

110TH ANNUAL REPORT

2026

**THE GANGES MANUFACTURING
COMPANY LIMITED**



Sustainable by nature.
Responsible by choice.

THE GANGES MANUFACTURING COMPANY LIMITED

BOARD OF DIRECTORS

MR. RAVINDRA KUMAR PODDAR - Chairman & Jt. Managing Director - DIN : 00240643

MR. SANJAY KUMAR OSATWAL - Jt. Managing Director and CFO - DIN : 00248585

MR. PRADEEP KUMAR TRIPATHI - Independent Director - DIN : 06519781

MRS. MADHU JAIN - Independent Director - DIN : 07129506

MR. PAWAN KUMAR AGARWAL - Independent Director - DIN : 00228448

MR. SANJAY KUMAR THIRANI - Non-Executive Director - DIN : 00248842

COMPANY SECRETARY

MS. SWATI TRIVEDI

REGISTERED OFFICE

CHATTERJEE INTERNATIONAL CENTRE

33A, JAWAHAR LAL NEHRU ROAD

6TH FLOOR, FLAT NO. A-1

KOLKATA 700 071

PHONE : 4012 - 3123

E-MAIL : gmcltd@gmail.com

WEBSITE : www.thegmcl.com

CIN : L51909WB1916PLC002713

MILLS

P.O. BANSBERIA (Dist. Hooghly), W.B.

AUDITORS

R B S C & CO.

Chartered Accountants

BANKERS

PUNJAB NATIONAL BANK

REGISTRAR & TRANSFER AGENT

NICHE TECHNOLOGIES PRIVATE LIMITED

3A, AUKLAND PLACE, 7TH FLOOR,

ROOM NO. 7A & 7B

KOLKATA - 700 017

PHONE : 2280-6616/6617/6618

Email id : nichetechpl@nichetechpl.com

THE GANGES MANUFACTURING COMPANY LIMITED**(CIN: L51909WB1916PLC002713)****DIRECTORS' REPORT TO THE MEMBERS**

Your directors have pleasure in presenting the 110th Annual Report of the Company along with the Audited Financial Statements for the financial year ended 31st March 2026.

1. FINANCIAL RESULTS

Particulars	(Rs. in Lakhs)	
	2025-2026	2024-2025
Revenue from operations	38,159.25	32,118.24
Operating profit after depreciation and amortization	1,765.63	454.68
Add: Other Income	441.17	408.90
Profit before Tax	2,206.80	863.58
Tax Expenses	558.56	317.73
Profit for the year	1,648.24	545.85
Other Comprehensive Income	0.00	0.00
Total Comprehensive Income for the year	1,648.24	545.85
Retained Earnings-Opening Balance	3,010.12	2,464.27
Add/(Less): Profit for the year	1,648.24	545.85
Retained earnings-closing balance	4,658.36	3,010.12

2. TRANSFER TO RESERVES

The Board of Directors of your Company has decided not to transfer any amount to the Reserves for the year under review.

3. PERFORMANCE HIGHLIGHT

During the year under review the Company's revenue from operations was Rs. 38,159.25 lakhs (previous year Rs. 32,118.24 lakhs). The Company earned a profit before tax of Rs. 2,206.80 lakhs as against Rs. 863.58 lakhs in the previous year. The finished goods production during the year under review was 32,175 tonnes as compared to 30,425 tonnes in the previous year.

During the year under review, the Company operated well below its installed capacity due to economic conditions and the raw jute supply scenario. The growth in sales, witnessed during the year, was attributable to higher value realisation driven by higher raw jute prices with no material change in sales volumes.

Support from food grain-related purchases by the Government of India under the JPMA scheme proved to be the positive aspect, where realisation at decent prices and demand continued steadily.

4. DIVIDEND

The directors do not recommend any dividend for the financial year 2025-26.

5. MANAGEMENT DISCUSSION AND ANALYSIS**a) Industry Structure and Developments**

The jute industry faced a severe raw material crisis during the year, with raw jute prices rising sharply due to a shortfall in crop acreage as farmers shifted to competing crops. The Minimum Support Price revision by the Government did little to ease the shortage, as open-market prices ran well above MSP throughout the season. The resulting gap between raw jute availability and the statutory packaging obligation under the Jute Packaging Materials Act led the Government to permit plastic substitution for parts of foodgrain packaging requirements. The Jute Commissioner also imposed stock-holding limits on raw jute to curb hoarding and improve distribution. Demand for value-added jute products softened as higher raw material costs pushed up finished goods prices.

The Jute Industry faced a major drop in demand in both local and export markets due to raw jute crisis, which made jute products uneconomical for consumers.

Demand for diversified and value-added jute products was also affected, due to higher product prices on account of shortage and prohibitive cost of raw jute.

Several jute mills are currently closed due to the non-availability of raw jute or uneconomic operating conditions. At this time of the season, there is an acute physical shortage of raw jute and more mills are likely to suspend operations if the situation persists.

b) Opportunities and Threats

Opportunities

- i) The West Asia conflict has led to elevated oil prices, which is expected to increase the cost of plastic packaging materials due to shortage of raw material. This may improve the competitive position of jute-based packaging products.
- ii) Sustainability and environmental concerns are expected to continue driving preference towards eco-friendly and biodegradable jute packaging solutions, which is expected to support the long-term prospects of the jute industry.
- iii) The high raw jute prices during the last jute season are likely to encourage farmers to increase jute acreage in the current season aided by Government cultivation and diversification schemes. This is expected to improve raw jute availability and create a more positive environment for the jute industry.
- iv) Government intent to revise the jute bag pricing formula for procurement, if implemented, could improve realisations across the industry.

