PAOS INDUSTRIES LTD.

CIN:L24100PB1990PLC049032

Registered Office: Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120 (Pb)

04.09.2026

To

Corporate Relationship Department
BSE Limited
Floor 25, Feroze Jeejeebhoy Towers,
Dalal Street, Mumbai-400001
Phone:022-22721233-34

Scrips Code: 530291 **ISIN: INE791C01012**

Sub:- Annual Report and AGM Notice as per regulation 34(1) of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.

Pursuant to Regulation 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, please find attached herewith the Annual Report of the Company for financial year 2025-2026 to be approved in the 36th Annual General Meeting (AGM) of the Company scheduled to be held on Wednesday, 30th September, 2026 at 10:00 a.m. at registered office of the company situated at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120 (Pb).

In compliance with relevant circulars issued by Ministry of Corporate Affairs and the Securities and Exchange Board of India, the Notice convening the AGM and the Annual Report of the Company for the financial year 2025-2026 is also being sent through electronic mode to all the members of the Company whose e-mail addresses are registered with the Company/Company's RTA or Depository Participant(s) and other permitted mode to those whose e-mail address are not registered.

The Notice of 36th AGM, Annual Report for financial year 2025-2026 will also be made available on the website of the Company at www.paosindustries.in

Thanking You,
Yours Faithfully,

For PAOS Industries Ltd

Daljeet Singh Digitally signed by Daljeet Singh Date: 2026.09.04 14:07:31 +05'30'

Daljeet Singh
Company Secretary & Compliance Officer
M. No. A42211

PAOS

INDUSTRIES LTD.

36th Annual Report
2025-26

BOARD OF DIRECTORS:

Name	Designation
Sh. Sanjeev Bansal	Managing Director
Smt. Rama Bansal	Non-Executive Director
Sh. Sagar Borase (appointed w.e.f 07.08.2025)	Executive Director (Whole Time Director)
Smt. Sharon Arora	Non-executive Independent Director
Smt. Komal Bhalla (appointed w.e.f 07.08.2025)	Non-executive Independent Director
Sh. Sanchit Arora (appointed w.e.f 30.08.2025)	Non-executive Independent Director

COMPANY SECRETARY
Sh. Daljeet Singh

CHIEF FINANCIAL OFFICER
Sh. Varinder Kumar

STATUTORY AUDITORS
M/s P.C. Goyal & Co.,
Chartered Accountant,
Ludhiana. – (Pb.)

BANKERS
Yes Bank
Ferozpur Road,
Ludhiana (Pb.)

SECRETARIAL AUDITORS
M/s Rajeev Bhambri & Associates
Company Secretaries
Ludhiana - (Pb.)

HDFC Bank
Feroze Gandhi Market,
Ludhiana (Pb.)

REGISTRAR &SHARE TRANSFER AGENT
M/s MUFG Intime India Private Limited
(Formerly Link Intime India Private Limited)
Noble Heights, First Floor, Plot No.NH-2, C-1 Block,
LSC, Near Savitri Market, Janakpuri, New Delhi-110 058
Ph. 011-49411000, E-mail: delhi@linkintime.co.in

REGISTERED OFFICE OF THE COMPANY
Village Pawa, Near Civil Airport, G. T. Road, Ludhiana – 141120 (Pb).
Ph: +91-161-522-0000, Email: paosindustries@gmail.com, rajagromills@gmail.com
Website: www.paosindustries.in

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Managing Directors' Message

Dear Shareholders,

It gives me immense pride and joy to address you at a time when our Company has embarked upon a renewed journey after a prolonged period of inactivity. Restarting operations after several years was not an easy task. It required resilience, conviction, and above all, the unwavering trust of our stakeholders. Today, I am delighted to share that the Company has not only re-commenced its business successfully but is also demonstrating strong and promising performance across its operations.

I am pleased to share that the Company has made encouraging progress during the year. The Company's revenue from operations increased substantially to Rs. 88.04 crore, compared with Rs. 54.64 crore in the previous year. The Company also recorded an improvement in EBITDA, which stood at approximately Rs. 3.79 crore, as against Rs.1.82 crore in the previous year. These improvements reflect the gradual strengthening of our operations and the efforts made by the management and employees towards building a more stable business.

Our focus, therefore, will remain on consolidating the business, improving operational efficiencies, strengthening customer and supplier relationships, controlling costs and generating sustainable cash flows. We will continue to evaluate opportunities for expansion and diversification, but such initiatives will be pursued with due consideration to the Company's financial resources and long-term interests of all stakeholders.

I firmly believe that **"CLARITY IN MIND, PURITY IN THOUGHTS AND SINCERITY IN ACTIONS IS THE RIGHT FORMULA FOR SUCCESS."** These principles will continue to guide us as we work towards strengthening the Company and creating a sustainable future.

We have taken important steps towards rebuilding the Company. The road ahead may have its challenges, but with a clear vision, disciplined execution and the continued support of our stakeholders, I am confident that we can build upon the foundation created during the year and move steadily towards a stronger and more successful future.

With warm regards,
Sanjeev Bansal
Managing Director

NOTICE

NOTICE is hereby given that the **36th Annual General Meeting** of the Members of **PAOS INDUSTRIES LIMITED** will be held on **Wednesday**, the **30th day of September, 2026 at 10.00 a.m.** at the Registered Office of the Company at **Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120 (Pb)** for transacting the following businesses:

ORDINARY BUSINESS:

1. To receive, consider and adopt the Audited Standalone Financial Statements of the Company for the financial year ended 31st March, 2026 together with the reports of Board of Directors and Auditors thereon.

2. To appoint Sh. Sanjeev Bansal (00057485) as a Director who retires by rotation and being eligible offers himself for re-appointment.

By Order of Board
For PAOS Industries Limited

Sd/-
(Sanjeev Bansal)
Managing Director
DIN- 00057485
662/2, Premjit Road, Gurdev Nagar, Ludhiana-141001

Date: 31.08.2026
Place: Ludhiana

NOTES:

(i) A member entitled to attend and vote at the annual general meeting (the "MEETING") is entitled to appoint a proxy to attend and vote on a poll instead of himself/herself and the proxy need not be a member of the company. The instrument appointing the proxy should, however, be deposited at the registered office of the company not less than forty-eight hours before the commencement of the meeting. The blank proxy form is enclosed.

(ii) A person can act as a proxy on behalf of members not exceeding fifty and holding in the aggregate not more than ten percent of the total share capital of the Company carrying voting rights. A member holding more than ten percent of the total share capital of the Company carrying voting rights may appoint a single person as proxy and such person shall not act as a proxy for any other person or shareholder.

(iii) During the period beginning 24 hours before the time fixed for the commencement of the meeting and ending with the conclusion of the meeting, members would be entitled to inspect the proxies lodged, at any time during the business hours of the Company, provided not less than 3 days written notice is given to the Company.

(iv) The Explanatory Statement pursuant to section 102 of the Companies Act, 2013 (the 'Act') forms part of this Notice.

(v) Brief details of the directors, who are seeking appointment/re-appointment, are annexed hereto as per requirements of regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations') and as per provisions of the Act.

(vi) SEBI has mandated that any service request from members holding securities in physical mode shall be entertained only upon registration of the PAN, KYC details and nomination. The folios wherein any one of the said document/details are not updated on or after 1st October 2023 shall be frozen by the RTA. Further, such member will not be eligible to receive dividend in physical mode. Members are requested to furnish the details in the prescribed form to RTA. Forms can be downloaded from the website of the Company at www.paosindustries.in

(vii) In terms of section 101 and 136 of the Act, read together with the rules made there-under, the listed companies may send the notice of annual general meeting and the annual report, including Financial Statements, Board Report, etc. by electronic mode. The Company is accordingly forwarding soft copies of the above referred documents to all those members, who have registered their e-mail addresses with their respective depository participants or with the share transfer agent of the Company. For members who have not registered their e-mail addresses, physical copies are sent in the permitted mode. Members may note that Annual Report 2025-26 and Notice along with proxy form and attendance slip will also be available on the Company's website Company's websitewww.paosindustries.in and website of the Stock Exchange, i.e. BSE Limited at www.bseindia.com.

(viii) Institutional/Corporate Shareholders (i.e. other than individuals/HUF, NRI, etc.) are required to send a scanned copy (PDF / JPG Format) of its Board or governing body's Resolution/Authorization etc., authorizing its representative to attend the AGM on its behalf and to vote through remote e-voting. The said Resolution/Authorization shall be sent to the Scrutinizer by e-mail through its registered e-mail address to rajeevbhambri@gmail.com.

(ix) To receive communications through electronic means, including Annual Reports and Notices, members are requested to kindly register/ update their e-mail address with their respective depository participants, where shares are held in demat mode. Members are requested to register their e-mail id and support the green initiative efforts of the Company. Members are also requested to support our commitment to environmental protection by choosing to receive the Company's communication through e-mail going forward.

(x) Securities Exchange Board of India has mandated that the listed companies shall henceforth issue the securities in dematerialised form only, while processing service requests such as issue of duplicate share certificates, transmission, transposition, etc. Accordingly, members who still hold share certificates in physical form are advised to dematerialise their holdings.

(xi) The Company has been maintaining, inter alia, the following statutory registers at its registered office at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120 (Pb) which are open for inspection by members in terms of the applicable provisions of the Act, from Monday to Friday from 10.00 a.m. to 12.30 p.m., except holidays:

i) Register of Contracts or arrangements in which directors are interested under section 189 of the Act. The said Register shall also be produced at the commencement of the AGM of the Company and shall remain open and accessible during the continuance of the meeting to any person having the right to attend the meeting.
ii) Register of Directors and Key Managerial Personnel and their shareholding under section 170 of the Act. The said Register shall be kept open for inspection at the AGM of the Company and shall be made accessible to any person attending the AGM.

(xii) Documents referred to in the Notice and the statement shall be open for inspection by the members at the registered office of the Company from Monday to Friday from 10.00 a.m. to 12.30 p.m., except holidays, up to the date of AGM.

(xiii) Pursuant to section 72 of the Act read with SEBI Circular dated 3rd November 2021, clarification circular dated 14th December 2021 and circular dated 16th March 2023, members holding shares in physical form are advised to file nomination in the prescribed Form SH-13 or Form ISR-3 (Declaration to Opt-out). The form can be downloaded from the website of the Company at www.paosindustries.in

(xiv) The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN) by every participant in 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 to the Company/ Link Intime India Pvt. Ltd.

(xv) The register of members and the share transfer book of the company will remain closed from Thursday, the 24th September, 2026 to Wednesday, the 30th September, 2026 (both days inclusive).

(xvi) Members are requested to bring their copies of Annual Reports along with them, as copies of the report will not be distributed at the meeting.

(xvii) Members/proxies are requested to bring their attendance slips sent herewith duly filled in for attending the meeting.

(xviii) Any queries regarding the Annual Accounts or otherwise must be sent to Registered Office of the Company at least 10 days before the date of meeting.

(xix) M/s Rajeev Bhambri & Associates, Company Secretaries have been appointed as the Scrutinizer to scrutinize the e-voting process in a fair and transparent manner (including the ballot forms received from members who do not have access to the e-voting process). The scrutinizer shall upon the conclusion of General Meeting, unblock the votes in presence of at least two witnesses not in employment of the Company and make a report of the votes cast in favour or against, if any, forthwith to the Managing Director of the Company.

(xx) The Results of the resolutions passed at the AGM of the Company will be declared within 48 working hours of the conclusion of AGM. The Results declared along with the Scrutinizer's report shall be placed on website of company, CDSL and will be communicated to the stock exchanges.

(xxi) Voting through Electronic Means: Pursuant to the Section 108 of the Companies Act, 2013, Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time and Regulation 44 of SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015, the Company is pleased to provide the facility to the Members a facility to exercise their right to vote at the 36thAnnual General Meeting (AGM) by electronic means.

(xxii) The Members whose name appears in the Register of Members of the Company as on **23rd September, 2026** may cast their votes on electronic voting system from place other than the venue of the meeting (remote e-voting). The remote e-voting shall commence on **27th September, 2026 at 09:00 AM and ends on 29th September, 2026 at 05:00 PM**. Once the vote on a resolution is cast by the shareholder, the shareholder shall not be allowed to change it subsequently. The e-voting module shall be disabled by CDSL for voting thereafter.

THE INTRUCTIONS OF SHAREHOLDERS FOR REMOTE E-VOTING:

Step 1 : Access through Depositories CDSL/NSDL e-Voting system in case of individual shareholders holding shares in demat mode.

Step 2 : Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(i) The voting period begins on **Sunday 27th September, 2026 at 09:00 AM and ends on Tuesday 29th September, 2026 at 05:00 PM**. During this period shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date **Wednesday 23rd September, 2026** may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.

(ii) Shareholders who have already voted prior to the meeting date would not be entitled to vote at the meeting venue.

(iii) 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.

Step 1 : Access through Depositories CDSL/NSDL e-Voting system in case of individual shareholders holding shares in demat mode.

(iv) 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 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 cdsl website www.cdslindia.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 cdsl website www.cdslindia.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.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders holding securities in demat mode 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. 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. 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.

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

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

(v) Login method for Remote e-Voting for **Physical shareholders and shareholders other than individual holding in Demat form**.

1) The shareholders should log on to the e-voting website www.evotingindia.com.
2) Click on "Shareholders" module.
3) 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.

4) Next enter the Image Verification as displayed and Click on Login.

5) 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.

6) 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.

(vi) After entering these details appropriately, click on "SUBMIT" tab.

(vii) 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.

(viii) For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.

(ix) Click on the **EVSN (260829029)** for the relevant <PAOS Industries Limited> on which you choose to vote.

(x) 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.

(xi) Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.

(xii) 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.

(xiii) Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.

(xiv) You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.

(xv) 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.

(xvi) There is also an optional provision to upload BR/POA if any uploaded, which will be made available to scrutinizer for verification.

(xvii) **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 mandatory 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; paosindustriesltd@gmail.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.

PROCESS FOR THOSE SHAREHOLDERS WHOSE EMAIL/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/RTA email id.

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 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

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Sr. Manager, (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 at toll free no. 1800 21 09911.

(xxiii) In addition to the remote e-voting facility as described above, the Company shall make a voting facility available at the venue of the AGM through Poll. However, members who have voted through remote e-voting will be eligible to attend the AGM, but shall not be entitled to cast their vote again.

(xxiv) Information pursuant to Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 regarding the Directors seeking appointment/re-appointment in the AGM. (Annexure to Item No. 2)

Name of the Director	Sh. Sanjeev Bansal
Category	Managing Director
Date of Birth	02.03.1959
Age	67 years
Date of Appointment	18.06.1990
Term and conditions of appointment or re-appointment	Re-appointment due to retires by rotation. No remuneration is being proposed/ sought to be paid on re-appointment.
DIN	00057485
Qualification	Graduate
Experience	Shri Sanjeev Bansal aged 67 years is a Graduate from Punjab University and has experience of more than 47 years in this industry. In 1978, he joined the family business and in the year 1990, M/s Raj Agro Mills Pvt. Ltd. Was incorporated under the sheer and able guidance of Shri Sanjeev Bansal. He is a worldly traveled man having visited many countries namely Japan, South Korea, Singapore, Malaysia, Taiwan etc. for identification of new technology
No. of Shares Held in the Company as on 31.03.2026.	37,27,950 Equity Shares of Rs.10/- each (61.08%) 1,45,000 Preference Shares of Rs.100/- each (33.33%)
Chairman/Membership of Board Committees of listed companies (including this company) as on 31.03.2026.	Nil
Directorship held in listed companies (including this company) as on 31.03.2026	1
Directorship held in other public company	NIL
Directorship held in other private company	NIL
Remuneration last Drawn (including sitting fees, if any)	NIL
Disclosure of Relationship between directors inter-se	Smt. Rama Bansal, Non-Executive Director is spouse of Sh. Sanjeev Bansal. No Relationship with KMPs
Number of Board Meetings attended during the year	6

By Order of Board
For PAOS Industries Limited

Sd/-
(Sanjeev Bansal)
Managing Director
DIN- 00057485
662/2, Premjit Road, Gurdev Nagar, Ludhiana-141001

Date: 31.08.2026
Place: Ludhiana

WE WOULD LIKE TO DRAW SHAREHOLDER'S KIND ATTENTION TO THE FOLLOWING URGENT MATTERS, WHICH REQUIRE THEIR IMMEDIATE ACTION

PROCEDURE FOR THOSE SHAREHOLDERS, WHOSE EMAIL ADDRESSES AND/OR BANK DETAILS/MANDATE ARE NOT REGISTERED WITH THE COMPANY/DEPOSITORIES.

We urge members to support the Green Initiative of the Government of India (GOI) by choosing to receive the communication from the Company through email. So, in case you wish to register/update your address, Email id or Bank Mandate* etc, you can do the same:

Physical holding: Please send a duly signed request letter by the shareholder(s), to the Registrar & Share Transfer Agent of the Company, MUFG Intime India Private Limited (Formerly Link Intime India Private Limited). (Unit: PAOS Industries Limited), Noble Heights, 1st Floor, Plot No-2, C-1 Block LSC, Near Savitri Market, Janakpuri, New Delhi -110058, providing Folio No, Name of the shareholder and self- attested copy of PAN & AADHAR card, for registering the e-mail address. Following additional details & documents need to be provided for updating Bank Account details*:

a) Name and branch of the Bank in which you wish to receive the dividend*.
b) Bank account type.
c) Bank account number allotted by your Bank, after implementation of Core Banking solutions.
d) Nine Digit MICR Code Number.
e) Eleven digit IFSC Code and
f) A scanned copy of cancelled cheque bearing the name of the first shareholder (if name is not printed, bank attested copy of the first page of pass book showing name of account holder)

Demat holding: Please contact your Depository Participant (DP) and register your e-mail address and/ or Bank account details*, in your demat account, as per the process advised by your DP.

DEMATERIALISATION OF SHARES

The SEBI vide its circular no. SEBI/LAD-NRO/GN/2018/24 dated June 8, 2018 has mandated that w.e.f. April 1, 2019 except in case of transmission or transposition of securities, requests for effecting transfer of securities shall not be processed unless the securities are held in the dematerialized form with a depository. In light of same shareholders are requested to kindly convert their physical shares in Demat form to avoid hassle in transfer of shares.

CONSOLIDATION OF MULTIPLE FOLIOS

The members holding more than one share in the same name or joint names in the same order but under different ledger folios are requested to apply for consolidation of such folios into a single folio and accordingly send a request letter duly signed by the shareholder and the relevant share certificates alongwith the self-attested copy of PAN card and Aadhar card to the Registrars and Share Transfer Agent (RTA) of the Company, to enable them to consolidate all such multiple folios into one single folio.

PERMANENT ACCOUNT NUNBER (PAN)

The SEBI has mandated 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. Members holding shares in physical form are required to submit their PAN details to RTA.

DIRECTORS' REPORT TO THE MEMBERS

Dear Members,

Your Directors have the pleasure in presenting the 36th Annual Report of the Company together with the Audited Accounts (Standalone) for the financial year ended 31st March, 2026.

FINANCIAL RESULTS

The financial figures for the year under review are given below:

(Rs. In Lakhs)

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
	2025-26	**2024-2025**
Revenue from operations	8803.89	5463.65
Other income	33.53	24.50
Profit/(Loss) before Interest, Depreciation and Tax	378.65	182.31
Less : Interest & Bank charges	269.24	158.95
Profit/(Loss)	109.41	23.36
Less : Depreciation	303.58	211.05
Profit/(Loss) before Tax	(194.17)	(187.69)
Provision for Current Tax	0.00	0.00
Provision for Deferred Tax	16.98	110.59
Profit/(Loss) after Tax	(210.93)	(77.10)
Transfer to General Reserve	(210.93)	(77.10)
Other Comprehensive Income for the period	0.22	--
Basic- Earning per equity share of Rs.10/-	**(3.46)**	**(1.26)**

FINANCIAL PERFORMANCE WITH RESPECT TO OPERATIONAL PERFORMANCE

The financial statements have been prepared as per the Ind-AS whereby the preferential share capital has been classified into debt liability and to find out the present value the nominal value of these preference shares has been discounted @10% being rate of dividend payable on these shares. Total Revenue for the Financial Year 2025-26 is Rs. 8803.89/- Lakhs as compared to Rs. 5463.65/- during Financial Year 2024-25. The loss for the Financial Year 2025-26 stands at Rs. 210.93/- Lakhs as compared to Rs. 77.10/- lakhs during Financial Year 2024-25.

INFORMATION ON STATE OF COMPANY'S AFFAIR

During the previous financial year, the Company successfully revived its operations and commenced active business. The revival was carried out by entering into a Business Transfer Agreement with National Soap Mills, through which the Company acquired and took over the running business.

Post-acquisition, the Company has been able to establish a steady course of growth. The business operations have stabilized, and the Company has started achieving consistent sales throughout the year, reflecting the strength of its business model and market acceptance.

The management is confident that with this revival, the Company is well-positioned for sustainable growth, and will continue to focus on expanding its operations, strengthening its market presence, and enhancing value for all stakeholders in the years ahead.

DIVIDEND

The Board of Directors, after considering the financial performance and future business requirements of the Company, has decided not to recommend any dividend for the financial year ended 31st March, 2026.

DEPOSITS

During the year under review, the Company has not accepted or renewed any deposits falling within the purview of the Companies Act, 2013 and the rules made there-under however the company has received and accepted money/loan only from its Managing Director, Sh. Sanjeev Bansal which does not fall within the definition of deposits in terms of Rule 2(1)(c) of the Companies (Acceptance of Deposits), Rule, 2014, as amended. The amount of said money/loan stands at Rs. 2664.96/- lakhs as on 31.03.2026. These loans are financial liability and have been presented and disclosed under Non-Current Borrowings considering them to be not being paid within One year.

TRANSFER OF UNCLAIMED DIVIDEND TO INVESTOR EDUCATION AND PROTECTION FUND

Since no Dividend declared and paid during last year, the provisions of Section 125 of the Companies Act, 2013 does not apply.

TRANSFER TO RESERVES IN TERMS OF SECTION 134 (3) (J) OF THE COMPANIES ACT, 2013

The profit/loss of the current year has been transferred to the Reserves & Surplus.

CHANGES IN EQUITY SHARE CAPITAL

There is no change in the Equity Share Capital of the company during the year under review.

CHANGES IN DIRECTORS& KEY MANAGERIAL PERSONNEL

DIRECTORS

Appointments

During the Financial Year 2025-26 following appointments/ re-appointment were made:

Smt. Komal Bhalla (DIN: 09106916) was appointed as the Independent Director of the Company for a term of 5 years w.e.f. 07th August, 2025 her appointment was approved by members of the company in the Annual General Meeting dated 30.09.2025 with requisite majority.

Sh. Sanchit Arora (DIN: 11257440) was appointed as the Independent Director of the Company for a term of 5 years w.e.f. 30th August, 2025 his appointment was approved by members of the company in the Annual General Meeting dated 30.09.2025 with requisite majority.

Further Sh. Sagar Dhanraj Borase (DIN: 11220136) was appointed as the Additional and Non-Executive Director of the company w.e.f. 07th August, 2025 and as Whole Time Director w.e.f. 30th August, 2025 his appointment was approved by members of the company in the Annual General Meeting dated 30.09.2025 with requisite majority.

Retirement by rotation

In accordance with the provisions of the Companies Act, 2013 and Articles of Association of the Company, Sh. Sanjeev Bansal Bansal, Director, retires by rotation and is eligible for reappointment.

Resignations

During the Financial Year 2025-26 following resignations were made:

Smt. Meenu Uppal (DIN: 07144268) the Independent Director of the Company has resigned from the post of Independent Director w.e.f. 07th August, 2025.

KEY MANAGERIAL PERSONNEL

Appointments

During the financial year 2025-26, Sh. Sagar Dhanraj Borase was appointed as Whole Time Director w.e.f. 30.08.2025.

Resignations

During the financial year 2025-26, no KMP resigned from the Company.

BOARD EVALUATION

The Board has carried out an annual evaluation of its own performance, the directors and also committees of the Board based on the guideline formulated by the Nomination & Remuneration Committee. Board composition, quality and timely flow of information, frequency of meetings, and level of participation in discussions were some of the parameters considered during the evaluation process. A note on the familiarizing programme adopted by the Company for the orientation and training of the Directors and the Board evaluation process undertaken in compliance with the provisions of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 is provided in the Corporate Governance Report which forms part of this Report.

Further, a Separate Meetings of the Independent Directors of the Company was held once during the year on 14.02.2026 which also reviewed the performance of the Non-executive directors, Chairman of the Company and performance of the Board as a whole.

NOMINATION & REMUNERATION POLICY

On the recommendation of the Nomination & Remuneration Committee, the board has already framed a Policy for selection, appointment and remuneration of Directors and Key Managerial Personnel. Salient feature of Nomination and Remuneration Policy are annexed herewith as Annexure I.

BOARD MEETINGS

During the year, 6 Board Meetings and 5 Audit Committee Meetings were convened and held. The details are given in the Corporate Governance Report. The intervening gap between the two Meetings was within the period prescribed under the Companies Act, 2013.

KEY MANAGERIAL PERSONNEL

During the year 2025-26, the Company had four Key Managerial Personnel viz. Sh. Sanjeev Bansal, Chairman & Managing Director, Sh. Sagar Dhanraj Borase, Whole Time Director, Sh. Varinder Kumar, Chief Financial Officer and Sh. Daljeet Singh, Company Secretary. During the financial year 2025-26 Sh. Sagar Dhanraj Borase was appointed as Whole Time Director w.e.f. 30.08.2025.

In compliance with Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015, brief resume of all the Directors proposed to be appointed / re-appointed are attached along with the Notice to the ensuing Annual General Meeting.

PARTICULARS OF LOAN, GUARANTEES AND INVESTMENTS UNDER SECTION 185

During the Financial Year 2025-2026, the Company has not given any loan or Guarantee or provided security in connection with a loan to any other body corporate and person and also the company has not made any investment in any other body corporate.

INDIAN ACCOUNTING STANDARDS (Ind AS)

As mandated by the Ministry of Corporate Affairs, the Company has adopted Indian Accounting Standards ("Ind AS") and the Standalone Financial Results for the year 2025-2026 have been prepared in accordance with Ind-AS prescribed under Section 133 of the Companies Act, 2013 read with the relevant rules issued there under and the other recognized accounting practices and policies to the extent applicable.

