comparing proceeds with carrying amount and these are recognized in statement of profit & Loss.

Intangible assets are amortised over their estimated useful economic life under Straight Line method. Computer software cost is amortised over a period of five years.

(v) Inventories

Inventories (includes Raw Material, Work-in-Progress, Finished goods, Stores & spares, Consumables, Packing Materials) are valued at cost or net realisable value, whichever is lower. Net realisable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated costs necessary to make the sale. Cost of Raw Material, Semi-finished and Finished Goods and Work-in-Progress is determined on weighted average basis and comprises of expenditure incurred in the normal course of business in bringing inventories to their present location including appropriate overheads apportioned on a reasonable and consistent basis. Obsolete, slow moving and defective stocks are identified at the time of physical verification of stocks and where necessary, provision is made for those inventories. Adequate allowance is made for obsolete and slow moving items.

(vi) Revenue Recognition

The Group recognizes revenue, whenever control over distinct goods or services is transferred to the customer; i.e. when the customer is able to direct the use of the transferred goods or services and obtains substantially all of the remaining benefits, provided a contract with enforceable rights and obligations exists and amongst others collectability of consideration is probable taking into account customer's creditworthiness.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

Revenue is the transaction price the Group expects to be entitled to. In determining the transaction price, the Group considers effects of variable consideration, the existence of significant financing contracts, noncash consideration and consideration payable to the customer, if any.

Sale of goods

Revenue from the sale of goods is recognised when the control of the goods passes to the buyer either at the time of dispatch or delivery or when the risk of loss transfers. Export sales are recognized based on the terms of the sale which is when substantial risks and rewards of ownership are passed to the customers.

Revenue from sale of goods is net of taxes and recovery of charges collected from customers like transport, packing etc. Provision is made for returns when appropriate. Revenue is measured at the fair value of consideration received or receivable and is net of price discounts, allowance for volume rebates and similar items.

Claims / Refunds not ascertainable with reasonable certainty are accounted for, on final settlement and are recognized as revenue on certainty of receipt on prudent basis.

Revenue recognition from sale of "Duty Entitlement Passbook License or Merchandise Exports from India Scheme (MEIS)" is made on sale of the license after receipt of the same from the office of the Director General of Foreign Trade.

Income from Duty Drawback is recognised on receipt basis.

Dividend

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably).

Interest income

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

(vii) Income from Investment

Income from Investments (other than investments in shares of companies and Mutual Funds) is accounted on accrual basis.

Dividend income on investments is recognised when the right to receive dividend is established. Interest income is recognized on a time proportionate basis taking into account the amounts invested and the rate of interest. For all financial instruments measured at amortised cost, interest income is recorded using the Effective interest rate method to the net carrying amount of the financial assets.

(viii) Foreign Currency Transactions

Foreign currency transactions are accounted at the exchange rates prevailing on the date of the transactions. Gains and losses, if any, on settlement or reinstatement of year end closing balances by applying the closing rates in respect of monetary assets and monetary liabilities not covered by the forward contracts are recognized in the statement of profit and loss.

Non-monetary items denominated in foreign currency are stated at the rate prevailing on the date of the transaction.

The premium or discount arising at the inception of the forward contract entered into to hedge the existing asset / liability, is amortized as expense or income over the life of the contract. Exchange differences on such contract are recognized in the statement of profit and loss in the reporting period in which the exchange rates change. Any profit or loss arising out of cancellation or renewal of such contract are recognized as income or expense in the reporting period. Forward exchange contracts outstanding as at the year end on account of firm commitment / highly probable forecast transaction are marked to market and the losses, if any, are recognized in the statement of profit and loss and gains are ignored.

(ix) Employee Benefits

The Group has the following post-employment benefit plans:

- i. Defined benefit plans such as gratuity;
- ii. Defined contribution plans such as Provident fund & Superannuation fund; and
- iii. Other employee benefits.

(i) Defined benefit plan:

Voluntary Retirement Scheme Expenses, if any, are fully charged off in the year of payment.

The liability or asset recognised in the balance sheet in respect of defined benefit gratuity plan is the present value of defined benefit obligations at the end of the reporting period less fair value of plan assets. The defined benefit obligation is calculated annually by actuaries through actuarial valuation using the Projected Unit Credit method.

The Group recognises the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

- a. Service costs comprising current service costs, past-service costs, gains and losses on curtailment and non-routine settlements; and
- b. Net interest expense or income

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and fair value of plan assets. This cost is included in employee benefit expense in the statement of profit and loss.

Re-measurement comprising:

- Re-measurement of Actuarial (gains)/losses
- Return on plan assets, excluding amount recognized in effect of asset ceiling
- Re-measurement arising because of change in effect of asset ceiling

are recognised in the period in which they occur directly in Other Comprehensive Income. Re-measurements are not reclassified to profit or loss in subsequent periods.

Ind AS 19, Employees benefits requires the exercise of judgment in relation to various assumptions including future pay rises, inflation and discount rates and employee and pensioner demographics. The Group determines the assumptions in conjunction with its actuaries, and believes these assumptions to be in line with best practice, but the application of different assumptions could have a significant effect on the amounts reflected in the income statement, other comprehensive income and balance sheet. There may be also inter-dependency between some of the assumptions.

(ii) Defined contribution plan:

Under defined contribution plans, the Group pays pre-defined amounts to separate funds and does not have any legal or informal obligation to pay additional sums. Defined contribution plans comprise of contributions to provident fund, Insurance and Employees' Pension Scheme. The Group's payments to the defined contribution plans are recognised as expenses during the period in which the employees perform the services that the payment covers.

(iii) Other employee benefits

- Compensated absences which are not expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as a liability at the present value of the obligation as at the balance sheet date determined based on an actuarial valuation.
- Undiscounted amount of short-term employee benefits expected to be paid in exchange for the services rendered by employees are recognised during the period when the employee renders the related services.
- Expenses incurred towards voluntary retirement scheme are charged to the statement of profit and loss as and when incurred.
- Other benefits comprising of discretionary long service awards are recognized as and when determined.

(x) Current and Deferred tax

Income tax comprises current and deferred tax. Income tax expense is recognized in the statement of profit and loss except to the extent it relates to items directly recognized in equity or in other comprehensive income. Current tax is based on taxable profit for the year. Taxable profit is different from accounting profit due to temporary differences between accounting and tax treatments, and due to items that are never taxable or tax deductible. Tax provisions are included in current liabilities. Interest and penalties on tax liabilities are provided for in the tax charge. The Group offsets, the current tax assets and liabilities (on a year on year basis) where it has a legally enforceable right and where it intends to settle such assets and liabilities on a net basis or to realise the assets and liabilities on net basis. Deferred income tax is recognized using the balance sheet approach. Deferred income tax assets and liabilities are recognized for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount in financial statements. Deferred income tax asset are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized. Deferred tax assets are not recognised where it is more likely than not that the assets will not be realised in the future. The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized. Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date. Deferred tax items are recognised in correlation to the underlying transaction either in Other comprehensive income or directly in equity.

(xi) Impairment of Assets

The Group assesses at each reporting date whether there is any objective evidence that a non-financial asset or a group of non-financial assets are impaired. If any such indication exists, the Group estimates the amount of impairment loss. For the purpose of assessing impairment, the smallest identifiable group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets is considered as a cash generating unit. If any such indication exists, an estimate of the recoverable amount of the individual asset/cash generating unit is made. An impairment loss is calculated as the difference between an asset's carrying amount and recoverable amount. Losses are recognised in profit or loss and reflected in an allowance account. When the Group considers that there are no realistic prospects of recovery of the asset, the relevant amounts are written off. If the amount of impairment loss subsequently decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, then the previously recognised impairment loss is reversed through profit or loss.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

(xii) Financial Instruments
Financial assets - Initial recognition

Financial assets are recognised when the Group becomes a party to the contractual provisions of the instruments. Financial assets other than trade receivables are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in the statement of profit and loss.

Subsequent measurement

Financial assets, other than equity instruments, are subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss on the basis of:

- a. the entity's business model for managing the financial assets; and
- b. the contractual cash flow characteristics of the financial asset.

(i) Measured at amortised cost:

A financial asset is measured at amortised cost, if it is held under the hold to collect business model i.e. held with an objective of holding the assets to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest on the principal outstanding. Amortised cost is calculated using the effective interest rate (EIR) method by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in interest income in the statement of profit and loss. The losses arising from impairment are recognised in the statement of profit and loss. On derecognition, gain or loss, if any, is recognised to statement of profit and loss.

(ii) Measured at fair value through other comprehensive income (FVOCI):

A financial asset is measured at FVOCI, if it is held under the hold to collect and sell business model i.e. held with an objective to collect contractual cash flows and selling such financial asset and the contractual cash flows are solely payments of principal and interest on the principal outstanding. It is subsequently measured at fair value with fair value movements recognised in the OCI, except for interest income which recognised using effective interest rate method. The losses arising from impairment are recognised in the statement of profit and loss. On derecognition, cumulative gain or loss previously recognised in the OCI is reclassified from the equity to statement of profit and loss.

(iii) Measured at fair value through profit or loss (FVTPL):

Investment in financial asset other than equity instrument, not measured at either amortised cost or FVOCI is measured at FVTPL. Such financial assets are measured at fair value with all changes in fair value, including interest income and dividend income if any, recognised in the statement of profit and loss.

Equity Instruments:

All investments in equity instruments, if any classified under financial assets are subsequently measured at fair value.

The Group recognises a loss allowance for Expected Credit Losses (ECL) on financial assets that are measured at amortised cost and at FVOCI. The credit loss is difference between all contractual cash flows that are due to an entity in accordance with the contract and all the cash flows that the entity expects to receive (i.e. all cash shortfalls), discounted at the original effective interest rate. This is assessed on an individual or collective basis after considering all reasonable and supportable including that which is forward-looking.

The Company's trade receivables or contract revenue receivables do not contain significant financing component and loss allowance on trade receivables is measured at an amount equal to life time expected losses i.e. expected cash shortfall, being simplified approach for recognition of impairment loss allowance.

Under simplified approach, the Group does not track changes in credit risk. Rather it recognizes impairment loss allowance based on the lifetime Expected Credit Losses at each reporting date right from its initial recognition. The Group uses a provision matrix to determine impairment loss allowance on the portfolio of trade receivables.

The provision matrix is based on its historically observed default rates over the expected life of the trade receivable and is adjusted for forward looking estimates. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

For financial assets other than trade receivables, the Group recognises 12 month expected credit losses for all originated or acquired financial assets if at the reporting date the credit risk of the financial asset has not increased significantly since its initial recognition. The expected credit losses are measured as lifetime expected credit losses if the credit risk on financial asset increases significantly since its initial recognition. If, in a subsequent period, credit quality of the instrument improves such that there is no longer significant increase in credit risks since initial recognition, then the Group reverts to recognizing impairment loss allowance based on 12 months Expected Credit Losses.

The impairment losses and reversals are recognised in statement of profit and loss. For equity instruments and financial assets measured at FVTPL, there is no requirement for impairment testing.

De-recognition

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers rights to receive cash flows from an asset, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

continues to recognise the transferred asset to the extent of the Company's continuing involvement.

In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Financial Liabilities
Initial Recognition and measurement

Financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instruments. Financial liabilities are initially recognised at fair value net of transaction costs for all financial liabilities not carried at fair value through profit or loss.

The Company's financial liabilities includes trade and other payables, loans and borrowings including bank overdrafts and derivative instruments.

Subsequent measurement

Financial liabilities measured at amortised cost are subsequently measured at using EIR method. Financial liabilities carried at fair value through profit or loss are measured at fair value with all changes in fair value recognised in the statement of profit and loss.

Loans & Borrowings

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortised cost using EIR method. Gains and losses are recognized in profit & loss when the liabilities are derecognized as well as through EIR amortization process.

Financial Guarantee Contracts

Financial guarantee contracts issued by the Group are those contracts that requires a payment to be made or to reimburse the holder for a loss it incurs because the specified debtors fails to make payment when due in accordance with the term of a debt instrument. Financial guarantee contracts are recognized initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee.

Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind AS 109 and the amount recognized less cumulative adjustments.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit and loss.

Derivative financial instruments & hedge accounting

The Group uses derivative financial instruments, such as forward foreign exchange contracts to hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value, with changes in fair value recognised in statement of profit and loss.

Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. The Group designates their derivatives as hedges of foreign currency risk associated with the cash flows of highly probable forecast transactions and variable interest rate risks associated with the borrowings.

(xiii) Fair Value Measurement

The Group measures financial instruments, such as, derivatives at fair value at each balance sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities

Level 2: Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

Level 3: Techniques which use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

(xiv) Provision and Contingent Liabilities

A provision is recognised when the Group has a present obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation in respect of which a reliable estimate can be made. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates.

Contingent Liabilities are not recognised but are disclosed in the notes. Contingent Assets are neither recognised nor disclosed in the financial statements.

(xv) Leases
As a Lessee:

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

To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

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

At the date of commencement of the lease, the Group recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Certain lease arrangements includes the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Group changes its assessment of whether it will exercise an extension or a termination option.

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

As a Lessor:

Lease income from operating leases where the Group is a lessor is recognised in income on a straight-line basis over the lease term unless the receipts are structured to increase in line with expected general inflation to compensate for the expected inflationary cost increases. The respective leased assets are included in the balance sheet based on their nature.

Based on Company's assessment, the contracts entered into by the Group do not contain a lease as specified above or they are either short term or low value leases. Therefore, those have been accounted as per other applicable accounting standards.

(xvi) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to Chief Operating Decision Maker (CODM).

The Group has identified its Managing Director as CODM who is responsible for allocating resources and assessing performance of the operating segments and makes strategic decisions.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

(xvii) Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss for the period attributable to equity share holders (after deducting preference dividends, if any, and attributable taxes) by the weighted average number of equity shares outstanding during the period. For the purpose of calculating diluted earning per share, the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effect of all dilutive potential equity shares.

(xviii) Cash and cash equivalents

Cash and cash equivalents include cash and cheques in hand, bank balances, demand deposits with banks and other short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value where original maturity is three months or less.

Cash flows are reported using the indirect method whereby the profit before tax is adjusted for the effect of the transactions of a non-cash nature, any deferrals or accruals of past and future operating cash receipts or payments and items of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Group are segregated.

(xix) Borrowing Costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets are capitalized as a part of cost of that asset, during the period till all the activities necessary to prepare the qualifying assets for its intended use or sale are complete. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Other borrowing costs are recognized as an expense in the period in which they are incurred.