Threats

- i) Both domestic and export markets may shift towards alternative packaging materials due to the high jute product prices and supply uncertainties.
- ii) The jute industry is highly labour-intensive with wages constituting a significant portion of total production costs. The recent trend of steep revision in minimum wages in certain States indicate rising wage levels in coming days, which could affect the overall pricing competitiveness and marketability of jute products.
- iii) The industry is also facing a shortage of workers, as labourers from neighbouring states are increasingly finding job opportunities closer to their home regions, resulting in reduced workforce availability for jute mills.
- iv) Continued raw material scarcity may force further curtailment of operations until the new crop arrives in adequate volume.
- v) Sustained high raw material costs alongside regulated finished-bag prices for Government procurement could compress margins industry-wide.
- vi) Continued relaxation of the mandatory packaging norms reduces assured offtake for the industry over time.

c) Segment-wise or Product-wise Performance

As the Company's business activities remain with a single primary business segment of Jute goods, the disclosure requirement of IND AS-108 is not applicable.

d) Outlook

The Company's performance during the current year will depend largely on the availability of the raw jute crop, and a better crop is expected as compared to the previous season. The year is nonetheless likely to remain challenging, particularly during July and August, when uncertainty regarding raw jute availability may persist. Overall, however, your directors expect the outlook for the current year to remain stable.

e) Risks and Concerns

The significant areas of risk and concern for the Jute Industry are:

- The cost of jute products needs to be controlled in order to retain the markets. This is a challenge in view of the high raw jute and wage costs.

- There is presently no significant modernisation under process in jute industry. Modernisation is essential for improving efficiency and to remain economical in an increasingly competitive market environment.
- The increased global focus on ethanol production caused by the West Asia conflict can significantly raise maize prices which in turn could encourage farmers to shift away from raw jute cultivation to maize cultivation.

f) Cautionary Statement

Certain statements contained in this Report may constitute forward-looking statements based on management's current expectations, assumptions, estimates and projections regarding future events and business performance.

Actual results may differ from those expressed or implied in such statements due to various risks, uncertainties and other factors beyond the management control, like changes in economic conditions, government policies, market dynamics and other incidental factors.

g) Discussion on financial performance with respect to operational performance

The following are the significant areas of financial performance :

Particulars	2025-26 (Rs. In Lakhs)	2024-25 (Rs. In Lakhs)	% Increase/ (Decrease)
Revenue from operations	38,159.25	32,118.24	18.81 %
Operating Profit Margin	4.63 %	1.42 %	226.85 %
Profit before tax margin	5.78 %	2.69 %	115.09 %
Profit for the year margin	4.33 %	1.70 %	154.16 %

Revenue from Operations grew primarily by higher realisations per Metric Ton rather than volume as finished goods production increased only by 5.76 %. Operating profit margin expanded sharply to 4.63% from 1.42%, and profit before tax margin to 5.78% from 2.69%. Reduction in Employee benefit Expenses and other expenses contributed to a large extent in improving profit margins.

h) Human Resources & Industrial Relations

Industrial relations remained cordial throughout the year under review. The Company continues to face a shortage of new entrants in the jute industry, however, necessary measures are being undertaken to address the manpower shortage. Wages are being paid in accordance with the prevailing Tripartite Agreement.

The Company continues to focus on employee development through regular in-house training programmes aimed at enhancing the working knowledge, technical competence and overall skill sets of employees.

As on 31st March 2026, the Company had 3,184 employees on rolls.

i) Details of Significant Changes in Key Financial Ratios

Sl. No	Ratio	31 st March 2026	31 st March 2025	% Change
1.	Debt- Equity Ratio (in times)	0.31	0.23	34.78
2.	Trade Payables Turnover Ratio (in days)	97.26	57.07	70.42
3.	Net Profit Ratio (in percentage)	4.33 %	1.70 %	154.71
4.	Return on Capital employed (in percentage)	33.73 %	20.80 %	62.16
5.	Return on Equity Ratio (in percentage)	37.93 %	16.81 %	125.64

Detailed explanations for Change :

1. The increase is on account of higher utilisation of working capital borrowings during the year, the growth in which exceeded the accretion to shareholders' funds out of profits.
2. The increase is primarily due to a higher balance of trade payables outstanding at the year end, arising from higher raw material prices compared to previous year and purchases made towards the close of the year.

3. The improvement is mainly attributable to growth in revenue from operations coupled with a reduction in employee benefit expenses and other expenses in absolute terms, together with a lower effective tax rate for the year, resulting in a higher profit after tax. The benefit was partly offset by a higher cost of materials consumed as a proportion of revenue.
4. The improvement is due to growth in earnings before interest and tax at a rate higher than the increase in capital employed during the year.
5. The improvement is due to the increase in profit after tax for the year, the average shareholders' equity having grown at a lower rate.