STATUTORY AUDITOR

The members had appointed M/s P.C. Goyal & Co., Chartered Accountants (FRN:002368N, a peer reviewed firm bearing no. 016851), Ludhiana as Statutory Auditors of the Company to hold office from the conclusion of 35th Annual General Meeting until the conclusion of 40th Annual General Meeting of company.

STATUTORY AUDIT REPORT

The Auditor's Reports on the Standalone Financial Statements for the financial year 2025-26 do not contain any qualification, reservation or adverse remark. The Auditor's Reports are annexed to the financial statements.

COST AUDIT

As per the provisions and rule made thereunder cost audit is not applicable to the company.

SECRETARIAL AUDITORS

As required under section 204 of the Companies Act, 2013 and Rules there-under, the Board has appointed M/s Rajeev Bhambri & Associates, Practicing Company Secretaries as the Secretarial Auditor for the term of five years from the conclusion of 35th Annual General Meeting and the said firm had conducted the secretarial audit for the financial year 2025-2026. The Secretarial Auditors' Report for the financial year 2025-26 does not contain any qualification, reservation or adverse remark.

DETAILS REGARDING FRAUDS REPORTED BY AUDITORS UNDER SECTION 143(12)

During the year under review, the auditors i.e. statutory auditors and secretarial auditors have not reported any matter under section 143(12) of the Act, and therefore, no details are required to be disclosed under section 134(3) (ca) of the Act.

INTERNAL AUDITORS

The Company has adequate internal financial controls in place and the same is operating effectively having regard to company's size and operations.

PARTICULARS OF EMPLOYEES AND RELATED DISCLOSURES

Pursuant to Section 197 (12) of the Act, read with rule 5 (1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, every listed company is required to disclose information related to remuneration paid during the year. The detailed information in this regard is annexed to this report as **"Annexure I".**

RELATED PARTY TRANSACTIONS

All related party transactions entered into during the financial year were on an arm's length basis and in the ordinary course of the business of the Company. All related party transactions are placed before the Audit Committee of the Board of Directors for its approval. Prior omnibus approval of the Audit Committee of the Board of Directors is obtained for the transactions, which are of foreseen and repetitive nature. A statement giving details of all related party transactions, entered pursuant to the omnibus approval so granted, is being placed before the Audit Committee of the Board of Directors for their review on a quarterly basis. During the year under reference, no Material Related Party Transactions were entered. All other related party transactions entered into by the Company were in ordinary course of business and were on an arm's length basis.

The Board of Directors of company has adopted Related Party Transaction Policy and the same is available on the link: www.paosindustries.in

Further all the necessary detail of transaction entered with the related parties as defined under section 188 of the Companies Act, as defined under section 2(76) of the said Act are attached herewith in Form AOC-2 for your information as **"Annexure-III".**

DETAILS AND INFORMATION AS REQUIRED UNDER SECTION 134(3) (l) OF THE COMPANIES, ACT 2013

No material changes and commitments have taken place between the end of the financial year of the Company to which balance sheet relates and date of report, which affects the financial position of the Company.

INVESTOR SERVICES

The Company is committed to provide the best services to the shareholder/investors. M/s MUFG Intime India Private Limited, New Delhi is working as Registrars and Share Transfer Agents (RTA) of the Company for transfer, dematerialization of shares and other investor related services. No correspondence/ enquiry from any shareholder/investor is pending with the company for reply.

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

The information relating to conservation of energy, technology absorption and foreign exchange earnings & outgo as required under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014 is Annexed herewith as **"Annexure – IV"**.

EXTRACT OF ANNUAL RETURN

The extract of Annual Return, in format MGT-9, for the financial year 2025-26 has been enclosed with this report as **"Annexure V".**

As required under section 134 (3)(a) of the Act, the Annual Return is put up on the company's website and can be assessed at link www.paosindustries.in

DETAILS OF SUBSIDIARY/JOINT VENTURES/ASSOCIATE COMPANIES

There is no subsidiary/Joint Ventures/Associates of the company as on 31.03.2026.

DETAILS OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

There is no change in composition of Key Managerial Personnel during the year under review. The detail of Directors and Key Managerial Personnel at close of Financial Year 2025-26 is as per following:

Sr. No.	Name of Director/KMP	DIN/PAN	Designation
1.	Sh. Sanjeev Bansal	00057485	Managing Director
2.	Sh. Sagar Dhanraj Borase*	11220136	Whole Time Director

3.	Smt. Rama Bansal	08156375	Non-Executive Director
4.	Smt. Meenu Uppal**	07144268	Non-Executive Independent Director
5.	Smt. Sharon Arora	09450764	Non-Executive Independent Director
6.	Smt. Komal Bhalla***	09106916	Non-Executive Independent Director
7.	Sh. Sanchit Arora****	11257440	Non-Executive Independent Director
8.	Sh. Daljeet Singh	FTCPS0354H	Company Secretary
9.	Sh. Varinder Kumar	AKUPK8018Q	Chief Financial Officer

* Sh. Sagar Dhanraj Borase (DIN: 11220136) was appointed as the Additional and Non-Executive Director of the company w.e.f. 07th August, 2025 and as Whole Time Director w.e.f. 30th August, 2025.

** Smt. Meenu Uppal (DIN: 07144268) has resigned from the post of Non-Executive independent directorship w.e.f 07th August, 2025.

*** Smt. Komal Bhalla (DIN: 09106916) was appointed as the Non-Executive Independent Director of the Company w.e.f 07th August, 2025.

**** Sh. Sanchit Arora (DIN: 11257440) was appointed as the Non-Executive Independent Director of the Company w.e.f. 30th August, 2025.

DECLARATION BY INDEPENDENT DIRECTORS

The Company has received the necessary declaration from each independent director in accordance with section 149 (7) of the Companies Act 2013, that he/she meets the criteria of independence as laid out in sub section (6) of section 149 of the Companies Act, 2013.

DETAILS OF SIGNIFICANT & MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNAL

No material order has been passed by any regulator/court/tribunal during the year under review.

STATEMENT IN RESPECT OF ADEQUACY OF INTERNAL FINANCIAL CONTROL WITH REFERENCE TO THE FINANCIAL STATEMENTS

The Company has in place adequate internal financial controls with reference to financial statements. During the year, such controls were tested and no reportable material weaknesses in the design or operation were observed.

RISK MANAGEMENT POLICY

The Board of Directors of your Company has adopted the Risks Management Policy. The policy establishes the process for the management of risk faced by the Company. The aim of risk management is to maximize opportunities in all activities and to minimize adversity. This policy applies to all activities and processes associated with the normal operations of company.

The Policy is to assist the Board of Directors in fulfilling its responsibilities with regard to enterprise risk management. Further, the Policy strives to assist the Board in framing, implementing and monitoring the risk management plan for the Company and reviewing and guiding the risk policy. The Policy on Risks Management may be accessed at www.paosindustries.in

EVALUATION BY BOARD OF ITS OWN PERFORMANCE, ITS COMMITTEE AND INDIVIDUAL DIRECTORS WITH REFERENCE TO SECTION 134 (3) (p) OF THE COMPANIES ACT, 2013 AND RULE 8(4) OF THE COMPANIES (ACCOUNTS) RULES 2014

Pursuant to the above said provisions of the Companies Act, 2013, the Board has carried out an evaluation of its own performance, directors individually as well as the evaluation of the Committees as per the Criteria laid down in the Nomination Remuneration Evaluation policy. Further the Independent directors have also reviewed the performance of the Non-Independent Directors and Board as a whole including reviewing the performance of the Chairperson of the Company taken into account the views of the Executive Directors and Non-Executive Directors vide their separate meeting.

AUDIT COMMITTEE

Pursuant to the provisions of 177 of the Companies, Act and Regulation 18 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has constituted Audit Committee with the objectives to monitor, supervise and effective management of company's finance, to ensure effective internal financial controls and risk management systems with high level of transparency and accuracy.

The Chairman of Audit Committee is an Independent Director and all the members of the Audit Committee are Non-Executive Independent Directors. The composition of the Audit Committee consists of two Independent Directors viz. Smt. Sharon Arora (Chairperson) & Smt. Komal Bhalla (Member) and one Executive Director namely Sh. Sagar Dhanraj Borase. The Audit Committee met Five times during the year, the details of which are given in the Corporate Governance Report which forms the part of this Annual Report.

DISCLOSURE ON THE NOMINATION AND REMUNERATION POLICY OF THE COMPANY PURSUANT TO SECTION 134(3) (e) AND SECTION 178(3)

Pursuant to the provisions of 178 of the Companies, Act and Regulation 19 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has adopted Nomination & Remuneration Policy for Directors, KMPs and Senior Management Personnel. The said Policy is available at www.paosindustries.in

DISCLOSURE IN RELATION TO VIGIL MECHANISM

In pursuance of the provisions of section 177(9) & (10) of the Companies Act, 2013 and Regulation 22 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 a Vigil Mechanism for directors and employees to report genuine concerns has been established. The Policy is formulated to provide opportunity to employees and directors to report to management concerns about unethical behaviour, actual or suspended fraud or violation of the Code of conduct or policy. The mechanism provides for adequate safeguards against victimization of employees and directors who express their concerns and also provides for direct access to Chairman/Members of Audit Committee in exceptional cases. The policy is applicable to all employees and directors of the Company.

The policy on Vigil Mechanism and Whistle Blower Policy as approved by the Board may be accessed on the Company's website at the link www.paosindustries.in

SECRETARIAL AUDIT REPORT

Secretarial Audit Report in format MR-3 by M/s Rajeev Bhambri & Associates, Company Secretaries is annexed with the Board Report. Secretarial Audit Report is annexed herewith as **"Annexure VI"**. There is no adverse remark in it requiring explanation(s) by the Board.

DIRECTORS RESPONSIBILTY STATEMENT

Pursuant to Section 134(5) of the Companies Act, 2013 the Board of Directors of the Company confirms that-

(a) In the preparation of the annual accounts, the applicable accounting standards had been followed along with proper explanation relating to material departures;
(b) They had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the company at the end of the financial year and of the loss of the company for that period;
(c) They had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the company and for preventing and detecting fraud and other irregularities;
(d) They had prepared the annual accounts ongoing concern basis;
(e) They had laid down internal financial controls to be followed by the company and that such internal financial controls are adequate and were operating effectively; and
(f) They had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

MANAGEMENT DISCUSSION AND ANLYSIS REPORT

Management Discussion and Analysis Report as required under the Regulation 34 (2) (e) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 is given in the **Annexure-VIII** forming part of this report.

CORPORATE GOVERNANCE REPORT

Pursuant to Regulation 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the report on Corporate Governance together with Practicing Company Secretary's Certificate on compliance with this regard and Managing Director's declaration in this regarding compliance of code of conduct by Board Members and Senior Management Personnel is attached as **Annexure-IX** and forms part of this Annual Report.

SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS

During the year under review, there were no significant and material orders passed by the regulators or courts or tribunals, which may impact the going concern status of the Company and its operations in future.

GENERAL DISCLOSURE

Your Director state that no Disclosure or Reporting is required in respect of the following items as there is no transaction on these items during the year under review.

1. Details relating to Deposits covered under Chapter V of the Act.

2. Issue of Equity Shares with Differential right, as to dividend, voting or otherwise.

3. Issue of shares with including sweat equity shares to employees of the Company under any scheme.

4. No significant or Material order were passed by the regulators or courts or tribunal which impacted the going concern status and company's operation in future, your director further state that during the year under review, there were no case filed pursuant to Sexual Harassment of Women at workplace (Prevention, Prohibition and Redressal) Act, 2013.

ACKNOWLEDGEMENTS

Your Directors wish to express their grateful appreciation for the valuable support and co-operation received from sub-brokers, business associates, vendors, bankers, financial institutions, investors, stakeholders, registrar and share transfer agent, other business affiliates and media.

The Board places on record its sincere appreciation towards stakeholders for their continued co-operation and support to the company and look forward to the continuance of this supportive relationship in future.

Your Directors also places on record their deep sense of appreciation for the devoted services of the employees during the period under review.

By Order of Board
For PAOS Industries Limited

Sd/-
(Sanjeev Bansal)
Managing Director
DIN- 00057485
662/2, Premjit Road, Gurdev Nagar, Ludhiana-141001

Date: 31.08.2026
Place: Ludhiana

ANNEXURES TO THE DIRECTORS' REPORT

Annexure-I

Information pursuant to Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

(1) Ratio of the remuneration of each Director/KMP to the average remuneration of all the employees of the Company for the financial year:

The average remuneration paid to the employees has been calculated from that date onwards.

Average remuneration of all employees of the Company for the Financial Year 2025-2026.	22772
The Percentage increase in the average remuneration of employees in the Financial Year	11.84%
The number of permanent employees on the roll of the Company as on 31st March, 2026.	240

Name of Director/ KMP	Remuneration of Director/KMP for financial year 2025-2026	Ratio of Remuneration to average remuneration of all employees	% increase in remuneration in the Financial Year 2025-2026	Comparison of the remuneration of the KMP against the performance of the Company
Independent Directors				

Smt. Meenu Uppal (only sitting fee)	10,000	N.A	Nil	Nil
Smt. Sharon Arora (only sitting fee)	80,000	N.A	Nil	Nil
Smt. Komal Bhalla (only sitting fee)	60,000	N.A	Nil	Nil
Sh. Sanchit Arora (only sitting fee)	50,000	N.A	Nil	Nil
Executive Directors/KMP				
Sh. Sanjeev Bansal, Managing Director	Nil	Nil	Nil	Nil
Sh. Sagar Dhanraj Borase, Whole Time Director	19,93,600	7.30	Nil	
Sh. Daljeet Singh, Company Secretary	9,39,068	3.44	25.95	
Sh. Varinder Kumar, CFO	6,94,108	2.54	12.18	

Notes: *Sh. Sanjeev Bansal is Executive Director of Company but he doesn't receive any salary.
**** Sh. Sagar Dhanraj Borase was appointed as the Whole Time Director of the Company with effect from 30.08.2025. Accordingly, no comparative remuneration for the previous financial year is available.**
Smt. Rama Bansal being Non-Executive Director does not draw any salary from company.

- The median remuneration of employee of the company during the financial year was 2.73 lakhs p.a.
- Percentage increase/(decrease) in the median remuneration of employees in the financial year: 11.88%
- The number of permanent employees on the rolls of company: 240
- The average percentage increase already made in the salaries of employees other than managerial personnel during the financial year was 11.88% as compared to the 19.06% increase in the managerial remuneration. The increase in managerial remuneration is in accordance with the responsibilities, experience, performance and contribution of the respective managerial personnel and is in line with the Company's Remuneration Policy. There were no exceptional circumstances for any increase in managerial remuneration during the financial year.
- It is hereby affirmed that the remuneration paid is as per the as per the Remuneration Policy for Directors, Key Managerial Personnel and other Employees.

(2) Relationship between average increase in remuneration and company performance:
The increase in average remuneration of employees has been moderate and is not directly linked to the profitability of the Company. The remuneration revision has primarily been based on individual performance, roles and responsibilities, prevailing industry practices and employee retention requirements, while keeping in view the overall financial position and performance of the Company.

(3) Comparison of the remuneration of the KMP against the performance of the Company:
The remuneration of the KMP is commensurate with their respective roles, responsibilities and contribution to the Company. The remuneration has been determined considering individual performance, prevailing industry practices and the overall financial position and performance of the Company.

(4) Variations in the market capitalization of the Company, price earnings ratio as at the closing date of the current financial year and previous financial year and percentage increase over decrease in the market quotations of the shares of the Company in comparison to the rate at which the Company came out with the last public offer:

Sr. No.	Description	Amount in (Rs.)
1.	Market Cap variation	
	Mcap at 31st March, 2026 (based on close price of March, 2026)	29,23,62,440.00
	Mcap at 31st March, 2025 (based on close price in March, 2025)	35,36,42,584.00
	Variation in Mcap in FY 2026 (%) The Market Cap increased due to higher closing price as on March, 2026 (Rs. 47.90) as compared to than that of March, 2025 (Rs. 57.94)	(17.33%)

2.	Price-to-Earnings Ratio	
	PE as at 31st March, 2026 (Mkt Price/EPS)	0.00 (being negative i.e. –13.84)
	PE as at 31st March, 2025 (Mkt Price/EPS)	0.00 (being negative i.e. –45.98)
3.	Offer	
	- IPO price per share	18.00
	- Market price for March, 2026 (based on close price of March, 2026)	47.90
	% increase from last IPO Share Issue Price	166.11%

(5) The key parameters for any 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.

(6) 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: **Not Applicable, as the Whole-Time Director was the highest-paid employee of the Company during the financial year and no employee who was not a Director received remuneration in excess of the remuneration of the highest-paid Director.**

(7) It is hereby affirmed that remuneration paid is as per the remuneration policy of the Company.

INFORMATION AS PER RULE 5(2) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) R ULES, 2014.

(i) Details of top ten employee drawing remuneration pursuant to the provisions of Rule, 5(2) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are as follows:

Sr. No.	Name of Employee	Designation	Gross Salary in Rs.	Qualification	Age	Exp in years	Date of Commencement	Current Status	Last Employment	% Of Equity Share	Whether Relative Of Any Director Or Manager Of The Company
1.	Sagar Dhanraj Borase	Whole Time Director	19,93,600	Bachelor Of Engineering - Mechanical	35	12	16-07-2024	Working	National Soap Mills	NIL	Yes (Wife of Dhanraj Borase is IT manager in Company)
2.	Vinod Kumar	Business Head (Sales)	16,01,261	Mba (Marketing & Finance)	39	16	16-07-2024	Working Left (21-05-2026)	National Soap Mills	NIL	No
3	Sharafat Ali	Zonal Sales Manager	13,98,986	B.A	52	26	11-03-2025	Left (09-12-25)	Jyoti laboratories Ltd	NIL	No
4	Amandeep Singh	State Head (Sales)	13,70,928	Mba (Marketing & Finance)	38	14	16-07-2024	Working	National Soap Mills	NIL	No
5	Mohit Kumar	Chartered Accountant	11,07,880	B.Com	34	11	01-04-2025	Working	PAOS Production	NIL	No
6.	Jasvant Singh	R&D Manager	10,92,220	M.Sc (Organic Chemistry)	45	23	16-07-2024	Working	National Soap Mills	NIL	No
7.	Jitender Madaan	State Head (Sales)	10,86,840	B.Com	35	15	08-02-2025	Working	G.D FOOD MFG. (I) PVT LTD.	NIL	No
8.	Vikram Singh Solanki	Business Development Manager (Sales)	10,83,923	B.A	37	14	01-02-2025	Working	MINTIFI FINSERVE PVT LTD	NIL	No
9.	Inderjit Singh	Maintenance Manager	9,67,116	B. Tech.	34	12	18-11-2024	Working	JK TYRE & INDUSTRIES LTD	NIL	No

10	Daljeet Singh	Company Secretary	9,39,068	C.S, M.Com (Bp & Cg)	35	10	09-04-2024	Working	Bhandari Hosiery Export Limited	NIL	No

Except as above, none of the other afore-said employees is related to any director or manager of the Company.

(ii) None of the employee who were employed throughout the financial year 2025-26, was in receipt of remuneration for that year which in the aggregate, was not less than one crore and two lakh rupees;

(iii) None of the employee employed for a part of the financial year 2025-26, was in receipt of remuneration for any part of that year, at a rate which, in the aggregate, was not less than eight lakh and fifty thousand rupees per month;

(iv) None of the employee employed throughout the financial year 2025-26 or part thereof, was in receipt of remuneration in that year which, in the aggregate, or as the case may be, at a rate which, in the aggregate, is in excess of that drawn by the managing director or whole-time director or manager.

By Order of Board
For PAOS Industries Limited
Sd/-

(Sanjeev Bansal)
Managing Director
DIN- 00057485
62/2, Premjit Road, Gurdev Nagar, Ludhiana-141001

Date: 31.08.2026
Place: Ludhiana

ANNEXURE II TO THE DIRECTORS REPORT
SALIENT FEATURES OF THE NOMINATION AND REMUNERATION POLICY
[as Per Proviso to Section 178(4) Of The Companies Act, 2013]

APPLICABILITY

This Policy is applicable to:

(a) Directors (Executive, Non-Executive and Independent)
(b) Key Managerial Personnel (KMP)
(c) Senior Management Personnel
(d) Other employees as may be decided by the Committee ("NRC")

OBJECTIVE

The Policy provides criteria for:

1. Determining qualifications, positive attributes and independence of a Director;
2. Performance evaluation of Independent Directors, non- independent Directors, Chairman and the Board;
3. Remuneration of Directors, Key Managerial Personnel, Senior Management Personnel and other employees, as may be decided by the Committee;

PROVISIONS RELATING TO REMUNERATION OF MANAGING DIRECTOR, KEY MANAGERIAL PERSONNEL, SENIOR MANAGEMENT PERSONNEL AND OTHER EMPLOYEES

The following are the guiding factors:

- The scope of duties, the role and nature of responsibilities;
- The level of skill, knowledge, experience, local factors and expectations of individual;
- The Company's performance, long term strategy and availability of resources;
- The level and composition of remuneration is reasonable and sufficient to attract, retain and motivate
- Directors, KMPs, Senior Management Personnel and other employees of the quality required to run the Company successfully; and
- Relationship of remuneration to performance is clear and meets appropriate performance benchmark;

PROVISIONS RELATING TO REMUNERATION OF NON-EXECUTIVE/INDEPENDENT DIRECTOR(S)

The following are the guiding factors:

- The amount of sitting fees shall be subject to ceiling/ limits as provided under Companies Act, 2013 and rules made thereunder or any other enactment for the time being in force and as decided by the Board from time to time.

• The Non-Executive/ Independent Director(s) may also receive remuneration / compensation / commission etc. as per criteria/limit thereof prescribed under Companies Act, 2013 and rules made thereunder
• Any increase in the maximum aggregate remuneration payable beyond permissible limit under the Companies Act, 2013 shall be subject to the approval of the Shareholders', as may be applicable

EVALUATION
The evaluation will be done on following parameters:
• Role which he/she is expected to play, internal Board Relationships to make decisions objectively and collectively in the best interest of the Company to achieve organizational successes and harmonizing the Board;
• Attendance and contribution at Board and Committee meetings;
• Subject expertise, skills, behavior, experience, leadership qualities, understanding of business and strategic direction to align company's values and standards;
• Ability to monitor the performance of management and satisfy himself with integrity of the financial controls and systems in place by ensuring right level of contact with external stakeholders
• Vision on Corporate Governance and Corporate Social Responsibility
• Ability to create a performance culture that drives value creation and a high quality of discussions;
• Effective decision making ability to respond positively and constructively to implement the same to encourage more transparency;
• Open channels of communication with executive management and other colleague on Board to maintain high standards of integrity;
• Contribution to enhance overall brand image of the Company.

Annexure III

Form- AOC-2

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

1. Detail of Related Parties:

A. Key Managerial Personnel		
1.	Sh. Sanjeev Bansal	Managing Director/Executive Director
2.	Sh. Sagar Dhanraj Borase	Whole Time Director (appointed w.e.f. 30.08.2025)
3.	Smt. Rama Bansal	Non-Executive Director
4.	Sh. Daljeet Singh	Company Secretary & Compliance Officer
5.	Sh. Varinder Kumar	Chief Financial Officer
6.	Smt. Meenu Uppal	Non-Executive Independent Director (resigned w.e.f. 07.08.2025)
7.	Smt. Sharon Arora	Non-Executive Independent Director
8.	Smt. Komal Bhalla	Non-Executive Independent Director (appointed w.e.f. 07.08.2025)
9.	Sh. Sanchit Arora	Non-Executive Independent Director (appointed w.e.f. 30.08.2025)
B. Entities over which Key Management Personnel and their relatives have significant influence		
1.	M/s Raj Industries	Firm where director and his relatives are Partner
2.	M/s Paos Productions	Firm where director and his relatives are Partner
3.	M/s National Soap Mills	Firm where director and his relatives are Partner
4.	M/s Raj Soap & Detergents Pvt. Ltd.	Pvt. Ltd company where Director & his relatives are members
Relatives of KMP		
1.	Sh. Sahil Bansal	Relative to KMP
2.	Sh. Salil Bansal	Relative to KMP

2. Detail of Transactions with Related Parties:

Detail of Related Party Transactions For the Year Ended 31st March, 2026			
Sr. No.	**Name of Company /Firm / Individual**	**Nature of Transaction**	**As on 31-03-2026 (Amt. in Lakh)**
1.	Sh. Sanjeev Bansal	Balance of Unsecured Loan Already Taken by Company	2664.96
2.	Sh. Sagar Dhanraj Borase	Salary Paid	19.93
3.	Sh. Daljeet Singh	Salary Paid	9.39
4.	Sh. Varinder Kumar	Salary Paid	6.94

5.	Smt. Sharon Arora	Sitting Fee Paid	0.80
6.	Smt. Komal Bhalla	Sitting Fee Paid	0.60
7.	Sh. Sanchit Arora	Sitting Fee Paid	0.50
8.	Smt. Meenu Uppal	Sitting Fee Paid	0.10
9.	M/s Raj Industries	Purchase of Goods Sale of Goods	0.57 0.05
10.	M/s Paos Productions	Purchase of Goods Sale of Goods	0.46 1.87
10.	M/s National Soap Mills	Rent Paid Interest Paid Interest payable	24.00 102.46 38.09
o11	Relatives of KMPs	Nil	Nil

By Order of Board
For PAOS Industries Limited

Sd/-
(Sanjeev Bansal)
Managing Director
DIN- 00057485
662/2, Premjit Road, Gurdev Nagar, Ludhiana-141001

Date: 31.08.2026
Place: Ludhiana

ANNEXURE- IV" TO BOARD'S REPORT STATEMENT

CONTAINING PARTICULARS PURSUANT TO SECTION 134 (3) (m) OF THE COMPANIES ACT, 2013 READ WITH RULE 8 (3) OF THE COMPANIES (ACCOUNTS) RULES, 2014

1. CONSERVATION OF ENERGY

(a) Energy conservation has been an important thrust area for the Company and is continuously monitored. The adoption of energy conservation measures has helped the Company in reduction of cost and reduced machine down-time.