(xx) Exceptional Items

When an item of income or expense within profit or loss from ordinary activity is of such size, nature or incidence that their disclosure is relevant to explain the performance of the Group for the year, the nature and amount of such items is disclosed as exceptional items.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

3 PROPERTY, PLANT & EQUIPMENT

Particulars	Freehold Land	Buildings	Plant & equipment	Furniture & Fixtures	Vehicle	Office equipment	Electrical Installations	Total
At cost								
Gross Block								
Balance as at 1st April 2024	116.92	359.28	2,876.61	3.50	41.35	15.98	38.51	3,452.14
Additions	-	-	805.25	0.35	-	1.53	34.13	841.26
Deductions/ Adjustment	-	-	68.23	-	-	-	-	68.23
Balance as at 31st March 2025	116.92	359.28	3,613.63	3.85	41.35	17.51	72.64	4,225.18
Additions	-	82.74	1,007.61	2.22	-	3.95	-	1,096.52
Deductions/ Adjustment	-	-	-	-	-	-	-	-
Balance as at 31st March 2026	116.92	442.02	4,621.25	6.07	41.35	21.46	72.64	5,321.70
Accumulated Depreciation								
Balance as at 1st April 2024	-	104.21	617.13	1.99	7.02	9.13	20.66	760.10
Additions	-	17.37	195.21	0.30	3.62	2.50	3.24	222.24
Deductions/ Adjustment	-	-	54.84	-	-	-	-	54.84
Balance as at 31st March 2025	-	121.58	757.50	2.29	10.64	11.63	23.90	927.50
Additions	-	16.58	257.61	0.29	5.06	2.87	4.71	287.12
Deductions/ Adjustment	-	-	-	-	-	-	-	-
Balance as at 31st March 2026	-	138.16	1,015.11	2.58	15.70	14.50	28.60	1,214.62
Net carrying amount as at 31st March, 2025	116.92	237.70	2,856.13	1.56	30.71	5.87	48.74	3,297.67
Net carrying amount as at 31st March, 2026	116.92	303.86	3,606.13	3.51	25.65	6.96	44.03	4,107.03

Refer Note 18 for the details in respect of certain property, plant and equipment hypothecated/mortgaged as security for borrowings.

Particulars	As at 31st March 2026	As at 31st March 2025
4. CAPITAL WORK-IN-PROGRESS		
Plant and equipment under installation*	528.97	678.29
Building under construction		
TOTAL	528.97	678.29

*Refer Note 18 for the details in respect of certain property, plant and equipment hypothecated/mortgaged as security for borrowings.

CAPITAL WORK-IN-PROGRESS AGEING SCHEDULE

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
As at 31st March 2025					
Projects Inprogress	678.29	-	-	-	678.29
Projects temporarily suspended	-	-	-	-	-
Total	678.29	-	-	-	678.29
As at 31st March 2026					
Projects Inprogress	528.97	-	-	-	528.97
Projects temporarily suspended	-	-	-	-	-
Total	528.97	-	-	-	528.97

Note: There is no cost overrun / time delay in the project.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025			
5 INTANGIBLE ASSETS UNDER DEVELOPMENT					
Intangible assets under development	24.50	-			
	<u>24.50</u>	<u>-</u>			
INTANGIBLE ASSET UNDER DEVELOPMENT AGEING SCHEDULE					
Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
As at 31st March 2025					
Projects in progress	-				-
Projects temporarily suspended	-	-	-	-	-
Total	-	-	-	-	-
As at 31st March 2026					
Projects in progress	24.50	-	-	-	24.50
Projects temporarily suspended	-	-	-	-	-
Total	24.50	-	-	-	24.50
Note: There is no cost overrun / time delay in the project.					
6 INVESTMENTS - NON - CURRENT					
Investment in an associate (Refer Note 39)	4,509.27				4,197.31
TOTAL	<u>4,509.27</u>				<u>4,197.31</u>
7 LOANS					
Unsecured, considered good					
Advance to employees	20.58				14.06
TOTAL	<u>20.58</u>				<u>14.06</u>
8 OTHER FINANCIAL ASSETS					
Unsecured, considered good					
Security Deposits	163.30				167.18
TOTAL	<u>163.30</u>				<u>167.18</u>
9 OTHER NON-CURRENT ASSETS					
Unsecured, considered good					
Capital Advances	10.94				56.72
Prepaid Expenses	3.09				7.02
TOTAL	<u>14.03</u>				<u>63.74</u>
10 INVENTORIES					
Raw materials	1,265.65				856.24
Work-in-progress	1,589.97				1,477.61
Finished goods	1,619.81				1,895.74
Stores & Spares	404.05				427.78
TOTAL	<u>4,879.49</u>				<u>4,657.37</u>
Refer Note 2(v)					
Note: No inventories written down during the year and in the previous year					
11 TRADE RECEIVABLES					
Trade Receivables considered good - Unsecured	2,902.73				2,484.20
Trade Receivables which have significant					
Trade Receivables - credit impaired	2.81				2.81
Less: Allowances for expected credit loss	(2.81)				(2.81)
TOTAL	<u>2,902.73</u>				<u>2,484.20</u>

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
(All amounts in Indian rupee lakhs, unless otherwise stated)

TRADE RECEIVABLES AGEING SCHEDULE:

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
As at 31st March'2026							
i) Undisputed Trade receivables – considered good	2,514.65	359.45	28.63	-	-	-	2,902.73
ii) Undisputed Trade Receivables – which have significant increase in credit Risk	-	-	-	-	-	-	-
iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	2.81	2.81
iv) Disputed Trade receivables – considered good	-	-	-	-	-	-	-
v) Disputed Trade Receivables – which have significant increase in credit Risk	-	-	-	-	-	-	-
vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
Less: Allowances for expected credit loss	-	-	-	-	-	(2.81)	(2.81)
Total	2,514.65	359.45	28.63	-	-	-	2,902.73

As at 31st March'2025							
i) Undisputed Trade receivables – considered good	1,910.17	572.00	2.03	-	-	-	2,484.20
ii) Undisputed Trade Receivables – which have significant increase in credit Risk	-	-	-	-	-	-	-
iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	2.81	2.81
iv) Disputed Trade receivables – considered good	-	-	-	-	-	-	-
v) Disputed Trade Receivables – which have significant increase in credit Risk	-	-	-	-	-	-	-
vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
Less: Allowances for expected credit loss	-	-	-	-	-	(2.81)	(2.81)
Total	1,910.17	572.00	2.03	-	-	-	2,484.20

Particulars	As at 31st March 2026	As at 31st March 2025
-------------	-----------------------	-----------------------

12 CASH AND CASH EQUIVALENTS

Bank balance in current accounts	9.94	9.00
Cash on hand	1.38	10.03

TOTAL	11.32	19.03
--------------	--------------	--------------

13 BANK BALANCE OTHER THAN ABOVE

In Dividend accounts	23.67	22.30
In Deposits accounts	373.49	4.06

TOTAL	397.16	26.36
--------------	---------------	--------------

14 LOANS

Unsecured, considered good		
Loan to employees	46.36	45.98

TOTAL	46.36	45.98
--------------	--------------	--------------

15 OTHER FINANCIAL ASSETS

Unsecured, considered good		
Security deposits	12.02	4.48
Other Receivables	34.84	62.92
Interest accrued on fixed deposits	2.99	0.04

TOTAL	49.85	67.44
--------------	--------------	--------------

16 OTHER CURRENT ASSETS

Unsecured, considered good		
Advances to suppliers	129.20	223.22
Prepaid	21.51	22.69
Balances with government authorities	67.11	1.62

TOTAL	217.82	247.53
--------------	---------------	---------------

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

17a EQUITY SHARE CAPITAL
Authorised Share Capital:

1,00,00,000 equity shares of ₹10 each	1,000.00	1,000.00
1,00,00,000 9% cumulative redeemable preference shares of ₹10 each.	1,000.00	1,000.00

TOTAL	<u>2,000.00</u>	<u>2,000.00</u>
--------------	------------------------	------------------------

Issued, Subscribed and Paid up

60,49,587 equity shares of ₹10 each, fully paid	604.96	604.96
Forfeited shares	0.07	0.07

TOTAL	<u>605.03</u>	<u>605.03</u>
--------------	----------------------	----------------------

(i) Reconciliation of the number of shares outstanding and the amount of share capital at the beginning and at the end of the reporting period:

Particulars	2025-26		2024-25	
	No. of shares	Amount	No. of shares	Amount
Equity shares at the beginning of the year	6,049,587	604.96	6,049,587	604.96
Add : Shares issued during the year	-	-	-	-
Less : Shares bought back during the year	-	-	-	-
Equity shares outstanding at the end of year	6,049,587	604.96	6,049,587	604.96

(ii) Terms/rights attached to equity shares

The Parent Company has only one class of equity shares having a par value of ₹ 10 per share. Each holder of equity shares is entitled to one vote per share. The Parent Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting. In the event of the liquidation of the Parent Company the holders of equity shares will be entitled to receive the remaining assets of the Company in proportion to the number of the shares held.

(iii) Details of shares held by the holding /associate company:

Particulars	No. of shares	Amount	No. of shares	Amount
Pioneer Jellice India Private Limited	2,423,321	242.33	2,423,321	242.33
Ashok Matches and Timber Industries Private Limited	2,113,870	211.39	2,113,870	211.39
Total	4,537,191	453.72	4,537,191	453.72

(iv) Equity shareholders holding more than 5% of equity shares along with the number of equity shares held is as given below:

Particulars	No. of shares	% of Total shares	No. of shares	% of Total shares
Pioneer Jellice India Private Limited	2,423,321	40.06	2,423,321	40.06
Ashok Matches and Timber Industries Private Limited	2,113,870	34.94	2,113,870	34.94
Total	4,537,191	75.00	4,537,191	75.00

(v) Details shareholding of promoter and % changes in the holdings during the year:

Particulars	No. of shares	% of Total shares	No. of shares	% of Total	% of change
Pioneer Jellice India Private Limited	2,423,321	40.06	2,423,321	40.06	-
Ashok Matches and Timber Industries Private Limited	2,113,870	34.94	2,113,870	34.94	-
Total	4,537,191	75.00	4,537,191	75.00	

(vi) Aggregate number of shares allotted as fully paid up by way of bonus shares during the last five years

During the last five financial years, the Parent Company has not allotted any bonus shares.

(vii) Issue of shares for consideration other than cash

During the preceding five financial years, the Parent Company has not issued any share for consideration other than cash

(viii) Dividend paid and proposed (Refer 44(c))

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
(All amounts in Indian rupee lakhs, unless otherwise stated)

17b OTHER EQUITY

Particulars	Reserves and Surplus				Other Comprehensive Income	Total
	Capital Reserve	Securities Premium	General Reserve	Retained Earnings	Re-measurement of the defined benefit plans	
As at 1st April, 2024	7.51	425.37	2,329.60	7,532.82	(5.13)	10,289.44
Profit for the year	-	-	-	1,802.94	-	1,802.94
Other Comprehensive Income for the year	-	-	-	-	(66.19)	(66.19)
Dividend paid	-	-	-	(604.96)	-	(604.96)
As at 31st March, 2025	7.51	425.37	2,329.60	8,730.80	(71.32)	11,421.23
Profit for the year	-	-	-	3,148.59	-	3,148.59
Other Comprehensive Income for the year	-	-	-	-	(45.27)	(45.27)
Dividend paid	-	-	-	(604.96)	-	(604.96)
As at 31st March, 2026	7.51	425.37	2,329.60	11,274.43	(116.59)	13,919.59

Purpose of the Reserves:

Securities Premium: Securities premium is credited when shares are issued at premium. This will be utilised in accordance with the provisions of the Act.

General Reserve: The General reserve is created by way of transfer of profits from retained earnings for appropriation purposes. This reserve is utilised in accordance with the provisions of the Act.

Retained Earnings: Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

Particulars	As at 31st March 2026	As at 31st March 2025
-------------	--------------------------	--------------------------

18 BORROWINGS- NON CURRENT

From a Bank

Term Loan*	728.65	798.08
Less: Current Maturities of Long term borrowings	(320.56)	(195.00)

TOTAL	408.09	603.08
--------------	---------------	---------------

**Term loan-

Term loan is secured by a first ranking pari-passu hypothecation/ Exclusive charge on the assets created out of the term loan. Repayable in 60 equal monthly instalments (refer below). Rate of Interest-7.95%to 8.20%p.a (previous year- 8.20%p.a)*

Repayment Schedule

Particulars	As at 31st March 2026	As at 31st March 2025
-------------	--------------------------	--------------------------

From Banks:

1-2 Years	320.56	195.00
2-3 Years	195.00	195.00
3-4 Years	171.87	195.00
4-5 Years	41.22	171.86
5-6 Years	-	41.22
Total outstanding Borrowing	728.65	798.08

19 PROVISIONS (NON-CURRENT)

Pension	25.86	19.98
Gratuity	56.89	-

TOTAL	82.74	19.98
--------------	--------------	--------------

20 DEFERRED TAX LIABILITIES

Deferred Tax Liabilities (Net)	508.17	409.89
--------------------------------	--------	--------

TOTAL	508.17	409.89
--------------	---------------	---------------

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
 (All amounts in Indian rupee lakhs, unless otherwise stated)

(i) The major components of income tax expense are as follows:

Statement of Profit or Loss	Year ended 31st March, 2026	Year ended 31st March, 2025
Current income tax charge	870.79	580.00
Deferred tax		
Relating to origination and reversal of temporary differences	98.29	(21.99)
Income tax expense reported in statement of profit or loss	969.08	558.01
Reconciliation		
Accounting profit/ (loss) before income tax	4,123.93	2,360.97
Enacted tax rate in India	25.17%	25.17%
Computed tax expense	1,037.95	594.26
Differences due to:		
Expenses/(Income) not deductible/taxable for tax purposes	(6.82)	(16.63)
Deduction under chapter VI A	12.62	-
Tax effect of share of profit of associate accounted for using the equity method	(76.70)	
Others	2.03	(19.61)
	(68.87)	(36.24)
Current Income Tax expenses recognised in Profit or Loss	969.08	558.01

(ii) Deferred tax relates to following:

Particulars	Recognised in Balance Sheet		Recognised in Profit or Loss	
	As at 31st March 2026	As at 31st March 2025	Year ended 31st March 2026	Year ended 31st March 2025
Accelerated depreciation for tax purpose	(534.08)	(418.60)	115.48	(6.59)
Expenses allowable on payment basis	25.91	8.72	(17.19)	(0.19)
Fair valuation of financial instruments	-	-	-	(15.22)
Deferred tax asset / (liability)	(508.17)	(409.88)	-	
Net (income)/ expense			98.29	(21.99)
Particulars	As at		As at	
	31st March 2026		31st March 2025	

21 BORROWINGS
From Banks

Bank Overdraft*	-	1.86
Cash Credit Facility**	60.43	472.26
Current Maturities of Long term borrowings	320.56	195.00
	380.99	669.12

***Bank Overdraft**

This Overdraft facility is secured against bank deposit

****Cash Credit**

 *-Cash Credit ₹ 60.43 Lakhs (previous year -₹ 472.26), Primary Security-Exclusive charge on entire current assets (present and future).
 Secondary Collateral- Nil, repayable lumpsum on demand. Rate of Interest-7.70% to 8.15% p.a (previous year 8.15% p.a).