6. ENVIRONMENT AND SAFETY

The Company is conscious of the importance of environmentally clean and safe operations. The Company's policy requires the conduct of all operations in such manner to ensure safety of all concerned, compliance of statutory and industrial requirements for environment protection and conservation of natural resources to the extent possible.

7. SHARES

- a) Buyback of Securities: The Company has not bought back any of its securities during the year under review.
- b) Sweat Equity: The Company has not issued any Sweat Equity Shares during the year under review.
- c) Bonus Shares: No Bonus Shares were issued during the year under review.
- d) Employees Stock Option Plan: The Company has not provided any Stock Option Scheme for the employees.
- e) Shares with Differential Rights: No Equity Shares with differential rights were issued during the year under review.

8. TRANSFER OF UNCLAIMED DIVIDEND TO INVESTOR EDUCATION AND PROTECTION FUND

During the year under review the Company was not required to transfer any amount to Investor Education and Protection fund under section 125(2) of the Companies Act, 2013.

9. CORPORATE GOVERNANCE

In terms of Regulation 34(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, a separate report on corporate governance together with a certificate from Mr. Babu Lal Patni (FCS:2304. CP:1321), Practising Company Secretary, confirming compliance thereof is given in Annexure-A forming part of this report.

10. CODE OF CONDUCT

The Company has a Code of Conduct which is applicable to directors and management personnel of the Company. The Company believes in conducting business in accordance with the highest standards of business ethics and complying with all applicable laws, rules and regulations.

The Code lays down the standard procedure of business conduct which is expected to be followed by the directors and management personnel in their business dealings and in particular on matters relating to integrity in the workplace, in business practices and complying with applicable laws etc.

All the directors and management personnel have submitted declarations confirming compliance with the code.

11. RISK MANAGEMENT POLICY

Pursuant to section 134(3)(n) of the Companies Act, 2013, the Board of directors of the Company has adopted a Risk Management Policy of the Company. The Company manages, monitors and reports on the principal risks and uncertainties that can impact its ability to achieve its strategic objectives. The Company has introduced several improvements to Integrated Enterprise Risk Management, Internal Controls Management and Assurance Frameworks and processes to drive a common integrated view of risks, optimal risk mitigation responses and efficient management of internal control and assurance activities. This integration is enabled by all three being fully aligned across group wide Risk Management, Internal Control and Internal Audit methodologies and processes.

12. VIGIL MECHANISM/WHISTLE BLOWER POLICY

The Company promotes ethical behaviour in all its business activities and has put in place a mechanism for reporting illegal or unethical behaviour. The Company has a Vigil Mechanism and Whistle Blower Policy under which the employees are free to report violations of applicable laws and regulations and the Code of Conduct. The reportable matters may be disclosed to the Ethics and Compliance Task Force which operates under the supervision of the Audit Committee. Employees may also report to the Chairman of the Audit Committee. During the year under review, no employee was denied access to the Audit Committee.

13. PREVENTION OF INSIDER TRADING

The Company has adopted a Code of Conduct for Prevention of Insider Trading with a view to regulate trading in securities by the Directors and designated employees of the Company. The Code requires pre-clearance for dealing in the Company's shares and prohibits the purchase or sale of Company shares by the Directors and the designated employees while in possession of unpublished price sensitive information in relation to the Company and during the period when the Trading Window is closed. All the Board of Directors and designated employees have confirmed compliance with the Code.

14. INTERNAL FINANCIAL CONTROLS

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 weakness in the design or operation was observed. During the year, the company appointed M/s Mitra Kundu & Basu, Chartered Accountants, Kolkata as Internal Auditor. The firm is authorised by the Audit Committee to assess the adequacy and compliance of internal control process, statutory requirements etc. The Audit Committee met regularly to review reports submitted by the Internal Auditor. The Audit Committee upon discussion with Internal Auditor set up applicable control measures for the Company.

15. PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES

The Company has not entered into any contract or arrangement with related parties referred to in the sub-section (1) of section 188 of the Companies Act 2013 during the year under review.

16. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS MADE UNDER SECTION 186 OF THE COMPANIES ACT, 2013

During the year, the Company has granted loan to a Company within the limit specified under Section 186 of the Companies Act, 2013. The Company has neither made any Investments nor given any guarantees or provided any security during the year.

17. ANNUAL RETURN

Pursuant to Section 92(3) read with Section 134(3)(a) of the Companies Act, 2013, the Annual Return for the financial year ended 31st March 2026 shall be uploaded by the Company on the Company's website at www.thegmcl.com after filing the same with the Registrar of Companies and thereafter the same can be viewed by the members and stakeholders on the Company's website.

18. BOARD EVALUATION

Pursuant to the provisions of section 134(3)(p) & 178(2) of the Companies Act, 2013 read with Schedule IV regarding Code of Independent Directors, Rule 8(4) of the Companies (Accounts) Rules, 2014 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board has carried out an evaluation of its own performance, the directors individually as well as the evaluation of the working of its Committees.

The evaluation of all the directors and the Board as a whole was conducted based on the criteria and framework adopted by the Board. The exercise was carried out through a structured evaluation process covering various aspects of the board functioning such as composition of the board & committees, experience & competencies, performance of specific duties & obligations, attendance of the meetings, governance issues etc. Separate exercises were carried out to evaluate the performance of individual directors who were evaluated on parameters such as attendance, contribution at the meetings and otherwise, independent judgment, safeguarding of minority shareholders interest etc.