(b) Energy conservation is an ongoing process and new areas are continuously identified and suitable investments are made, wherever necessary.

(c) Various on-going measures for conservation of energy include

(i) use of energy efficient lighting and better use of natural lighting,

(ii) reduction of energy loss, and

(iii) Replacement of outdated energy intensive equipment.

The company provides high priority to energy conservation schemes to conserve natural resources and is regularly taking effective steps to conserve energy wherever possible. This continues to remain thrust area with studies, discussions and analysis being undertaken regularly for further improvements. The Company has given due attention towards conservation of energy. It not only reduces the cost of production but also helps in conservation of natural resources which are depleting very fast.

(d) Total energy consumption and energy consumption per unit of production is given in the table below:

1	**ELECTRICITY**		**2025-26**	**2024-25**
		PURCHASED UNITS	861050	563335
		Total Amount	76,69,380.00	49,62,338.00
		Rate per unit	8.907	8.809
2		COAL	0.00	0.00
3		FURNANCE OIL	0.00	0.00
4		OTHER INTERNAL GENERATION	NIL	NIL
5	A	Wood for Boiler In KGS	310075	466740
		Rate Per Kg	6.58	6.54
		Total Cost Wood in Rs.	20,41,395.00	30,54,050.00

6	A	DIESEL FOR STEAM (Ltrs)	21150	9819.5
	B	Rate per Ltr (Rs.)	87.57	87.25
		Total diesel cost (Rs.)	18,52,105.50	8,56,751.37
		Consumption / unit (kwh)	0.98	0.64
		Electricity Consumed in units	861050	563335

2. RESEARCH & DEVELOPMENT, TECHNOLOGY ABSORPTION

Technology absorption, Innovation and Research & Development (R & D) is a continuing Process and a continued emphasis is given on quality improvement and product upgradation.

1. Specific areas in which R & D activities were carried out by the Company:
-Quality Improvement
-Yield/Productivity Improvement
-Energy Conservation
-New Technology/Product development
2. Benefits Derived
-Better Quality; reduced wastages
-Cleaner environment
-Safer operations and improved competitiveness

3. Future Plan of Action

Management is committed to strengthen R & D activities for product development as per requirements and to improve its competitiveness in the times to come.

TECHNOLOGY ABSORPTION, ADAPTATION AND INNOVATION

The Company has not imported any technology from abroad. However, the company has been using the imported machinery. The Company has been making efforts for absorption of latest technology. Your Company has the modern and the state of art technology for the manufacture/fabrication of garments. The Company has necessary research and quality control facilities.

BENEFITS DERIVED

The Company has achieved improvement in quality and lower cost of production.

3. PARTICULARS OF FOREIGN EXCHANGE EARNING AND OUTGO (RS. IN LACS)

Activities relating to export, initiatives taken to increase exports, development of new export market for products and services and export plans are given hereunder:

- The sale of more environment friendly products has increased.
- The Company has explored new markets and buyers and is going good with recently obtained buyers.
- Targeting growth in the next financial year.

The Company has continued to maintain focus and avail of export opportunities based on economic considerations. There have been concentrated efforts to maintain and improve exports performance and to meet the need of end users.

The Management has laid continuous thrust for exploring new markets and as a result, the Company was also able find some new foreign customers. The position of Foreign Exchange earnings and Outgo for the financial year 2025-26 is as under:

FOREIGN EXCHANGE EARNING AND OUTGO **(Rs. in lacs)**

Sr. No.	Particulars	2025-26	2024-25
a.	Foreign Exchange Earnings (FOB)	Nil	Nil
b.	Foreign Exchange Outgo (CIF value of Imports and expenditure in foreign Currency)	1035.84	Nil

By Order of Board
For PAOS Industries Limited

Sd/-

(Sanjeev Bansal)
Managing Director
DIN- 00057485
662/2, Premjit Road, Gurdev Nagar, Ludhiana-141001

Date: 31.08.2026
Place: Ludhiana

Annexure-V

Form MGT-9

EXTRACT OF ANNUAL RETURN

As on the financial year ended 31st March, 2026

(Pursuant to Section 92(3) of the Companies Act, 2013 and rule 12 (1) of Companies (Management & Administrations) Rules, 2014)

I. REGISTRATION AND OTHER DETAILS:

i)	CIN	**L24100PB1990PLC049032**
ii)	Registration Date	**18/06/1990**
iii)	Name of the Company	**PAOS Industries Limited**
iv)	Category/Sub-Category of the Company	**Company Limited by Shares/Indian Non-Government Company**
v)	Address of the registered office and contact details	**Village Pawa, G. T. Road, Near Civil Airport, Ludhiana-141120 (Pb) Ph: 0161-5220000 e-mail: paosindustriesltd@gmail.com**
vi)	Whether Listed Company Yes/No	**Yes**
vii)	Name, Address and contact details of Registrar & Transfer Agent, if any	**M/s MUFG Intime India Private Limited (Formerly Link Intime India Private Limited) Noble Heights, First Floor, Plot No.NH-2, C-1 Block, LSC, Near Savitri Market, Janakpuri, New Delhi-110 058 Ph. 011-49411000, E-mail: delhi@linkintime.co.in**

II.PRINCIPAL BUSINESS ACTIVITIES OF THE COMPANY

All the business activities contributing 10% or more of the total turnover of the Company shall be stated: -

The company is carrying following business or commercial activity.

Sr. No.	Name and Description of main products/services	NIC Code of the product/service	% to total turnover of the Company
1.	**Manufacturing of Soap & Detergent**	**2023**	**100%**

III. PARTICULARS OF HOLDING, SUBSIDIARY AND ASSOCIATE COMPANY/JOINT VENTURE:

Sr. No.	Name and Description of the Joint Venture Firm	CIN/GLN/FRN	Holding/Subsidiary /Associate/Joint Venture	% of Shares Held at end of Year	Applicable Section
	N.A.	**N.A.**	**N.A.**		**N.A.**

IV. SHAREHOLDING PATTERN (Equity Share Capital Breakup as Percentage of Total Equity)

I) Category-wise Share Holding

Category of Shareholders	No. of Shares held at the beginning of the year				No. of Shares held at the end of the year				% Change during the year
	Demat	Physical	Total	% of total shares	Demat	Physical	Total	% of total shares	

A. Promoters									
(1) Indian									
a) Individual/HUF	4493100	--	4493100	73.61	4493100	--	4493100	73.61	--
b) CentralGovt.	--	--	--	--	--	--	--	--	--
c) State Govt(s)	--	--	--	--	--	--	--	--	--
d) Bodies.Corp.	66900	0.00	66900	1.10	66900	0.00	66900	1.10	--
e) Banks/FI	-	-	-	-	-	-	-	-	-
f) Any Other	--	--	--	--	--	--	--	--	--
Sub-total (A) (1) :-	**4560000**	**--**	**4560000**	**74.71**	**4560000**	**--**	**4560000**	**74.71**	**--**
(2) Foreign									
a) NRIs-Individuals	--	--	--	--	--	--	--	--	--
b) Other-Individuals	--	--	--	--	--	--	--	--	--
c) Bodies-Corp	--	--	--	--	--	--	--	--	--
d) Banks/FI	--	--	--	--	--	--	--	--	--
e) Any Other	--	--	--	--	--	--	--	--	--
Sub-total (A) (2) :-	--	--	--	--	--	--	--	--	--
Total shareholding of Promoter (A)=(A)(1)+(A)(2)	**4560000**	**--**	**4560000**	**74.71**	**4560000**	**--**	**4560000**	**74.71**	**--**
B. Public Shareholding									
[1] Institution									
a) Mutual Funds	--	--	--	--	--	--	--	--	--
b) Banks/FI	--	--	--	--	--	--	--	--	--
c) Central Govt.	--	--	--	--	--	--	--	--	--
d) State Govt.	--	--	--	--	--	--	--	--	--
e) Venture Capital Fund	--	--	--	--	--	--	--	--	--
f) Insurance Companies	--	--	--	--	--	--	--	--	--
g) FIIs	--	--	--	--	--	--	--	--	--
h)Foreign Venture Capital Funds	--	--	--	--	--	--	--	--	--
i) Other (Specify)	--	--	--	--	--	--	--	--	--
Sub-total (B)(1)	--	--	--	--	--	--	--	--	--
[2] Central Govt./ State Govt./ President of India	--	--	--	--	--	--	--	--	--
Sub-total (B)(2)	--	--	--	--	--	--	--	--	--
[3] Non-Institution	--	--	--	--	--	--	--	--	--

(a) Individuals									
i) Individual Shareholders Holding nominal Share capital Upto Rs.2 Lakh	425454	209805	635259	10.40	433145	207705	640850	10.49	0.09
ii) Individual shareholders holding nominal share capital in excess of Rs. 2 Lakh	741330	--	741330	12.14	729184	--	729184	11.94	(0.19)
(b) NBFCs registered with RBI	--	--	--	--	--	--	--	--	--
(c') Employee Trusts	--	--	--	--	--	--	--	--	--
(d) Overseas Depositories (b/f)	--	--	--	--	--	--	--	--	--
(e) Any Other (specify)									
HUF	61777	--	61777	1.01	66621	--	66621	1.09	0.08
NRI (Non Repat)	--	--	--	--	--	--	--	--	--
NRI (Repat)	698	--	698	0.01	2408	--	2408	0.03	0.02
Clearing Member	--	--	--	--	33	--	33	--	--
Bodies Corporate	20736	83800	104536	1.71	20704	83800	104504	1.71	--
Sub-total (B)(3)									
Total Public Shareholding (B)= (B)(1)+(B)(2)+(B)(3)	**1249995**	**293605**	**1543600**	**25.29**	**1252095**	**291505**	**1543600**	**25.29**	**--**
Total (A)+(B)	**5809995**	**293605**	**6103600**	**100.00**	**5812095**	**291505**	**6103600**	**100.00**	**--**
C. Non Promoter – Non Pubic									
1. Custodian/ DR holder	--	--	--	--	--	--	--	--	--
2.Emplyee benefit trust under SEBI (Share Based Employee benefit) Reg, 2014	--	--	--	--	--	--	--	--	--
Total (A)+(B)+(C)	**5809995**	**293805**	**6103600**	**100.00**	**5812095**	**291505**	**6103600**	**100.00**	**-**

(ii) Shareholding of Promoters

Sr.	Shareholder's	Shareholding at the beginning	Shareholding at the	

No.	Name	of the year as on 31.03.2025			End of the year as on 31.03.2026			
		No. of Shares	% of total Shares of Company	% of Shares Pledged/ en-cumbered to total shares	No. of Shares	% of total Shares of Company	% of Shares Pledged/encumbered to total shares	% Change in share holding during the year
1.	Sanjeev Bansal	3727950	61.08	--	3727950	61.08	--	--
2.	Sahil Bansal	0	0.00	--	0	0.00	--	--
3.	Salil Bansal	0	0.00	--	0	0.00	--	--
4.	Rama Bansal	743750	12.18	--	743750	12.18	--	--
5.	Desh Bandhu R Gupta	12600	0.21	--	12600	0.21	--	--
6.	Megha Bansal/ Kansal	7800	0.13	--	7800	0.13	--	--
7.	Sham Bansal	1000	0.01	--	1000	0.01	--	--
8.	Raj Soap & Detergents Pvt. Ltd.	66900	1.10	--	66900	1.10	--	--
	Total	**4560000**	**74.71**	--	**4560000**	**74.71**	--	--

(iii) **Change in Promoter's Shareholding during FY 2026.**

Sr. No.		Shareholding		Cumulative Shareholding during the year	
		No. of Shares	% of the total Equity Shares at beginning (6103600)	No. of Shares	% of the total Equity Shares of Company at end (6103600)
1.	**Sanjeev Bansal**				
	At the beginning of the year	3727950	61.08	3727950	61.08
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	3727950	61.08	3727950	61.08
2.	**Sahil Bansal**				
	At the beginning of the year	--	--	--	--
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	--	--	--	--
3.	**Salil Bansal**				
	At the beginning of the year	--	--	--	--
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	--	--	--	--
4.	**Rama Bansal**				
	At the beginning of the year	743750	12.18	743750	12.18
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	743750	12.18	743750	12.18

5.	**Desh Bandhu R Gupta**				
	At the beginning of the year	12600	0.21	12600	0.21
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	12600	0.21	12600	0.21
6.	**Megha Bansal/Kansal**				
	At the beginning of the year	7800	0.13	7800	0.13
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	7800	0.13	7800	0.13
7.	**Sham Bansal**				
	At the beginning of the year	1000	0.016	1000	0.016
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	1000	0.016	1000	0.016
8.	**Raj Soap & Detergents Pvt. Ltd.**				
	At the beginning of the year	66900	1.10	66900	1.10
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	66900	1.10	66900	1.10

(iv) Shareholding Pattern of top ten Shareholders (other than Directors, Promoters and Holders of GDRs and ADRs):

Sr. No.		**Shareholding at the beginning Of the year**		**Cumulative Shareholding during the year**	
	For Each of the Top 10 Shareholders	**No. of Shares**	% of the total Equity Shares at beginning (6103600)	**No. of Shares**	% of the total Equity Shares at end (6103600)
1.	**Shivam Goel**				
	At the beginning of the year	250000	4.10	250000	4.10
	Bought during the year	--	--	--	--
	Sold during the year	**--**	**--**	**--**	**--**
	At the end of the year	250000	4.10	250000	4.10
2.	**Pulkit Goel**				
	At the beginning of the year	200000	3.28	200000	3.28
	Bought during the year	--	--	--	--
	Sold during the year	**--**	**--**	**--**	**--**
	At the end of the year	200000	3.28	200000	3.28
3.	**Hitesh Ramji Javeri**				
	At the beginning of the year	87515	1.43	87515	1.43
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	87515	1.43	87515	1.43
4.	**Dasaraju Akhilesh Varma**				
	At the beginning of the year	--	--	--	--
	Bought during the year	71594	1.17	71594	1.17

	Sold during the year	--	--	--	--
	At the end of the year	71594	1.17	71594	1.17
5.	**Amit Jasani**				
	At the beginning of the year	40330	0.66	40330	0.66
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	40330	0.66	40330	0.66
6.	**Amit Kumar Saraogi**				
	At the beginning of the year	37051	0.60	37051	0.60
	Bought during the year	1830	0.03	1830	0.03
	Sold during the year	0	--	0	--
	At the end of the year	38890	0.63	38890	0.63
7.	**Japro Engineering Pvt. Ltd.**				
	At the beginning of the year	33400	0.55	33400	0.55
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	33400	0.55	33400	0.55
8.	**Ravindra Vinayak Bhatavadekar**				
	At the beginning of the year	32647	0.53	33647	0.53
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	32647	0.53	33647	0.53
9.	**Gunjan Bagaria**				
	At the beginning of the year	24105	0.40	24105	0.40
	Bought during the year	--	--	--	--
	Sold during the year	5000	0.04	5000	0.04
	At the end of the year	21905	0.36	21905	0.36
10.	**Harsha Hitesh Javeri**				
	At the beginning of the year	20000	0.32	20000	0.32
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	20000	0.32	20000	0.32

(v) Shareholding of Directors and Key Managerial Personnel:

Sr. No.		**Shareholding at the beginning of the year**		**Cumulative Shareholding during the year**	
	For Each of the Directors and KMP	**No. of Shares**	**% of total shares of the Company on expended capital**	**No. of Shares**	**% of total shares of the Company**
1.	**Sanjeev Bansal**				
	At the beginning of the year	3727950	61.08	3727950	61.08
	Bought during the year	--	--	--	--
	Sold during the year	--	--	--	--
	At the end of the year	3727950	61.08	3727950	61.08
2.	**Rama Bansal**				
	At the beginning of the year	743750	12.18	743750	12.18

	Bought during the year	-	-	--	--
	Sold during the year	-	-	--	--
	At the end of the year	743750	12.18	743750	12.18
3.	**Sagar Dhanraj Borase**				
	At the beginning of the year	-	-	-	-
	Bought during the year	-	-	-	-
	Sold during the year	-	-	-	-
	At the end of the year	-	-	-	-
4.	**Daljeet Singh**				
	At the beginning of the year	-	-	-	-
	Bought during the year	-	-	-	-
	Sold during the year	-	-	-	-
	At the end of the year	-	-	-	-
5.	**Varinder Kumar**				
	At the beginning of the year	-	-	-	-
	Bought during the year	-	-	-	-
	Sold during the year	-	-	-	-
	At the end of the year	-	-	-	-

(V) INDEBTEDNESS

Indebtedness of the Company including interest/outstanding/accrued but not due for payment (IN Rs.lacs)

	Secured Loans Excluding Deposits	**Unsecured Loans**	**Debt Liability of Preference Shares****	**Total Indebtedness**
Indebtedness at the beginning of the financial year 31.03.2025				
(i) Principal Amount	2646.86	3019.46	205.71	5872.03
(ii) Interest due but not paid	--	--	--	--
(iii) Interest accrued but not due	--	--	--	--
Total (i+ii+iii)	2646.86	3019.46	205.71	5872.03
Changes in Indebtedness during the Financial year • Addition • Reduction	 -- (374.58)	 -- (354.50)	 20.57 --	 20.57 (729.08)
Net Change	(374.58)	(354.50)	20.57	(708.51)
Indebtedness at the end of the financial year 31.03.2026				
(i) Principal Amount	2272.28	2664.96	226.28	5163.52
(ii) Interest due but not paid	--	--	--	--
(iii) Interest accrued but not due	--	--	--	--
Total (i+ii+iii)	2272.28	2664.96	226.28	5163.52

VI. REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

A. REMUNERATION TO MANAGING DIRECTOR, WHOLE-TIME DIRECTORS AND/OR MANAGER:

Sr. No.	Particulars of Remuneration	Name of MD/WTD/Manager			Total Amount
		Sagar Dhanraj Borase Whole Time Director			INR
1.	Gross Salary (a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961 (b) Value of perquisites u/s 17(2) Income-tax Act, 1961 (c) Profits in lieu of salary under section 17(3) Income-tax Act,1961	--	19,93,600	--	19,93,600
2.	Stock Option	--	--	--	--
3.	Sweat Equity	--	--	--	--
4.	Commission -as % of profit -others, specify	--	--	--	--
5.	Others, please specify	--	--	--	--
	Total (A)	**--**	**19,93,600**	**--**	**19,93,600**
	Ceiling as per the Act	--	84,00,000	--	--

B. REMUNERATION TO OTHER DIRECTORS

Sr. No.	Particulars of Remuneration	Total Amount in Rs.				
1.	**Independent Directors**	**Meenu Uppal**	**Sanchit Arora**	**Komal Bhalla**	**Sharon Arora**	**Total Amount**
	• Fee for attending board/ Committee meetings	10,000.00	50,000.00	60,000.00	80,000.00	2,00,000.00
	• Commission	--	--	--	--	--
	• Others, Please specify	--	--	--	--	--
	Total (1)	**10,000.00**	**50,000.00**	**60,000.00**	**80,000.00**	**2,00,000.00**
2.	**Other Non- Executive Directors**	**Rama Bansal**				**Total Amount**
	• Fee for attending board/ Committee meetings	--	--	--	--	--
	• Commission	--	--	--	--	--
	• Others, Please specify	--	--	--	--	--
	Total (2)	**--**	**--**	**--**	**--**	**--**
	Total (B)+(1)+(2)	**10,000.00**	**50,000.00**	**60,000.00**	**80,000.00**	**2,00,000.00**
	Total Managerial Remuneration	**--**	**--**	**--**	**--**	**--**
	Overall Ceiling as per the Act	--	--	--	--	--

C. REMUNERATION TO KEY MANAGERIAL PERSONNEL OTHER THAN MD/MANAGER/WTD

Sr. No.	Particulars of Remuneration	Key Managerial Personnel		Amount in Rs.
		Company	**CFO**	**Total Amount**

		Secretary		
1.	Gross Salary a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961 b) Value of perquisites u/s 17(2) Income-tax Act, 1961 c) Profits in lieu of salary under section 17(3) Income-tax Act,1961	**9,39,068.00**	**6,94,108.00**	**16,33,176.00**
2.	Stock Option	--	--	--
3.	Sweat Equity	--	--	--
4.	Commission -as % of profit - others, specify	--	--	--
5.	Others, please specify	--	--	--
	Total	**9,39,068.00**	**6,94,108.00**	**16,33,176.00**

VII. PENALITIES/PUNISHMENT/COMPOUNDING OF OFFENCES: -

Type	Section of the Companies Act 2013	Brief Description	Details of Penalty/ Punishment/Compounding Fee imposed	Authority [RD/NCLT /COURT]	Appeal Made, if Any (give Details)
A. COMPANY					
Penalty	Nil	Nil	Nil	Nil	Nil
Punishment	Nil	Nil	Nil	Nil	Nil
Compounding	Nil	Nil	Nil	Nil	Nil
B. DIRECTORS					
Penalty	Nil	Nil	Nil	Nil	Nil
Punishment	Nil	Nil	Nil	Nil	Nil
Compounding	Nil	Nil	Nil	Nil	Nil
C. OTHER OFFICERS IN DEFAULT					
Penalty	Nil	Nil	Nil	Nil	Nil
Punishment	Nil	Nil	Nil	Nil	Nil
Compounding	Nil	Nil	Nil	Nil	Nil

By Order of Board
For PAOS Industries Limited

Sd/-
(Sanjeev Bansal)
Managing Director
DIN- 00057485
662/2, Premjit Road, Gurdev Nagar, Ludhiana-141001

Date: 31.08.2026
Place: Ludhiana

Annexure-VI

SECRETARIAL AUDIT REPORT FOR THE FINANCIAL YEAR ENDED 31st MARCH, 2026
[Pursuant to section 204(1) of the Companies Act, 2013 and rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

The Members,
PAOS Industries Limited,
Village Pawa, G.T. Road, Near Civil Airport,
Ludhiana, Punjab, India, 141120
CIN: L24100PB1990PLC049032

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **PAOS Industries Limited** (hereinafter called the Company). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

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

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

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):
(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
(b) SEBI (Prohibition of Insider Trading) Regulations, 1992 and SEBI (Prohibition of Insider Trading) Regulations, 2015;
(c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009 and amendments from time to time
(d) The Securities and Exchange Board of India (Employee Stock Option Scheme and Employee Stock Purchase Scheme) Guidelines, 1999 and the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014;
(e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;
(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;
(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009**;** and
(h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998;

(vi) We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the company to monitor and ensure compliance with laws relating to, inter alia:
- All labour & industrial laws;
- All environmental laws;

We have also examined compliance with the applicable clauses of the following:
(i) Secretarial Standards issued by The Institute of Company Secretaries of India to the extent of its applicability.
(ii) The Listing Agreement entered into by the Company with the BSE Limited read with SEBI (Listing Obligations and Disclosure Requirements) Regulations,2015.

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

We 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. During the year under review, Mr. Sagar Dhanraj Borase was appointed as Whole Time Director, Mr. Sanchit Arora and Mrs. Komal Kathuria were appointed as Independent Directors and Mrs. Menu Uppal resigned from the position of Independent Director. Notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent in compliance with the relevant provisions of the Act and Secretarial Standards, 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.

All decisions at Board Meetings and Committee Meetings are carried out unanimously or by the majority as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be.

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

We further report that during the audit period the Company has no specific events/actions having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards etc. referred to above.

Sd/-
Rajeev Bhambri & Associates
Company Secretary in Whole Time Practice
C.P. No. 9491
Peer review Cert No. : 5824/2024 valid upto 30.06.2029

Place: Ludhiana
Dated: 07.08.2026
UDIN: **F004327H001050438**

Note: This report is to be read with our letter of even date which is annexed as 'ANNEXURE' and forms an integral part of this Report.

'ANNEXURE'

The Members,
PAOS Industries Limited,
Village Pawa, G.T. Road, Near Civil Airport,
Ludhiana, Punjab, India, 141120

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

1. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
2. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company as we have relied upon the Audit done by Statutory Auditors as required under Companies Act, 2013.
3. Where ever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
4. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards are the responsibility of management. Our examination was limited to the verification of procedures on test basis.
5. 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.

Sd/-
Rajeev Bhambri & Associates
Company Secretary in Whole Time Practice
C.P. No. 9491
Peer review Cert No. : 5824/2024 valid upto 30.06.2029

Place: Ludhiana
Dated: 07.08.2026
UDIN: F004327H001050438

Annexure-VII

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

PAOS Industries Limited,
Village Pawa, G.T. Road, Near Civil Airport,
Ludhiana, Punjab, India, 141120
CIN: L24100PB1990PLC049032

I/We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **PAOS Industries Limited** having **CIN:L24100PB1990PLC049032** and having registered office at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana, Punjab, India, 141120 (hereinafter referred to as 'the Company'), produced before me/us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

Sr. No.	Name of Director	DIN	Date of appointment in Company
1	SANJEEV BANSAL	00057485	18.06.1990
2	MEENU UPPAL	07144268	31.03.2015*
3	RAMA BANSAL	08156375	09.08.2018
4	SHARON ARORA	09450764	14.11.2024
5	KOMAL KATHURIA	09106916	07.08.2025
6	SANCHIT ARORA	11257440	30.08.2025
7	SAGAR DHANRAJ BORASE	11220136	07.08.2025
*Resigned w.e.f. 07.08.2025			

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

For Rajeev Bhambri & Associates
Company Secretary in Whole Time Practice

(Rajeev Bhambri)
Proprietor
Membership No.: F4327
CP No.: 9491
Peer review Cert No.: 5824/2024 valid up to 30.06.2029

Place: Ludhiana
Dated: 07.08.2026
UDIN: F004327H001050451

Annexure-VIII

MANAGEMENT DISCUSSION AND ANALYSIS

1. INDUSTRY OVERVIEW

The soaps and detergents industry forms an important part of the fast-moving consumer goods (FMCG) sector and caters to essential requirements relating to personal hygiene, household cleaning and sanitation. The products manufactured and marketed by the industry have recurring consumption and cater to consumers across different geographical, demographic and income segments.

The industry operates in a competitive environment with the presence of established national and international brands, regional manufacturers and local market participants. Competition exists across various parameters, including product quality, pricing, fragrance, product performance, packaging, brand recognition, distribution reach and customer preferences.