22 TRADE PAYABLES

Total outstanding dues of micro and small enterprises	477.18	951.86
Total outstanding dues of creditors other than micro and small enterprises	758.22	766.85

TOTAL
1,235.4 **1,718.71**

The Management has identified enterprises which have provided goods and services to the Parent Company and which qualify under the definition of micro, small and medium enterprises, as defined under Micro, Small and Medium Enterprises Development Act, 2006. Accordingly, the disclosure in respect of the amounts payable to such enterprises has been made in the financial statements based on information received and available with the Company, which is relied upon by the auditors. Further in the view of the management, the impact of interest, if any, that may be payable in accordance with the provisions of the Act is not expected to be material.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
 (All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025
i) The principal amount outstanding as at the year end	-	-
ii) Principal amount due and remaining unpaid	-	-
iii) Interest due on (ii) above and the unpaid interest	-	-
iv) Interest paid on all delayed payments under the MSMED Act.	-	-
v) Payment made beyond the appointed day during the year	-	-
vi) Interest due and payable for the period of delay other than (iv) above	-	-
vii) Interest accrued and remaining unpaid	-	-
viii) Amount of further interest remaining due and payable in succeeding years	-	-

Trade payables ageing schedule:

Particulars	Outstanding for following periods from due date of payment				
	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years
As at 31st March 2026					
i) Unbilled	-	-	-	-	-
ii) Micro and small enterprises	-	477.18	-	-	-
iii) Creditors other than micro and small enterprises	-	755.62	-	0.64	1.96
iv) Disputed dues – Micro and small enterprises	-	-	-	-	-
v) Disputed dues other than micro and small enterprises	-	-	-	-	-
Total	-	1,232.80	-	0.64	1.96

As at 31st March 2025					
i) Unbilled	-	-	-	-	-
ii) Micro and small enterprises	-	951.86	-	-	-
iii) Creditors other than micro and small enterprises	-	757.80	3.80	4.59	0.66
iv) Disputed dues – Micro and small enterprises	-	-	-	-	-
v) Disputed dues other than micro and small enterprises	-	-	-	-	-
Total	-	1,709.66	3.80	4.59	0.66

Particulars	As at 31st March 2026	As at 31st March 2025
-------------	--------------------------	--------------------------

23 OTHER FINANCIAL LIABILITIES

Security deposits	8.10	8.10
Unpaid dividend*	23.67	22.30
Employees Payable	12.11	-
Payable for capital expenditure	53.07	-
Advances from customers	247.55	112.37
TOTAL	344.50	142.77

* ₹ 1.75 Lakhs for FY 2018-19 (P.Y- ₹ 1.85 Lakhs for FY 2017-18) Transferred to Investor Education and Protection Fund under Section 125 of the Companies Act, 2013 as at year end.

24 OTHER CURRENT LIABILITIES

Statutory dues payable	149.07	271.20
Other Payables	68.85	-
TOTAL	217.91	271.20

25 PROVISIONS

Gratuity	85.97	116.67
Compensated absences	36.97	1.41
Pension	4.80	10.18
TOTAL	127.74	128.26

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	Year Ended 31st March 2026		Year Ended 31st March 2025	
26 REVENUE FROM OPERATIONS				
Sale of Manufactured products (net of rebates and discounts)				
Gelatine	15,212.47		14,027.83	
DCP - animal feed grade	6,264.24		4,809.26	
Bone meal products	21.16		24.94	
Other Operating Income				
Sale of scrap/Coal ash	27.93		12.22	
Export incentives and duty drawback	5.66		0.16	
Liabilities no longer required written back	1.18		10.93	
Miscellaneous income	8.51		6.73	
NET SALES	<u>21,541.15</u>		<u>18,892.07</u>	
27 OTHER INCOME				
Interest income				
From banks	4.31		98.01	
From others	<u>15.99</u>	20.30	<u>17.17</u>	115.18
Change in fair valuation of current / non-current investments in mutual funds	-		-	49.47
Miscellaneous Income	7.06		-	-
Profit on disposal / discard of property, plant and equipment (Net)	-		-	0.60
TOTAL	<u>27.36</u>		<u>165.25</u>	
28 COST OF MATERIAL CONSUMED				
Raw Materials:				
Opening Stock	856.24		1,116.74	
Add : Purchases	11,669.25		11,146.63	
Less : Closing Stock	<u>1,265.65</u>		<u>856.24</u>	
Raw materials consumed	<u>11,259.84</u>		<u>11,407.13</u>	
29 CHANGE IN INVENTORY OF FINISHED GOODS, WORK-IN-PROGRESS AND STOCK-IN-TRADE				
Opening Stocks				
Finished Goods	1,895.74		1,433.16	
Work-in-progress	<u>1,477.61</u>	3,373.35	<u>1,516.47</u>	2,949.63
Closing Stocks				
Finished Goods	1,619.81		1,895.74	
Work-in-progress	<u>1,589.97</u>	3,209.78	<u>1,477.61</u>	3,373.35
Net (Increase) / Decrease	<u>163.57</u>		<u>(423.72)</u>	
30 EMPLOYEE BENEFITS EXPENSE				
Salaries and wages	1,147.35		1,360.72	
Contribution to provident and other funds	145.10		204.06	
Staff welfare expenses	715.25		53.43	
TOTAL	<u>2,007.70</u>		<u>1,618.21</u>	
31 FINANCE COSTS				
Interest expense on borrowings	80.00		106.79	
Other borrowing costs	8.20		15.26	
Interest on Income Tax	13.67		-	
TOTAL	<u>101.87</u>		<u>122.05</u>	

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
32 DEPRECIATION AND AMORTISATION EXPENSE		
Depreciation and Amortisation expense	287.11	222.23
TOTAL	287.11	222.23
33 OTHER EXPENSES		
Consumption of stores and spare parts	114.36	126.85
Rates and taxes (other than taxes on income)	21.86	10.08
Effluent expenses	35.39	29.76
Ground water abstraction charges	27.51	25.92
Insurance charges	26.69	26.42
Repairs and maintenance:		
- Building	-	0.11
- Plant and equipment	760.37	608.09
- Other Repairs	6.08	13.77
Legal and professional charges	56.07	73.57
Auditors' remuneration (*Refer note below)	10.55	6.17
Freight and delivery charges	190.81	118.65
Commission to selling agents	14.53	10.05
Rent	11.89	15.86
Travelling expenses	16.42	16.15
Advertisement expenses	6.01	11.68
Research and Development expenses (Refer Note 41)	20.18	13.95
Sundry balances written off	46.44	3.99
Directors' sitting fees	9.70	8.66
Foreign exchange loss	-	0.12
Corporate social responsibility expenditure (Refer Note 40)	40.81	34.11
Miscellaneous expenses	230.48	222.85
TOTAL	1,646.15	1,376.81
Auditors' Remuneration*		
Statutory audit fees (including limited review fees)*	7.50	4.00
Tax Audit	1.50	1.00
Other certification fees	-	0.07
Reimbursement of out of pocket expenses	0.89	1.10
TOTAL	9.88	6.17

*₹ 0.50 lakhs pertains to FY 2024-25.(P.Y- Nil)

34 DISCLOSURE PURSUANT TO IND AS - 19 "EMPLOYEE BENEFITS"

i) **Gratuity:** In accordance with the applicable laws, the Group provides for gratuity, a defined benefit retirement plan ("The Gratuity Plan") covering eligible employees. The Gratuity Plan provides for a lump sum payment to vested employees on retirement (subject to completion of five years of continuous employment), death, incapacitation or termination of employment that are based on last drawn salary and tenure of employment. Liabilities with regard to the Gratuity Plan are determined by actuarial valuation on the reporting date and the Group makes annual contribution to the gratuity fund administered by Life Insurance Corporation of India under Group Gratuity Scheme.

The disclosure in respect of the defined Gratuity Plan are given below:

A. Balance Sheet

	Defined benefit plans	
	As at 31st March, 2026	As at 31st March, 2025
Present value of plan liabilities	463.47	419.43
Fair value of plan assets	320.67	302.76
Asset/(Liability) recognised	(142.80)	(116.67)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025
B. Movements in plan assets and plan liabilities	Present value of obligations	Fair Value of Plan assets
As at 1st April 2025	419.40	302.75
Adjustment in opening balance	-	-
Past service cost	-	-
Interest Cost/(Income)	27.98	20.15
Return on plan assets excluding interest income	-	1.77
Actuarial (gain)/loss arising from changes in financial assumptions	(31.88)	-
Actuarial (gain)/loss arising due to change in demographic assumptions	-	-
Actuarial (gain)/loss arising from experience adjustments	86.13	-
Employer contributions	-	64.48
Benefit payments	(68.53)	(68.53)
As at 31st March 2026	463.47	320.62
As at 1st April 2024	383.53	333.92
Current service cost	20.92	-
Adjustment in opening balance	-	-
Past service cost	-	-
Interest Cost/(Income)	27.58	24.00
Return on plan assets excluding interest income	-	0.45
Actuarial (gain)/loss arising from changes in financial assumptions	22.28	-
Actuarial (gain)/loss arising due to change in demographic assumptions	-	-
Actuarial (gain)/loss arising from experience adjustments	44.36	-
Employer contributions	-	23.65
Benefit payments	(79.27)	(79.27)
As at 31st March 2025	419.40	302.75
C. Statement of Profit and Loss		
Employee Benefit Expenses:		
Current Service Cost	30.37	20.92
Interest Cost	7.83	3.57
Past Service cost (vested benefits)	-	-
Net Actuarial Gain / (Loss)	-	-
Interest cost/(Income)	-	-
Total amount recognised in Statement of profit & loss	38.20	24.49
Remeasurement of the net defined benefit liability:		
Actuarial Gain /(Loss) recognised for the period	(54.23)	(66.64)
Return on plan assets excluding net interest	1.77	0.45
Total amount recognised in Other Comprehensive Income	(52.46)	(66.19)

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars	As at 31st March 2026	As at 31st March 2025
D. Assumptions		
With the objective of presenting the plan assets and plan liabilities of the defined benefits plans at their fair value on the balance sheet, assumptions under Ind AS 19 are set by reference to market conditions at the valuation date.		
The significant actuarial assumptions were as follows:		
Financial Assumptions		
Discount rate	7.67%	6.71%
Salary Escalation Rate		
Management Employees	8.00%	8.00%
Non-management Employees	8.00%	8.00%
Demographic Assumptions		
Expected Average remaining working lives of employees in no. of years		
Management Employees	14	14
Non-management Employees	13	9
Mortality Rate	IALM (2012-14)	IALM (2012-14)
	Urban	Urban
Attrition Rate		
Management Employees	1%	1%
Non-management Employees	6%	6%
Retirement Age	60	60
Adjusted Average Future Services		

E. Sensitivity

The sensitivity of the overall plan liabilities to changes in the weighted key assumptions are:

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	+/-1%	(29.51)	34.13
Salary Escalation Rate	+/-1%	34.00	(29.90)

The sensitivity analyses above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the balance sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous period.

"ii) Compensated Absences: The Group permits encashment of compensated absence accumulated by their employees on retirement, separation and during the course of service. The liability in respect of the Group, for outstanding balance of leave at the balance sheet date is determined and provided on the basis of actuarial valuation performed by an independent actuary. The disclosure in respect of the defined Compensated Absences are given below:"

Particulars	As at 31st March 2026	As at 31st March 2025
Expenses recognised in statement of profit and loss	45.56	3.44
Balance sheet liability	36.97	1.41

iii) Pension

The retirement benefits pension will be fixed amount of INR 565 per month for an employee only after retiring from the organization and if service rendered by the employee is 25 years and above at the time of retirement.

A pensioner may opt on option to commute INR 34,000 as a lump sum once in lifetime. After commutation of pension member won't get any monthly pension. If any employee expire his/her spouse will get lumpsum benefit of INR 34,000, thereafter no monthly pension will be payable. Liability determined and provided on the basis of actuarial valuation performed by a independent actuary. The

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
 (All amounts in Indian rupee lakhs, unless otherwise stated)

disclosure in respect of pension liability are given below :

Particulars	As at 31st March 2026	As at 31st March 2025
Expenses / (gain) recognised in statement of profit and loss	4.80	4.10
Balance sheet liability	30.66	30.16
Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
35 CAPITAL COMMITMENTS		
Estimated amount of contract remaining to be executed on capital account not provided for	1,205.00	1,311.46
Less Capital advances paid there against	10.94	56.72
Capital Commitments	1,194.06	1,254.74
36 CONTINGENT LIABILITIES		
Claims not acknowledged as debts (excluding further interest, if any):		
Excise duty	240.88	240.88
Sales tax	3.76	3.76
Land revenue cess	-	14.14
TOTAL	244.64	258.78

Notes:

(i) The Parent Company's pending litigations comprise mainly claims against the Parent Company, proceedings pending with tax and other authorities. The Parent Company has reviewed all its pending litigations and proceedings and has made adequate provisions, wherever required and disclosed the contingent liabilities, wherever applicable, in its financial statements. The Parent Company does not reasonably expect the outcome of these proceedings to have a material impact on its financial statements.

(ii) Income tax matter related to assessment year 2013-14, resulted in disputed tax demand of ₹ 7.85 lacs arisen on account of disallowance of additional depreciation claimed which is a mistake apparent from records against which the Company's rectification application/appeal is pending. The Management is confident that this disputed demand will get reversed or rectified in due course and hence, not considered as contingent liabilities.