The evaluation of the Independent Directors was carried out by the entire Board and that of the Non-Independent Directors was carried out by the Independent Directors.

The Directors were satisfied with the evaluation results, which reflected the overall engagement of the Board and its Committees with the Company.

19. DETAILS PERTAINING TO REMUNERATION AS REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

The required details are provided in Annexure 'B' annexed to this Report.

20. DISCLOSURE UNDER RULE 5(2) AND 5(3) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

The required details are provided in Annexure 'C' annexed to this Report.

21. DIRECTORS AND KEY MANAGERIAL PERSONNEL

Mr. Sanjay Kumar Osatwal (DIN No-00248585) retires by rotation at the forthcoming Annual General Meeting and being eligible offers himself for re-appointment.

At the Annual General Meeting held on 16th September 2025, the shareholders approved the re-appointment of Mr. Ravindra Kumar Poddar (DIN: 00240643) and Mr. Sanjay Kumar Osatwal (DIN: 00248585) as the Joint Managing Directors of the Company for another term of 3(Three) years commencing from 1st October 2025 to 30th September 2028.

Mr. Pawan Kumar Agarwal (DIN: 00228448) was appointed as a Non-Executive Independent Director for a period of 5 (Five) years with effect from 12th November 2021. His term of office as a Non-Executive Independent Director expires on 11th November 2026 and being eligible is proposed to be re-appointed as a Non-Executive Independent Director for a second term of 5(Five) years commencing from 12th November 2026 upto 11th November 2031. Re-appointment of a Non-Executive Independent Director requires approval of the members of the Company. Appropriate resolution is being placed for approval of the members at the ensuing Annual General Meeting.

The information about the directors seeking appointment/re-appointment as required by Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard - 2 on General Meetings, issued by The Institute of Company Secretaries of India, have been given in the Notice convening the ensuing Annual General Meeting.

The Company has received requisite declarations from all the Independent Directors under section 149(7) of the Companies Act, 2013 confirming that they meet the criteria of independence as provided in section 149(6) of the Companies Act, 2013 read with Regulation 16(1)(b) and Regulation 25 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. All the independent directors have registered themselves on Independent Directors Databank.

As stipulated in para VII of Schedule IV regarding Code of Independent Directors under the Companies Act, 2013 and SEBI (LODR) Regulations, 2015, one separate meeting of independent directors was held during the year.

During the year under review, all the Key Managerial Personnel continue to hold their offices.

22. NUMBER OF MEETINGS OF THE BOARD

The Board of Directors met 7(Seven) times during the year under review. More details are available in the report on corporate governance.

23. COMPOSITION OF AUDIT COMMITTEE AND OTHER COMMITTEES OF THE DIRECTORS

The Board of Directors have constituted the Audit Committee with three directors as members, all of whom are financially literate. Two-thirds of the members of the Audit Committee are Independent Directors. More details on the audit committee are given in the report on corporate governance. Details relating to other committees of the Board of Directors are given in the report on corporate governance.

24. DIRECTORS RESPONSIBILITY STATEMENT

In terms of section 134(5) & 134(3)(c) of the Companies Act 2013, with respect to Directors Responsibility Statement, it is hereby confirmed that:

- a) In the preparation of the annual accounts, the applicable accounting standards aligned with IND AS had been followed along with proper explanation relating to material departures;

- b) The directors 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 profit/loss of the company for that period;
- c) The directors 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) The directors had prepared the annual accounts on a going concern basis;
- e) The directors had laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and operate effectively; and
- f) The directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

25. SIGNIFICANT AND MATERIAL ORDERS BY REGULATORS

There are no significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and Company's operations in future. Further, no application has been made, nor is any proceeding pending, against the Company under the Insolvency and Bankruptcy Code, 2016 during the year under review. There was no instance of one-time settlement with any bank or financial institution and, accordingly, no disclosure is required in respect of the difference between the amount of valuation done at the time of one-time settlement and the valuation done while availing loan from banks or financial institutions.

26. MATERIAL CHANGES AND COMMITMENTS, AFFECTING THE FINANCIAL POSITION OF THE COMPANY WHICH OCCURRED BETWEEN THE END OF THE FINANCIAL YEAR TO WHICH THE FINANCIAL STATEMENTS RELATE AND THE DATE OF THIS REPORT

There have been no material changes and commitments affecting the financial position of the Company between the end of the financial year and date of this report. There has also been no change in the nature of business of the Company during the year under review.

27. STATUTORY AUDITORS

At the 106th Annual General Meeting held on 23rd September 2022, the members of the Company appointed M/s. R B S C & Co., Chartered Accountants (Firm Registration No: 302034E), as the Statutory Auditors of the Company to hold office from the conclusion of the 106th Annual General Meeting until the conclusion of sixth consecutive Annual General Meeting to be held in the year 2027.

There was no qualification, reservation or adverse remark in the Independent Auditors' Report for the financial year ended 31st March 2026. The statutory auditors did not report any incidence of fraud during the year under review in terms of Section 143(12) of the Companies Act, 2013, necessitating disclosure in the Board's Report under Section 134(3)(ca) of the Companies Act, 2013.