The industry is also influenced by fluctuations in the prices of key raw materials, chemicals, oils, packaging materials, fuel, power, transportation and other inputs. Changes in input costs can have a direct impact on the cost of production and operating margins. Accordingly, efficient procurement, manufacturing processes, inventory management and cost control remain important factors in the operations of companies engaged in this sector.

During the year under review, the Company continued its operations in the soaps and detergents segment and remained focused on its manufacturing and business activities in accordance with prevailing market conditions. While it has been the practice of the Company to regularly share with Members the developments/information on the Company and the Industry Front. However, this section and format is being offered as part of the Annual Report.

2. BUSINESS OVERVIEW

The Company is engaged in the business of manufacturing and dealing in soaps and detergents. During the year under review, the Company continued its business operations in the aforesaid sector.

The Company operates in a competitive and price-sensitive market where product quality, cost efficiency, availability, distribution and customer acceptance are important factors affecting business performance.

The Company continued to focus on its operational activities during the year and dealt with the prevailing challenges relating to input costs, competition and market conditions. The experience of the promoters and management in the soaps and detergents industry continues to provide the Company with relevant knowledge of manufacturing processes, products, market requirements and industry dynamics.

3. OPPORTUNITIES AND STRENGTHS

Established Industry Experience

The Company benefits from the extensive experience of its promoters and management in the soaps and detergents business. The promoters have more than six decades of experience in the sector, providing the Company with considerable understanding of manufacturing processes, product requirements, market conditions and customer preferences.

Such industry experience is an important strength in managing the operational and commercial requirements associated with the business.

Essential Nature of Products

Soaps and detergents are essential consumer products with regular and recurring demand. The industry caters to a broad consumer base across different market segments and geographical areas.

The essential nature of the products provides an underlying market for manufacturers operating in the sector, although individual company performance remains dependent upon competition, pricing, product quality, distribution and other market factors.

Product and Market Presence

The Company's presence in the soaps and detergents segment provides it with an established platform for conducting its business activities. The Company deals in products catering to consumer and household requirements and operates in a market characterized by diverse product categories and price points.

Experienced Human Resources

The Company had 240 employees on its rolls during FY 2025-26. The availability of an established workforce supports the Company's manufacturing, operational, administrative and other business functions.

The Company recognizes the importance of its human resources in maintaining operational continuity, product quality and effective execution of its business activities.

4. THREATS AND CHALLENGES

The Company operates in a highly competitive industry. Competition from established national and international brands, regional manufacturers and local players can affect product pricing, market share and operating margins.

Volatility in the prices of raw materials and other inputs remains one of the key challenges for the industry. Any significant increase in the cost of chemicals, oils, packaging materials, fuel, power, transportation and other inputs may increase the Company's cost of production and adversely affect profitability if such increases cannot be adequately absorbed through pricing or efficiency measures.

The Company is also exposed to changes in consumer preferences, competitive pricing, market conditions, regulatory requirements and general economic conditions. Other operational challenges may arise from supply-chain requirements, inventory management, working capital requirements, product quality and maintaining consistent manufacturing standards.

Management continues to monitor these factors as part of its regular business and operational review.

5. RISK AND MANAGEMENT PERCEPTION

The Company's business operations are exposed to various risks and uncertainties that are inherent in the soaps and detergents industry. The principal risks identified by the management include competition risk, raw material price risk, market risk, operational risk, regulatory risk and financial and liquidity-related risks.

Competition Risk

The Company operates in a competitive market with the presence of established brands and manufacturers across various segments and geographical markets. Competition may affect selling prices, margins and the Company's ability to retain or increase its market presence.

Management perception: The Company monitors market conditions, competitive developments, product pricing and customer requirements as part of its regular business operations. The Company remains focused on product quality, operational efficiency and appropriate cost management.

Raw Material Price Risk

The prices of raw materials and other production inputs are subject to fluctuations arising from various market and economic factors. Significant increases in raw material prices can affect the Company's cost structure and profitability.

Management perception: The Company monitors the movement of input prices and procurement requirements and undertakes appropriate measures relating to procurement, inventory and cost management, based on prevailing business conditions.

Market Risk

Changes in consumer preferences, purchasing behaviour, market demand and general economic conditions may affect the demand for the Company's products.

Management perception: The Company monitors market conditions and customer requirements and conducts its business activities in accordance with prevailing market circumstances.

Operational Risk

Operational risks may arise in areas such as manufacturing, procurement, quality control, inventory, logistics, supply chain and other business processes.

Management perception: The Company maintains appropriate operational procedures and controls and periodically reviews its business processes to address operational requirements.

Regulatory Risk

The Company's operations are subject to various applicable statutory and regulatory requirements relating to manufacturing, product quality, packaging and labelling, taxation, environmental matters, labour and other applicable laws.

Management perception: The Company remains committed to compliance with applicable laws and regulations and monitors regulatory requirements relevant to its operations.

Financial and Liquidity Risk
The Company's operations involve requirements relating to working capital, receivables, inventory, trade payables and other financial obligations. Effective management of these areas is important for maintaining adequate liquidity and supporting day-to-day operations.

Management perception: The Company monitors its working capital requirements, receivables, payables and cash flows as part of its regular financial management process.

6. FINANCIAL PERFORMANCE
Review of Financial Performance

During FY 2025-26, the Company's revenue from operations increased to ₹8,803.89 lakhs from ₹5,463.65 lakhs in the previous year, representing an increase of approximately 61.13%. Other income increased from ₹24.50 lakhs to ₹33.53 lakhs during the year.

The Company's profit before interest, depreciation and tax increased substantially from ₹182.31 lakhs in FY 2024-25 to ₹378.65 lakhs in FY 2025-26. This indicates an improvement in the operating result before considering finance costs and depreciation.

After considering deferred tax of ₹16.98 lakhs, the Company reported a loss after tax of ₹210.93 lakhs for FY 2025-26, compared with a loss after tax of ₹77.10 lakhs in FY 2024-25.

The basic earnings per equity share stood at negative ₹3.46 for FY 2025-26 as compared with negative ₹1.26 in the previous financial year.

Overall, while the Company recorded a significant increase in revenue and operating performance before interest, depreciation and tax, the increase in finance costs and depreciation resulted in the Company continuing to report a loss after tax during the year under review.

7. INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY
The Company has appropriate internal control systems and procedures commensurate with the nature and scale of its business operations.

The internal control framework is designed to provide reasonable assurance regarding the authorization and recording of financial and operational transactions, safeguarding of assets, accuracy and reliability of financial information, prevention and detection of errors and appropriate utilization of the Company's resources.

The Company's internal controls are supported by appropriate authorization procedures, segregation of responsibilities, accounting controls, operational checks and periodic reviews.

The adequacy and effectiveness of internal controls are reviewed through the Company's internal audit and statutory audit mechanisms, as applicable. Significant observations, if any, are placed before the Audit Committee and/or the Board of Directors for appropriate consideration and corrective action.
The Company continues to maintain and review its internal control systems in accordance with the requirements of its business operations.

8. HUMAN RESOURCES AND INDUSTRIAL RELATIONS
Human resources constitute an important component of the Company's manufacturing and business operations.

The Company considers employee competence, discipline, productivity, safety and effective deployment of human resources to be important for the smooth functioning of its operations.

During the year under review, the Company maintained cordial relations with its employees. The Company continued to comply with applicable statutory requirements relating to its employees and workforce.

The Company also recognizes the importance of maintaining a suitable working environment and appropriate human resource practices commensurate with the nature of its operations.

9. OPERATIONAL PERFORMANCE

During FY 2025-26, the Company continued its operations in the soaps and detergents business.

The Company recorded revenue from operations of ₹8,803.89 lakhs, compared with ₹5,463.65 lakhs in FY 2024-25. The increase in revenue was accompanied by an improvement in profit before interest, depreciation and tax from ₹182.31 lakhs to ₹378.65 lakhs.

However, the Company's financial performance continued to be affected by finance costs and depreciation. Interest and bank charges during the year amounted to ₹269.24 lakhs, while depreciation amounted to ₹303.58 lakhs.

As a result, the Company reported a loss after tax of ₹210.93 lakhs during FY 2025-26.

The above financial results reflect the Company's operating performance during the year and should be read together with the audited financial statements and notes forming part of this Annual Report.

10. OUTLOOK

During the year under review, the Company continued its operations in the soaps and detergents business.

The Company operates in a market characterized by regular consumer demand, intense competition and fluctuations in input costs. The Company's performance during the year reflects an increase in operating revenue and an improvement in profit before interest, depreciation and tax, while finance costs and depreciation continued to have a significant impact on the overall financial result.

The management remains focused on the Company's existing business operations and continues to monitor market conditions, operating costs, raw material prices, customer requirements and competitive developments.

The Company will continue to conduct its business in accordance with applicable laws and regulations and the prevailing market and operating environment.

11. CAUTIONARY STATEMENT

Certain statements contained in this Management Discussion and Analysis may constitute statements relating to the Company's business environment, industry conditions, risks and other matters that are subject to various uncertainties.

Actual results and performance may differ from those expressed or implied in such statements due to various factors, including changes in economic conditions, market demand, competition, raw material prices, operating costs, regulatory requirements and other factors beyond the Company's control.

The information contained in this Management Discussion and Analysis should be read in conjunction with the Company's audited financial statements and the related notes thereto forming part of this Annual Report.

The Company does not undertake any obligation to publicly amend, modify or revise any statement on the basis of subsequent developments, information or events, except as may be required under applicable laws and regulations.

Annexure-IX

CORPORATE GOVERNANCE REPORT

1. COMPANY'S PHILOSOPHY ON CORPORATE GOVERANCE

Corporate Governance refers to a combination of laws, regulations, procedures, implicit rules and good corporate practices which ensure that a Company meets its obligations to optimize shareholders' value and fulfill its responsibilities to the community, customers, employees, Government and other segments of society.

The Principles of Corporate Governance and Code of Business Principles are the cornerstones of your Company. Your Company believes these principles distinguish a well-managed Company from a not so well managed Company. These principles ensure

transparency, integrity and accountability which are vital for the long and sustained growth of your Company. Your Company has been practicing these principles long before these were made mandatory for listed Companies.

Your Company's endeavor has always been to engage persons of eminence as independent directors who can contribute to the corporate strategy, provide an external perspective and be a source of challenge and evaluation wherever appropriate. Your Company has the good fortune of having independent directors.

The company had established a code of governance based on transparency and accountability. For PAOS Industries Limited, Good Corporate Governance means adoption of best practices to ensure that the Company operates not only within the regulatory framework, but is also guided by broader business ethics. The adoption of such corporate practices- based on the transparency and proper disclosures – ensures accountability of the persons in charge of the Company and brings benefits to investors, customers, creditors, employees and the society at large.

2. BOARD OF DIRECTORS COMPOSITION

During the year, the Company has a strong and broad-based Board consisting of Six Directors with adequate blend of professionals, executive, non-executive and independent Directors. The Composition of the Board of Directors comprises of eminent and distinguished personalities, one of which is executive Director (but no remuneration is paid to executive director), one is Whole Time Director, one is non-executive director and three Independent Directors. As mentioned in the Regulation 15 of Chapter IV of SEBI (Listing Obligations and Disclosure Requirements) regulations, 2015, your company's paid up equity share capital was less than Rs.10.00 Crores and Net worth of the company was less than Rs.25 Crores. Therefore, your company fits the criteria mentioned within and therefore, the Regulations [17, 17A, 18, 19, 20, 21,22, 23, 24, 24A, 25, 26, 27] and clauses (b) to (i) of sub-regulation (2) of regulation 46 and para C, D and E of Schedule V of SEBI (LODR) Regulations, 2015, by means of exemption provided in Regulation 15(2), are not applicable to your company.

Category	No. of directors
Executive Directors	2
Non-Executive Director	1
Non-Executive Independent Directors (Including one Woman Independent Director)	3
TOTAL	**6**

a) Directorship Detail

Name of Directors	Date of Appointment/Re-appointment	Category	No of Directorship in Listed Entities (including this company)	Committee position in Listed entities (including this company)	
				Member	Chairperson
Sh. Sanjeev Bansal	15/09/2024	M.D. (Executive)	1	--	--
Sh. Sagar Dhanraj Borase	07/08/2025	W.T.D (Executive)	1	1	--
Smt. Rama Bansal	09/08/2018	Non-Executive	1	--	--
Smt. Sharon Arora	14/11/2024	Independent (Non- Executive)	3	6	3
Smt. Komal Bhalla	07/08/2025	Independent (Non- Executive)	3	3	2
Sh. Sanchit Arora	30/08/2025	Independent (Non- Executive)	1	2	--

b) Directors' Profile

Sr. No.	Name of Director	Profile	Membership/Chairmanship in Committees
1.	Sh. Sanjeev Bansal	He is promoter director and looks after day to day operations of the company. However, no salary is being paid to him by company.	Nil
2.	Smt. Rama Bansal	She is Promoter Non-Executive Director	Nil

3.	Sh. Sagar Dhanraj Borase (appointed w.e.f. 07.08.2025)	Mr. Sagar Borase B.E. in Mechanical Engineering with over 13 years of experience in Manufacturing Operations, Quality Management, and TPM/WCM implementation across leading MNCs, including Hindustan Unilever Ltd and Hindustan Coca-Cola Beverages Pvt Ltd.	• Member of Audit Committee
4.	Smt. Meenu Uppal (resigned w.e.f. 07.08.2025)	She is Post-Graduate in commerce and is Independent Non-Executive Director in company	• Chairperson of Audit Committee • Chairperson of Nomination &Remuneration & Committee • Chairperson of Stakeholder Relationship &Investor Grievance Redressed Committee
5.	Smt. Sharon Arora	She is a Company Secretary and having vast experience of approximately 10 years in the field of management, compliances and other regulatory compliances. She is independent non-executive director.	• Chairperson of Audit Committee • Chairperson of Nomination &Remuneration & Committee • Chairperson of Stakeholder Relationship &Investor Grievance Redressed Committee
6.	Smt. Komal Bhalla (appointed w.e.f 07.08.2025)	Mrs. Komal Bhalla has experience of more than 9 years in management. She has valuable knowledge of The Companies Act and other applicable laws to company.	• Member of Audit Committee • Member of Nomination &Remuneration Committee • Member of Stakeholder Relationship &Investor Grievance Redressal Committee
7.	Sh. Sanchit Arora (appointed w.e.f 30.08.2025)	Mr. Sanchit Arora has experience of more than 9 years in management and compliance work. He has valuable knowledge of The Companies Act and other applicable laws to company	• Member of Audit Committee • Member of Stakeholder Relationship & Investor Grievance Redressed Committee

C) Board Meeting held during the year:

Sr. No.	Date on which Board Meetings were held	Total strength of the Board	No. of Directors present
1.	29.05.2025	4	4
2.	07.08.2025	5	4
3.	14.08.2025	5	4
4.	30.08.2025	6	5
5.	14.11.2025	6	5
6.	14.02.2026	6	5

d) Directors Attendance Record:

Attendance of Directors at Board Meetings and at Annual General Meeting (AGM):

Name of Director	29.05.2025	07.08.2025	14.08.2025	30.08.2025	14.11.2025	14.02.2026
Sh. Sanjeev Bansal	Attended	Attended	Attended	Attended	Attended	Attended
Smt. Rama Bansal	Attended	--	--	--	--	--
Smt. Meenu Uppal (resigned w.e.f. 07.08.2025)	Attended	--	--	--	--	--
Sh. Sagar Dhanraj Borase	--	Attended	Attended	Attended	Attended	Attended
Smt. Sharon Arora	Attended	Attended	Attended	Attended	Attended	Attended
Smt. Komal Bhalla	--	Attended	Attended	Attended	Attended	Attended
Sh. Sanchit Arora	--	--	--	Attended	Attended	Attended

Name of Director	Attendance at AGM held on 30.09.2025
Sh. Sanjeev Bansal	Attended
Smt. Rama Bansal	Not Attended
Sh. Sagar Dhanraj Borase	Attended

Smt. Meenu Uppal (resigned w.e.f. 07.08.2025)	Resigned
Smt. Sharon Arora	Attended
Smt. Komal Bhalla	Attended
Sh. Sanchit Arora	Attended

Succession Plan

The Board of Directors has satisfied itself that plans are in place for orderly succession for appointment to the Board of Directors and senior management.

Number of Shares and convertible instruments held by Non-Executive Directors

Total 743750 shares are held by non-executive Directors.

There are no convertible instruments issued by the Company.

Key Board Skills, Expertise and Competence

The Board comprises qualified members who bring in the required skills, competence and expertise that allows them to make effective contribution to the Board and its Committees. In view of the objectives and activities of our Business, the Company requires skills/ expertise/ competencies in the areas of Finance, Regulatory, Strategy, Business Leadership, Automotive Technology, Human Resources, risk and Governance. The Board is satisfied that the current composition reflects an appropriate mix of knowledge, skills, experience, diversity and independence required for it to function effectively. The Board periodically evaluates the need for change in its composition and size.

Core skills/expertise/competencies of the Board Members

The Members of the Board are committed to ensuring that the Board is in compliance with the highest standard of Corporate Governance. In terms of the requirement of the Listing Regulation, the Board has identified the following skills/expertise/competencies fundamental for the effective functioning of the Company, which are currently available with the Board along with the names of the Directors, who have such skill/expertise/ competence, are given below:-

1. Leadership: Effective management of business operations, ability to guide on complex business decisions, anticipate changes, setting priorities, aligning resources towards achieving goals and protecting and enhancing stakeholders value.

2. Governance: Developing governance practices, serving the best interests of all stakeholders, maintaining board and management accountability, building long-term effective stakeholder engagements and driving corporate ethics and values.

3. Strategy planning: Good business instincts and acumen, ability to get to the crux of the issue, ability to provide guidance and active participation in complex decision making, set priorities and focus energy and resources towards achieving goals.

4. Financial Management: In depth understanding of financial statements, financial controls, proficiency in financial management and reporting process, expertise in dealing with complex financial transactions.

5. Technology: A significant background in technology, resulting in knowledge to create new business models.

6. Business & Industry: Understanding of tire, rubber & carbon black industry and its operations.

7. Sales and Marketing: Developing strategies to grow sales and market share, build brand awareness and equity, and enhance enterprise reputation.

Name of Director	Leadership	Governance	Strategy Planning	Financial Management	Technology	Business & Industry	Sales and Marketing
Sh. Sanjeev Bansal	√	√	√	√	√	√	√
Smt. Rama Bansal	√	√	--	√	--	√	--
Sh. Sagar Dhanraj Borase	√	√	√	√	√	√	√
Smt. Sharon Arora	√	√	√	√	√	√	√
Smt. Komal Bhalla	√	√	√	√	√	√	√
Sh. Sanchit Arora	√	√	√	√	√	√	√

BOARD PROCEDURE

The annual calendar of Board Meetings is the beginning of the financial year. The Agenda is circulated in advance to the Board members. The items in the Agenda are backed by comprehensive background information to enable the Board to take appropriate decisions. The Board is also kept informed of major events/items and approvals taken wherever necessary.

PERFORMANCE EVALUATION:

In compliance with the provisions of the Companies Act, 2013 (the Act) and applicable clauses of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the Board during the year adopted a formal mechanism for evaluation of its performances as well as that of its committees and individual Directors, including the Chairman of the Board. A structured questionnaire was prepared after taking into consideration inputs received from the Directors, covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Board culture, execution and performance of specific duties, obligations and governance.

A separate exercise was carried out to evaluate the performance of individual Directors including the Chairman of the Board, who were evaluated on parameters such as level of engagement and contribution, independence of judgment, 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 the Chairman and the Non-Independent Directors was carried out by the Independent Directors. The Directors expressed their satisfaction with the evaluation process.

INDEPENDENT DIRECTORS' MEETING:

In compliance with Section 149(8) of the Act read along with Schedule IV of the Act and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the Independent Directors met on 14.02.2026 inter alia, to discuss:

(a) Evaluation of the performance of non- Independent Directors and the Board as a whole;

(b) Evaluation of the performance of the Chairperson of the company, taking into account the views of executive directors and non-executive directors;

(c) Evaluation of 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.

FAMILIARISATION PROGRAMME FOR DIRECTORS

Your company follows a structured familiarization programme through various reports and internal policies for all the Directors with a view to update them on the Company's policies on a regular basis. Letter of Appointment(s) are issued to Independent Directors setting out in detail, the terms of appointment, duties, responsibilities and expected time commitments. Each newly appointed Director is taken through a formal induction program including the presentation from Managing Director on the Company's manufacturing, marketing, finance and other important aspects. All our Directors are aware and also updated, whenever required, of their role, responsibilities, liabilities and obligations under the provisions of the Companies Act, 2013 and Rules made thereunder and Agreement/Regulation 25 of the Listing Regulations, 2015. The details of the Familiarization Programmes for Independent Directors are made available on Company's website i.e. www.paosindustries.in The evaluation process for the financial year 2025-26 has been completed.

CODE OF CONDUCT

The Board of Directors of the Company has adopted Code of Business Conduct & Ethics. This Code is based on three fundamental principles, viz. good corporate governance, good corporate citizenship and exemplary conduct and is applicable to all the Directors and senior management personnel.

In terms of the requirements of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the Code of Business Conduct & Ethics, as approved by the Board of Directors, has been displayed at the website of the company. All the members of the Board and senior management personnel have affirmed compliance with the Code for the year ended 31st March, 2026 and a declaration to that effect signed by the Managing Director is attached and forms part of this report.

CODE OF CONDUCT FOR PREVENTION OF INSIDER TRADING

The Company has a Code of Conduct for Prevention of Insider Trading in the shares and securities of the Company as required under SEBI (Prohibition of Insider Trading) Regulations, 2015 the Company has adopted Code of Conduct to Regulate, Monitor and Report Trading by Insiders and Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information. All Directors, insiders and designated persons who could have access to the Unpublished Price Sensitive Information of the Company are governed by the Code.

3. COMMITTEE(S) OF THE BOARD

The Board of Directors has the following committees with adequate delegation of powers to discharge the affairs of the Company.

(i) Audit Committee

The terms of reference of Audit Committee includes the matters specified in section 177 of the Companies Act, 2013 as well as Regulation 18 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

It consisted of two Non-Executive Independent Directors namely Smt. Sharon Arora & Smt. Komal Bhalla and one Executive Director Sh. Sagar Dhanraj Borase. Further, Smt. Sharon Arora is the Chairperson of the Committee.

The committee is reviewing the accounting, internal control system, approving financial results, the financial reporting, monitoring the compliance with accounting standards, principles, practices etc. During the Financial Year 2025-2026, the Audit Committee Members met five times as per detail below:

Directors' Attendance at Audit Committee during FY 2025-2026					
Date	**Smt. Meenu Uppal (Chairperson)**	**Smt. Rama Bansal (Member)**	**Smt. Sharon Arora (Chairperson)**	**Smt. Komal Bhalla (Member)**	**Sh. Sagar Dhanraj Borase (Member)**
29.05.2025	Attended	Attended	Attended	--	--
14.08.2025	--	--	Attended	Attended	Attended
30.08.2025	--	--	Attended	Attended	Attended
14.11.2025	--	--	Attended	Attended	Attended
14.02.2026	--	--	Attended	Attended	Attended

During the financial year 2025–26, Smt. Meenu Uppal resigned from the post of Independent Director of the Company and from all the Committees of which she was a member, with effect from 07.08.2025. The Board appointed Smt. Komal Bhalla as an Independent Director and Sh. Sagar Dhanraj Borase as Non-Executive Director of the company w.e.f. 07.08.2025. Consequently, in the board meeting held on 07.08.2025, the Audit Committee was reconstituted by appointing Smt. Sharon Arora as the chairperson of Audit Committee and Sh. Sagar Dhanraj Borase as member of Audit Committee.

(a) Functions of the Audit Committee

i) Oversight of the company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
ii) Recommendation for appointment, remuneration and terms of appointment of auditors of the company;
iii) Approval of payment to statutory auditors for any other services rendered by the statutory auditors;
iv) Reviewing with the management, the annual financial statements and auditor's report thereon before submission to the board for approval, with particular reference to:
a. Matters required being included in the Director's Responsibility Statement to be included in the Board's report in terms of clause (c) of sub- section 3 of section 134 of the Companies Act, 2013;
b. Changes, if any, in accounting policies and practices and reasons for the same;
c. Major accounting entries involving estimates based on the exercise of judgment by management;
d. Significant adjustments made in the financial statements arising out of audit findings;
e. Compliance with listing and other legal requirements relating to financial statements
f. Disclosure of any related party transactions;
g. Modified opinion(s) in the draft audit report.
v) Reviewing, with the management, the quarterly financial statements before submission to the board for approval;
vi) Review and monitor the auditor's independence and performance, and effectiveness of audit process;
vii) Approval or any subsequent modification of transactions of the company with related parties;
viii) Valuation of undertakings or assets of the company, wherever it is necessary;
ix) Evaluation of internal financial controls and risk management systems;
x) Reviewing, with the management, performance of statutory and internal auditors, and adequacy of the internal control systems;
xi) Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
xii) Discussion with internal auditors of any significant findings and follow up there on;
xiii) 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 system of a material nature and reporting the matter to the board;
xiv) Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
xv) To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
xvi) To review the functioning of the Whistle Blower mechanism;

xvii) Carrying out any other function as is mentioned in the terms of reference of the Audit Committee.

(b) Powers of Audit Committee
(i) To investigate any activity within its terms of reference.
(ii) To seek information from any employee.
(iii) To obtain outside legal or other professional advice.
(iv) To secure attendance of outsiders with relevant expertise, if it considers necessary.

(c) Review of information by Audit Committee
The Audit Committee shall mandatorily review the following information:
(i) Management Discussion and Analysis of financial condition and results of operations;
(ii) Management letters / letters of internal control weaknesses issued by the statutory auditors;
(iii) Internal audit reports relating to internal control weaknesses; and
(iv) The appointment, removal and terms of remuneration of the Chief internal auditor shall be subject to review by the Audit Committee.
(v) Statement of deviations:
(a) Quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1).
(b) Annual statement of funds utilized for purposes other than those stated in the offer document/ prospectus/ notice in terms of Regulation 32(7).
(vi) To frame and review the policies in relation to the implementation of the PAOS Industries Limited Code of Conduct for Prevention of Insider Trading and to supervise implementation of the same.