37 RELATED PARTY TRANSACTIONS
Enterprise where the control exists

Pioneer Jellice India Private Limited
 Ashok Matches and Timber Industries Private Limited
 Mr. Arun Jaiswal
 Ms. Mahima Patkar
 Mr. Mahesh Verma
 Ms. Meenu Sharma

Relationship

Associate Co.
 Associate Co.
 Chief Financial Officer (Joined w.e.f 15.03.2025)
 Company Secretary (Joined w.e.f 07.08.2024)
 Chief Financial Officer (Ceased from services to w.e.f 07.01.2025)
 Company Secretary (Ceased from services to w.e.f 28.06.2024)

Non-Executive Directors

Mr. S. Annamalai
 Mr. S. Maheswaran
 Mr. B Vijayadurai
 Mrs. Manimegalai Thangamani
 Mr. K Krishnamoorthy

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026**

(All amounts in Indian rupee lakhs, unless otherwise stated)

Particulars of transaction and outstanding balances with related parties

Particulars	Nature of Transaction	Year ended 31st March 2026	Year ended 31st March 2025
Transactions with related parties			
Pioneer Jellice India Private Limited:	Purchase of raw material (Including GST)	1,481.92	1,524.64
	Technical Consultancy Service	24.00	-
	Lease Rent	11.60	-
	Sales Commission	-	6.72

Transactions with Key Managerial Personnel (Remuneration paid)

(i) Mr. Ashok K Kapur	99.16	66.26
(ii) Mr. Arun Jaiswal (Joined w.e.f 15.03.2025)	20.45	0.91
(iii) Ms. Mahima Patkar (Joined w.e.f 07.08.2024)	5.74	2.93
(iv) Mr. Mahesh Verma (Ceased from services to w.e.f 07.01.2025)	-	16.46
(v) Ms. Meenu Sharma (Ceased from services to w.e.f 28.06.2024)	-	0.56

As the Gratuity and Compensated absences are computed for all the employees in aggregate, the amount relating to Key Managerial Personnel cannot be individually be identified.

Transactions with Non-Executive Directors (Sitting fee paid)

Mr. S. Annamalai	1.55	1.60
Mr. S. Maheswaran	1.10	1.00
Mr. B Vijayadurai	2.45	2.20
Mrs. Manimegalai Thangamani	2.15	1.40
Mr. K Krishnamoorthy	2.45	2.20

Particulars	Nature of Transaction	As at 31st March 2026	As at 31st March 2025
-------------	-----------------------	--------------------------	--------------------------

Outstanding Balance with related parties

Pioneer Jellice India Private Limited:	Trade Payables	83.53	99.21
(i) Mr. Ashok K Kapur		99.16	66.26
(ii) Mr. Arun Jaiswal (Joined w.e.f 15.03.2025)		20.45	0.91
(iii) Ms. Mahima Patkar (Joined w.e.f 07.08.2024)		5.74	2.93
(iv) Mr. Mahesh Verma (Ceased from services to w.e.f 07.01.2025)		-	16.46
(v) Ms. Meenu Sharma (Ceased from services to w.e.f 28.06.2024)		-	0.56

- (i) No amounts in respect of related parties have been written off / written back during the year, nor has any provision been made for doubtful debts / receivables during the year.
- (ii) All related party transactions entered during the year were in ordinary course of the business and are on arm's length basis.
- (iii) Key Managerial Persons who are under the employment of the Company are entitled to post-employment benefits (defined benefit gratuity plan) recognised as per Ind AS 19 "Employee Benefits" in the financial statements and short-term employee benefits in the form of premium paid by company for group health insurance plan. As these employee benefits are lumpsum amounts provided on the basis of actuarial valuation/ premium payment for the Parent Company as a whole, the same is not included above.
- (iv) Related party relationships have been identified by the management and relied upon by the auditors.

38 EARNINGS PER SHARE

Profit available for equity shareholders of the Parent Company	3,148.59	1,802.94
Weighted average number of equity shares of the Parent Company	6,049,587	6,049,587
Nominal value of equity share	10.00	10.00
Earnings per share - Basic / Diluted	52.05	29.80

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026
(All amounts in Indian rupee lakhs, unless otherwise stated)

39 INVESTMENT IN AN ASSOCIATE

A. Investments in Equity Shares

Particulars	As at 31st March, 2026			As at 31st March, 2025		
	Fair Value Per unit	No. of Units	Total Value	Fair Value Per unit	No. of Units	Total Value
Equity Shares of India Gelatine and Chemicals Limited	10.00	1,003,000.00	4,115.31	10.00	1,003,000	4,115.31
Total			4,115.31			4,115.31

B. Summarised Financial Information of an associate (India Gelatine and Chemicals Limited)

Particulars	As at 31st March 2026	As at 31st March 2025
(i) Summarised Balance Sheet:		
Non-current assets	9,719.26	10,011.38
Current assets	11,996.36	9,440.82
Non-current liabilities	1,012.18	1,233.05
Current liabilities	1,346.96	1,069.05
Equity	19,356.48	17,150.10
Carrying amount of investment	4,115.31	4,115.31
(ii) Summarised Statement of Profit and Loss:		
Total Income	17,819.38	20,619.59
Cost of material consumed	7,111.68	9,128.21
Changes in Inventory, Finished Goods, WIP, SIT	(20.82)	576.55
Employee benefits expense	788.22	1,217.83
Depreciation and amortisation expense	451.83	550.08
Finance costs	48.64	67.77
Power & Fuel	2,563.16	2,785.02
Other expenses	3,615.28	4,029.29
Profit before tax	3,261.39	2,264.84
Less: Tax expense	751.22	525.91
Profit for the year	2,510.17	1,738.93
Other comprehensive income	-	-
Total comprehensive income for the year	50.83	75.17
Share of profit for the year	355.00	82.00

40 CORPORATE SOCIAL RESPONSIBILITY

As per Section 135 of the Companies Act, 2013, a CSR Committee has been formed by the Company. As part of initiatives under Corporate Social Responsibility (CSR), the Parent Company has undertaken projects in the areas of environment / river protection, education, livelihood, healthcare, sanitation, rural development, promotion of sports and cultural activities, which are specified in Schedule VII of the Companies Act, 2013. The amount spent on the same is given below:

Particulars	Year ended 31st March 2026	Year ended 31st March 2025
(i) Amount required to be spent as per Section 135 of the Companies	40.48	34.46
(ii) Amount spent during the year on:		
Construction / acquisition of any asset	-	-
On purposes other than above	40.81	34.50
Balance utilised from the excess spent in FY	-	-
(iii) Shortfall at the end of the year	-	-
(iv) Total of previous years shortfall	-	-
(v) Reason for shortfall	NA	NA
(vi) Nature of CSR activities	Literacy promotion, Environment protection, Health care activities, Eradication of hunger & poverty	
(vii) Details of related party transactions in relation to CSR expenditure	-	-

41 RESEARCH & DEVELOPMENT EXPENDITURE

Revenue expenditure

Salaries and wages	15.29	13.46
Other expenses	-	-

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

42 FINANCIAL INSTRUMENTS

"The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

(i) Fair value of cash and short-term deposits, trade and other short term receivables, trade payables, other current liabilities, short term loans from banks and other financial institutions approximate their carrying amounts largely due to short term maturities of these instruments.

(ii) Financial instruments with fixed and variable interest rates are evaluated by the Group based on parameters such as interest rates and individual credit worthiness of the counter-party. Based on this evaluation, allowances are taken to account for expected losses of these receivables. Accordingly, fair value of such instruments is not materially different from their carrying amounts. The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.

Level 3: techniques which use inputs that have a significant effect on the recorded fair value that are not based on observable

The carrying amounts and fair values of financial instruments by category are as follows:

	FVOCI Note 2(xiii)	FVTPL Note2 (xiii)	Amortised cost	Total fair value	Carrying amount
31st March, 2025					
Financial assets					
Investments	-	-	4,197.31	4,197.31	4,197.31
Trade receivables	-	-	2,484.20	2,484.20	2,484.20
Cash and cash equivalents	-	-	19.03	19.03	19.03
Bank balances other than above	-	-	26.36	26.36	26.36
Loan	-	-	60.04	60.04	60.04
Other financial assets	-	-	234.62	234.62	234.62
Total	-	-	7,021.56	7,021.56	7,021.56
Financial liabilities					
Borrowings	-	-	1,272.20	1,272.20	1,272.20
Trade payables	-	-	1,718.71	1,718.71	1,718.71
Other financial liabilities	-	-	142.77	142.77	142.77
Total financial liabilities	-	-	3,133.69	3,133.69	3,133.69
31st March, 2026					
Financial assets					
Investment in an associate	-	-	4,509.26	4,509.26	4,509.26
Trade receivables	-	-	2,902.73	2,902.73	2,902.73
Cash and cash equivalents	-	-	11.32	11.32	11.32
Bank balances other than above	-	-	397.16	397.16	397.16
Loan	-	-	66.93	66.93	66.93
Others financial assets	-	-	213.14	213.14	213.14
Total	-	-	8,100.54	8,100.54	8,100.54
Financial liabilities					
Borrowings	-	-	789.08	789.08	789.08
Trade payables	-	-	1,235.40	1,235.40	1,235.40
Other financial liabilities	-	-	344.50	344.50	344.50
Total financial liabilities	-	-	2,368.98	2,368.98	2,368.98

Fair value estimation

For financial instruments measured at fair value in the Balance Sheet, a three level fair value hierarchy is used that reflects the significance of inputs used in the measurements. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and lowest priority to unobservable inputs (Level 3 measurements).

The categories used are as follows:

- Level 1: quoted prices for identical instruments
- Level 2: directly or indirectly observable market inputs, other than Level 1 inputs; and
- Level 3: inputs which are not based on observable market data.

For assets and liabilities which are carried at fair value, the classification of fair value calculations by category is summarised below: :

	Level 1	Level 2	Level 3
31st March, 2025			
Assets at fair value	-	-	-
31st March, 2026			
Assets at fair value	-	-	-
Investments in Equity Shares Not Carried at Fair Value	-	-	-

There were no significant changes in classification and no significant movements between the fair value hierarchy classifications of financial assets and financial liabilities during the years.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

43 RISK MANAGEMENT
Financial risk management objectives and policies :

"The Group's financial risk management is an integral part of how to plan and execute its business strategies. The Group's activity expose it to market risk, liquidity risk, commodity risk and credit risk. The Group's financial risk management policy is set by the Risk Management Committee and governed by overall direction of Board of Directors of the Group. Market risk is the risk of loss of future earnings, fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, equity prices and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments including investments and deposits, foreign currency receivables, payables and loans and borrowings."

Risk	Exposure arising from	Measurement	Risk Management
(i) Credit risk	Cash and cash equivalents, trade receivables, financial instruments, financial assets measured at amortised cost.	Ageing analysis Credit ratings	Credit limits and letters of credit and Performance guarantees.
(ii) Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities
(iii) Market risk–interest rate	Long-term borrowings at variable rates	Sensitivity analysis	Interest rate swaps
(iv) Market risk–foreign exchange	Future commercial transactions recognised financial assets and liabilities not denominated in Indian rupees	Cash flow forecasting Sensitivity analysis	Forward foreign exchange contracts
(v) Commodity risk	Purchase of Raw Material	As per production planning and budgeting	Procurement and inventory strategy

I CREDIT RISK

"Credit risk arises from the possibility that counter party may not be able to settle their obligations as agreed. To manage this, the Group periodically assesses the financial reliability of customers, taking into account the financial condition, current economic trends, and analysis of historical bad debts and ageing of account receivables. Individual credit limits are set accordingly. The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the Group compares the risk of default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. The Group considers reasonable and supportive forward-looking information. Financial assets are written off when there is no reasonable expectation of recovery, such as debtor failing to engage in a repayment plan with the Group. The Group provides for overdue outstanding as per the policy approved by the Board of Directors, which are evaluated on a case to case basis. The Group's concentration of risk with respect to trade receivables is low, as its customer's base is widely spread across the length and breadth of the country and majority of the customers are with sound financial health."

The average credit period extended to customers ranges within 30 - 120 days

Expected credit loss for trade receivables under simplified approach

Particulars	As at 31st March 2026	As at 31st March 2025
(a) Ageing of trade receivables		
From the date of invoice		
0 - 6 months	2,874.10	2,482.17
6 - 9 months	28.63	2.03
9 - 12 months	-	-
beyond 12 months	-	-
TOTAL	2,902.73	2,484.20
(b) Reconciliation of loss allowance provision - Trade receivables		
Opening provision	2.81	2.81
Additional provision made	-	-
Less Bad debts written off / recovered	-	-
Closing provisions	2.81	2.81

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

II LIQUIDITY RISK

"Liquidity risk is defined as the risk that the Group will not be able to settle or meet its obligations on time or at a reasonable price. The Group's treasury department is responsible for maintenance of liquidity (including quasi liquidity), continuity of funding as well as timely settlement of debts. In addition, policies related to mitigation of risks are overseen by senior management. Management monitors the Group's net liquidity position on the basis of expected cash flows vis a vis debt service fulfilment obligation."

Maturity profile of financial liabilities

The table below provides details regarding the remaining contractual maturities of financial liabilities at the reporting date.

Contractual maturity patterns of Financial Liabilities :

Particulars	As at 31st March 2026			As at 31st March 2025		
	0-1 year/ on Demand	1 to 5 years	Total	0-1 year/ on Demand	1 to 5 years	Total
Borrowings	380.99	408.09	789.08	1,272.20	-	1,272.20
Trade payables	1,235.40	-	1,235.40	1,718.71	-	1,718.71
Other financial liabilities	344.50	-	344.50	142.77	-	142.77
Total	1,960.89	408.09	2,368.98	3,133.69	-	3,133.69

III MARKET RISK- INTEREST RATE RISK

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. In order to balance the Group's position with regards to interest income and interest expense and to manage the interest rate risk, finance department performs a comprehensive interest rate risk management. The Group is not exposed to significant interest rate risk as at the respective reporting dates.

IV MARKET RISK- FOREIGN CURRENCY RISK

The Group is exposed to foreign exchange risk towards honouring of export/ import commitments. Management evaluates exchange rate exposure in this connection in terms of its established risk management policies which includes the use of derivatives like foreign exchange forward contracts to hedge risk of exposure in foreign currency. The Group is not exposed to foreign currency risk at the respective reporting dates.

V COMMODITY RISK

"Principal Raw Material for Group's products is Crushed bone, HCL, Lime and Coal as a fuel. The Group sources its major raw material requirement from domestic suppliers located in various part of India. The Group effectively manages with availability of material as well as price volatility based on the following:

- Raw materials are procured from different sources at competitive prices.
- Alternative sources are developed for uninterrupted supply of raw materials.
- Demand and supply are external factors on which Group has no control; however the Group plans its production and sales from the experience gained in the past and on-going study and appraisal of the market dynamics, competition, economic policies and growth patterns of different segments of users of Group's products.
- Specific steps to reduce the gap between demand and supply by expanding its customer base, delivery mechanisms, etc. • Proper inventory control systems have been put in place.

The Risk committee of the Group comprising members from Board of Directors and the operations has developed and enacted a risk management strategy regarding commodity Price risk and its mitigation."

44 FINANCIAL RISK FACTORS
(a) Capital risk management

The Group manages its capital structure and makes necessary adjustments in light of changes in economic conditions and the requirement of financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders, issue new shares or raise / retire debt. The primary objective of the Group's capital management is to maximise the shareholders value.

"For the purpose of the Group's capital management, equity includes issued capital, securities premium and other reserves. Net debt includes loans less cash and bank balances. The Group manages capital by monitoring gearing ratio which is net debt divided by equity plus net debt."