28. COST AUDIT

In terms of section 148 of the Companies Act, 2013 read with rule 14 of the Companies (Audit and Auditors) Rules, 2014 on the recommendation of Audit Committee, the Board of Directors had appointed M/s D. Radhakrishnan & Co., Cost Accountants (Registration No.000018), being eligible and having sought reappointment, as cost auditor of the Company, for a remuneration of Rs. 30,000/- plus applicable taxes and reimbursement of out-of-pocket expenses incurred by them to conduct an audit of the cost accounting records maintained by the Company for the current financial year beginning from 1st April 2026 and ending on 31st March 2027 as required in terms of directive issued by cost audit branch, Ministry of Corporate Affairs, Government of India. M/s D. Radhakrishnan & Co., Cost Accountants, have furnished a declaration as required under section 141(3)(g) read with section 148(3) and 148(5) of the Companies Act, 2013.

As required under section 148 of the Companies Act, 2013 read with rule 14 of the Companies (Audit and Auditors) Rules, 2014 the remuneration payable to cost auditors is being placed at the ensuing Annual General Meeting for ratification by the members.

The Company has duly made and maintained such accounts and records as specified by the Central Government under sub section (1) of section 148 of the Companies Act, 2013.

29. CORPORATE SOCIAL RESPONSIBILITY

The annual report on CSR activities, in terms of Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, is provided in Annexure “D” forming part of this report.

The Corporate Social Responsibility Policy of the Company as adopted by the Board of Directors is available on Company’s websites www.thegmcl.com. The composition of CSR Committee is disclosed in the report on corporate governance forming part of this report.

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

The information pertaining to conservation of energy, technology absorption, foreign exchange earnings and 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 furnished in Annexure ‘E’ attached to this report.

31. SECRETARIAL AUDIT

At the Annual General Meeting held on 16th September 2025, the shareholders approved the appointment of Mr. Babu Lal Patni as the Secretarial Auditor of the Company for a term of 5 (five) consecutive financial years commencing from 1st April 2025 to 31st March 2030.

The Secretarial Audit Report for the financial year ended 31st March 2026, issued by Mr. Babu Lal Patni (FCS 2304, CP: 1321) in Form MR-3, is attached to this report as Annexure ‘F’. As regards his observation made in the Secretarial Audit, we are to state that the necessary steps are being taken to comply with the requirements.

Further, the Company has received the Secretarial Compliance Report for the year ended 31st March 2026 issued by the secretarial auditor and the same was filed with Calcutta Stock Exchange on 25th May 2026.

32. SECRETARIAL STANDARDS

During the year under review, the Company had complied with the applicable Secretarial Standards viz. SS-1 “Secretarial Standard on Meetings of the Board of Directors” and SS-2 “Secretarial Standard on General Meetings”, issued by The Institute of Company Secretaries of India.

33. SUBSIDIARY, ASSOCIATE AND JOINT VENTURE COMPANY

The Company has no Subsidiary, Associate or Joint Venture Company.

34. DEPOSITS

During the year under review, your Company did not accept any deposits within the meaning of section 73 of the Companies Act, 2013, read with the Companies (Acceptance of Deposits) Rules, 2014.

35. SOCIAL OBLIGATION

Your Company has taken up and is constantly in touch with the various socio-economic projects for uplifting standards of living of the people in and around its estate where it operates.

36. LISTING ARRANGEMENTS

The Equity shares of the Company continue to be listed on The Calcutta Stock Exchange (CSE).

37. PREVENTION OF SEXUAL HARASSMENT AT WORKPLACE

The Company has complied with the provisions relating to the constitution of Internal Complaint Committee as required to be formed under Section 4 of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (the “SHWW Act”) and Rules made thereunder. The Company has adopted a policy in line with the provisions of the SHWW Act and the Rules made thereunder. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 are as follows:

Sl. No.	Particulars	
a.	Number of complaints filed during the financial year	Nil
b.	Number of complaints disposed of during the financial year	Nil
c.	Number of complaints pending at end of the financial year	Nil

38. COMPLIANCE UNDER MATERNITY BENEFIT ACT 1961

The Company has complied with the provisions of the Maternity Benefit Act, 1961 and the rules framed thereunder, wherever applicable.

39. ACKNOWLEDGMENT

Your directors place on records their sincere thanks to bankers, business associates, consultants and various Government Authorities for their continued support extended to your Company's activities during the year under review. Your directors also acknowledge gratefully the shareholders for their support and confidence reposed in your Company.

Registered Office:
Chatterjee International Centre
33A, Jawaharlal Nehru Road
6th Floor, Flat No.-A-1
Kolkata- 700 071
Dated: 30th May 2026

By Order of the Board
Ravindra Kumar Poddar
Chairman & Jt. Managing Director
(DIN: 00240643)

ANNEXURE –A

REPORT ON CORPORATE GOVERNANCE

A Report on compliance with the Corporate Governance provisions as prescribed under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ("SEBI Listing Regulations") for the financial year 2025-26 is given herein below:

1. Company's philosophy on Code of Governance

The Ganges Manufacturing Company Limited ("the Company") believes in cultivating the virtues of good corporate governance across the organisation to attain sustained growth through fair and ethical dealing. In pursuit of this objective, the Company is guided by a strong emphasis to uphold the integrity, transparency and accountability in all its affairs. The Company's code of corporate governance is aimed at protecting the long-term interest of all its stakeholders.