(ii) Nomination and Remuneration Committee:
The committee had its meeting from time to time to discuss and review the Board Performance. As on 31.03.2026; the membership of Nomination and Remuneration Committee consists of three independent directors namely Smt. Sharon Arora, as Chairperson, Smt. Komal Bhalla as member and Sh. Sanchit Arora as member.

During the Financial Year 2025-2026, the Nomination and Remuneration Committee Members met four times as per detail below:

Directors' Attendance at Nomination and Remuneration Committee during FY 2025-2026						
Date	**Smt. Meenu Uppal (Chairperson)**	**Smt. Rama Bansal (Member)**	**Smt. Sharon Arora (Chairperson)**	**Sh. Sagar Dhanraj Borase (Member)**	**Smt. Komal Bhalla (Member)**	**Sh. Sanchit Arora (Member)**
29.05.2025	Attended	Attended	Attended	--	--	--
07.08.2025	--	--	Attended	Attended	Attended	--
30.08.2025	--	--	Attended	--	Attended	Attended
14.11.2025	--	--	Attended	--	Attended	Attended
14.02.2026	--	--	Attended	--	Attended	Attended

During the financial year 2025–26, Smt. Meenu Uppal resigned from the post of Independent Director of the Company and from all the Committees of which she was a member, with effect from 07.08.2025. The Board appointed Smt. Komal Bhalla as an Independent Director and Sh. Sagar Dhanraj Borase as Non-Executive Director of the company w.e.f. 07.08.2025. Consequently, in the board meeting held on 07.08.2025, the Nomination and Remuneration Committee was reconstituted by appointing Smt. Sharon Arora as the chairperson of Audit Committee and Smt. Komal Bhalla and Sh. Sagar Dhanraj Borase as member of Nomination and Remuneration Committee. Further the Nomination and Remuneration Committee was again reconstituted by appointing Sh. Sanchit Arora as member in place of Sh. Sagar Dhanraj Borase who was appointed as Whole Time Director of the company w.e.f. 30.08.2025.

(iii) Stakeholders Relationship cum Investor Grievance Re-dressal Committee
As a measure of good Corporate Governance and to focus on the Shareholder's grievances towards strengthening investor relations, Stakeholders Relationship cum Investor Grievance Re-dressal Committee, as a Sub-Committee of the Board is there for specifically look into the following matters.

a. Transfer, Transmission of Shares.

b. Dematerialization/Re-materialization of shares
c. Replacement of lost/stolen/mutilated share certificate(s) etc.
d. Investor Grievances.

Presently, the committee consists of three independent directors namely Smt. Sharon Arora as Chairperson, Smt. Komal Bhalla as member and Sh. Sanchit Arora as member.

During the Financial Year 2025-2026, the Stakeholders Relationship cum Investor Grievance Re-dressal Committee Members met two times as per detail below:

Directors' Attendance at Stakeholders Relationship cum Investor Grievance Re-dressal Committee during FY 2025-2026				
Date	**Smt. Sharon Arora (Chairperson)**	**Smt. Komal Bhalla (Member)**	**Sh. Sagar Dhanraj Borase (Member)**	**Sh. Sanchit Arora (Member)**
14.08.2025	Attended	Attended	Attended	--
14.02.2026	Attended	Attended	--	Attended

During the financial year 2025–26, Smt. Meenu Uppal resigned from the post of Independent Director of the Company and from all the Committees of which she was a member, with effect from 07.08.2025. The Board appointed Smt. Komal Bhalla as an Independent Director and Sh. Sagar Dhanraj Borase, Non-Executive Director of the Company with effect from 07.08.2025. Consequently, in the Board Meeting held on 07.08.2025, the Stakeholders Relationship cum Investor Grievance Re-dressal Committee was reconstituted by appointing Smt. Sharon Arora as a chairperson of the Nomination and Remuneration Committee and Sh. Sagar Dhanraj Borase as member of the committee. Further the Stakeholders Relationship cum Investor Grievance Re-dressal Committee was again reconstituted by appointing Sh. Sanchit Arora as member in place of Sh. Sagar Dhanraj Borase 30.08.2025.

During the year ended 31st March, 2026, the company has not received any shareholder's complaint or such from Stock Exchange/SEBI/Department of Company Affairs/Registrar of Companies.

Name of Compliance Officer: Sh. Daljeet Singh, Company Secretary are the Compliance Officers of Company.

4. (A) DISCLOSURES

a) During the financial year ended 31st March, 2026 there were no materially significant related party transactions that may have potential conflict with the interests of the Company at large.
b) During the financial year 2025-26 the company is in compliance with the requirements of the stock exchanges, SEBI and other statutory authorities on all matter relating to the capital.
c) The Company has announced Whistle Blower policy. All the personnel of the company have the access to the Audit Committee.
d) The Company has complied with the mandatory requirements of the Listing Regulation.
e) The Company has not adopted any non-mandatory requirements as well as discussed under relevant headings.
f) The Company does not have any subsidiary but it has framed a Material Subsidiary Policy and the same is placed on the Company's website and the web link for the same is www.paosindustries.in
g) The company has framed Related Party Transaction Policy and is placed on the Company's website and the web link for the same is www.paosindustries.in
h) During the financial year ended 31stMarch, 2026 the company did not engage in commodity hedging activities.

(B) COMPLIANCE

a. There has been no instance of non-compliance of any requirement of Corporate Governance Report.
b. The Company has fully complied with the applicable requirements specified in Reg. 17 to 27 and clause (b) to (i) of sub-regulation (2) of regulation 46.
c. The company has followed accounting treatment as prescribed in Indian Accounting Standards applicable to the Company.

5. GENERAL BODY MEETINGS

The detail of last five Annual General Meetings is given as follows;

MEETING	**DAY, DATE, TIME &**	**NO. OF SPECIAL**

	VENUE OF THE MEETING	RESOLUTION(S)
31th AGM	Thursday, the 30th September, 2021 at 10.00 a.m. at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120	Nil
32nd AGM	Friday, the 30th September, 2022 at 10.00 a.m. at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120	1
33rd AGM	Saturday, the 30th September, 2023 at 10.30 a.m. at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120	6
34th AGM	Tuesday, the 09th July, 2024 at 10.30 a.m. at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120	4
35th AGM	Tuesday, the 30th September, 2025 at 10.00 a.m. at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120	5

6. DISCLOSURES

Related Party Transactions are reported by the Auditors in Notes to Accounts attached with the Financial Statements for every financial year. During the year 2025-2026, there are no instances of any non-compliance of any provision of law by Company nor any penalty/strictures has been imposed on the Company by Stock Exchange(s), SEBI or any other Statutory Authority on any matter relating to the Capital Market except sometime fine/penalty imposed for delay in filing with Stock Exchanges.

7. MEANS OF COMMUNICATION

The Company communicates with the Shareholders at large through its Annual Reports, Publication of Financial Results and by filing of various reports and returns with the Statutory Bodies like Stock Exchanges and the Registrar of Companies. The Quarterly/Half-Yearly/Annual Un-Audited/Audited Results of the Company are being published regularly in prominent daily newspapers.

8. GENERAL SHAREHOLDERS INFORMATION

(a) As stated in the Notice, the **36th Annual General Meeting** of Members of **PAOS INDUSTRIES LTD** will be held on **Wednesday the 30th day of September, 2026 at 10.00 a.m.** at Registered Office at **Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120 (Pb)**.

(b) Financial Calendar : 1st April to 31st March.

(c) Tentative calendar of events for the Financial Year 2026-27 (April-March) is given below.

First Un-audited Quarterly Results	: July-August, 2026
Second Un-audited Quarterly Results	: October-November, 2026
Third Un-audited Quarterly Results	: January-February, 2027
Fourth Un-audited Quarterly Results	: April-May, 2027

(d) Book-Closure: Thursday, 24-09-2026 to Wednesday, 30-09-2026 (both days inclusive).

(e) Listing Details**:** The Securities of the Company are presently listed on the following Stock Exchanges.

1. The Bombay Stock Exchange, Mumbai
Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001

(f) Stock Market Data

The reported monthly high and low closing prices during the year ended March 31, 2026 on The Bombay Stock Exchange Limited, Mumbai, where the Company's shares are traded, is given below:

Scrip Code: 530291

Company: PAOS INDUSTRIES LTD.

For the Period: April, 2025 to March, 2026. All prices are in Rs.

Month	Open Price	High Price	Low Price	Close Price	No. of Shares	No. of Trades	Total Turnover (Rs.)	Spread	
								High-Low	Close-Open
Apr-25	48.51	54.50	43.22	43.22	10225	62	484251	11.28	-5.29
May-25	42.36	49.11	37.50	46.56	6812	83	299025	11.61	4.20
Jun-25	45.63	45.63	38.12	38.12	4327	60	166133	7.51	-7.51
Jul-25	38.89	45.29	38.89	45.29	23791	134	1032968	6.40	6.40
Aug-25	46.19	57.28	46.19	57.00	21007	145	1036967	11.09	10.81
Sep-25	57.94	59.00	50.10	56.85	20249	97	1094538	8.90	-1.09
Oct-25	56.50	60.10	54.00	56.30	16539	93	929180	6.10	-0.20
Nov-25	59.20	59.22	53.58	55.50	9623	23	548237	5.64	-3.70
Dec-25	53.43	56.00	48.23	48.23	16878	78	832545	7.77	-5.20
Jan-26	46.00	58.60	45.66	56.00	40385	93	1981200	12.94	10.00
Feb-26	58.05	58.50	53.20	56.99	6649	20	381968	5.30	-1.06
Mar-26	54.15	54.15	47.90	47.90	7394	30	375177	6.25	-6.25

Source www.bseindia.com

(g) Depository for Equity Shares

National Securities Depository Limited (NSDL)
Central Depository Services Limited (CDSL)
International Securities Identification Number (ISIN) with NSDL and CDSL for the Company's Equity Shares: **INE791C01012.**

As on 31st March, 2026, 95.22% of the equity share capital of the company stands dematerialized.

Registrar and Share Transfer Agent

M/s MUFG Intime India Private Limited formerly known as Link Intime India Private Limited is the Registrar & Share Transfer Agent of the Company handling the Share Transfer Work both in physical and electronic form. All correspondence relating to share transfer, transmission, dematerialization, re-materialization etc. can be made at the following address of the Registrar or to the Company at the Registered Office/Corporate Office of the Company.

M/s MUFG Intime India Private Limited
(Formerly Link Intime India Private Limited)
Noble Heights, First Floor, Plot No.NH-2, C-1 Block,
LSC, Near Savitri Market, Janakpuri, New Delhi-110 058
Ph. 011-49411000, E-mail: delhi@linkintime.co.in

(h) Distribution Schedule of Company as on 31.03.2026

Shares- Range			Shareholders		Total Shares for the Range	Percentage of Total Capital
			Number	Percentage of Total		
1	--	500	1881	88.3513	199790	3.27
501	--	1,000	93	4.3682	73559	1.21
1,001	--	2,000	84	3.9455	131035	2.15
2,001	--	3,000	16	0.7515	41718	0.68
3,001	--	4,000	9	0.4227	32736	0.54
4,001	--	5,000	7	0.3288	31600	0.52
5,001	--	10,000	16	0.7515	123989	2.03
10,001	--	Above	23	1.0803	5469173	89.61
Total			**2129**	**100.00**	**6103600**	**100.00**

(i) The Company has not issued any GDR's/ADR's and there are no warrants or convertible instruments.

(k) Corporate/Registered Office : PAOS Industries Limited

Village Pawa, G.T. Road
Near Civil Airport
Ludhiana-141 120

(l) Address for correspondence : PAOS Industries Limited
Village Pawa, G.T. Road
Near Civil Airport
Ludhiana-141 120

(m) The Company is at present not adopting non-mandatory requirements.

(n) No remuneration had been paid to whole time director(s) during the year 2025-2026.

(o) Non-Executive/Independent Directors have not been paid any remuneration during the year under review except the meeting sitting fees.

FOR AND ON BEHALF OF THE BOARD

Sd/-	**Sd/-**
(Sanjeev Bansal)	**(Sagar Dhanraj Borase)**
Managing Director	**Whole Time Director**
DIN:00057485	**DIN: 11220136**
662/2, Premjit Road,	**H. No. 1631, GRD**
Gurdev Nagar Ludhiana,	**Colony Sector 39,**
141001, Punjab	**Ludhiana- 141010, Punjab**

Place: Ludhiana
Date: 31.08.2026

Practicing Company Secretary's Certificate on compliance with the conditions of Corporate Governance

To
PAOS Industries Limited,
Village Pawa, G.T. Road, Near Civil Airport,
Ludhiana, Punjab, India, 141120.

I have examined the compliance of conditions of Corporate Governance by **PAOS Industries Limited** ('the Company'), for the year ended on 31st March, 2026, as stipulated in Regulations 17 to 27 and clauses (b) to (i) of sub regulation (2) of regulation 46 and Para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (collectively referred to as "SEBI Listing Regulations, 2015").

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

In our opinion and to the best of our information and according to the explanations given to us, the provisions of the Corporate Governance as stipulated in the SEBI (LODR) regulations, 2015 were not applicable to the Company, however, I certify that Company has complied with some of its provisions of the conditions of Corporate Governance as stipulated in the SEBI (LODR) regulations, 2015 for the year ended on March 31, 2026.

I further state that this certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

For Rajeev Bhambri & Associates
Company Secretary in Whole Time Practice

(Rajeev Bhambri)
Proprietor
Membership No.: F4327
CP No.: 9491
Peer review Cert No.: 5824/2024 valid up to 30.06.2029

Place: Ludhiana
Dated: 07.08.2026
UDIN: F004327H001050504

Declaration

I Sanjeev Bansal, Managing Director of the Company hereby declare that the company has adopted code of conduct for its Directors and the senior management personnel and all the members of the Board of Directors and the Senior Management personnel have affirmed compliance with the code of conduct as applicable to them as laid down by the Board of Directors in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 for the year ended March 31, 2026.

For PAOS Industries Limited
Sd/-
(Sanjeev Bansal)
Managing Director

Place: Ludhiana
Date: 31.08.2026

CERTIFICATION BY CHIEF EXECUTIVE OFFICER (CEO) AND CHIEF FINANCIAL OFFICER (CFO)

(Pursuant to Regulation 17(8) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Board of Directors
PAOS Industries Limited
Ludhiana

We, Sanjeev Bansal, Managing Director and Varinder Kumar, Chief Financial Officer of the Company hereby certify that:-

a. We have reviewed the Standalone and Consolidated Financial Statements and the Cash Flow Statements for the year ended 31st March, 2026 and to the best of our knowledge and belief;

i. these statements do not contain any materially untrue statement or omit any material fact or contain statement that might be misleading;

ii. these statements together present a true and fair view of the Company's affair and are in compliance with existing accounting standards, applicable laws and regulations;

b. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or in violation of the Company's code of conduct;

c. We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the company pertaining to financial reporting and we have effective internal control and system commensurate with the size and nature of business;

d. We are committed to indicate to the Auditors and the Audit Committee;

i. Significant changes in internal control over financial reporting during the year, if any;

ii. Significant changes in accounting policies during the year, if any, and that the same shall be disclosed in the Notes to the financial statements;

iii. Instances of significant fraud, if any, of which we have become aware and the involvement therein, if any, of the management or an employee having role in the company's internal control system over financial reporting; and

iv. We have disclosed all the requisite information to Audit committee and Auditors.

e. There was no matter regarding non-compliance by the company of any provisions of listing agreement, also there was no penalties, strictures imposed on the company by the Stock Exchange or SEBI or any statutory authority, on any matter related to capital market during the last three years except sometime fine/penalty imposed for delay in filing with Stock Exchanges.

f. The Audit Report reconciliation of shares is being sent regularly to the Stock Exchanges.

For PAOS Industries Limited

Sd/-
(Sanjeev Bansal)
Managing Director

Sd/-
(Varinder Kumar)
Chief Financial Officer

Place: Ludhiana
Date: 31.08.2026

Independent Auditor's Report on Standalone Financial Statements

To the Members of **PAOS Industries Limited**

Report on the Audit of the Standalone Ind As Financial Statements

Opinion

We have audited the accompanying Standalone Ind As Financial Statements of PAOS Industries Limited ("the Company"), which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, including the Statement of Other Comprehensive Income, the Statement of Cash Flows and the Statement of Changes in Equity for the year then ended, and notes to the Standalone Ind As Financial Statements, including a summary of significant accounting policies and other explanatory information.

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

Basis for Opinion

We conducted our audit of the Standalone Ind As Financial Statements in accordance with the Standards on Auditing (SAs), as 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 Standalone Ind As 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 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 audit opinion on the Standalone Ind As Financial Statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the Standalone Ind As Financial Statements for the financial year ended March 31, 2026. These matters were addressed in the context of our audit of the Standalone Ind As Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matter described below to be the key audit matter to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the Standalone Ind As Financial Statements section of our report, including in relation to this matter. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the Standalone Ind As Financial Statements. The results of our audit procedures, including the procedures performed to address the matter below, provide the basis for our audit opinion on the accompanying Standalone Ind As Financial Statements.
The acquisition of M/s National Soap Mills, finalized on July 16, 2024, via a Business Transfer Agreement (BTA), is a key audit matter. We have verified the accounting treatment and related debenture liability measurements to ensure full compliance with applicable accounting standards and accurate financial reporting.

We have determined that there are no other key audit matters to communicate in our report.

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

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual Report, such as Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Corporate Governance Report, and Shareholder's Information, but does not include the Standalone Ind As Financial Statements and our auditor's report thereon.

Our opinion on the Standalone Ind As 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 Ind As Financial Statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the Standalone Ind As Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management for the Standalone Ind As 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 Ind As Financial Statements that give a true and fair view of the financial position, financial performance including total comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. 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 judgements and estimates that are reasonable and prudent; and the 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 Ind As 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 Ind As 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.

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

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

Our objectives are to obtain reasonable assurance about whether the Standalone Ind As 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 Ind As Financial Statements.

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

- Identify and assess the risks of material misstatement of the Standalone Ind As 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 with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Standalone Ind As Financial Statements, including the disclosures, and whether the Standalone Ind As Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Standalone Ind As Financial Statements for the financial year ended March 31, 2026 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1) As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the 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.

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

a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;

b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books;

c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Statement of Cash Flows and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account;

d) In our opinion, the aforesaid Standalone Ind As Financial Statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;

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 with reference to these Standalone Ind As Financial Statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure B" to this report;

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, as amended, 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. The remuneration paid to any director is not in excess of the limit laid down under section 197 of the Act;

h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

i) The Company has no pending litigations which would impact its financial position.

ii) The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;

iii) The Company has never declared or paid any dividend. Accordingly, there are no unpaid dividend amounts required to be transferred to the Investor Education and Protection Fund;

iv)

(a) The management has represented that, to the best of its knowledge and belief, other than as explicitly disclosed in the notes to the accounts, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person or entity, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

(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 have been received by the Company from any person or entity, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

(c) Based on audit procedures, which included the scanning of high-value banking transactions and the review of related party ledgers considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) contain any material misstatement.

v) The company has neither declared nor paid any dividend during the year. Accordingly, reporting under Rule 11(f) is not applicable.

vi) Based on our examination, the Company has used accounting software (Busy) for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with. Additionally, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

FOR P.C GOYAL AND CO.
CHARTERED ACCOUNTANTS
Firm Registration Number (FRN): 002368N

CA PARKASH CHAND GOYAL
PARTNER
Membership Number: 080377
UDIN: 26080377MTWTAB9104
Place: Ludhiana, Punjab
Date: 27th July, 2026

ANNEXURE "A" TO THE INDEPENDENT AUDITOR'S REPORT

Referred to in paragraph 1 under the heading "Report on Other Legal and Regulatory Requirements" of our report of even date to the members of PAOS Industries Limited for the financial year ended March 31, 2026.

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment and relevant details of right-of-use assets.

(B) The Company has maintained proper records showing full particulars of Intangible assets.

(b) The Property, Plant and Equipment were physically verified during the year by the management in accordance with a regular programme of verification which, in our opinion, provides for physical verification of all the property, plant and equipment at reasonable intervals considering the substantial size of the Company. According to the information and explanations given to us, no material discrepancies were noticed on such verification.

(c) According to the information and explanations given by the management and on the basis of our examination of the records of the Company, the title deeds of all the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) disclosed in the financial statements are held in the name of the Company.

(d) The Company has not revalued its Property, Plant and Equipment (including Right-of-use assets) or Intangible assets during the year ended March 31, 2026.

(e) There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventories have been physically verified by the management at reasonable intervals during the year. In our opinion, the coverage and procedure for such verification by the management is appropriate. No discrepancies of 10% or more in aggregate for each class of inventory were noticed on physical verification of inventory as compared to the book records.

(b) The Company has been sanctioned working capital limits in excess of 5 crores in aggregate from banks during the year on the basis of security of current assets. Based on the records examined by us in the normal course of audit of the financial statements, the quarterly returns/statements filed by the Company with such banks are in agreement with the books of accounts of the Company, except for the differences reconciled below:

Quarter (FY 2025-26)	Name of the Consortium Bank	Asset Category	Amount as per Audited Books of Accounts (INR Lacs) (A)	Amount reported in the Quarterly Return/ Statement (INR Lacs) (B)	Amount of Variance/ Discrepancy (INR Lacs) (A-B)	Whether return or statement was subsequently verified
1st Quarter	YES BANK LTD.	Inventory	2,555.26	2,555.26	0.00	YES
2nd Quarter	YES BANK LTD.	Inventory	2,554.78	2,554.78	0.00	YES
3rd Quarter	YES BANK LTD.	Inventory	2,847.28	2,809.89	37.39	YES
4th Quarter	YES BANK LTD.	Inventory	2,930.80	2,928.26	2.54	YES
1st Quarter	YES BANK LTD.	Debtors	38.49	17.09	21.40	YES
2nd Quarter	YES BANK LTD.	Debtors	64.04	24.90	39.14	YES
3rd Quarter	YES BANK LTD.	Debtors	193.66	173.68	19.98	YES
4th Quarter	YES BANK LTD.	Debtors	19.89	-0.04	19.93	YES
1st Quarter	YES BANK LTD.	Creditors	637.61	569.09	68.52	YES

2nd Quarter	YES BANK LTD.	Creditors	435.21	413.92	21.29	YES
3rd Quarter	YES BANK LTD.	Creditors	964.57	886.10	78.47	YES
4th Quarter	YES BANK LTD.	Creditors	868.51	857.02	11.49	YES

(iii) The Company has not made any investments 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 during the year. Accordingly, the provisions of clause 3(iii)(a) of the Order are not applicable to the Company.

(iv) In our opinion and according to the information and explanations given to us, the Company has not made any loans, cross-investments, guarantees, or provided security to which the provisions of section 185 and 186 of the Companies Act, 2013 apply. The corporate governance framework of the Company prohibits such transactions.

(v) According to the information and explanations given to us, the Company has maintained a strict posture against the acceptance of any deposits or amounts which are deemed to be deposits from the public within the meaning of the directives issued by the Reserve Bank of India and the explicit provisions of Sections 73 to 76 of the Companies Act, 2013. We are informed by the management that no order has been passed by the Company Law Board, National Company Law Tribunal or Reserve Bank of India or any Court or any other Tribunal.

(vi) We have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records under section 148(1) of the Companies Act, 2013, related to the manufacture of specified products of the Company and are of the opinion that prima facie, the specified accounts and records have been made and maintained. We have not, however, made a detailed examination of the records with a view to determine whether they are accurate or complete.

(vii)(a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, amounts deducted/ accrued in the books of account in respect of undisputed statutory dues including Goods and Services Tax, provident fund, employees' state insurance, income-tax, duty of custom, cess and other statutory dues applicable to it have generally been regularly deposited during the year by the Company with the appropriate authorities.

(b) According to the information and explanations given to us, no undisputed amounts payable in respect of Goods and Services Tax, provident fund, employees' state insurance, income-tax, duty of custom, cess and other statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable. Furthermore, upon review of the tax litigation registers and the online portals of the respective statutory bodies, it is confirmed that there are no dues of GST, Provident Fund, Employees' State Insurance, Income Tax, or other statutory dues which have not been deposited on account of any ongoing legal or administrative dispute.

(viii) The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income-tax Act, 1961 as income during the year. The financial statements accurately reflect all revenue-generating activities. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

(ix)(a) Based on our audit procedures and as per the information and explanations given by the management, the Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.

(b) The Company has not been declared willful defaulter by any bank or financial institution or government or any government authority.

(c) According to the information and explanations given to us, the Company has not availed any term loans during the year. Accordingly, the requirement to report on clause 3(ix)(c) of the Order is not applicable to the Company.

(d) Based on an overall examination of the structural liquidity of the financial statements, the Company has not utilized funds raised on a short-term basis (e.g., working capital limits) for long-term purposes (e.g., fixed asset acquisition) during the year.

(e) On an overall examination of the financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint venture. Hence, the requirement to report on clause 3(ix)(e) of the Order is not applicable to the Company.

(f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint venture or associate companies. Hence, the requirement to report on clause 3(ix)(f) of the Order is not applicable to the Company.

(x) (a) According to the information and explanations given by the management, the Company has not raised any money during the year by way of initial public offer/further public offer (including debt instruments) hence, reporting under clause 3(x)(a) of the Order is not applicable to the Company.

(b) The Company has not made any preferential allotment or private placement of shares /fully or partially or optionally convertible debentures under Section 42 of the Act during the year under audit and hence, the requirement to report on clause 3(x)(b) of the Order is not applicable to the Company.

(xi) (a) Based upon the audit procedures performed and information and explanations given by the management, we report that no fraud by the Company or no material fraud on the Company has been noticed or reported during the year.

(b) During the year, no report under sub-section (12) of section 143 of the Companies Act, 2013 has been filed by cost auditor/secretarial auditor or by us in Form ADT – 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) According to the information and explanations given to us, no whistle-blower complaints have been received during the year by the Company.

(xii) In our opinion, the Company is engaged in manufacturing and trading and is fundamentally not a Nidhi Company as defined under the Companies Act, 2013. Therefore, the regulatory and reporting provisions of clause 3(xii) (a) to (c) of the Order are entirely not applicable to the Company.

(xiii) According to the information and explanations given by the management, transactions with the related parties are in compliance with section 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the Standalone Ind As Financial Statements, as required by the applicable accounting standards.