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

The capital composition is as follows :

Particulars	As at 31st March 2026	As at 31st March 2025
Gross debt (inclusive of long term and short term borrowing)	789.08	1,272.20
Less: - Cash and cash equivalents including other bank balances	408.48	45.39
Net debt	380.60	1,226.81
Total equity	14,130.66	11,944.26
Total capital	14,511.26	13,171.08
Gearing ratio	0.03	0.09

(c) Dividends

The Group follows the policy of Dividend for any financial year as may be decided by Board considering financial performance of the company and other internal and external factors.

Particulars	As at 31st March 2026	As at 31st March 2025
-------------	--------------------------	--------------------------

On Equity Shares
Dividends not recognised at the end of reporting period

Since year end, the directors have recommended the payment of a final dividend of ₹ 11.00 per fully paid up equity share. The proposed dividend is subject to the approval of shareholders in the ensuing annual general meeting.

665.45	604.96
--------	--------

- 45** The Group is engaged in the manufacture and sale of Ossein and Gelatine. Since all these segments meet the aggregation criteria as per the requirements of Ind AS 108 on 'Operating segments', the management considers these as a single reportable segment. Accordingly, no further disclosure is required to be furnished.
- 46** Certain financial assets and financial liabilities are subject to formal confirmation and reconciliations. The Management, however, is confident that the impact whereof, if any, for the year on the financial statements will not be material.
- 47** With effect from 21 November 2025, the Government of India has notified the substantive provisions of the new Labour Codes comprising the Code on Wages, 2019; the Industrial Relations Code, 2020; the Code on Social Security, 2020; and the Occupational Safety, Health and Working Conditions Code, 2020. Pursuant thereto, the Group has evaluated the impact on employee benefit obligations based on the revised wage structure and accounted for the resultant impact in the financial results in accordance with Ind AS 19 – Employee Benefits. The Group continues to monitor the finalisation of the related Central and State Rules and will assess and account for the impact, if any, arising from such developments as and when they become applicable.
- 48 Other statutory information:**
- The Parent does not have any benami property, where any proceeding has been initiated or pending against the Group for holding any benami property.
 - The Parent does not have any transactions with companies struck off.
 - The Parent does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
 - The Parent has not traded or invested in Crypto currency or Virtual Currency during the financial year.
 - The Parent has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (ultimate beneficiaries) or (b) provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries.
 - The Parent has not received any fund from any person(s) or entity(ies), including foreign entities (funding party) with the understanding (whether recorded in writing or otherwise) that the Group shall: a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the funding party (ultimate beneficiaries) or b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries.
 - The Parent does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
 - The Parent has complied with the number of layers prescribed under clause (87) of Section 2 of the Act read with the Companies (Restriction on number of Layers) Rules, 2017.
 - The Parent is not declared wilful defaulter by any bank or financial institution or lender during the year.



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH, 2026

(All amounts in Indian rupee lakhs, unless otherwise stated)

- x) The quarterly returns or statements of current assets filed by the Group with banks or financial institutions are in agreement with the books of accounts
 - xi) The Parent has used the borrowings from banks and financial institutions for the specific purpose for which it was taken as at Balance sheet date.
- 49** Previous year's figures have been re-grouped / re-classified wherever required to conform to current years' classification.

Signatures to note 1 to 49

For and on behalf of the Board

S. Annamalai
Chairman
DIN: 00001381

Ashok K Kapur
Managing Director
DIN:00126807

Place : Jabalpur
Date : 25th May, 2026

Arun Jaiswal
Chief Financial Officer

Mahima Patkar
Company Secretary

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the Sixty-fifth Annual General Meeting ("AGM") of the Members of Narmada Gelatines Limited will be held on Wednesday, 19th August, 2026 at 11.00 a.m. (IST), via video conferencing/ other audio visual means ("VC/OAVM") to transact the following business:

ORDINARY BUSINESS

1. To receive consider and adopt the audited Standalone and Consolidated Financial Statements of the Company for the year ended 31st March, 2026 including the Reports of the Board of Directors and Auditors thereon and in this respect to consider and if thought fit, to pass the following **resolution as an Ordinary Resolution**:

"RESOLVED THAT the audited Standalone and Consolidated Financial Statements of the Company for the year ended 31st March, 2026, including the Balance Sheet as at that date and the Statement of Profit and Loss Account and the Cash Flow Statement for the year ended on that date together with the Reports of the Directors and Auditors thereon as laid before this Meeting be and are hereby approved and adopted."

2. To declare dividend on equity shares for the financial year ended 31st March, 2026 and in this respect to consider and if thought fit, to pass with or without modification(s), the following **resolution as an Ordinary Resolution**:

"RESOLVED THAT in accordance with the recommendation of the Board of Directors, dividend @ 110% i.e. ₹ 11 per Equity Share of ₹ 10/- each fully paid-up, be and is hereby declared in respect of the financial year ended 31st March, 2026 and that the dividend be paid to those Equity Shareholders whose names appear on the Register of Equity Shareholders as on 12th August, 2026 or to their mandatees."

3. To approve re-appointment of Shri S. Maheswaran (DIN: 00143046) as a Non-Executive & Non-Independent Director of the Company and in this respect to consider and, if thought fit, to pass the following **resolution as a Special Resolution**:

"RESOLVED THAT consent of the members be and is hereby accorded, pursuant to the provisions of Section 152(6) of the Companies Act, 2013, for re-appointment of Shri S. Maheswaran (DIN: 00143046), who retires by rotation and being eligible offers himself for re-appointment, as a Non-Executive, Non-Independent Director of the Company, subject to retirement by rotation.

RESOLVED FURTHER THAT pursuant to the provisions of Regulation 17(1A) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other applicable provisions, if any, consent of the members be and is hereby also accorded for reappointment and continuation of Mr. S. Maheswaran, who has attained the age of 77 years, as a Non-Executive Non-Independent Director of the Company as long as he continues in the office of the Director of the Company.

RESOLVED FURTHER THAT the Board be and is hereby authorized to delegate all or any of the powers to any committee of directors with power to further delegate to any other officer(s) / authorized representative(s) of the Company to do all acts, deeds and things and take all such steps as may be necessary, proper or expedient to give effect to this resolution."

SPECIAL BUSINESS

4. RE-APPOINTMENT OF MR. KAILASAM KRISHNAMOORTHY (Mr. K. Krishnamoorthy) - (DIN: 02797916) as a Non-Executive Independent Director of the Company for a second term of five years effective from 20th August, 2026 till 19th August, 2031 and in this respect to consider and, if thought fit, to pass with or without modification(s), the following **resolution as a Special Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 149, 150, 152 and other applicable provisions, if any, of the Companies Act, 2013 ("the Act"), read with Schedule IV of the Act and the Companies (Appointment and Qualification of Directors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), Regulation 16, 17, 25 (2A) and other applicable provisions, if any, of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") as amended from time to time as well as based on the recommendation of the Nomination and Remuneration Committee and approved by the Board of Directors of the Company, Mr. Kailasam Krishnamoorthy ("Mr. K. Krishnamoorthy") (DIN: 02797916), who was appointed as a Non-Executive Independent Director of the Company at the 60th Annual General Meeting of the Company for a period of 5 (five) years, w.e.f. 21st September, 2021 and who has attained the age of 75 years on 26th December, 2025 and whose continuity as a Non-Executive Independent Director of the Company, beyond the age of 75 years, till 20th September, 2026 or till the conclusion of the 65th Annual General Meeting of the Company, whichever is earlier, was approved by the Members by way of a Special Resolution through Postal Ballot and who is eligible for reappointment and who meets the criteria for independence as provided under Section 149 (6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations and who has submitted a declaration to that effect and in respect of whom the Company has received a Notice in writing from a Member under Section 160 (1) of the Act proposing his candidature for the office of Director, the consent of the Members of the Company be and is hereby accorded to tendent the reappointment of Mr. K. Krishnamoorthy as a Non-Executive Independent Director, not liable to retire by rotation to hold office for the second consecutive term of 5 (five) years from 20th August, 2026 to 19th August, 2031 (both days inclusive).

RESOLVED FURTHER THAT pursuant to the provisions of Regulation 17 (1A) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) (Amendment) Regulations, 2018 approval be and is hereby granted for re-appointment of Mr. K. Krishnamoorthy as an Independent Director of the Company beyond the age of 75 years."

RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds, things and take all such steps as may be necessary, proper or expedient and to delegate all or any of its powers herein conferred to any committee of directors or director(s), to give effect to this resolution and for matters connected therewith or incidental thereto."

5. RE-APPOINTMENT OF MR. ASHOK K KAPUR (DIN: 00126807) AS THE MANAGING DIRECTOR

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

"RESOLVED THAT pursuant to recommendation of the Nomination and Remuneration Committee, and approval of the Board and subject to the provisions of Section 196, 197, 198, 203 and other applicable provisions of the Companies Act, 2013 and the rules made thereunder (including any statutory modification or re-enactment thereof) read with Schedule V of the Companies Act, 2013, approval of the members of the Company be and is hereby accorded to the re-appointment of Mr. Ashok K Kapur (DIN: 00126807), as the Managing Director of the Company for a period of 2 Years with effect from June 1, 2026 to May 31, 2028, not liable to retire by rotation, and to the payment of remuneration to him as per the terms and conditions as detailed in the explanatory statement attached hereto, which is hereby approved and sanctioned with authority to the Board of Directors to alter and vary the terms and conditions of the said re-appointment and/or agreement in such manner as may be agreed to between the Board of Directors and Mr. Ashok K Kapur.

RESOLVED FURTHER THAT the remuneration payable to Mr. Ashok K Kapur, shall not exceed the overall ceiling of the total Managerial remuneration as provided under Section 197 of the Companies Act, 2013 or such other limits as may be prescribed from time to time.

RESOLVED FURTHER THAT the board be and is hereby authorized to do all such acts, deeds and things and execute all such documents, instruments and writings as may be required and to delegate all or any of its powers herein conferred to any Committee of Directors or Director(s) to give effect to the aforesaid resolution."

By Order of the Board of Directors
For Narmada Gelatines Limited

Sd/-
Mahima Patkar
Company Secretary & Compliance Officer
M. No- A72544

Place: Jabalpur
Date: 25th May, 2026

Registered Office:
CARAVS, Room No. 28,
15, Civil Lines, Jabalpur - 482001

Notes:**Virtual Meeting:**

1. The Ministry of Corporate Affairs ("MCA") has vide its General Circular Nos. 14/2020 dated April 8, 2020 and 17/2020 dated April 13, 2020, and subsequent circulars issued in this regard, the latest being 3/2025 dated September 22, 2025, (collectively referred to as "MCA Circulars") has permitted the companies to hold their Annual General Meeting ("AGM") through Video Conference ("VC") or through Other Audio Visual Means ("OAVM"), without the physical presence of the Members at a common venue. In compliance with the provisions of the Companies Act, 2013 ('the Act'), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), and Secretarial Standard-2 on General Meetings ("SS-2") issued by The Institute of Company Secretaries of India and MCA Circulars, the 65th AGM of the Company is being held through VC/OAVM on Wednesday, August 19, 2026, at 11:00 a.m. (IST). The proceedings of the AGM are deemed to be conducted at the Registered Office of the Company situated at CARAVS R.No.28, 15 CIVIL LINES, JABALPUR, Madhya Pradesh, India, 482001.
2. PURSUANT TO THE PROVISIONS OF THE COMPANIES ACT, 2013, A MEMBER ENTITLED TO ATTEND AND VOTE AT THE ANNUAL GENERAL MEETING IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE ON HIS/HER BEHALF AND THE PROXY NEED NOT BE A MEMBER OF THE COMPANY. SINCE THIS AGM IS BEING HELD PURSUANT TO THE MCA CIRCULARS THROUGH VC/OAVM, PHYSICAL ATTENDANCE OF MEMBERS HAS BEEN DISPENSED WITH. ACCORDINGLY, THE FACILITY FOR APPOINTMENT OF PROXIES BY THE MEMBERS WILL NOT BE AVAILABLE FOR THE ANNUAL GENERAL MEETING AND HENCE THE PROXY FORM, ATTENDANCE SLIP AND ROUTE MAP OF AGM ARE NOT ANNEXED TO THE NOTICE.

Authorized Representative:

3. Corporate / Institutional members intending to send their authorized representatives to attend and vote at the AGM pursuant to Section 113 of the Act, are requested to send a certified copy of the Board Resolution authorizing their representative to attend and vote on their behalf at the Meeting or to vote through remote e-voting are requested to send a certified copy of the Board Resolution to the Scrutinizer by e-mail at asimsecy@gmail.com.

Quorum:

4. The Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.
5. In case voting by joint holders, voting by such joint holders who is higher in the order of the names as per the Register of Members of the company as of the cut-off date, will be counted for the purpose of this meeting.

Dispatch of Annual Report:

6. In accordance with the aforesaid MCA Circulars and the Circular Nos. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020, SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated January 15, 2021, SEBI/HO/CFD/CMD2/ CIR/P/2022/62 dated May 13, 2022, SEBI/HO/CFD/ PoD2/P/CIR/2023/4 dated January 5, 2023, SEBI/ HO/CFD/ CFD-PoD-2/P/ CIR/2023/167 dated October 07, 2023 and SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated October 3, 2024 issued by Securities and Exchange Board of India (collectively referred to as "SEBI Circulars"), the Notice of the AGM along with the Annual Report for FY 2025-26 is being sent only through electronic mode to those Members whose e-mail addresses are registered with the Company/Depository Participants ("DPs"). Additionally, in accordance with Regulation 36(1) (b) of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, the Company is also sending a letter to shareholders whose e-mail addresses are not registered with Company/Registrar/DP providing the weblink of Company's website and the exact path from where the Annual Report for FY 2025-26 can be accessed.
7. To support the 'Green Initiative', the Members who have not yet registered their email addresses are requested to register the same with their DPs in case the shares are held by them in electronic form and with RTA in case the shares are held by them in physical form.
Those Members who are holding shares in physical form and have not updated their e-mail ids with the Company, are requested to update the same by submitting a duly filled and signed Form ISR-1 along with self-attested copy of the PAN Card, and self-attested copy of any document as address proof (e.g. Driving License, Voter Identity Card, Passport, Masked Aadhaar, etc.), to the Company's RTA at the below mentioned address or by e-mail to : investor.helpdesk@in.mpms.mufig.com
 - " The Investor Service Request form can be downloaded from website of the RTA i.e. www.in.mpms.mufig.com
 - " Log in to the website of our RTA, MUFG Intime India Private Ltd., www.in.mpms.mufig.com under Investor Services > Email/Bank detail Registration - fill in the details and upload the Form ISR-1 along with the required supporting documents and submit.