2. Board of Directors

The composition of the Board of Directors is in conformity with the provisions of the Companies Act, 2013 ("Act") and Rules made thereunder and SEBI Listing Regulations. The Board has an optimum combination of Executive/Non-Executive Directors, Woman Director and Independent Directors with diversified skills, professional knowledge and relevant experience in diverse fields.

Your Board of Directors closely monitors the performance of the Company and Management, approves the plans, reviews the strategy and strives to achieve organisational growth. Your Board also ensures statutory and ethical conduct and place high importance on internal financial reporting. It shoulders the responsibility and holds itself accountable to the Shareholders as well as other stakeholders for the long-term well-being of the Company.

a) Composition and category of directors

Your Company's Board comprised of 6 (Six) Directors, out of which 2 (Two) are Executive Directors and 4 (Four) are Non-Executive Directors. The Company has 3 (Three) Independent Directors ('IDs'), including 1 (One) Woman Independent Director, which comprised half of the total strength of the Board. For details on changes in the Board of Directors please refer point no. 21 of Directors Report.

None of the Directors on the Board is a member of more than 10 (Ten) committees or a Chairperson of more than 5 (Five) committees as stipulated in Regulation 26(1) of the SEBI Listing Regulations across all the Indian Public Companies in which he/she is a director. The annual disclosure providing the committee position and other Directorship has been made by the Directors hereinafter.

b) During the financial year 2025-26, 7 (Seven) Board meetings were held on 30th May 2025, 14th August 2025, 16th September 2025, 4th November 2025, 14th November 2025, 14th February 2026 and 26th March 2026.

The names and categories of the Directors on the Board, their attendance at Board Meetings, last Annual General Meeting held during the year, number of Directorships held by them in Indian Companies and Committee Chairmanship/Membership held by them in Indian Public Companies are given below. For reckoning the maximum number of Chairmanships/Memberships in committees, only 2 (Two) committees viz. Audit Committee' and 'Stakeholders Relationship Committee' of the Board have been considered.

Name of the Directors	Category of Directorship	Attendance Particulars		No. of other directorship(s) and other Board committee membership/chairmanship held		
		At Board Meeting(s)	At last AGM held on 16-09-2025	Other Directorship	Committee Membership	Committee Chairmanship(s)
Ravindra Kumar Poddar	Chairman & Jt. Managing Director	7	Yes	3	-	-
Sanjay Kumar Osatwal	Jt. Managing Director & CFO	7	Yes	3	-	-
Pradeep Kumar Tripathi	Non-Executive Independent Director	7	Yes	-	-	-
Madhu Jain	Non-Executive Independent Director	7	Yes	1	-	-
Pawan Kumar Agarwal	Non-Executive Independent Director	7	Yes	2	-	-
Sanjay Kumar Thirani	Non-Executive Director	7	Yes	3	-	-

c) Names of the other listed entities where the person is a director and the category of directorship.

None of the Directors of the Company are directors in other listed companies.

The other directors of the Company do not hold directorships in any other listed entity.

d) Disclosure of relationships between directors inter-se

No director is, inter se, related to any other director on the Board.

e) Shareholding of the Non-Executive Directors

None of the non-executive directors hold any share in the company. The Company has not issued any convertible instruments.

f) Web link where details of familiarisation programmes imparted to independent directors is disclosed

The details of familiarisation programme imparted to independent directors are disclosed on the website of the Company at www.thegmcl.com.

g) A chart or a matrix setting out the skills/expertise/competence of the Board of Directors.

The list of core skills/expertise/competence identified by the Board of Directors as required in the context of its business and sector(s) for it to function effectively and those actually available with the Board are as under:

Sl. No.	Areas of core skill/ expertise/ competence	Available with the Board	Skill areas actually available with the Board	Names of directors who have such skills /expertise/ competence
1	Strategy and planning	Ability to think strategically; identify and critically assess strategic opportunities and threats; Develop effective strategies in the context of the Company's strategic objectives, relevant policies and priorities.	Yes	1. Mr. Ravindra Kumar Poddar 2. Mr. Sanjay Kumar Osatwal 3. Mr. Pawan Kumar Agarwal

2	Governance, Risk and Compliance	Experience in the application of Corporate Governance principles. Ability to identify key risks to the Company in a wide range of areas including legal and regulatory compliance.	Yes	1. Mr. Ravindra Kumar Poddar 2. Mr. Sanjay Kumar Osatwal 3. Mr. Pradeep Kumar Tripathi
3	Financial	Comprehensive understanding of financial accounting, reporting and internal controls and analysis	Yes	1. Mr. Ravindra Kumar Poddar 2. Mr. Sanjay Kumar Osatwal 3. Ms. Madhu Jain 4. Mr. Pawan Kumar Agarwal
4	Sales, Marketing & Brand building	Experience in developing policies to grow sales and market share, create brand awareness and brand equity, and enhance enterprise reputation on a sustainable basis.	Yes	1. Mr. Ravindra Kumar Poddar 2. Mr. Sanjay Kumar Osatwal 3. Mr. Pawan Kumar Agarwal 4. Mr. Sanjay Kumar Thirani

h) Confirmation

In the opinion of the Board, the Independent Directors fulfil the conditions specified in SEBI Listing Regulations and are independent from the management.