(xiv) (a) In our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued during the year and till date, in determining the nature, timing and extent of our audit procedures.

(xv) According to the information and explanations given by the management, the Company has strictly not entered into any non-cash transactions with its directors or persons connected with them as referred to in section 192 of Companies Act, 2013 during the year. Accordingly, the restrictive provisions of Section 192 of the Companies Act, 2013 are not applicable.

(xvi) (a) The Company is purely a manufacturing entity and is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934.

(b) The Company is not engaged in any financial or investment business activities that would require it to obtain registration as a Non-Banking Financial Company (NBFC). Accordingly, the requirement to report on clause 3(xvi)(b) of the Order is not applicable to the Company.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi)(c) of the Order is not applicable to the Company.

(d) Based on the structural review of the group, it does not include any Core Investment Company as a part of the Group, hence, the requirement to report on clause 3(xvi)(d) of the Order is not applicable to the Company.

(xvii) The Company has not incurred cash losses in the current financial year and in the immediately preceding financial year.

(xviii) The previous statutory auditor resigned during the year. We, P.C Goyal and Co., were subsequently appointed as the new Statutory Auditors. In compliance with Clause 3(xviii) of the Order, we have meticulously considered and appropriately addressed the issues, objections, or concerns raised by the outgoing auditor, as documented in their formal communication with the Audit Committee and the Board of Directors.

(xix) On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, 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 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) In our opinion, the provisions of Section 135 of the Act are not applicable to the Company for the year under audit due to insufficiency of profits. Accordingly, reporting under clauses 3(xx)(a) and 3(xx)(b) of the Order is not applicable.

FOR P.C GOYAL AND CO.
CHARTERED ACCOUNTANTS
Firm Registration Number (FRN): 002368N

CA PARKASH CHAND GOYAL
PARTNER
Membership Number: 080377
UDIN: 26080377MTWTAB9104
Place: Ludhiana, Punjab
Date: 27th July, 2026

ANNEXURE "B" TO THE INDEPENDENT AUDITOR'S REPORT

Referred to in paragraph 2(f) under the heading "Report on Other Legal and Regulatory Requirements" of our report of even date on the Standalone Ind As Financial Statements of PAOS Industries Limited

Report on the Internal Financial Controls with reference to Standalone Ind As Financial Statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to Standalone Ind As Financial Statements of PAOS Industries Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the Standalone Ind As Financial Statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("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 Companies Act, 2013.

- Developing and deploying a robust internal control framework.
- Ensuring the controls operate effectively and continuously across the organization.

The ultimate objectives of these internal financial controls are:

- Ensuring the orderly, ethical, and efficient conduct of business operations.
- Providing absolute protection for both physical and digital assets.
- Proactively preventing and rapidly detecting frauds and errors.
- Maintaining the unyielding accuracy and completeness of accounting records.
- Facilitating the timely preparation of highly reliable financial information, in compliance with the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to these Standalone Ind As Financial Statements 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, as specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by 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 with reference to these Standalone Ind As Financial Statements were 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 with reference to these Standalone Ind As Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Standalone Ind As Financial Statements included obtaining an understanding of internal financial controls with reference to these Standalone Ind As Financial Statements, 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.

1. Obtaining a profound understanding of the internal financial control environment, focusing on entity-level controls and the "tone at the top."

2. Systematically assessing the risk that a material weakness or significant deficiency exists within the control architecture.

3. Testing and evaluating the design and operating effectiveness of specific internal controls (e.g., Procure-to-Pay, Order-to-Cash, Record-to-Report) based on the assessed risk.

The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to these Standalone Ind As Financial Statements.

Meaning of Internal Financial Controls With Reference to these Standalone Ind As Financial Statements

A company's internal financial controls with reference to financial statements 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 controls with reference to financial statements includes those policies and procedures that pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; 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; and provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls With Reference to Standalone Ind As Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, 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 with reference to financial

statements to future periods are subject to the risk that the internal financial control with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Specific ITGC and Audit Trail Evaluation (Rule 11(g) Control Linkage)

In line with the mandatory statutory requirements of Rule 11(g), specific audit procedures were performed to evaluate the Information Technology General Controls (ITGC) governing the Busy accounting software used by the Company.

The evaluation focused on the security of the accounting system and the specific configurations that manage the audit trail (edit log). Our testing confirmed that the audit trail feature within the Busy software was enabled and operated continuously for all transactions throughout the financial year. We verified that the audit trail has not been tampered with or disabled, ensuring the integrity and traceability of the digital accounting records in full compliance with the Act.

Opinion

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to Standalone Ind As Financial Statements and such internal financial controls with reference to Standalone Ind As Financial Statements 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 issued by the ICAI.

FOR P.C GOYAL AND CO.
CHARTERED ACCOUNTANTS
Firm Registration Number (FRN): 002368N

CA PARKASH CHAND GOYAL
PARTNER
Membership Number: 080377
UDIN: 26080377MTWTAB9104
Place: Ludhiana, Punjab
Date: 27th July, 2026

STANDALONE BALANCE SHEET AS AT 31st MARCH, 2026

Particulars	Notes	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
ASSETS			
Non-current assets			
(a) Property, Plant and Equipment	3	863.16	1,015.91
(b) Capital Work-in-progress	3	-	36.33
(c) Other Intangible Assets		-	-
(d) Right of Use assets	4	124.55	139.64
(e) Financial assets			
(i) Investments		-	-
(ii) Loans		-	-
(iii) Other financial asset	6	-	-
(f) Deferred Tax Assets (Net)	20	46.99	63.97
(g) Other non-current assets	7	2.72	1.66
Total non-current assets		**1,037.42**	**1,257.51**
Current assets			
(a) Inventories	8	2,930.80	2,799.45
(b) Financial assets			
(i) Trade receivables	9	19.89	22.45
(ii) Cash and cash equivalents	10	3.90	3.34
(iii) Bank Balances other than (ii) above	11	567.92	560.19
(iv) Loans	5	1.50	1.87
(v) Other financial asset	6	16.97	17.53
(c) Income Tax Asset (Net)	12	5.17	34.09
(d) Other current assets	13	68.06	268.17
Total current assets		**3,614.21**	**3,707.09**
Total Assets		**4,651.63**	**4,964.60**
EQUITIES & LIABILTIES			
Equity			
(a) Equity Share capital	14	610.36	610.36
(b) Other Equity	15	(2,407.22)	(2,196.36)
Total Equity		**(1,796.86)**	**(1,586.00)**
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	16	1,525.31	1,552.08
(ii) Lease liabilities	17	123.41	134.46
(iii) Other financial liabilities	18	-	-
(b) Long Term Provisions	19	43.93	30.98
(c) Deferred tax liabilities (net)	20		
Total non-current liabilities		**1,692.65**	**1,717.52**
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	16	3,638.21	4,319.93
(ii) Lease liabilities	17	11.05	10.00
(iii) Trade payables	21		
- Total Outstanding dues of Micro Enterprises & Small Enterprises		11.01	17.03
- Total Outstanding dues of creditors other than Micro Enterprises & Small Enterprises		874.11	254.91
(iv) Other financial liabilities	18	143.70	159.51
(b) Other current liabilities	22	34.14	30.34
(c) Short-term provisions	19	43.62	41.36
(d) Current Tax liabilities	23		-
Total current liabilities		**4,755.84**	**4,833.08**
Total Liabilities		**6,448.49**	**6,550.60**
Total Equity and Liabilities		**4,651.63**	**4,964.60**

Statement of Material Accounting Policies and Other explanatory notes1-2

As per our report of even date attached

For P.C. Goyal & Co.

Chartered Accountants
Firm Regn. No. 002368N

CA Parkash Chand Goyal
Partner
Membership No. 080377
UDIN:- 26080377MTWTAB9104

Place : Ludhiana
Date : 27 May, 2026

For and on behalf of the Board of Directors of PAOS Industries Limited

Sanjeev Bansal
Managing Director
DIN : 00057485
Place: Ludhiana
Date : 27 May, 2026

Daljeet Singh
Company Secretary
Membership No.: 42211

Place: Ludhiana
Date : 27 May, 2026

Sagar Borase
Director
DIN : 11220136
Place: Ludhiana
Date : 27 May, 2026

Varinder Kumar
CFO
PAN: AKUPK8018Q

Place: Ludhiana
Date : 27 May, 2026

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

Particulars	For the year Ended March 31, 2026	For the year Ended March 31, 2025
Income		
Revenue from Operations	8,803.89	5,463.62
Other income	33.53	24.50
Total income	**8,837.41**	**5,488.12**
Expenses		
Cost of materials consumed	6,893.24	4,359.53
Purchases of stock-in-trade	-	40.43
Change in inventories of finished goods, work-in-progress and stock in trade	32.31	(325.00)
Employee benefits expense	870.39	659.20
Finance cost	269.24	158.95
Depreciation and amortisation expense	303.58	211.05
Other expenses	662.83	571.65
Total expenses	**9,031.60**	**5,675.81**
Profit / (Loss) before tax	**(194.17)**	**(187.69)**
Tax expense:		
Current tax	-	-
Adjustment of tax relating to earlier periods	-	-
Deferred tax	16.98	(110.59)
Total Income Tax expense	**16.98**	**(110.59)**
Profit / (Loss) for the year	**(211.16)**	**(77.10)**
Other Comprehensive income		
Items that will not to be reclassified to profit or loss :		
Re-measurement gains/ (losses) on defined benefit plans	0.30	-
Income tax relating to items that will not bereclassified to Profit or Loss	**(0.08)**	**-**
Total other comprehensive income for the year :	**0.22**	**-**
Total comprehensive income for the year	**(210.94)**	**(77.10)**
Earnings per share (of Rs. 10/- each):		
Basic (in Rs.)	(3.46)	(1.26)
Diluted (in Rs.)	(3.46)	(1.26)
Statement of Material Accounting Policies and Other explanatory notes		

As per our report of even date attached

For P.C. Goyal & Co.

Chartered Accountants
Firm Regn. No. 002368N

CA Parkash Chand Goyal
Partner
Membership No. 080377
UDIN:- 26080377MTWTAB9104

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Date : 27 May, 2026

STANDALONE STATEMENT OF CASH FLOW FOR THE YEAR ENDED 31st MARCH, 2026

(Rs. In Lakhs)

Particulars	For the year ended 31 Mar 2026	For the year ended 31 Mar 2025
A. CASH FLOW FROM OPERATING ACTIVITIES		
Net Profit / (Loss) before extraordinary items and tax	(193.87)	(187.69)
Adjustments for:		
Depreciation & Amortisation	303.58	211.05
(Net Gain) / loss on disposal of Property, Plant & Equipment	4.73	(1.14)
Finance costs	269.24	158.95
Interest income	(38.26)	(23.05)
Unrealised (Gain)/ loss on Foreign Exchange Transactions	7.38	14.84
Operating profit / (loss) before working capital changes	**352.80**	**172.96**
(Increase) / Decrease in Inventories	(131.34)	(2,799.45)
(Increase) / Decrease in Trade receivables	2.56	(22.45)
(Increase) / Decrease in Other non-current/current assets	199.05	(261.39)
(Increase) / Decrease in Other Financial assets	(7.17)	(577.72)
(Increase) / Decrease in Loans	0.37	(1.87)
Increase / (Decrease) in Trade payables	613.19	271.93
Increase / (Decrease) in Other current liabilities	3.80	15.08
Increase / (Decrease) in Other financial liabilities	(15.81)	158.67
Increase / (Decrease) in Provisions	15.21	71.47
Cash Generated from Operating Activities before Tax	**1,032.66**	**(2,972.77)**
Net income tax (paid) / refunds	(5.17)	(34.09)
Net cash flow from / (used in) operating activities (A)	**1,027.49**	**(3,006.86)**
B. CASH FLOW FROM INVESTING ACTIVITIES		
Capital expenditure on PPE, including capital advances	(104.15)	(1,251.42)
Interest Income	34.49	23.05
Net cash flow from / (used in) investing activities (B)	**(69.66)**	**(1,228.37)**
C. CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from long-term borrowings	(26.77)	1,520.49
Proceeds from short-term borrowings	(681.72)	2,881.20
Reduction in lease liabilities	(24.00)	(17.00)
Interest Paid	(224.76)	(147.84)
Net cash flow from / (used in) financing activities (C)	**(957.25)**	**4,236.85**
Net increase / (decrease) in Cash and cash equivalents (A+B+C)	0.58	1.62
Cash and cash equivalents at the beginning of the year	3.34	1.72
Cash and cash equivalents at the end of the year	**3.92**	**3.34**
Cash & Cash Equivalents Comprise		
- Cash on hand	3.44	3.34
- On current accounts	0.47	0.00
	3.91	**3.34**

As per our report of even date attached

For P.C. Goyal & Co.

Chartered Accountants
Firm Regn. No. 002368N

CA Parkash Chand Goyal
Partner
Membership No. 080377
UDIN:- 26080377MTWTAB9104

Place : Ludhiana
Date : 27 May, 2026

For and on behalf of the Board of Directors of PAOS Industries Limited

Sanjeev Bansal
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Varinder Kumar
CFO
PAN: AKUPK8018Q

Place: Ludhiana
Date : 27 May, 2026

Notes forming part of the Financial Statement

1. Corporate information

PAOS Industries Limited ("the Company") is a Public Limited Company domiciled in India and is incorporated under the provisions of the Companies Act applicable in India. The registered office of the Company is located at Village Pawa, G.T Road, near Civil Airport, Ludhiana-141120. The Company is primarily listed on BSE Limited.

The Company is primarily engaged in the manufacturing and marketing of laundry soaps, toilet soaps and detergent powders.

2. Basis of preparation

The financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and other relevant provisions of the Act. These financial statements have been prepared on a historical cost basis.

These Financial statements are presented in INR and all values are rounded to the nearest lakhs (INR 00,000), except where otherwise indicated.

The Company has prepared the financial statements on the basis that it will continue to operate as a going concern.

These financial statements provide comparative information in respect of the previous periods.

2 Summary of Material Accounting Policies

A. Current versus non-current classification

The Company presents assets and liabilities in the balance sheet based on current/non-current classification. An asset is treated as current when it is:

► Expected to be realised or intended to be sold or consumed in normal operating cycle;
► Held primarily for the purpose of trading;
► Expected to be realised within twelve months after the reporting period, or
► Cash or cash equivalent 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.

A liability is current when:
► It is expected to be settled in normal operating cycle
► It is held primarily for the purpose of trading
► It is due to be settled within twelve months after the reporting period, or
► There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period
The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

The Company classifies all other liabilities as non-current.

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

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

B. Revenue Recognition

1. Sale of goods

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the good have passed to the buyer and no significant uncertainty exists regarding the amount of the consideration that will be derived from the sale of goods. Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances, related discounts & incentives and volume rebates. It excludes goods and service tax

2. Sale of Services

When the outcome of transaction involving the rendering of services can be estimated reliably, revenue assocaties with the transaction is recognised on completion of the transaction provided no significant uncertainty exists regarding the amount of consideration that will be derived from rendering the service.

Service revenue are net of GST.

3. Interest Income

Interest income is recognised on the time proportion basis determined by the amount outstanding and the rate applicable and where no significant uncertainty as to measurability or collectability exists. Interest income shall be calculated by using the effective interest method. This is in line with para 5.4 of INDAS 109.

C. Property Plant & Equipment

i) Depreciation is calculated on a Written down value method basis over the estimated useful lives of the assets as follows:

- ► Plant and Equipment 15 years
- ► Furniture and fixtures 10 years
- ► Vehicle 8-10 years
- ► Computer & Computer Peripherals 3 years
- ► Office Equipment 3-5 years
- ► Lease hold Building - over lease period

The Company, based on technical assessment made by technical expert and management estimate, depreciates certain items of building, plant and equipment over estimated useful lives which are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used.

The Company reviews the estimated residual values and expected useful lives of assets at least annually. In particular, the Company considers the impact of health, safety and environmental legislation in its assessment of expected useful lives and estimated residual values.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate

After taking over the business from NSM, the Company had elected to continue with the carrying value of all the items of property, plant and equipment recognized as at July 16, 2024, measured as per the previous GAAP, and use that carrying value as the deemed cost of such property, plant and equipment.

ii) Capital work in progress is stated at cost, net of accumulated impairment loss, if any. Plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of plant and equipment are required to be replaced at intervals, the Company depreciates them

separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Intangibles Assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit and loss unless such expenditure forms part of carrying value of another asset.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e. at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss. when the asset is derecognised.

D. Borrowing Cost:

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs. No Borrowing cost has been capitalised during the year.

E. Leases

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

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities

recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Building 10 years

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment.

ii) Lease Liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases of machinery, building and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as rent expense on a straight-line basis over the lease term.

F. Inventories

Inventories are valued at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

(i) Raw materials: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on first in, first out basis.

(ii) Finished goods and work in progress: cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity but excluding borrowing costs. Cost is determined on first in, first out basis.

(iii) Traded goods: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on weighted average basis.

(iv) Stores and Spares: cost includes cost of purchases and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on first in, first out basis. An item of spare parts that does not meet the definition of Property, Plant and Equipment' has to be recognised as a part of inventories.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Provision is made for cost of obsolescence and other anticipated losses, whenever considered necessary.

G. Segment reporting

The Company identifies primary segments based on the dominant source, nature of risks and returns and the internal organization and management structure. The operating segments are the segments for which separate financial information is available and for which operating profit/loss amounts are evaluated regularly by the executive Management in deciding how to allocate resources and in assessing performance.

The business of the Company falls within single line of business i.e. business of Soaps, liquid detergents and phynol. All other activities of the Company revolve around its main business. Hence, there is no separate reportable primary segment.

H. Taxes

Current Income tax

Current income tax assets and liabilities are measured at the amount of expected to reccovered from or paid to the taxation authorities. The tax rates and the tax laws used to compute the amount are those that are entacted or substantively enacted, at the reporting date in the country where the company operates and generates taxable Income.

Current Income tax relating to Items recognised outside profit or loss is recognised outside profit of loss (either in other comprehesive income of in equity). Current tax items are recognised in correlation to the underlying transaction either in OCI or direct in equity. Management periodically evaluate positions taken in the tax returns with respect to situations in the applicable tax regulations are subject to interpretation and establish provision where appropriate.

I. Deferred Taxes

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

The carrying amount of deferred 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 tax asset to be utilized. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, the Company relies on the same forecast assumptions used elsewhere in the financial statements and in other management reports, which, among other things, reflect the potential impact of climate-related development on the business, such as increased cost of production as a result of measures to reduce carbon emission.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised, 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 relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

The Company offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

J. Provisions and contingencies

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made.

Contingent Assets are only disclosed when it is probable that the economic benefits will flow to the entity.

K. Foreign Currency Transactions

The Company's financial statements are presented in INR, which is also it's functional currency.

Transactions in foreign currencies are initially recorded by the Company at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Exchange differences arising on settlement or translation of monetary items are recognised in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e. translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

L. Retirement and Other Employee Benefits

Retirement benefit in the form of provident fund is a defined contribution scheme. The Company has no obligation, other than the contribution payable to the provident fund. The Company recognizes contribution payable to the provident fund scheme as an expense, when an employee renders the related service. If the contribution payable to the scheme for service received before the balance sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognized as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the balance sheet date, then excess is recognized as an asset to the extent that the pre-payment will lead to, for example, a reduction in future payment or a cash refund.

Gratuity

The Gratuity plan is governed by Payment of Gratuity act, 1972. Under the act, employee who has completed five years of service is entitled to specific benefit. The level of benefits provided depends on the member's length of service and salary at retirement age. The entity has defined benefit gratuity plan in India (unfunded). The entity's defined benefit gratuity plan is a final salary plan for employees. The cost of providing benefits under the defined benefit plan is determined using the projected unit credit method.

M. Remeasurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on

the net defined benefit liability), are recognised immediately in the balance sheet with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognised in profit or loss on the earlier of:

► The date of the plan amendment or curtailment, and

► The date that the Company recognises related restructuring costs

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Company recognises the following changes in the net defined benefit obligation as an expense in the consolidated statement of profit and loss:

► Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and

► Net interest expense or income

Financial instruments

N. Impairment of assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses of continuing operations, including impairment on inventories, are recognised in the statement of profit and loss, except for properties previously revalued with the revaluation surplus taken to OCI. For such properties, the impairment is recognised in OCI up to the amount of any previous revaluation surplus.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Company estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit and loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill is tested for impairment annually at year end and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than it's carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Intangible assets with indefinite useful lives are tested for impairment annually at the CGU level, as appropriate, and when circumstances indicate that the carrying value may be impaired.

O. Fair value measurement

The Company measures financial instruments at fair value which 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.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

► Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
► Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
► Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

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 categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Company's management determines the policies and procedures for both recurring fair value measurement, such as derivative instruments and unquoted financial assets measured at fair value, and for non-recurring measurement, such as assets held for sale in discontinued operations.

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.

This note summarises accounting policy for fair value. Other fair value related disclosures are given in the relevant notes.

► Disclosures for valuation methods, significant estimates and assumptions (notes 42, 45)
► Contingent consideration - no Consideration is due
► Quantitative disclosures of fair value measurement hierarchy (note 44)
► Investment in unquoted equity shares (discontinued operations)
► Property, plant and equipment under revaluation model (note 3)
► Investment properties
► Financial instruments (including those carried at amortised cost) (note 43)

P. Government Grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

When the grant, if any, relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

When the grant, if any, relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Company receives grants, if any, of non-monetary assets, the asset and the grant are recorded at fair value amounts and released to profit or loss over the expected useful life in a pattern of consumption of the benefit of the underlying asset i.e. by equal annual instalments.

When loans or similar assistance are provided by governments or related institutions, with an interest rate below the current applicable market rate, the effect of this favorable interest is regarded as a government grant. The loan or assistance is initially recognised and measured at fair value and the government grant is measured as the difference between the initial carrying value of the loan and the proceeds received. The loan is subsequently measured as per the accounting policy applicable to financial liabilities.

Notes forming part of the Financial Statement

(Rupees in Lakhs unless otherwise stated)

3 Property Plant and Equipment

Particulars	Buildings for Own use	Plant and Machinery	Furniture & Fixtures	Vehicles	Office equipment	Computers	Sub-Total (A)	Capital work in progress (B)	Total (A+B)
As at April 01, 2025		**701.64**	**16.32**	**455.55**	**24.55**	**13.22**	**1,211.27**	**36.33**	**1,247.60**
Additions	6.99	37.36	55.40	17.59	30.08	3.07	**150.48**		150.48
Disposals/ transfer to Fixed Assets				**14.73**			14.73	36.33	51.06
As at Mar. 31, 2026	**6.99**	**739.00**	**71.71**	**458.41**	**54.63**	**16.29**	**1,347.02**	-	**1,347.02**
Accumulated Depreciation									
As at April 01, 2025		**89.48**	**3.95**	**82.80**	**10.25**	**8.88**	**195.36**	-	**195.36**
Depreciation expense for the year	0.45	**118.25**	**13.24**	**133.07**	**19.61**	**3.88**	**288.49**	-	288.49
Eliminated on disposal of assets							-	-	-
As at March 31, 2026	**0.45**	**207.73**	**17.19**	**215.87**	**29.86**	**12.76**	**483.85**	-	**483.85**
Net Block									
As at March 31, 2026	6.54	**531.27**	**54.53**	**242.54**	**24.77**	**3.53**	**863.16**	-	**863.16**
As at March 31, 2025		612.16	12.37	372.75	14.30	4.34	1,015.91	36.33	**1,052.23**

Notes:

1. In respect of property, plant and equipment, the Company has legal title to all the properties.
2. During the year including preceding years, the Company had not impaired any of its Property Plant and Equipment.
3. Estimated amount of contracts remaining to be executed on capital expenditure and not provided for (net of advances) of is NIL.
4. The borrowing cost amounting to Rs NIL (31st March 2026 Rs. Nil) has been capitalised.
5. The Company has not revalued any of its property, plant and equipment during the year.
6. Certain assets acquired under slump purchase had already completed their useful life as per Schedule II of the Companies Act, 2013 at the time of acquisition. Accordingly, no further depreciation was charged by the Company on such assets despite the existence of residual carrying value. out of these assets One vehicle has been disposed off on which no depreciation has been charged by Company.

Notes forming part of the Financial Statement (Rupees in Lakhs unless otherwise stated)

3.1 Capital Work-in-Progress

As at Mar 31, 2026

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 year	2-3 year	More than 3 year	
i) Projects in progress					-
i) Projects temporarily suspended	-	-	-	-	-

As at March 31, 2025

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 year	2-3 year	More than 3 year	
i) Projects in progress	36.33	-	-	-	36.33
i) Projects temporarily suspended	-	-	-	-	-

Notes:

1. No project under CWIP which were suspended as at March 31, 2026 and March 31, 2025. Also, there is no project overdue in terms of time and cost as per original plans as on March 31, 2026 and March 31, 2025.