Process for obtaining physical copy of Annual Report

8. The Company shall send the physical copy of Annual Report for FY 2025-26 to those Members who have made a request for the same, either to the RTA or the Company. Additionally, any member who desires to get a physical copy of the Annual Report FY 2025-26, may request for the same by sending an email to the company at ngljb@rediffmail.com mentioning their Folio No./DP ID and Client ID.
9. In line with the Ministry of Corporate Affairs ('MCA') Circular No 17/2020 dated 13th April, 2020, Members may also note that the Notice of the 65th AGM along with Annual Report for the financial year 2025-26, is available on the website of the Company at https://narmadagelatines.com/annual_report.html, on the website of Stock Exchanges i.e. BSE Limited www.bseindia.com. The AGM Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM) i.e. www.evotingindia.com.

Details of Directors seeking appointment/re-appointment:

10. Details as required In Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and as per provisions mentioned in clause 1(1.2.5) of the Secretarial Standard - 2 on 'General Meetings issued by the Council of the Institute of Company Secretaries of India and approved by the Central Government in respect of the Directors seeking re-appointment at the AGM, **are annexed to this Notice and in the Corporate Governance Report forming part of the Annual Report.**

Explanatory Statement:

11. The Explanatory Statement pursuant to Section 102 of the Act in respect of the business under Item 3 and Item 4 and Item 5 set out above, are annexed herewith.

Procedure for inspection of documents

12. Documents referred to in the accompanying Notice of the 65th AGM and the Explanatory Statement shall be available at the Registered Office of the Company for inspection on all working days except Saturday, between 11:00 A.M. to 01:00 P.M. (IST) upto the date of the Meeting.
13. The register of Directors and Key Managerial Personnel and their shareholding maintained under section 170 of the Act, the register of Contracts of Arrangements in which the Directors are interested, maintained under Section 189 of the Act shall be made available for inspection by the Members during AGM.

14. Common Online Dispute Resolution Portal:

SEBI vide Circular Nos. SEBI/HO/OIAE/OIAE_IAD-1/P/ CIR/2023/131 dated July 31, 2023, and SEBI/HO/OIAE/ OIAE_IAD-1/P/CIR/2023/135 dated August 04, 2023, read with Master Circular No. SEBI/HO/ OIAE/OIAE_ IAD-1/P/CIR/2023/145 dated July 31, 2023 (updated as on August 11, 2023), has established a common Online Dispute Resolution Portal ("ODR Portal") for resolution of disputes arising in the Indian Securities Market. Pursuant to above-mentioned circulars, post exhausting options to resolve their grievances with the RTA/ Company directly or through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal at <https://smartodr.in/login>.

15. With reference to SEBI Circular No. SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/72 dated June 08, 2023 issued by the Securities and Exchange Board of India (SEBI) titled Online processing of investor service requests and complaints by RTAs. Our RTA has launched of 'SWAYAM', brand-new Investor Self-Service Portal, designed exclusively for the Investors serviced by MUFG Intime India Private Ltd

Following are the key features of 'SWAYAM':

'SWAYAM' is a secure, user-friendly web-based application, developed by "MUFG Intime India Pvt Ltd.", our Registrar and Share Transfer Agents, that empowers shareholders to effortlessly access various services. We request you to get registered and have first-hand experience of the portal.

This application can be accessed at <https://swayam.in.mpms.mufig.com/>



- o Effective Resolution of Service Request -Generate and Track Service Requests/Complaints through SWAYAM.
- o Features - A user-friendly GUI.
- o Track Corporate Actions like Dividend/Interest/Bonus/split.
- o PAN-based Investments - Provides access to PAN linked accounts, Company wise holdings and security valuations.
- o Effortlessly Raise request for Unpaid Amounts.
- o Self-service portal - for securities held in demat mode and physical securities, whose folios are KYC compliant.
- o Statements - View entire holdings and status of corporate benefits.
- o Two-factor authentication (2FA) at Login - Enhances security for investors

Dividend Related Information:
16. Dividend –Key Dates

Record Date: (for determining the entitlement of Members to the final dividend for the year ended March 31 st , 2026)	Wednesday, 12 th August, 2026
--	--

Date of Payment:	after Thursday, 20 th August, 2026
-------------------------	---

17. Dividend on Equity shares, If declared at the Meeting will be credited / dispatched after 20th August, 2026 **subject to deduction of tax at source ('TDS')**, to those members whose names appear on the Company's Register of Members as on 12th August, 2026 (Record Date). In respect of shares held in electronic mode, the dividend will be paid to members whose names are furnished by the National Security Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) as the beneficial owners on 12th August, 2026.

Members holding shares in demat form are hereby informed that bank particulars registered with their respective DPs, with whom they maintain their demat accounts; will be used by the Company for the payment of dividend. Members holding shares in demat form are requested to intimate any change in their address and / or bank mandate to their DPs only, as the Company or its RTA cannot act on any request received directly on the same. **The process for updating the aforesaid changes has been detailed under Point Nos. 19 and 20.**

Note: SEBI vide its circular dated November 03, 2021 subsequently amended by circulars dated December 14, 2021 and November 17, 2023, has mandated that with effect from April 01, 2024, to make dividend payments only in electronic mode. Members are once again reminded to update their PAN, KYC details, and Choice of Nomination by submitting the relevant ISR Forms before the cut-off date to ensure timely credit of dividends.

In terms of the provisions of Section 72 of the of the Companies Act, 2013, read with Rule 19 of the Companies (Share Capital & Debentures) Rules, 2014, the facility for making a nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nominations are requested to register the same by submitting Form No. SH-13. If a Member desires to cancel the earlier nomination and record a fresh nomination, he may submit the same in Form SH-14. Members who are either not desiring to register Nomination or would want to opt out, are requested to fill and submit Form No. ISR-3. The said forms can be downloaded from the website of the company [https:// www.narmadagelatines.com](https://www.narmadagelatines.com) . The Members are requested to submit the said form to their DP in case the shares are held in electronic form and to the RTA in case the shares are held in physical form, quoting their folio no.

TDS related information:

18. According to the Finance Act, 2020, dividend income will be taxable in the hands of the Shareholders w.e.f. April 1, 2020, and the Company is required to deduct tax at source (TDS) from the dividend paid to the Members at prescribed rates in the Income Tax Act, 1961 ('the IT Act'). In general, to enable compliance with TDS requirements, Members are requested to complete and/or update their Residential Status, PAN, and Category as per the IT Act with their Depository Participants ('DPs') or in case shares are held in physical form, with the Company by sending documents before 12th August, 2026, to enable the Company to determine the appropriate TDS / withholding tax rate applicable.

(i) Resident Shareholders:

Tax Deductible at Source for Resident Shareholders

S.No.	Particulars	Withholding tax rate	Documents required (if any)
(a)	Valid PAN updated in the Company's Register of Members	10%	No document required (If no exemption is sought)
(b)	No PAN/Valid PAN not updated in the Company's Register of Members	20%	No document required (If no exemption is sought)
(c)	Availability of lower/nil tax deduction certificate issued by Income Tax Department u/s 197 of Income Tax Act, 1961	Rate specified in the certificate	Lower tax deduction obtained from Income Tax Authority



No Tax Deductible at Source on dividend payment to resident shareholders if the Shareholders submit the documents as mentioned in the below table with the Company or the Registrar & Share Transfer Agents, M/s. MUFG Intime India Private Limited earlier it was (CB Management Services Pvt. Ltd.) before 12th August, 2026.

S.No.	Particulars	Withholding tax rate	Documents required (if any)
(i)	Submission of form 121 (erstwhile 15G/15H)	Nil	Declaration in Form No. 121/15G (applicable to any person other than a company or a firm) / Form 15H (applicable to an Individual who is 60 years and above), fulfilling certain conditions.
(ii)	Shareholders to whom section 194 of the Income Tax, 1961 does not apply such as LIC, GIC, etc	Nil	Documentary evidence that the said provisions are not applicable.
(iii)	Shareholder covered u/s 196 of Income Tax Act, 1961 such as Government, RBI, corporations established by Central Act & mutual funds.	Nil	Documentary evidence for coverage u/s 196 of Income Tax Act, 1961

(ii) Non-Resident Shareholders:

Withholding tax on dividend payment to non-resident shareholders if the non-resident shareholders submit the documents as mentioned in the below table with the Company or the Registrar & Share Transfer Agents, M/s. MUFG Intime India Private Limited Formerly Known as (CB Management Services Pvt. Ltd.) before 12th August, 2026.

Sr. No.	Particulars	Withholding tax rate	Documents required (if any)
(i)	Foreign Institutional Investors (FIIs) / Foreign Portfolio Investors (FPIs), if any.	20% (plus applicable surcharge and cess)	FPI registration number / certificate To avail beneficial rate of tax treaty following tax documents would be required:
(ii)	Other Non-resident shareholders	20% (plus applicable surcharge and cess) or tax treaty rate whichever is beneficial	1. Tax Residency certificate issued by revenue authority of country of residence of shareholder for the year in which dividend is received. 2. PAN 3. Form 10F filled & duly signed 4. Self - declaration for non - existence of permanent establishment/ fixed base in India (Note : Application of beneficial Tax Treaty Rate shall depend upon the completeness of the documents submitted by the Non - Resident shareholder and review to the satisfaction of the Company)
(iii)	Availability of Lower/NIL tax deduction certificate issued by Income Tax Dept. u/s 197 of Income Tax Act, 1961	Rate specified in Certificate	Lower tax deduction certificate obtained from Income Tax Authority

Notes:

- Format for the above mentioned Forms/documents are available for download on the website of the company - <https://www.narmadagelatines.com>
- The Company will issue soft copy of the TDS certificate to its shareholders through email registered with the Company or the Registrar & Share Transfer Agents, M/s. MUFG Intime India Private Limited Formerly known as (CB Management Services Pvt. Ltd.) post payment of the dividend. Shareholders will be able to download the TDS certificate from the Income Tax Department's website <https://incometaxindiaefiling.gov.in> (refer to Form 26AS).
- Application of TDS rate is subject to necessary verification by the Company of the shareholder details as available in Register of Members as on the Record Date, and other documents available with the Company / Registrar & Share Transfer Agents, M/s. MUFG Intime India Private Limited earlier it was (CB Management Services Pvt. Ltd.)
- In case TDS is deducted at a higher rate, an option is still available with the shareholder to file the return of income and claim an appropriate refund.
- In the event of any income tax demand (including interest, penalty, etc.) arising from any misrepresentation, inaccuracy or omission of information provided by the Member/s, such Member/s will be responsible to indemnify the Company and also, provide the Company with all information / documents and co-operation in any appellate proceedings.
- This Communication is not exhaustive and does not purport to be a complete analysis or listing of all potential tax consequences in the matter of dividend payment. Shareholders should consult their tax advisors for requisite action to be taken by them.



19. Members are requested to notify immediately:

- To their Depository Participants (DP) in respect to their Electronic Share Account; and
- To the Company at its Registered Office or to the Registrars and Share Transfer Agents (RTA) of the Company in respect of their physical share holdings in prescribed Form No. ISR-1 (format is available on the website of the company at <https://www.narmadagelatines.com> quoting their folio number and enclosing the self-attested supporting document (i) self-attested copy of the PAN card and (ii) cancelled cheque leaf.

any change of address and also particulars of their Bank Accounts viz. Name of Bank, Branch, complete address of the Bank and Account Number for printing the same on the Dividend Warrants to avoid fraudulent encashment.

20. Members holding shares in electronic form are hereby informed that bank particulars registered against their respective depository accounts will be used by the Company for payment of dividend. The Company or its Registrars cannot act on any request received directly from the Members holding shares in electronic form for any change of bank particulars or bank mandates. Such changes are to be advised only to the Depository Participant of the Members. Members holding shares in physical form and desirous of either registering bank particulars or changing bank particulars already registered against their respective folios for payment of dividend are requested to write to the Company in Form No. ISR-1.

Further, to receive the dividend, if any on time, Members holding shares in physical form who have not updated their mandate for receiving the dividends directly in their bank accounts through Electronic Clearing Service or any other means are requested to send the following documents to the RTA - M/s. MUFG Intime India Private Limited formerly known as CB Management Services Pvt. Ltd., before 12th August, 2026:

- i. Form No. ISR-1 duly filled and signed by the holders stating their name, folio number, complete address with pin code, mobile number and following details relating to the bank account in which the dividend is to be received:
- ii. Name of Bank and Bank Branch;
- iii. Bank Account Number & Type allotted by your bank after implementation of Core Banking Solutions; and
- iv. 11-digit IFSC Code
- v. 9 digit MICR Code.
- vi. Original copy of cancelled cheque bearing the name of the Member or first holder, in case shares are held jointly;
- vii. Self-attested copy of the PAN Card; and
- viii. Self-attested copy of any document (such as AADHAR Card, Driving License, Election Identity Card, Passport) in support of the address of the Member as registered with the Company.

Further, please note that instructions, if any, already given by Members in respect of shares held in physical form, will not be automatically applied to the dividend paid on shares held in electronic form.

SEBI mandate on KYC Compliance:

21. SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSDRTAMB/P/CIR/2021/655 dated 3rd November, 2021 as amended, has mandated the submission of Permanent Account Number ("PAN") by every participant in the securities market. Members holding shares in electronic form are therefore, requested to submit their PAN to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form can submit their PAN details to the Company or to the Registrar & Share Transfer Agents, M/s. MUFG Intime India Private Limited formerly known as CB Management Services Pvt. Ltd.
22. To prevent fraudulent transactions, members are advised to exercise due diligence and notify the Company of any change in address or demise of any member as soon as possible. Members are also advised not to leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned Depository Participant and holdings should be verified.
23. Non-Resident Indian members are requested to inform the Company's Registrar and Share Transfer Agents immediately of:
 - a. change in the residential status on return to India for permanent settlement; and
 - b. particulars of their Bank account maintained in India with complete name, branch, account type, account no. and address of the bank, if not furnished earlier.

Information relating to unpaid or unclaimed dividends (Investor Education and Protection Fund):

24. Pursuant to the provisions of Section 205A(5) and 205C of the Companies Act, 1956 (Section 124 of the Companies Act, 2013), the Company has transferred the unpaid or unclaimed dividends upto the financial years ended 31st March, 2018, from time to time, to the Investor Education and Protection Fund (IEPF) established under Section 205C of the Act. In accordance with the provisions of Investor Education and Protection Fund (Uploading of information regarding unpaid and unclaimed amounts lying with the companies) Rules, 2012, the Company has uploaded the details of unpaid and unclaimed amounts lying with the Company as on 22nd September 2025 (date of last Annual General Meeting) on the website of the Ministry of Corporate Affairs (MCA). Members who have not encashed their dividend warrants are advised to write to the Company immediately claiming dividends declared by the Company.
25. Adhering to the various requirements set out in the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 (Rules), as amended from time to time, the Company has, during financial year 2025-26, transferred to the IEPF Authority all equity shares of the Company in respect of which dividends for seven consecutive years or more remaining unpaid or unclaimed as on the due date of transfer. Members may note that shares as well as unclaimed dividend transferred to IEPF Authority can be claimed back from them. Concerned members/investors are advised to visit the weblink: <http://iepf.gov.in/IEPFA/refund.html> for lodging claim for refund of shares and / or dividends from the IEPF authority, in Form No. IEPF-5 as available on www.iepf.gov.in.