- i) During the financial year 2025-26, none of the Independent Directors have resigned from the Company before the expiry of their tenure.

3. Audit Committee

The composition of the Audit Committee of the Board of Directors is in compliance with the provisions of Section 177 of the Act and Regulation 18 of the SEBI Listing Regulations.

The Audit Committee presently comprises of Mr. Pawan Kumar Agarwal, Ms. Madhu Jain and Mr. Sanjay Kumar Osatwal. All the members of Audit Committee are financially literate and majority of them have Accounting and Financial Management expertise.

During the financial year 2025-26, 6 (Six) meetings of the Audit Committee were held on 30th May 2025, 14th August 2025, 16th September 2025, 4th November 2025, 14th November 2025 and 14th February 2026.

The present composition and attendance details of the committee meetings held during the financial year are as follows:

Name of the Members	Nature of Directorship	Membership	Attendance
Mr. Pawan Kumar Agarwal	Non-Executive Independent Director	Chairman	6
Ms. Madhu Jain	Non-Executive Independent Director	Member	6
Mr. Sanjay Kumar Osatwal	Jt. Managing Director and CFO	Member	6

Chief Financial Officer, representatives of statutory auditor, internal auditor and cost auditor were invitees to the meetings of the audit committee. The Chairman of the Audit Committee was present at the previous AGM of the Company held on 16th September 2025. Minutes of Audit Committee are placed before the Board for noting. The Company Secretary acts as the Secretary to the Audit Committee.

The terms of reference of the Audit Committee include matters specified in the Companies Act, 2013, Rules made thereunder, the SEBI Listing Regulations. Besides having access to all required information within the Company, the Committee may investigate any activity within its terms of reference, seek information from any employee, obtain legal or other professional advice from external sources, whenever required. The brief terms of reference of the Audit Committee include:

- Review of the Company's financial reporting process and financial statements.
- Review of accounting and financial policies and practices.

- c) Review of internal control and internal audit systems and their adequacy.
- d) Discussion with Internal Auditors on any significant findings and follow-up thereon.
- e) Reviewing the Quarterly and Annual Financial Statements before submission to the Board.
- f) Recommending the appointment and removal of Statutory Auditors, Internal Auditor, Cost Auditor and Secretarial Auditor, audit fees and payment for any other services.
- g) To discuss post-audit observations with the statutory auditors.
- h) To review the compliance of all statutes as applicable to the company and to review the legal cases filed by or against the company.
- i) To frame and to review Risk Management Policy.
- j) To review forex exposure.

4. Nomination and Remuneration Committee

The Company has a duly constituted Nomination and Remuneration Committee of the Board of Directors in compliance with the provisions of Section 178 of the Act and Regulation 19 of the SEBI Listing Regulations.

The Nomination and Remuneration Committee presently comprises of Ms. Madhu Jain, Mr. Pawan Kumar Agarwal and Mr. Pradeep Kumar Tripathi.

The Chairman of the Nomination and Remuneration Committee was present at the previous AGM of the Company held on 16th September 2025. The Company Secretary acts as the Secretary to the Nomination and Remuneration Committee.

During the financial year 2025-26, 1 (One) meeting of the Nomination and Remuneration Committee was held on 30th May 2025.

The present composition and attendance details of the committee meetings held during the financial year are as follows.

Name of the Members	Nature of Directorship	Membership	Attendance
Ms. Madhu Jain	Non-Executive Independent Director	Chairman	1
Mr. P.K. Tripathi	Non-Executive Independent Director	Member	1
Mr. Pawan Kumar Agarwal	Non-Executive Independent Director	Member	1

The powers, role and terms of reference of the Nomination and Remuneration Committee are in accordance with the provisions of Section 178 of the Act and Regulation 19 of the SEBI Listing Regulations. The terms of reference inter alia include:

- a) Formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy relating to the remuneration of the Directors, Key Managerial Personnel and Senior Management;
- b) Formulation of criteria for performance evaluation of Independent Directors and the Board of Directors;
- c) Devising a policy on Board succession and diversity;
- d) Identifying persons who are qualified to become Directors and who may be appointed in Senior Management positions in accordance with the criteria laid down, and recommending to the Board their appointment and removal;
- e) Recommendation to the Board of all remuneration, in whatever form, payable to the Directors or Senior Management.

Performance Evaluation Criteria for Independent Directors

The criteria for performance evaluation of Independent Directors include:

- a) Attendance at the meetings;
- b) Preparedness and active participation in meetings;
- c) Staying updated on developments;
- d) Constructive contribution made in the meetings;
- e) Being objective and protecting interest of all shareholders;
- f) Engaging as well as challenging Management without being confrontational or obstructionist;
- g) Ensuring integrity of financial statements/internal controls;

- h) Fulfillment of the independence criteria (as specified in the SEBI Listing Regulations) and independence from the Management.