4 Right-of-Use (ROU) Assets (Refer Note 34)

Particulars	Category of ROU Assets	Total
	Building	
Balance as on April 01, 2024	-	-
Additions	150.35	150.35
Deletions	-	-
Depreciation	10.71	10.71
Balance as on March 31, 2025	**139.64**	**139.64**
Additions		-
Deletions	-	-
Depreciation	15.09	15.09
Balance as on March 31, 2026	**124.55**	**124.55**

5 Financial Assets - Loans

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Unsecured, considered good		
Loans and advances to employees	1.50	1.87
Total Current	1.50	1.87
Total Loans	-	-

Notes forming part of the Financial Statement (Rupees in Lakhs unless otherwise stated)

6 Other Financial Assets

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Unsecured, considered good		
Non-Current		
Security deposits	-	-
Current		
Security deposits	16.97	16.63
Others financial Assets	-	0.90
Total	**16.97**	**17.53**

7 Other non-current assets

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Unsecured, considered good		
Capital advances		
Prepaid expenses	2.72	1.66
Other non-current assets	-	-
Total	**2.72**	**1.66**

8 Inventories

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Raw materials at cost	2,545.67	2,386.82
Packing materials at cost	74.00	56.00
Finished goods (other than those acquired for trading)	292.69	323.09
Stock-in-trade (acquired for trading)		1.91
Stores and spares	18.43	12.18
Goods in Transit- Raw material	-	19.45
Total inventories at the lower of cost and net realisable value	**2,930.80**	**2,799.45**

9 Trade receivables and contract assets

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Trade receivables	19.89	22.45
Receivables from other related parties (Note 39)	-	-
Total trade receivables	**19.89**	22.45
Break-up for security details:		
Trade receivables		
Secured, considered good	10.77	7.37
Unsecured, considered good	9.12	15.08
Trade Receivables which have significant increase in credit risk	-	-
Trade Receivables - credit impaired	-	-
Sub-Total (A)	**19.89**	22.45

Notes forming part of the Financial Statement (Rupees in Lakhs unless otherwise stated)

Trade Receivable ageing Schedule As at March 31, 2026

Particulars	Unbilled	Less than 6 months	6 Months - 1 Year	1-2 years	2-3 years	More than 3 years	Total
Undisputed Trade receivables - considered good		19.71	0.18	-	-	-	19.89
Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed Trade receivable – credit impaired	-	-	-	-	-	-	-
Disputed Trade receivables - considered good	-	-	-	-	-	-	-
Disputed Trade receivables – which have significant increase in credit risk	-	-	-	-		-	-
Disputed Trade receivables – credit impaired	-	-	-	-	-	-	-
Total	-	**19.71**	**0.18**	-	-	-	**19.89**

Trade Receivable ageing Schedule As at March 31, 2025

Particulars	Unbilled	Less than 6 months	6 Months - 1 Year	1-2 years	2-3 years	More than 3 years	Total
Undisputed Trade receivables - considered good		22.45					22.45
Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed Trade receivable – credit impaired	-	-			-	-	-
Disputed Trade receivables - considered good	-	-	-	-	-	-	-
Disputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed Trade receivables – credit impaired	-		-	-			-
Total	-	**22.45**	-	-	-	-	**22.45**

a) No trade or other receivable are due from directors or other officers of the Company either severally or jointly with any other person. Further No trade or other receivable are due from firms or private companies respectively in which any director is a partner, a director or a member.

b) Trade receivable are secured upto the amount of security deposits amounting to Rs. (FY 2025-26 Rs. 10.77 Lakhs)

10 Cash and cash equivalents

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Balances with banks:		
- On current accounts	0.46	0.00
- Cash on hand	3.44	3.34
Total	**3.90**	**3.34**

11 Bank Balances other than cash and cash equivalents above

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Earmarked balances with banks*	567.92	560.19
Total	**567.92**	**560.19**

* Earmarked balances stands for lien marked on FD against Overdraft facility and Non fund Based facility.

Notes forming part of the Financial Statement (Rupees in Lakhs unless otherwise stated)

12 Income Tax Asset (Net)

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Opening Balance	-	-
Taxes paid	5.17	**34.09**
Refund Receivable	-	-
Current tax payable for the year	-	-
Income Tax Asset	**5.17**	34.09

13 Other current assets

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Unsecured, Considered Good		
Advances to suppliers	16.62	**24.02**
Prepaid expenses	12.80	**16.35**
Balance with Govt. authorities	20.58	211.29
Capital advances	17.14	**16.25**
Other current Assets	0.91	**0.26**
Total	**68.06**	**268.17**

14 Equity Share/ Pref. Share capital

Particulars	As at 31 March 2026 (Rs Lakhs)		As at 31 March 2025 (Rs Lakhs)	
	No of Shares	Amount	No of Shares	Amount
Authorised				
Equity shares of Rs.10/- each with voting rights	6250000	625.00	6250000	625.00
Preference Shares of Rs.100/- each	450000	450.00	450000	450.00
Outstanding as at	**6700000**	**1,075.00**	**6700000**	**1,075.00**
Issued & Subscribed and fully paid up				
Equity shares of Rs.10/- each with voting rights	6103600	610.36	6103600	610.36
			0	0
Total	**6103600**	**610.36**	**6103600**	**610.36**

14.1 The rights, preference and restrictions attached to each class of shares including restrictions on the distribution of dividends and the repayment of capital are as under :

Terms/rights attached to Equity Shares

The Company has only one class of equity shares having a par value of Rs. 10 per share. Each holder of Equity shares is entitled to one vote per share. The company declares and pays dividend in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of shareholders in the ensuing Annual General Meeting. During the financial year ended March 31, 2026 (Previous year Nil) the Company had not declared any dividend.

In the event of liquidation of the company, the holder of equity shares will be entitled to receive any of the remaining assets of the Company, after distribution of all preferential amounts, if any. The distribution will be proportion to the number of equity shares held by the shareholders.

14.2 Details of shareholder holding more than 5% :

Class of shares / Name of shareholder	As at 31 March 2026 (Rs Lakhs)		As at 31 March 2025 (Rs Lakhs)	
Equity shares with voting rights	**No of Shares**	**% holding**	**No of Shares**	**% holding**
Sh. Sanjeev Bansal	3727950	61.08%	3727950	61.08%
Smt. Rama Bansal	743750	12.19%	743750	12.19%
Total	**4471700**	**73.26%**	**4471700**	**73.26%**

14.3 Details of shareholding of Promoters:

Shares held by promoters	As at 31 March 2026		% Change during the year	
Promoter Name	**No of Shares**	**% of total shares**		
Sh. Sanjeev Bansal	3727950	61.08%	-	-
Smt. Rama Bansal	743750	12.19%	-	-
Total	**4471700**	**73.26%**	-	**0.00%**

Preference Shares held by promoters	No of Shares	% of total shares	% Change during the year
Smt. Rama Bansal	145000	48%	
Sh. Sahil Bansal	50000	17%	
Sh. Salil Bansal	105000	35%	
Total	**300000**	**100.00%**	

14.4 Other notes

- The Company has not reserved any shares for issue under options and contracts/ commitments for the sale of shares/ disinvestments as at balance sheet date.
- No shares issued for consideration other than cash during the preceding five years.
- The company has neither issued bonus shares nor has bought back any shares during last 5 years.
- No Securities convertible into Equity/ Preference shares have been issued by the Company during the year.
- No calls are unpaid by any director or officer of the Company during the year.
- Details of shares held by holding company or its ultimate holding company or their subsidiaries or associates :-

'There is no holding / ultimate holding company of the company. 43.62

Statement of changes in equity for the year ended March 31, 2026 (Rupees in Lakhs unless otherwise stated)

(A) Equity Share Capital

Particulars	As at Mar 31, 2026		As at March 31, 2025	
	No. of shares	**Amount**	**No. of shares**	**Amount**
Balance at the beginning of the period	61,03,600	610.36	61,03,600	610.36
Changes in Equity share capital during the year	-	-	-	-
Balance at the end of the period	**61,03,600**	**610.36**	**61,03,600**	**610.36**

(B) Other Equity

Particulars	Retained earnings	Security Premium	Capital Reserve	Other Equity	Total
Balance as at April 01, 2024	**(2,545.25)**	**161.98**	-	**143.38**	**(2,239.89)**
Profit/ (Loss) for the period	(77.10)	-			(77.10)
Movement during the year	-	-	**120.63**		**120.63**
Transfer to Reserves	-	-			
Closing balance March 31, 2025	**(2,622.35)**	**161.98**	**120.63**	**143.38**	**(2,196.36)**
Profit/(Loss) for the period	(210.85)	-			(210.85)
Movement during the year	-	-	-		-
Transfer to Reserves	-	-			
Closing balance March 31, 2026	**(2,833.20)**	**161.98**	**120.63**	**143.38**	**(2,407.21)**

15 Other Equity

Particulars	Reserves and Surplus					
	Securities Premium	**General Reserves**	**Other Equity**	**Capital Reserve**	**Balance surplus in the statement of profit and loss (Retained Earnings)**	**Total**
Balance as at 1 April 2024	161.98	-	143.38		(2,545.25)	(2,239.89)
Profit/ (Loss) for the year	-	-	-		(77.10)	(77.10)
*Arising out of acquisition pursuent to business transfer arrangement during the year	-	-	-	120.63	-	120.63
Other comprehensive income for the year		-	-	-	-	-
Balance as at 31 March 2025	161.98	-	143.38	120.63	-2,622.35	(2,196.36)
Profit/ (Loss) for the year	-	-	-	-	(211.07)	(211.07)
Other comprehensive income for the year	-	-	-	-	0.22	0.22
Balance as at 31 March 2026	**161.98**	-	**143.38**	**120.63**	**(2,833.20)**	**(2,407.22)**

*** Capital reserve:- refer to note no.48 for details**

(A) Security Premium	161.98	161.98
(B) Other Comprehensive Income		
Opening balance	(2,622.35)	(2,545.25)
Add : Profit for the year	(211.07)	(77.10)
Add : Other Comprehensive income of the year	0.22	
Less : Transfer to general reserve	-	-
Closing balance	**(2,833.20)**	**(2,622.35)**
(C) Other Equity		
Opening balance	143.38	143.38
Add: Transfer from Retained earnings	0.22	-
Closing Balance	**143.60**	**143.38**
Equity Component of Compund Financial Instrument	**120.63**	**120.63**
	120.63	**120.63**
(C) General reserve		
Opening balance		
Add: Transfer from Retained earnings		
Closing balance		
Grand Total	**(2,407.00)**	**(2,196.36)**

Nature and Purpose of Reserves

Retained Earnings

Retained earnings are the profits/(loss) that the Company has earned/incurred till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

Preference Shares.

300000 shares 10% reedemable Non Cumulative participative Preference Share of face value Rs. 100 each issued to promoters of the company. The prefernce shares shall be redeemable at the option of the company but in any case not later than 20 years from the date of issue i.e. 200,000 shares on 13-03-2009 and 1,00,000 share on 20-03-2009. The Instrument is Financial instrument.

16 Borrowings

A) Non-Current borrowings

Particulars	**As at 31 March 2026**	**As at 31 March 2025**
Term loans from Financial Institutions (Secured) :		
Mercedes-Benz Fin. Services	168.95	**226.21**
Unsecured Loans from Director		
i) Loans Repayable on Demand from Directors*	-	-
ii) From Others	-	-

Liability component of financial instrument		
10% Redeemable Non Cumulative Preference Shares	226.28	205.71
8% Redeemable Debentures issued **	1,130.08	**1,120.16**
Sub Total - (A)	**1,525.31**	**1,552.08**
Current Maturities transferred to other current Liabilities	**81.34**	**81.34**
Total	**1,606.65**	**1,633.42**

Note: Borrowings above are recognized at amortized cost taking into account any discount or premium on acquisition and fee or costs that are part of effective interest rate, accordingly the outstanding balances above may not necessarily reconcile with repayment amounts.

** The company has entered into the Business Transfer Agreement (BTA) dated 16th July 2024 to aquire the running business of M/s National Soap Mills for a consideration which is discharged through issue of Non Convertible Debentures(refer note no.48 for detailed information). The terms of which are stated below:-

Terms of Non Convertible Debentures:-

(i) The NCD's are unsecurred.
(ii) The NCD's shall have tenure of not exceeding 10 years from the date of issue.
(iii) Interest will paid @ 8% on NCD's with quarterly rest.
(iv) The 8% debentures have been recorded at fair value using 10% market rate of interest.

Term loans(Secured) :

1. Term loan against Mercedes Benz car is secured by hypothecation of car having original value of Rs. 392.19 Lakhs.
2. Interest rate agaist term loan is 8.55 % fixed
3. Total no. of installments are 60 out of which 17 installments are paid upto 31st Mar, 2026.
4. *Current maturities include interest cost also for same period.

Term of Repayment	As at March 31, 2026			As at March 31, 2025		
Lender Name	**Non Current**	**Current***	**Periodicity**	**Non Current**	**Current**	**Periodicity**
Mercedes-Benz Fin. Services	168.95	81.34	Monthly	226.21	81.34	Monthly
Total	**168.95**	**81.34**		**226.21**	**81.34**	-

B) Current borrowings

Particulars	**31 March 2026 (Rs Lakhs)**	**31 March 2025 (Rs Lakhs)**
Secured		
Working Capital facilities from Banks	891.91	**1,219.13**
Current maturities of Long-term borrowings	81.34	**81.34**
Unsecured		
Loans Repayable on Demand from Directors*	2,664.96	3,019.46
	3,638.21	**4,319.93**

* Loans from directors are unsecured, interest free and repayable on demand.

Details of security for working capital facility from Bank :

Name of Bank/Lender	Nature of securities	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
(i) Cash credit/FDOD (working capital demand loan from bank repayable on demand)			
Cash Credit (Yes Bank Ltd.)	(i) Exclusive charge by way of Hypothecation on current & non current assets of the borrower. (ii) Personal guarantee of Mr. Sanjeev Bansal (Managing Director) & Mrs. Rama Bansal (Director) (iii) Guarantee of M/s National Soap Mills (Partership Firm owned by Directors)	511.93	823.61
FDOD (Yes Bank Ltd.)	Secured Against Fixed Deposit with bank	**379.98**	**395.52**
TOTAL		**891.91**	**1,219.13**

1. interest rate against Cash Credit facility is 8.25% p.a
2. interest rate against FDOD facility is 7.40 % p.a

17 Lease Liability

Particulars	31 March 2026 (Rs Lakhs)	31 March 2025 (Rs Lakhs)
Non-Current		
Lease Liability (Refer Note 34)	123.41	**134.46**
Current		
Lease Liability (Refer Note 34)	11.05	**10.00**
	134.46	**144.46**

18 Other financial liabilities

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Non Current		
Security deposits.	-	-
Payables on purchase of property, plant and equipment	-	-
	-	-
Current		
Security deposits.	39.89	45.44724
Other paybles	20.80	5.20 #
Payables on purchase of property, plant and equipment	-	22.72
Employee related payables	83.01	86.14
Total	**143.69**	**159.51**

19 Provisions

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Non-Current		
Gratuity Defined benefit liability (net)	43.93	**30.98**
Leave encashment Defined benefit liability (net)	-	-
Leave encashment Defined benefit liability - Unfunded	-	-
Provision for taxes	-	-
	43.93	**30.98**
Current		
Gratuity Defined benefit liability (net) *	24.94	25.82
Leave encashment Defined benefit liability (net) *	-	-
Leave encashment Defined benefit liability - Unfunded	18.65	**15.53**
Provision for taxes	-	-
Total	**43.60**	**41.35**

* Refer Note 36 for defined benefit obligation

20 Deferred Tax Assets / Liabilities (Net)

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
The balances comprises temporary differences attributable to :		
Deferred Tax Assets on		
Unpaid Balances -Bonus, Incentive, LWW and Commission	14.80	**12.69**
Gratuity to employees	20.47	**15.80**
On carried forward losses (business & depreciation)	20.72	77.96
Right of Use Assets	2.76	**1.34**
Property, Plant and Equipment and Intangible Assets	27.56	**1.01**
DTA Component on debentures	2.76	-
	89.07	108.80
Deferred Tax Liabilities on		
Timing difference on account of deferred revenue	-	-
DTL on Debentures	**42.07**	**44.83**
Net Deferred Tax Assets / (Liabilities)	**46.99**	**63.97**

21 Trade Payables

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Trade Payables		
- Total outstanding dues of Micro enterprises and small enterprises (Refer note 21.1)	11.01	**17.03**
- Total outstanding dues of other than Micro enterprises and small enterprises	874.11	**254.91**
	885.13	271.94
Trade Payables other than related parties	847.04	**249.20**
Trade payables to related parties (Note 37)	38.09	**22.74**
Total	**885.13**	271.94

21.1 Trade Payables ageing schedule

As at March 31, 2026	Outstanding for following periods from due date of payment					
Particulars	**Unbilled**	**< 1 year**	**1-2 years**	**2-3 years**	**More than 3 years**	**Total**
Total outstanding dues of micro enterprises and small enterprises	-	11.01	-	-	-	11.01
Total outstanding dues of creditors other than micro enterprises and small enterprises		872.96	**1.15**	-	-	874.11
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
Total	-	**883.98**	1.15	-	-	**885.13**

As at March 31, 2025	Outstanding for following periods from due date of payment					
Particulars	**Unbilled**	**< 1 year**	**1-2 years**	**2-3 years**	**More than 3 years**	**Total**
Total outstanding dues of micro enterprises and small enterprises	-	**17.03**	-	-	-	17.03
Total outstanding dues of creditors other than micro enterprises and small enterprises	**2.16**	**252.75**	-	-	-	254.91
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
Total	2.16	269.78	-	-	-	271.94

Terms and conditions of the above financial liabilities:
a) Trade payables are non-interest bearing.
b) For detailed information with related parties, refer to Note 37.
For explanations on the Company's credit risk management processes, refer to Note 45.

21.2 Disclosure as per Section 22 of "The Micro, Small and Medium Enterprises Development Act, 2006

The Company has certain dues to suppliers registered under Micro, Small and Medium Enterprises Development Act, 2006 ('MSMED Act'). The disclosures pursuant to the said MSMED Act are as follows:

Particulars	**As at 31 March 2026 (Rs Lakhs)**	**As at 31 March 2025 (Rs Lakhs)**
1. Principal amount and the interest due remaining unpaid at the end of the accounting year		
- Principal	11.01	**17.03**
- Interest	-	-
2. The amount of interest paid by the buyer in terms of section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year	-	-
3. The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006.	-	-
4. The amount of interest accrued and remaining unpaid at the end of each accounting year.	-	-
5. The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under section 23 of the Micro, Small and Medium Enterprises Development Act, 2006.	**-**	**-**

The above information regarding Micro and Small Enterprises has been determined on the basis of information available with the Company.

22 Other current liabilities

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Statutory dues	13.24	14.00
Advance from customers	20.90	16.34
Other current liabilities	-	-
Total	**34.14**	**30.34**

23 Current Tax liability

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Provision for income tax (net of Advance Tax and TDS)	-	-
Total	-	-

23.1 Income Tax

The major components of income tax expense for the years ended 31 March 2026 and 31 March 2025 are:

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
A) Tax Expense recognised in the statement of Profit and Loss		
(A) Current income tax:		
- Current income tax charge	-	-
- Adjustments in respect of current income tax of previous year	-	-
(B) Deferred tax:		
- Relating to origination and reversal of temporary differences	16.98	(110.59)
- on account of Business Transfer agreement entered during the year	(16.98)	110.59
Income tax expense reported in the statement of profit and loss	-	-
B) Tax Expense recognised in Other Comprehensive Income		
Net loss/(gain) on remeasurements of defined benefit plans	-	-
Deferred tax charged to OCI	-	-

Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate for March 31, 2026 and March 31, 2025:

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Accounting profit before income tax		
At India's statutory income tax rate	(54.02)	(52.21)
Non-deductible expenses for tax purposes:		
Deffered tax Expenses	19.74	(108.80)
Interest on income tax	-	-
Income tax expense reported in the statement of profit and loss	-	-

Deferred tax

Deferred tax relates to the following	Balance sheet		Statement of Profit and loss	
	31-Mar-26	31-Mar-25	31-Mar-26	31-Mar-25
Accelerated depreciation for tax purposes	27.56	1.01	(26.55)	(1.01)
On account of expenditure allowable on payment basis	14.80	12.69	(2.11)	(12.69)
On account of Debentures	2.76	2.76		(2.76)
Gratuity	20.55	15.80	(4.75)	(15.80)
Carried forward losses (business+ depreciation)	20.72	77.96	57.24	(77.96)
Right of use asset/liability	2.76	1.34	(1.42)	(1.34)
Deferred tax expense/(income)	**89.14**	**111.56**	**22.42**	**(111.56)**
On account of Business Transfer	**(89.14)**	**(46.62)**	-	-
Net deferred tax assets/(liabilities)	-	-	**22.42**	**(111.56)**

Reconciliation of Net deferred tax assets / (liabilities):

Particulars	31-Mar-26	31-Mar-25
Opening balance as of 1 April	63.97	(0.13)
Tax income/(expense) during the period recognised in profit or loss	(16.98)	108.80
Tax income/(expense) on account of Business Transfer agreement	-	(110.59)
Closing balance as at 31 March	**46.99**	**63.97**

The Company had decided to exercise the option permitted under section 115BAA of the Income Tax Act, 1961 as introduced by the Taxation Laws (Amendment) Ordinance, 2019. Accordingly the Company has recognised provision for Income tax for the year ended 31 March 2026 and so on and re-measured its Deferred Tax Asset basis the rate prescribed in the said section.

24 Revenue from Operations

Particulars	For the year Ended March 31, 2026	For the year Ended March 31, 2025
A) Sale of Products		
Manufactured		
Soaps, liquid detergent & phenyle	8,646.04	5,457.64
Traded		
Others	157.85	5.98
Total revenue from contracts with customers	**8,803.89**	**5,463.62**
B) Geographical distribution		
Inside India	8,803.89	5,463.62
Outside India	-	-
Total revenue from contracts with customers	**8,803.89**	**5,463.62**
C) Timing of revenue recognition		
At a point in time	8,803.89	5,463.62
Over the period of time	-	-
Total revenue from contracts with customers	**8,803.89**	**5,463.62**

24.1 Contract balances	31-03-2026	31-03-2025
Trade receivables	19.89	22.45
Contract assets	16.62	24.02
Contract liabilities (advances from customers)	20.90	16.34

24.1 Reconciling the amount of revenue recognised in the statement of profit and loss with the contracted price

Particulars	For the year Ended March 31, 2026	For the year Ended March 31, 2025
Revenue as per contracted price	8,871.78	5,510.77
Adjustments		
Significant financing component	-	-
Sales return	23.86	1.24
Discount	44.09	**45.91**
Revenue from contract with customers	**8,803.83**	**5,463.62**

25 Other income

Particulars	For the year Ended March 31, 2026	For the year Ended March 31, 2025
Interest received over FDR's	38.26	23.05
(Loss)/Gain on disposal of fixed assets (net)	-4.73	1.14
Other Misc	-	0.31
Total	**33.53**	**24.50**

26 Cost of materials consumed

Particulars	For the year Ended March 31, 2026	For the Year Ended March 31, 2025
Inventory of Raw material at the beginning of the year	**2,399.00**	-
Add: Purchases of Raw material during the year	6,732.03	**6,582.17**
Less: Inventory of Raw material at the end of the year	(2,564.10)	**(2,399.00)**
Total Cost of Raw material consumed (A)	**6,566.93**	**4,183.17**
Inventory of Packing material at the beginning of the year	**56.00**	
Add: Purchases of Packing material during the year	344.31	**232.36**
Less: Inventory of Packing material at the end of the year	(74.00)	**(56.00)**
Total Cost of packing material consun (B)	**326.31**	**176.36**
Total Cost of material consumed (A+B)	**6,893.24**	4,359.53

27 Purchases of stock-in-trade

Particulars	For the year Ended March 31, 2026	For the Year Ended March 31, 2025
Soap, Liquid Detergent & Phenyle		**40.43**
Others	-	-
	-	40.43

28 Changes in inventories of finished goods, work-in-progress and stock-in-trade

Particulars	For the year Ended March 31, 2026	For the Year Ended March 31, 2025
Inventories at the end of the year:		
Finished goods	292.69	**323.09**
Stock-in-trade	-	**1.91**
Total (A)	**292.69**	**325.00**
Inventories at the beginning of the year:		
Finished goods	**323.09**	-
Stock-in-trade	**1.91**	-
Total (B)	325.00	-
Net (increase) / decrease		
Finished goods	30.40	**(323.09)**
Stock-in-trade	1.91	**(1.91)**
Total (A-B)	**32.31**	(325.00)

29 Employee benefits expense

Particulars	For the year Ended March 31, 2026	For the Year Ended March 31, 2025
Salaries and wages *	765.08	542.02
Contributions to provident and other funds **	48.89	**36.95**
Gratuity expenses	25.11	56.78
Staff welfare expenses	31.31	23.45
Total	**870.39**	**659.20**

* Salaries and wages include Salaries, wages, bonus, compensated absences and all other amounts payable to employees in respect of services rendered as per their employment terms under a contract of service / employment.

** Contribution to provident fund and other funds include contributions to provident fund, family pension fund, and other funds namely gratuity fund.

30 Finance costs

Particulars	For the year Ended March 31, 2026	For the Year Ended March 31, 2025
Interest expense		
- on borrowings from banks	86.02	**35.98**
- on borrowings from others	129.49	**88.44**
Other borrowing costs	9.21	**9.89**

Interest expense others	0.05	**0.10**
Interest expense on lease liabilities (Refer note 34)	14.00	**11.11**
Interest expense on Debt portion of Financial Instrument**	30.48	13.43
	269.24	**158.95**
Less - Borrowing Cost Capitalised*	-	-
	269.24	**158.95**

* Borrowing cost capitalised includes amount allocated on qualified assets

** Interest Expense also includes notional interest booked on fair value of debentures issued during the FY 2024-25

31 Depreciation and Amortisation Expenses

Particulars	For the year Ended March 31, 2026	For the Year Ended March 31, 2025
Depreciation on Property Plant & Equipment	288.49	**200.34**
Amortisation of Intangible Assets	-	-
Depreciation of Right-of-use assets (Refer note 34)	15.09	**10.71**
	303.58	211.05

32 Other expenses

Particulars	For the year Ended March 31, 2026	For the Year Ended March 31, 2025
Contractual Manpower Expenses	32.25	**29.68**
Power and fuel	192.12	138.49
Rent	20.93	**5.03**
Repairs and Maintenance		
-Plant & Machinery	16.76	**18.88**
-Buildings	5.97	**2.03**
-Others	8.42	**6.49**
Insurance Expense	21.06	**12.29**
Legal and Professional charges	24.39	28.52
Payments to auditors (Refer Note 32.1)	4.00	2.00
Rates & taxes	6.15	5.64
Loading- unloading charges	14.48	-
Security Charges	2.40	2.84
Freight & forwarding charges	118.08	**84.94**
Donations and charity	4.51	**13.28**
Advertisement & sales promotion	10.36	71.27
Director sitting expenses	2.00	0.20
Depot charges	1.37	-
Computer and software charges	6.33	-
Manpower Recruitment charges	1.62	
Travelling and conveyance	147.83	**110.76**
forex currency gain/loss	8.32	18.24
Miscellaneous expenses	13.48	21.07
	662.83	**571.65**

32.1 Payments to the auditors comprises (net of GST input credit, where applicable):

Particulars	For the year Ended March 31, 2026	For the Year Ended March 31, 2025
Statutory Audit	3.00	1.00
Tax Audit	1.00	1.00
Other Matters & Reimbursements	-	-
	4.00	**2.00**

33 Earning Per Share

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders of the Company by the weighted average number of Equity shares outstanding during the year.