SEBI mandate on issuance of securities only in demat mode

26. The Members may further note that Pursuant to SEBI (amendment) Regulations, 2022 via Notification dated 24th January, 2022, read with SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTABM/P/CIR/2022/8 dated 25th January 2022, read with SEBI Master Circular No. SEBI/HO/MIRSD/MIRSD-PoD/P/CIR/2025/91 dated June 23, 2025 and other relevant circulars issued from time to time has mandated the listed Companies to issue the securities in dematerialised form only while processing the requests for Issue of duplicate securities certificate, Claim from Unclaimed Suspense Account, Renewal / Exchange of securities certificate, Endorsement, Sub-division / Splitting of securities certificate, Consolidation of securities certificates/ folios, Transmission, Transposition. Also, in view of the Regulation 40 of the SEBI Listing Regulations, as amended with effect from 24th January, 2022, securities of listed companies can now be transferred only in the demat mode.
27. Members holding shares in physical form are therefore requested to convert their holdings into the demat mode to avoid loss of shares or fraudulent transactions and avail better investor servicing. Accordingly, the members are requested to make service request by submitting a duly filled and signed Form ISR-4, the format of which is available on the Company's website at <http://www.narmadagelatines.com.in> in the download section of investor information.
28. Members can contact the Company's Registrar and Transfer Agent, M/s. MUFG Intime India Private Limited formerly known as CB Management Services Pvt. Ltd. at www.in.mpms.mufig.com for assistance in this regard.

Details of RTA:

29. All the work related to share registry in terms of both physical and electronic, are being conducted by Company's Registrar & Share Transfer Agents, MUFG Intime India Private Limited formerly known as CB Management Services Private Limited, Rasoi Court, 5th Floor, 20 Sir R.N. Mukherjee Road, Kolkata-700001 Phone: (033) 4011 6700, Email: investor.helpdesk@in.mpms.mufig.com

Procedure for remote e-voting and e-voting during the AGM:

30. In compliance with provisions of Section 108 of the Companies Act, 2013 and Rule 20 of the Companies (Management and Administration) Rules, 2014 as amended up-to-date, and Regulation 44 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company is pleased to offer e-voting facility to the members to cast their votes electronically at the 65th Annual General Meeting (AGM) to be held on Wednesday, 19th August, 2026 at 11:00 a.m. The Company has engaged the services of Central Depository Services India Ltd (CDSL) to provide remote e-voting facilities. The remote e-voting facility is available at the link www.evotingindia.com. Further, the company has entered into an arrangement with CDSL for conducting the AGM through WEBEX Meetings.

The company also send a separate communication relating to remote e-voting which, inter alia, would contains details about user ID and password along with the copy of this Notice.

31. The Members can join the AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available to atleast 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.
32. The Company has fixed Wednesday, 12th August, 2026 as the cut-off date for determining voting rights of shareholders entitled to participate in the e voting process. In this regard, your demat account/folio number has been enrolled by the Company for your participation in e-voting on resolutions placed by the Company on e-voting system.

The remote e-voting facility will be available during the following period:

Commencement of remote e-voting	End of remote e-voting
Sunday, 16 th August, 2026 at 9.00 a.m.	Tuesday, 18 th August, 2026 at 5.00 p.m.

During this period, members of the company may cast their vote electronically. The remote e-voting module shall be disabled for voting thereafter. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they shall not be allowed to cast their vote again during AGM.

The voting rights of the members shall be in proportion to their shares of the paid up equity share capital of the company as on Wednesday, 12th August, 2026.

33. The Board of Directors of the company has appointed Dr. Asim Chattopadhyay, Practicing Company Secretary (FCS: 2303), as Scrutinizer to scrutinize the Remote e-voting process as well as e-voting process during the AGM in a fair and transparent manner and they have communicated their willingness to be appointed and will be available for same purpose.
34. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, unblock the votes cast through e-voting (i.e. votes cast during the AGM and votes cast through Remote e-Voting) and shall submit a consolidated Scrutinizer's Report of the total votes cast in favour, against, abstained, if any, to the chairman or any person authorized by him, who shall countersigned the same. The Results will be announced not later than 2 working days from the conclusion of the AGM. The result declared along with the Scrutinizer's Report shall be uploaded on the website of the company: www.narmadagelatines.com, and also shall be communicated to BSE, where the Company's equity shares are listed and be made available on their website.
35. **THE INTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING, AND JOINING THE VIRTUAL ANNUAL GENERAL MEETING ARE AS UNDER:**
The Remote e-Voting period begins on Sunday, August 16, 2026, at 9:00 a.m. (IST) and ends on Tuesday, August 18, 2026, at 5:00 p.m. (IST). The Remote e-Voting module shall be disabled by CDSL for voting thereafter. The Members whose names appear in the Register of Members / Beneficial Owners as on the cut-off date i.e. 12th August, 2026, may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as of the cut-off date.


The details of the process and manner for e-Voting and joining virtual meeting for Individual shareholders and Members holding shares in dematerialized form.

- I. Shareholders who have already voted prior to the meeting date would not be entitled to vote at the meeting venue.
- II. Pursuant to SEBI Circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 09.12.2020, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to all the demat account holders, by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

In terms of the above mentioned circular, Shareholders are advised to update their mobile number and email id in their demat accounts in order to access e-Voting facility.

The way to vote electronically on CDSL e-voting system consists of "Two Steps" which are mentioned below:

Step 1: Access through Depositories CDSL/NSDL e-Voting system

Login method for Remote e-Voting and joining the virtual meeting for Individual shareholders holding securities in Demat mode In terms of SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email id in their demat accounts in order to access e-Voting facility.

Pursuant to abovesaid SEBI Circular, Login method for e-Voting and joining virtual meetings for Individual shareholders holding securities in Demat mode CDSL/NSDL is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with CDSL Depository	1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login to Easi / Easiest are requested to visit cdsi website www.cdsiindia.com and click on login icon & My Easi New (Token) Tab. 2) After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3) If the user is not registered for Easi/Easiest, option to register is available at cdsi website www.cdsiindia.com and click on login & My Easi New (Token) Tab and then click on registration option. 4) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdsiindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders holding securities in demat mode with NSDL Depository	1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2) If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS" Portal or click at https://eservices.nsdl.com/SecureWeb/ideasDirectReg.jsp 3) Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home



page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

- 4) For OTP based login you can click on <https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp>. You will have to enter your 8-digit DP ID, 8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Individual Shareholders
(holding securities in
demat mode) login
through their
Depository Participants (DP)

You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911
Individual Shareholders holding securities in Demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at : 022 - 4886 7000 and 022 - 2499 7000

Step 2: Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

- III. Login Method for e-Voting and joining virtual meetings for Physical shareholders and shareholders other than Individual shareholders holding securities in demat mode
 - i. The shareholders should log on to the e-voting website www.evotingindia.com.
 - ii. Click on "Shareholders" module.
 - iii. Now enter your User ID:
 - a. For CDSL: 16 digits beneficiary ID,
 - b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,
 - c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.
 - iv. Next enter the Image Verification as displayed and Click on Login.
 - v. If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.
 - vi. If you are a first-time user follow the steps given below:

For Physical shareholders and other than individual shareholders holding shares in Demat

PAN	Enter your 10 digit alpha-numeric *PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders) Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details OR Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login. If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

- IV. After entering these details appropriately, click on "SUBMIT" tab.
- V. Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.
- VI. For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.
- VII. Click on the EVSN for the relevant <Company Name> on which you choose to vote.
- VIII. On the voting page, you will see 'RESOLUTION DESCRIPTION' and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.
- IX. Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.
- X. After selecting the resolution, you have decided to vote on, click on "SUBMIT". A confirmation box will be displayed. If you wish to confirm your vote, click on "OK", else to change your vote, click on "CANCEL" and accordingly modify your vote.
- XI. Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.
- XII. You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.
- XIII. If a demat account holder has forgotten the login password then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.
- XIV. There is also an optional provision to upload BR/POA if any uploaded, which will be made available to scrutinizer for verification.
- XV. Additional Facility for Non - Individual Shareholders and Custodians -For Remote Voting only**
 - Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "Corporates" module.
 - A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.
 - After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
 - The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.
 - It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
 - Alternatively Non Individual shareholders are required mandatorily to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer and to the Company at the email address viz: ngljb@rediffmail.com (designated email address by company), if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

36. THE INSTRUCTIONS FOR MEMBERS FOR E-VOTING ON THE DAY OF THE AGM ARE AS UNDER:

1. The procedure for attending meeting & e-Voting on the day of the AGM is same as the instructions mentioned above for e-voting.
2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.
3. Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM.
4. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
5. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
6. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
7. Only those shareholders, who are present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available during the AGM.
8. If any Votes are cast by the shareholders through the e-voting available during the AGM and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-voting during the meeting is available only to the shareholders attending the meeting.

Notes:

In case the members have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911.

37. INSTRUCTIONS FOR SHAREHOLDERS/MEMBERS TO REGISTER THEMSELVES AS SPEAKER DURING ANNUAL GENERAL MEETING:

1. The Members who would like to express their views or ask questions during the meeting may register themselves as a speaker by sending their request in advance on or before 11th August, 2026, mentioning their name, demat account number/folio number, email id, mobile number at mahima.patkar@narmadagelatines.com. The shareholders who do not wish to speak during the



AGM but have queries may send their queries on or before 11th August, 2026, mentioning their name, demat account number/folio number, email id, mobile number at mahima.patkar@narmadagelatines.com. These queries will be replied to by the company suitably by email.

2. Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting. The company reserves the right to restrict the number of speakers depending on the availability of time for the Annual General Meeting.
3. The Members should allow to use Camera and are required to use Internet with a good speed to avoid any disturbance during the meeting.

38. PROCESS FOR THOSE SHAREHOLDERS WHOSE E-MAIL/MOBILE NO. ARE NOT REGISTERED WITH THE COMPANY/DEPOSITORIES.

1. For Physical shareholders- please provide necessary details like Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self -attested scanned copy of PAN card), AADHAR (self- attested scanned copy of Aadhar Card) by email to Company at ngjbp@rediffmail.com /RTA email id at www.in.mpms.mufg.com.
2. For Demat shareholders -, Please update your email id & mobile no. with your respective Depository Participant (DP)
3. For Individual Demat shareholders - Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.

If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 18002109911

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Assistant Vice President, (CDSL,) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 18002109911.

By Order of the Board of Directors
For Narmada Gelatines Limited

Sd/-
Mahima Patkar
 Company Secretary & Compliance Officer
 M.No A72544

Place : Jabalpur
 Date : 25th May, 2026

Registered Office:
 CARAVS, Room No. 28
 15, Civil Lines, Jabalpur - 482001

STATEMENT PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013**Item No. 3**

The following Statement set out all material facts relating to the **Ordinary Business (Special Resolution)** mentioned in the accompanying Notice:

Mr. S. Maheswaran (DIN: 00143046), aged 77 years, is a Bachelor of Commerce and having a vast experience of managing the manufacturing industries for last five decades. He is a Managing Director of Asia Match Company Private Limited, Sivakasi.

He is also on the Board of Standard Fireworks Pvt. Ltd., Sivakasi, Pioneer Asia Group of Companies, Sivakasi and India Gelatines and Chemicals Limited. The Group has interest in various business enterprises like Safety Matches, Printing, Textiles, Wind Energy and Chemicals in India, Sri Lanka, Taiwan & Netherlands

Mr. S. Maheswaran shall retire at the ensuing Annual General Meeting of the Company and being eligible offer himself for re-appointment.

Mr. S. Maheswaran gives overall guidance in framing Business policies. Regulation 17(1A) of SEBI (LODR) Regulations, 2015 requires the listed entities to obtain approval of the shareholders by way of Special Resolution to appoint or continue the Directorship of any Non-Executive Non-Independent Director who have attained the age of 75 Years or more.

The Board at its meeting held on 25th May, 2026 is of the opinion that Mr. S. Maheswaran vast knowledge and varied industry experience will be of great value to the Company and has recommended the Resolution at Item No. 3 of this Notice as a Special Resolution (since Mr. S. Maheswaran has attained the age of 77 years) relating to the appointment of Mr. S. Maheswaran as a Non-Executive Non-Independent Director liable to retire by rotation, for your approval.

Mr. S. Maheswaran is not disqualified from being appointed as a Director in terms of Section 164 of the Companies Act, 2013 and have given his consent to act as Director of the Company.

The other details of Mr. S. Maheswaran in terms of Regulation 36(3) of the Listing Regulation and Secretarial Standard 2 is annexed to this Notice.

Except Mr. S. Maheswaran and Mr. S. Annamalai, none of the other Directors, Key Managerial Personnel of the Company or their relatives are, in any way, concerned or interested in the Resolution set out at Item No. 3 of the Notice.

Item No. 4

The following Statement set out all material facts relating to the **Special Business (Special Resolution)** mentioned in the accompanying Notice:

Mr. Kailasam Krishnamoorthy (Mr. K. Krishnamoorthy), was appointed as a Non-Executive Independent Director of the Company at the 60th Annual General Meeting held on 21st September, 2021 and who holds office up to the conclusion of the 65th Annual General Meeting, upon attaining the age of 75 years on 26th December, 2025, approval of the Members by way of a Special Resolution through Postal Ballot was obtained in accordance with Regulation 17(1A) of the Listing Regulations for continuation of his directorship up to the expiry of his current term, i.e., till the conclusion of the 65th Annual General Meeting or 20th September, 2026, whichever is earlier.

The Nomination and Remuneration Committee and the Board are of the opinion that the continued association of Mr. K. Krishnamoorthy would be beneficial to the Company, and the Company would continue to benefit from his legal acumen, corporate experience, and valuable insights. Accordingly, the Board recommends the Resolution set out at Item No. 4 of this Notice as a Special Resolution for approval of the Members, in compliance with Regulation 17(1A) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, since he has attained the age of 75 years.