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Profit attributable to equity shareholders for basic earnings (a) (In Lakhs)	(211.16)	(77.10)
Effect of dilution	-	-
Profit attributable to equity shareholders adjusted the effect of dilution	(211.16)	(77.10)
Weighted average number of equity shares for Basic EPS (b)	61,03,600	61,03,600
Effect of dilution	-	-
Weighted average number of equity shares adjusted the effect of dilution	61,03,600	61,03,600
Nominal value of shares	10	10
Basic earnings per equity share (a/b)	(3.46)	(1.25)
Diluted earnings per equity share (a/c)	(3.46)	(1.25)

There have been no other transactions involving Equity shares or potential Equity shares between the reporting date and the date of authorisation of these financial statements.

34. Details of Leases

Company as a lessee

The Company has lease contracts mainly for building used in its operations. Lease of building have term of 10 years from 16-07-2024. The Company's obligations under its leases are secured by the lessor's title to the leased assets.
The discounting applied on Lease Liability is 10% P.a

A) Carrying amounts of right-of-use assets recognised and the movements during the period

Particular	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Balance as at beginning of the period/ year		
Additions	139.64	150.35
Deletion	-	-
Depreciation for the period/ year	(15.09)	(10.71)
Balance as at end of the period/ year	**124.55**	**139.64**

B) The aggregate depreciation expense on Right-of-use assets is included under depreciation expense in the Statement of Profit and Loss.

C) Carrying amounts of lease liabilities and the movements during the period

Particular	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Balance as at beginning of the period/ year		
Additions	144.47	**150.35**
Accretion of interest	14.00	11.12
Payments	(24.00)	**(17.00)**
Balance as at end of the period/ year	**134.46**	**144.47**
Current	11.05	**10.00**
Non-current	123.41	**134.45**

D) As at year end date, the Company is not exposed to future cashflows for extension / termination options, residual value guarantees and leases not commenced to which lessee is committed.

E) The table below provides details regarding the contractual maturities of lease liabilities on an undiscounted basis:

Maturity analysis

As at 31 March 2026	Lease Payments	Finance Charges
Within 1 Year	24.00	12.95
2-5 Years	96.00	38.95
6-10 Years	78.00	11.64

As at 31 March 2025	Lease Payments	Finance Charges
Within 1 Year	24.00	14.00
2-5 Years	96.00	44.36
6-10 Years	102.00	19.18

F) The following are the amounts recognised in profit or loss:

Particular	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
Depreciation expense of right-of-use assets	15.09	10.71
Interest expense on lease liabilities	14.00	11.12
Total amount recognised in profit or loss	**29.09**	**21.82**

35 Commitments and contingent liabilities

(A) Commitments

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)
(a) Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)		
- Property Plant & Equipment	4.39	
- Intangible assets	-	-
(b) Uncalled liability on shares and other investments partly paid	Nil	Nil
(c) Other commitments	Nil	Nil

(B) Contingent liabilities

Claims against the Company not acknowledged as debt

Particulars	As at 31 March 2026 (Rs Lakhs)	As at 31 March 2025 (Rs Lakhs)

36. Employee Benefit Expenses

The Gratuity plan is governed by Payment of Gratuity act, 1972. Under the act, employee who has completed five years of service is entitled to specific benefit. The level of benefits provided depends on the member's length of service and salary at retirement age. The scheme is funded with Life Insurance Corporation of India (LIC). The entity's defined benefit gratuity plan is a final salary plan for employees.

Gratuity is paid from entity as and when it becomes due and is paid as per entity's scheme for Gratuity.

The following table summarise the components of benefit expense recognised in the statement of profit or loss.

Change in present value of obligation:

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Change in benefit obligations during the year		
Present value of obligation at beginning of the year	**56.80**	-
Current service cost	13.71	56.80
Past Service Cost	7.54	
Interest cost	**3.86**	-
Actuarial (gains) / losses	**-0.25**	-
Benefits paid	**(7.73)**	-
Present value of obligation at the end of the year	**73.93**	**56.80**

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Amount recognised in balance sheet		
Present value of obligation at the year end	73.93	**56.80**
Fair value of plan assets at the year end		-
Net liability recognised at the year end	**73.93**	-
Non-current provision	43.93	**30.98**
Current provision	29.94	**25.82**
Plan assets at the end of the year	**73.88**	**56.80**
Funded status [Surplus / (Deficit)]	**(0.06)**	-
Excess of actual over estimated Return		

Reconciliation of present value of defined benefit obligation and the fair value of plan assets:

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Present value of funded obligation as at the end of the year	73.93	**56.80**
Fair value of plan assets as at the end of the year	**3.85**	
Net (assets)/liabilities recognized in balance sheet	**70.08**	**56.80**

The major categories of plan assets for the fair value of the total plan assets are as follows:

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Others (LIC managed fund)	3.85	

The principal assumptions used in determining gratuity obligations for the Company's plan are shown below:

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Economic assumptions		
Discount rate	7.00%	6.80%
Salary escalation	5.00%	5.00%
Expected return on plan assets		
Retirement Age (Years)	60	60
Mortality Rate inclusive of Provision of Disability	IALM (2012-14)	IALM (2012-14)

A quantitative sensitivity analysis for significant assumptions as at March 31, 2026 is as follows:

Assumption	**Discount rate**	
Sensitivity level	**1% increase**	**1% decrease**
Impact on defined benefit obligations - 31 March 2026 income/(loss)	(1.93)	2.08
Impact on defined benefit obligations - 31 March 2025 income/(loss)	(1.46)	1.57

Assumption	**Salary increase**	
Sensitivity level	**1% increase**	**1% decrease**
Impact on defined benefit obligations - 31 March 2026 income/(loss)	2.10	(1.98)
Impact on defined benefit obligations - 31 March 2025 income/(loss)	1.58	(1.50)

37. Disclosures pursuant to Indian accounting standard (Ind AS) 24, Related party disclosures")

A) Details of related parties & relationships:

Description of relationship	Names of related parties
Entities in which KMP / Relatives of KMP have substantial interest and/or can exercise significant influence	Raj Industries National Soap Mills PAOS Productions Raj Soap and detergent LLP
Individual having control over the enterprises	Mr. Sanjeev Bansal
	Mrs. Rama Bansal

Key Management Personnel (KMP)	Mr. Sanjeev Bansal (Managing Director)
	Mrs. Rama Bansal (Whole Time Director)
	Mr. Sagar Borase (Whole Time Director)
	Mr. Varinder (CFO)
	Mr. Daljeet Singh (Company Secretary)
	Mr. Sanchit Arora (Independent Director)
	Mrs. Sharon Arora (Independent Director)
	Mrs. Komal Kathuria (Independent Director)
Relatives of KMP	Mr. Sahil Bansal (Relative of Whole Time Director)
	Mr. Salil Bansal (Relative of Whole Time Director)
	Mrs. Pratima Utkar (Relative of Whole Time Director)

(C) Details of related party transactions **Amount in Rs.**

Name of Related Party	Nature of Transaction	For the Year ended March 31, 2026	For the Year ended March 31, 2025
Raj Industries	Purchase of goods	57,500.00	1,87,693.22
	Sales of goods	4,959.32	55,965.25
PAOS Productions	Purchase of goods	46,561.00	42,33,489.83
	Sales of Goods	1,87,334.86	6,00,321.46
National Soap Mills	Debentures (Sale consideration)	-	12,80,84,231.00
	Purchase	-	3,33,13,758.50
	Rent Paid	24,00,000.00	17,00,000.00
	Interest paid	1,02,46,738.08	72,42,900.00

(D) Key management personnel compensation includes the following expenses:

Particulars	For the Year ended March 31, 2026	For the Year ended March 31, 2025
Short-term employee benefits	40.86	13.26

(E) Outstanding balances with related parties in ordinary course of business:

Name of Related Party	Nature of Balances	For the Year ended March 31, 2026	For the Year ended March 31, 2025
Liabilities			
Mr. Sanjeev Bansal	Unsecured Loan	2,664.96	3,019.46
National Soap Mills	Interest payable	38.09	22.74

38 Segment information

The company deals in only one segment i.e. Soaps, Powders & Liquid dishwash. Operating segment are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM). The CODM regularly monitors and reviews the operating result of the whole Company as one segment. Thus, as defined in Ind AS 108 "Operating Segments", the Company's entire business falls under this one operational segment. Therefore disclosures under Ind AS 108 are not applicabe to the company.

39 Disclosure pursuant to amendments to Ind AS 7 (Cash flow statement)

Reconciliation of liabilites arising from financing activities

Particulars	As at 31 Mar 2026	As at 31 Mar 2025
Cash and cash equivalents	3.90	3.34
Lease liabilites		144.47
Non current borrowings	1,525.31	1,552.08
Current borrowings	3,638.21	4,319.93

Particulars	Cash and cash equivalents	Non- current Borrowing (including Current maturity)	Current Borrowing	Lease Liability	Others	Total
Balance as on 01 April 2024	**0.70**	**181.72**	**1,424.09**	-	-	**1,605.11**
Cash flows (net)	2.64	-	-	-	-	(2.64)
Proceeds/Repayment of Borrowing	-	1,370.36	2,895.84	-	-	4,266.20
Addition of Lease Liability	-	-	-	-	-	-
Reypayment of Lease Liability	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-
Finance Costs-Paid	-	-	-	-	-	-
Closing as on 31 March 2025	**3.34**	**1,552.08**	**4,319.93**	144.48	-	6,019.82
Cash flows (net)	0.56	-	-	-	-	0.56
Proceeds/Repayment of Borrowing	-	(26.77)	(681.72)	-	-	(708.49)
Addition of Lease Liability	-	-	-		-	-
Reypayment of Lease Liability	-	-	-	(24.00)	-	(24.00)
Finance Costs	-	102.47	86.02	14.00		202.48
Finance Costs-Paid	-	(102.47)	(86.02)			(188.48)
Closing as on 31 March 2026	**3.90**	**1525.31**	**3638.21**	**134.46**	-	**5,301.88**

40 Ratio Analysis and its elements

S.No.	Particulars	Numerator	Denominator	Current year	Previous year	Variance	# Reason for variance of more than 25%
1	Current ratio (in times)	Total Current Assets	Total Current Liabilities	0.76	0.77	-1%	
2	Debt-Equity Ratio (in times)	Total Debt*	Shareholder's Equity	-2.87	-3.70	-22%	
3	Debt Service Coverage Ratio (in times)	Earning for Debt Service = Net Profit after taxes + Non-cash operating expenses + Finance Cost + Other non-cash adjustments	Debt service = interest and lease payment + Principal repayments	0.09	0.07	34%	Debt service coverage ratio has Improved due to Decrease in losses as compare to last year
4	Return on Equity (ROE) (in %)	Net Profits after taxes less Preference Dividend (if any)	Average Shareholder's fund	-12.48%	-4.80%	160%	Return of Equity declines due to Losses incurred during year
6	Trade receivables turnover ratio (in times)	Revenue from operations	Average trade receivables	415.89	486.74	-15%	

7	Trade payables turnover ratio (in times)	Total Purchases	Average trade payables	12.23	50.42	-76%	Timely payments to vendor has reduced the Trade payable ratio.
8	Net capital turnover ratio (in times)	Revenue from operations	Average working capital (i.e. Total current assets less Total current liabilities)	7.76	4.27	82%	Increased revenues as compare to last year with Improvement in working capital has increase the Net capital turnover ratio.
9	Net profit ratio (in %)	Profit for the year**	Revenue from operations	-2.40%	-1.41%	70%	Increase in losses as compare to last year
10	Return on capital employed (ROCE) (in %)	Profit before tax and finance costs	Capital employed = Total Assets - Current Liabilities - Intangible Assets - DTA + DTL	-49.65%	-42.54%	17%	

* represents Long term and short term borrowings
** represents profit after tax

41 Un-Hedging activities and derivatives

a) Below is the schedule of unhedged foreign currency exposure as at year end:

Particulars	Currency	Amount in Foreign currency (Absolute)	Amount in INR (Absolute)
March 31, 2026			
Trade Payables	USD		
Other payables on Account of Capital Goods	USD	-	-
March 31, 2025			
Trade Payables	USD	-	-
Other payables on Account of Capital Goods	USD	-	-

b) Derivative contracts outstandings

Particulars	31-Mar-26		31-Mar-25	
Forward contracts	USD	90.64	USD	-
Forward contracts	USD	93.92	USD	-

Note :- As at 31st March 2026, the Company has entered into a foreign currency purchase contract with an overseas suppliers for procurement of goods. The foreign currency exposure on account of this Company commitment remains hedged as on the balance sheet date. The details of the exposure are as under:

Particulars	Currency	Amount ($)	INR Equivalent (₹)	Exchange Rate (₹)	Hedge Status
Purchase (Goods)	USD	2,33,798.86	2,11,91,528.67	90.64	Hedged
Purchase (Goods)	USD	2,08,384.46	1,95,71,468.48	93.92	Hedged

42 Significant accounting judgements, estimates and assumptions

A) Provision for expected credit losses of trade receivables and contract assets

The trade receivables are bifurcated into two classes i.e. secured and unsecured. Secured trade receivables are those against which security deposits are available with company, hence they have good credit worthiness. For other class of receivables the company measured the expected credit loss of trade receivables from individual customers based on the historical trend, industry practices and the business environment in which entity opreates. Loss rates are based on acutal loss expreience and past trends. Based on data, loss of collection of receivables is not material hence no provision is considered.

The information about the ECLs on the Company's trade receivables and contract assets is disclosed in Note 45.

43 Fair value

Set out below, is a comparison by class of the carrying amounts and fair value of the Company's financial instruments, other than those the Company capitalises costs for product development projects with carrying amounts that are reasonable approximations of fair values:

		Carrying value		Fair value	
Particulars	**Category**	**31-Mar-26**	**31-Mar-25**	**31-Mar-26**	**31-Mar-25**
Financial assets					
- Investments	Amortized cost	-	-	-	-
- Loans to employees	Amortized cost	-	-	-	-
- Trade receivables	Amortized cost	19.89	22.45	19.89	22.45
- Cash and Cash equivalents	Amortized cost	3.90	3.34	3.90	3.34
- Bank Balances other than (ii) above	Amortized cost	567.92	560.19	567.92	560.19
- Other financials assets - non current	Amortized cost	-	-	-	-
- Other financials assets - current	Amortized cost	16.97	17.53	16.97	17.53
Total		**608.68**	**603.51**	**608.68**	**603.51**
Financial liabilities					
*- Borrowings	Amortized / Fair value	5,163.51	5,872.01	5,163.51	5,872.01
- Trade Payables	Amortized cost	885.13	271.93	885.13	271.93
- Lease liabilities	Amortized cost	134.46	144.47	134.46	144.47
- Other financial liabilities - non current	Amortized cost	-	-	-	-
- Other financial liabilities - current	Amortized cost	143.70	159.51	143.70	159.51
Total		**6,326.80**	**6,447.92**	**6,326.80**	**6,447.92**

*Refer Note 44

Valuation techniques to determine the fair value

Cash and cash equivalents, trade receivables, Loans, Other current financial assets, trade payables, current borrowings and other current financial liabilities approximate their carrying amounts largely due to the short term maturities of these instruments. The fair value of the financial assets and liabilities is the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

44 Fair value hierarchy

The following table provides the fair value measurement hierarchy of the Company's assets and liabilities. Quantitative disclosures fair value measurement hierarchy for assets as at March 31, 2026:

		Fair value measurement using		
Particulars	**Total**	**Quoted prices in active markets (Level 1)**	**Significant observable inputs (Level 2)**	**Significant unobservable inputs (Level 3)**
Financial assets				
- Investments	-	-	-	-
- Loans to employees	-	-	-	-
- Trade receivables	19.89	-	-	19.89
- Cash and Cash equivalents	3.90	-	-	3.90
- Bank Balances other than (ii) above	567.92	-	-	567.92
- Other financials assets - non current	-	-	-	-
- Other financials assets - current	16.97	-	-	16.97
Total	**608.68**	-	-	**608.68**

Financial liabilities				
- Borrowings (8% debentures measured at fair value)	1,130.08	-	**1,130.08**	**-**
- Trade Payables	885.13	-	-	885.13
- Lease liabilities	134.46	-	-	134.46
- Other financial liabilities - non current	-	-	-	-
- Other financial liabilities - current	143.70	-	-	143.70
Total	**2,293.37**	-	**1,130.08**	**1,163.29**

The following table provides the fair value measurement hierarchy of the Company's assets and liabilities. Quantitative disclosures fair value measurement hierarchy for assets as at March 31, 2025:

		Fair value measurement using		
Particulars	**Total**	**Quoted prices in active markets (Level 1)**	**Significant observable inputs (Level 2)**	**Significant unobservable inputs (Level 3)**
Financial assets				
- Investments	-	-	-	-
- Loans to employees	-	-	-	-
- Trade receivables	22.45	-	-	22.45
- Cash and Cash equivalents	-	-	-	-
- Bank Balances other than (ii) above	560.19	-	-	560.19
- Other financials assets - non current	-	-	-	-
- Other financials assets - current	17.53	-	-	17.53
Total	**600.17**	-	-	**600.17**
Financial liabilities				
- Borrowings	-	-	-	-
- Trade Payables	271.93	-	-	271.93
- Lease liabilities	144.47	-	-	144.47
- Other financial liabilities - non current	-	-	-	-
- Other financial liabilities - current	159.51	-	-	159.51
Total	**575.91**	-	-	**575.91**

In determining fair value measurement, the impact of potential climate-related matters, including legislation, which may affect the fair value measurement of assets and liabilities in the financial statements has been considered. These risks in respect of climate-related matters are included as key assumptions where they materially impact the measure of recoverable amount, These assumptions have been included in the cash-flow forecasts in assessing value-in-use amounts. At present, the impact of climate-related matters is not material to the Company's financial statements.

Moreover, There have been no transfers of financial assets and financial liabilities between the levels during the year.

45 Financial risk management objectives and policies

The Company's principal financial liabilities comprise borrowings, lease liabilities, trade payables and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include trade receivables, security deposits and cash and cash equivalents that derive directly from its operations.

The Company is exposed to various risks in relation to these financial instruments. The main types of financial risks are market risk, credit risk and liquidity risk. The Company's senior management oversees the management of these risks. It is the Company's policy that no trading in derivatives for speculative purposes may be undertaken. The policies for managing each of these risks are summarised below.

A) Market risk

Market risk is the risk that the fair value of the future cash flows of a financial instrument may fluctuate due to change in market price. The value of a financial instruments may change as result of change in interest rates, foreign currency exchange rates and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments including foreign currency receivables, payables, deposits, loans & borrowings.

The Company manages its market risk through a treasury department, which evaluate and exercise independent control over process of market risk management. This department recommends risk management objective & policies, which are approved by the management. The activities of this department, includes management of cash resources, borrowing strategies and ensuring compliance with market risk limits and policies.

B) Interest rate risk

Interest rate risk is the risk the fair value or future cash flows of financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates is primarily related to the company's long term & short term debt obligations with floating and fixed interest rates.

The Company manages its interest rate risk by having a portfolio of fixed and variable rate loans and borrowings. In order to optimize the Company's position with regards to interest income and interest expense. The company performs a comprehensive interest rate risk by proportion to fixed and floating rate as well as by using different types of economic products of floating rates of borrowings in its total portfolio.

The exposure of the Company's borrowings to interest rate change at the end of reporting period are as follows:

Particulars	March 31, 2026	March 31, 2025
Variable rate Instruments		
Long term borrowings	-	-
Working capital facilities from banks	891.91	1,219.13
Fixed rate instruments		
Borrowings (including current maturities)	1,606.65	1,633.42
Total	**2,498.56**	**2,852.55**

Note: The above exposure does not include liabilities on account of leases.

C) Commodity price risk

The Company is affected by the price volatility of certain commodities. Its operating activities require the ongoing purchase of soap noodles and Palm fatty acids distilated and therefore require a continuous supply. In view of volatility of soap noodles, Palm fatty acid distilated , the Company also executes into various advance purchase contracts.

Commodity price sensitivity

The following table shows the effect of price change in soap noodles, palm fatty acid distilated.

Table -1 - Effect on PBT

Particulars	March 31, 2026		March 31, 2025	
	Change in Yearly average price	Effect on PBT	Change in Yearly average price	Effect on PBT
A) Soap Noodles				
Increase	1%	(13.01)	1%	(20.02)
Decrease	1%	13.01	1%	20.02
B) Palm Fatty Acid Distilated				
Increase	1%	(8.95)	1%	(3.60)
Decrease	1%	8.95	1%	3.60

Table -2 - Effect on Equity

Particulars	March 31, 2026		March 31, 2025	
	Change in Yearly average price	Effect on Equity	Change in Yearly average price	Effect on Equity
A) Soap Noodles				
Increase	1%	(13.01)	1%	(20.02)
Decrease	1%	13.01	1%	20.02
B) Palm Fatty Acid Distilated				
Increase	1%	(8.95)	1%	(3.60)
Decrease	1%	8.95	1%	3.60

D) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or contractual contract, leading to a financial loss. The Company is operating through a network of distributors and other distribution partners based at different locations. The Company is exposed to credit risk from its operating activities (primarily trade receivables) and form its financing activities, including deposits with banks, foreign exchange transactions and other financial instruments. The Company's maximum exposure to credit risk is limited to the carrying amount of financial assets recognised at end of each reporting period, as summarised below:

Particulars	March 31, 2026	March 31, 2025
Financial assets		
- Investments	-	-
- Loans to employees	-	-
- Trade receivables	19.89	**22.45**
- Cash and Cash equivalents	3.90	3.34
- Bank Balances other than (ii) above	567.92	**560.19**
- Other financials assets - non current	-	-
- Other financials assets - current	16.97	**17.53**
Total	**608.67**	**603.51**

The Company continuously monitors receivables and defaults of customers and other counterparties, and incorporates the information into its credit risk controls. Appropriate security deposits are kept against the supplies of customers and balances are reconciled at regular intervals. The Company's policy is to deal only with creditworthy counterparties.

In respect of trade and other receivables, The Company is not exposed to any significant credit risk exposure to any single counterparty. Trade receivables consist of a large number of customers of various scales and in different geographical areas. Based on historical information about customer default rates, management considers the credit quality of trade receivables. In case the receivables are not recovered even after regular follow-up, measures are taken to stop further supplies to the concerned customer.

Movement in expected credit loss allowance on trade receivables

Particulars	March 31, 2026	March 31, 2025
Balance at the beginning of the year	-	-
Loss allowance measured at lifetime expected credit loss	-	-
Balance at the end of the year	-	-

The Credit risk for cash and cash equivalents, bank deposits including interest accrued thereon is considered negligible, since the counterparties are reputable banks with high quality of external credit ratings and state government bodies.

E) 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 reasonable price. The Company's management is responsible for liquidity as well as funding and monitor's the Company net liquidity position through rolling forecasts on the basis of expected cash flow.

The table below summarize the maturity profile of the Company's financial liabilities based on contractual undiscounted payments.

Particulars	Less than 1 year	1 to 5 year	More than 5 year	Total
March 31, 2026				
Borrowings	3,638.21	395.23	1,130.08	5,163.51
Lease Liabilities	11.05	68.10	55.31	134.46
Trade payables	885.13	-	-	885.13
Other financial liabilities	143.70	-	-	143.70
March 31, 2025				
Borrowings	4,319.93	424.85	1,127.23	5,872.01
Lease Liabilities	10.00	68.10	66.36	144.47
Trade payables	271.93	-	-	271.93
Other financial liabilities	159.51	-	-	159.51

ATTENDANCE SLIP

Member's Folio No. ……
Client ID No. ……
DP ID No. ……
Name of the Member ……
Name of Proxy holder……
No of shares held……

I hereby record my presence at the 36th Annual General Meeting of the Company held on Wednesday, 30th day of September, 2026 at 10.00 a.m. at the Registered Office of the Company at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120, Punjab.

Signature of Member/Proxy

Notes:

1. Members/Proxy holders are requested to produce the attendance slip duly signed for admission to the Meeting hall.

PAOS INDUSTRIES LIMITED
FORMERLY RAJ AGRO MILLS LIMITED
CIN: L24100PB1990PLC049032
Registered Office: Village Pawa, G.T. Road, Near Civil Airport, Ludhiana- 141 120 (Pb)
PROXY FORM

[Pursuant to section 105(6) of the Companies Act, 2013 and rule 19(3) of the Companies (Management and Administration) Rules, 2014]

Name of the member (s) : .....
Registered address .....
E-mail Id:. .....
Folio No./ Client Id : .....
DP ID : .....

I/We, being the Member(s) of .....**PAOS INDUSTRIES LIMITED**..... and

holding..... shares of the above named company, hereby appoint

Name:..... ..... E-mail: ..... Id: .....

Signature: ..... or failing him

Name: ..... E-mail:..... Id: .....

Signature:.....or failing him

Name:..... E-mail:..... Id: .....

Signature:.....as my/our proxy to attend and vote(on a poll) for me/us and on my/our behalf at the **36th Annual General Meeting** of the Company to be held on **Wednesday, 30th day of September, 2026 at 10.00 A.M.** at the Registered Office of the Company at Village Pawa, G.T. Road, Near Civil Airport, Ludhiana-141 120, Punjaband at any adjournment thereof in respect of such resolution as are indicated below:

---------- CUT HERE ----------

Resolution No.	Resolution	For	Against
1. Ordinary Resolution	To consider and adopt the audited financial statements (Standalone) of the company for the financial year ended 31st March, 2026 together with Reports of Board of Directors and Auditors thereon.		
2. Ordinary Resolution	To appoint Sh. Sanjeev Bansal (00057485) as a Director who retires by rotation and being eligible offers himself for re-appointment.		

Signed this_____ day of _____ 2026

Affix Re. 1/- Revenue Stamp here

Signature of shareholder

Signature of Proxy holder(s)

Notes:

1. This form of proxy in order to be effective should be duly completed, signed, stamped and deposited at the Registered Office of theCompany, not less than 48 hours before the commencement of the Meeting.

2. As provided under regulation 44 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, shareholder mayvote either for or against each resolution.