Mr. K. Krishnamoorthy, aged 75 years, holds a Bachelor's Degree in Commerce (Honours) from Calcutta University and a Bachelor of Laws (LLB) degree from Utkal University, Bhubaneswar. He is a qualified Company Secretary and holds a Certificate of Practice (CP No. 9733). He has also passed the Intermediate Examination of the Institute of Cost and Works Accountants of India.

Mr. K Krishnamoorthy has gained expertise in the field of restructuring such as mergers / acquisitions, resource mobilization through public issue/rights issue, QIP/ FCCB/ GDR and Corporate Governance. Undertaken scores of mergers/demergers in various listed companies such as erstwhile Brooke Bond India Limited, Ceeta Industries Limited and erstwhile Shaw Wallace & Company Limited.

He has held various positions in Sourcing, Secretarial, Legal and Finance Departments in companies such as Brooke Bond India Limited, Kolkata (since merged with Hindustan Unilever Limited), Utkal Asbestos Limited, Bhubaneswar, Ceeta Industries Limited, Kolkata, before joining erstwhile Shaw Wallace & Company Limited, (since merged with United Spirits Limited, Bengaluru - now a subsidiary of Diageo plc., U.K.) as General Manager (Finance) and Company Secretary, overseeing the secretarial/legal/finance functions of its various liquor/beer manufacturing, real estate and consumer electronic subsidiary companies (both listed and unlisted) and its associate companies. He also acted as Company Secretary in Hindustan Dorr-Oliver Limited, Mumbai and Gordon Woodroffe Limited, Chennai. After successful career of 2 decades in various corporate bodies, he retired from United Spirits Limited as "Assistant Vice President - Secretarial/Corporate Legal" in December, 2010. However, he continued in the capacity of "Advisor" on retainer basis till September, 2015 in their Corporate Legal/Secretarial Department.

During his tenure with the Company, Mr. Krishnamoorthy has attended all Board and Committee meetings and has provided valuable guidance and inputs in the best interests of the Company and its stakeholders.

In accordance with the statutory provisions, approval by shareholders is required by way of Special Resolution for appointment or re-appointment of an Independent Director on the Board of Directors of the Company. The Company has received consent, statutory disclosures/declarations and confirmations from Mr. K Krishnamoorthy with regard to his proposed re-appointment.

The Board of Directors is of the opinion that Mr. K Krishnamoorthy fulfills the conditions specified in Sections 149, 150 and 152 read with Schedule IV of the Act, the Companies (Appointment and Qualification of Directors) Rules, 2014 and the SEBI Listing Regulations (including any statutory modification(s) and/or re-enactment (s) thereof for the time being in force) and is independent of the management of the Company.

Accordingly, the Board of Directors proposes and recommends for the re-appointment of Mr. K Krishnamoorthy as Non-Executive Independent Director of the Company as set out in the Notice for approval of the shareholders.

Additional information in terms of Regulation 36(3) of the Listing Regulation and Secretarial Standards-2 is annexed to this Notice. Mr. K Krishnamoorthy is not related to any director of the Company.

Except, **Mr. K. Krishnamoorthy**, none of the other Directors, Key Managerial Personnel or their relatives are concerned or interested in the Resolution at Item No. 4 of the Notice.

Item No. 5

The following Statement set out all material facts relating to the Special Business (**Special Resolution**) mentioned in the accompanying Notice:

Mr. Ashok K. Kapur's previous term as the Managing director of the Company expired on May 31, 2026.

Pursuant to the recommendation of the Nomination and Remuneration Committee, the Board of Directors of the Company vide resolution passed on May 25, 2026 approved re-appointment of Mr. Ashok K. Kapur as the Managing Director of the Company with effect from June 1, 2026 in accordance with the provisions contained in Section 196 and 197 read with Section 203 of the Companies Act, 2013, subject to approval of members.

Since, Mr. Ashok K. Kapur has attained the age of 78 years and as per Schedule V of the Companies Act, 2013, the approval of shareholders by Special Resolution at the general meeting of the Company or approval of the Central Government would be required for his re-appointment as Managing Director. This explanatory statement may also be read and treated as disclosure in compliance with the requirements of Section 190 of the Companies Act, 2013.

Mr Ashok K. Kapur is a Mechanical Engineer having 55 years of experience in Gelatine industry. He has contributed immensely to the growth of the Company and his vast and rich experience in Gelatine Industry will be beneficial to the company. He has been the Chairman of Ossein & Gelatine Manufacturers' Association of India and a Director of Gelatine Manufacturers Association of Asia Pacific and the Ex-Chairman of Ossein and Gelatine Panel of CAPEXIL. He is overall in-charge of the Company embracing the whole gamut of operations.

The details of remuneration payable to Mr. Ashok K. Kapur and the terms and conditions of the appointment are given below:

- Period of appointment** - 2 years from June 1, 2026 to May 31, 2028. His appointment is not liable to retirement by rotation.
- Nature of Duties:** Mr. Ashok K. Kapur shall devote his whole time and attention to the business of the Company and carry out such duties as may be entrusted to him by the Board from time to time and exercise such powers as may be assigned to him, subject to the superintendence, control and directions of the Board in connection with and in the best interests of the business of the Company.

Remuneration, perquisites, allowances and benefits :

S.no.	Particulars	Remuneration w.e.f. 01st June, 2026
i.	Basic Pay	₹ 3,15,000 p.m.
ii.	Perquisites/Allowances:	
	HRA/Company Accommodation	₹ 1,57,500 p.m.
	Conveyance Allowance	₹ 15,000 p.m.
	Special Allowance	₹ 30,000 p.m.
	Co's Contribution to PF	
	(12% of basic as per the Company's rule)	₹ 37,800 p.m.
	Leave Travel Allowance	One-month basic pay i.e. Rs. 3,15,000 p.a.
	Medical reimbursement of actual expenses / allowance for self and family	One-month basic pay i.e. Rs. 3,15,000 p.a.
	Personal Allowance	₹ 1,00,000 p.a.
Fixed Gross Compensation		₹ 73,93,600 p.a.

In addition to the remuneration specified in clause (A) above, the Managing Director shall be eligible for the following:

- (B) **Performance Bonus:** The Managing Director shall be eligible for a performance-linked bonus, subject to the achievement of the Company's annual Operating EBITDA targets, on the following basis:
- A fixed performance bonus of ₹5, 00,000 (Rupees Five Lakhs only) shall be payable upon the Company achieving an annual Operating EBITDA of ₹25 crores; and
 - Where the annual Operating EBITDA exceeds ₹25 crores, an additional incentive equivalent to 1% of the Operating EBITDA in excess of ₹25 crores shall be payable.
- (C) Annual Increment of 10% of Fixed Gross Compensation.



(D) Retirement Benefits:

- i. Gratuity: As per the Act.
- ii. Encashment of leave: As per the rules of the Company.

(E) Other Benefits: The following benefits shall be provided in addition to the Fixed Gross Compensation, Performance Bonus and Annual Increment:

- i. Chauffeur Driven Car
- ii. Company Telephone: Use of the Company's telephone at the residence for official purposes, as per the rules of the Company/Reimbursement of expense towards maintenance of mobile phone.
- iii. Earned/privilege Leave: As per the Rules of the Company.

(F) Overall remuneration: The aggregate of the fixed gross compensation, Performance bonus, Annual Increment, retirement benefits, other benefits, etc. as mentioned above, in any one financial year shall not exceed the limits prescribed under Section 197, 198, Schedule V and other relevant provisions of the Companies Act, 2013 read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 or any modifications or re-enactment for the time being in force.

(G) Minimum Remuneration: Notwithstanding anything to the contrary herein contained, where in any financial year closing on and after March 31, 2026, the Company incurs a loss or its profits are inadequate, the Company shall pay to Mr. Ashok K Kapur the remuneration by way of salary, performance bonus and other allowances not exceeding the limits specified under Part II of Schedule V of the Companies Act, 2013 (including any statutory modifications or re-enactments thereof, for the time being in force), or such other limits as may be prescribed by the government from time to time as minimum remuneration

4. The agreement, executed between the Company and Mr. Ashok K. Kapur, may be terminated by either party by giving three months' notice in writing of such termination.
5. The terms and conditions of the appointment may be altered and varied from time to time by the Board as it may, in its discretion deem fit, subject to such approvals as may be required.
6. The terms and conditions of the appointment of Mr. Ashok K. Kapur also include clauses pertaining to adherence with the Code of Conduct, no conflict of interest with the Company and maintenance of confidentiality.
7. Mr. Ashok K. Kapur shall not become interested or otherwise concerned, directly or through his spouse and/or children, in any selling agency of the Company.

None of the director, except Mr. Ashok K Kapur, is deemed to be interested or concerned in his re-appointment and remuneration payable to him as a managing director. The terms of re-appointment of Mr. Ashok K. Kapur, as stated in this notice, may be treated as the abstract of terms and conditions of re-appointment and memorandum of interest under Section 190 of the Companies Act, 2013. The copies of relevant resolutions of the Board and agreement with respect to the re-appointment is available for inspection by members at the registered office of the Company during working hours on any working day till the date of this AGM.

The Directors are of the view that the re-appointment of Mr. Ashok K. Kapur as the Managing Director will be beneficial to the operations of the company. The Board accordingly recommends the resolution as set out in Item No. 5 of the Notice for approval of the members.

Except Mr. Ashok K Kapur, none of the other Directors, Key Managerial Personnel of the Company or their relatives are, in any way, concerned or interested in the Resolution set out at item No. 5 of the Notice

By Order of the Board of Directors
For Narmada Gelatines Limited

Sd/-
Mahima Patkar
Company Secretary & Compliance Officer
M. No A72544

Place : Jabalpur
Date : 25th May, 2026

Registered Office:
CARAVS, Room No. 28
15, Civil Lines, Jabalpur - 482001


ANNEXURE
Details of Directors seeking re-appointment at the 65th Annual General Meeting

(Pursuant to Regulation 36(3) of the SEBI (Listing Obligation and Disclosure Requirement) Regulations, 2015 and Secretarial Standard 2 on General Meetings)

Name	Mr. S. Maheswaran	Mr. K Krishnamoorthy	Mr. Ashok K Kapur
DIN	00143046	02797916	00126807
Date of Birth	07.09.1948	26.12.1950	04.11.1947
Nationality	Indian	Indian	Indian
Date of Appointment/ Re-appointment in AGM	24.09.2024	21.09.2021	25.09.2023
Qualification	B.Com	Member of the Institute of Company Secretaries of India, Bachelor Degree in Commerce (with Honours) from Calcutta University and a Degree in Law (LLB) from Utkal University, Bhubaneshwar, Odisha, Intermediate Examination of the Institute of Cost and Works Accountants of India, Kolkata	Mechanical Engineer
Terms of Remuneration	Nil	Nil	As per item no.5
Terms and conditions of appointment or re-appointment	As per item No. 3	As per item No. 4	As per item No. 5
Remuneration last drawn	Nil	Nil	As mentioned in Item No. 5 Explanatory Statement
Number of Meetings of the Board attended during the year	5/6	6/6	6/6
Expertise	Expertise in Matches and Fireworks Industries, President of All India Chamber of Match Industries, Sivakasi, Former President of Tamilnadu Fireworks & Amorce Manufacturers Association, Sivakasi.	Expertise in the field of Expertise in the field of restructuring such as mergers/acquisitions, resource mobilization through Public Issue/ QIP/FCCB/Governance.	55 years of experience in Gelatin industry and He has' been the Chairman of Ossein & Gelatine Manufactures Association of India and a Director of India and a Director of Gelatine Manufacturers Association of Asia Pacific Ex-Chairman of Ossein and Gelatine Panel CAPEXIL.
Directorships in other companies	Sankar & Parvathi Estates Pvt. Ltd., India Gelatines & Chemicals Limited, Pioneer Nf Forgings India Pvt. Ltd., Sree Ayyanar Spinning And Weaving Mills Private Limited, Asia Timber Products Private Limited, Standard Paper Containers Pvt. Ltd., Para Enterprises Private Limited, Modern Matches Private Limited, Asia Match Company Pvt. Ltd., Ashok Matches And Timber Industries Pvt. Ltd, Bell Pyrotechnics Pvt Ltd, Standard Fire Works Private Limited; Rajaratnam Fireworks Private Limited, Standard Pyrotechnics Ltd, Pioneer Jellice India Private Limited, Pioneer Wincon Energy Systems Private Limited, Pradeep Sankar Enterprises Private Limited, Pioneer Xenergy Private Limited, All India Chamber of Match Industries	Nil	Nil
Memberships/Chairmanships of Committees across Public companies	-	Narmada Gelatines Limited ● Stakeholders Relationship Committee-Chairman ● Audit Committee-Member ● Nomination & Remuneration Committee-Member.	Narmada Gelatines Limited ● Stakeholders Relationship Committee-Member
Relationship, if any, between Directors, Manager and Key Managerial Personnel Inter-se	Mr. S. Maheswaran-Brother of Mr. S. Annamalai - Director of the Company	-	-
Shareholding in the Company	Nil	Nil	1050 equity shares

**Information at a glance**

Sr. No.	Particulars	Details
1	Date and time of AGM	Wednesday, 19 th August, 2026, at 11.00 a.m. (IST)
2	Mode of Conduct	Video Conferencing ("VC")/Other Audio-Visual Means ("OAVM")
3	Link for Participating in the meeting through VC/OAVM	www.evotingindia.com (please refer e-voting procedure specified in Notice)
4	Contact details of CDSL for assistance before or during the AGM	Members can connect with: Mr. Rakesh Dalvi, Sr. Manager, (CDSL) at helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911
5	Record date for Final Dividend	Wednesday, 12 th August, 2026
6	Dividend payment date	After 20 th August, 2026
7	Cut-off date for e-Voting	Wednesday, 12 th August, 2026
8	e-Voting start date and time	Sunday 16 th August, 2026 from 9.00 a.m.(IST)
9	e-Voting end date and time	Tuesday 18 th August, 2026 till 5.00 p.m. (IST)
10	Date, E-mail address to submit the form for TDS exemption	Wednesday, 12 th August, 2026 on or before 5.00 p.m. (IST) at ngljbp@rediffmail.com
11	Registration for Speaker Shareholder	Send e-mail to mahima.patkar@narmadagelatines.com at least seven (7) days prior to meeting i.e, 11 th August 2026.
12	Name, address and contact details of Registrar and Transfer Agent (RTA)	MUFG Intime India Private Limited (Formerly Known as CB Management Services Pvt. Ltd) Rasoi Court, 5th Floor, 20 Sir R.N. Mukherjee Road, Kolkata-700001 Phone: +91 033 6906 6200 Email: : investor.helpdesk@in.mpms.mufig.com
13	Live webcast of AGM	www.evotingindia.com

WE AND OUR SOCIETY





Narmada Gelatines Limited

Caravs, Room No. 28, 15, Civil Lines, Jabalpur - 482001