5. Stakeholders Relationship Committee

The composition of the Stakeholders Relationship Committee of the Board of Directors is in compliance with the provisions of Section 178(5) of the Act and Regulation 20 of the SEBI Listing Regulations. The Stakeholders Relationship Committee comprises (3) three members i.e. Mr. Pradeep Kumar Tripathi, Mr. Ravindra Kumar Poddar and Mr. Sanjay Kumar Osatwal.

One meeting was held during the financial year 2025-26.

The present composition of the Committee is as under:

Name of the Members	Nature of Directorship	Membership
Mr. Pradeep Kumar Tripathi	Non-Executive Independent Director	Chairman
Mr. Ravindra Kumar Poddar	Chairman and Jt. Managing Director	Member
Mr. Sanjay Kumar Osatwal	Jt. Managing Director & CFO	Member

Details of Pending Complaints

Complaint Received from	No. of Complaints Received	No. of Complaints Pending
SEBI	NIL	NIL
Stock Exchanges	NIL	NIL
Investors	NIL	NIL
Government Authorities	NIL	NIL

The Committee, in addition to considering share transfer matters, also oversees redressal of shareholders'/ investors' complaints/grievances and recommends measures to improve the level of investor services, besides discharging such other related functions, which may be referred to by the Board from time to time. Your company is making all attempts to ensure that correspondences are expeditiously attended to the full satisfaction of the Shareholders.

6. Risk Management Committee

Provisions of Regulation 21 of the SEBI Listing Regulations are not applicable to the Company. Hence, the Board of Directors has not constituted the Risk Management Committee. However, the Audit Committee and the Board of Directors identify, evaluate and mitigate the risks associated with the Company from time to time.

7. Corporate Social Responsibility (CSR) Committee

The Corporate Social Responsibility Committee ("CSR Committee") of the Board is constituted pursuant to the provisions of Section 135 of the Companies Act, 2013. The CSR Committee comprises of 3 (Three) members, i.e. Mr. Pawan Kumar Agarwal, Mr. Ravindra Kumar Poddar and Mr. Sanjay Kumar Osatwal.

During the financial year 2025-26, 2 (Two) CSR Committee meetings were held on 30th May 2025 and 14th February 2026.

The present composition and attendance details of the committee meeting during the year are as follows:

Name of the Members	Nature of Directorship	Membership	Attendance
Mr. Pawan Kumar Agarwal	Non-Executive Independent Director	Chairman	2
Mr. Ravindra Kumar Poddar	Chairman and Jt. Managing Director	Member	2
Mr. Sanjay Kumar Osatwal	Jt. Managing Director & CFO	Member	2

Terms of Reference of CSR Committee

The Committee acts in accordance with the terms of reference which, inter alia, include:

- To formulate and recommend to the Board a CSR Policy which will define the focus areas and indicate the activities to be undertaken by the Company under CSR domain;
- To recommend to the Board necessary amendments, if any, in the CSR Policy from time to time;
- To formulate the Annual Action Plan, monitor the budget under the CSR activities of the Company; and
- To accomplish various CSR projects of the Company independently or through intermediary agencies, as the case may be.

8. Remuneration to Executive Directors

a) Remuneration to Executive Directors

The remuneration is paid to the Executive Directors as per the terms and conditions of his appointment/re-appointment and subject to the compliance of applicable provisions of the Act and the Rules made thereunder, read with Schedule V of the Act and approval of the Shareholders.

In case of revision in remuneration, the revised remuneration of Executive Directors is being determined and recommended by the Nomination and Remuneration Committee for approval of the Board & the Company in General Meeting and/or such other authorities as may be necessary in accordance with the provisions of the Companies Act, 2013 and rules and schedules made thereunder.

The details of remuneration paid to the Executive Directors during the year ended 31st March 2026 are as follows:

Particulars	Mr. Ravindra Kumar Poddar Chairman and Jt. Managing Director (Rs. in Lakhs)	Mr. Sanjay Kumar Osatwal Jt. Managing Director and CFO (Rs. in Lakhs)
Salary and Allowances	192.91	213.31
Contribution to Provident Fund	18.00	18.00
Value of other perquisites as per Income Tax Rules	125.72	0.48
Commission on Profit	-	-
Total	336.63	231.79

Terms of Contract of Executive Directors

Name of Director	Date of Appointment/ Re-appointment	Expiry of Contract	Severance Fees	Notice Period
Mr. Ravindra Kumar Poddar	01-10-2025	Re-appointed for 3 years from 01-10-2025	-	-
Mr. Sanjay Kumar Osatwal	01-10-2025	Re-appointed for 3 years from 01-10-2025	-	-

b) Remuneration to Non-Executive Directors

Pecuniary relationship or transactions of the Non-Executive Directors

There were no pecuniary relationships or transactions of the Non-Executive Directors vis-a-vis the Company which has a potential conflict with the organization's interests.

Criteria for making payments to Non-Executive Directors

The Non-Executive/Independent Directors of the Company are paid remuneration by way of sitting fees. During the year, Non-Executive Directors were paid sitting fees Rs. 54,000/- for meetings of the Board and Rs. 32,000/- for Committee meetings thereof. No remuneration except sitting fee was paid to the Non-Executive Directors. The Company has not issued any stock options to the Directors.

9. General Body Meetings

Annual General Meetings

Details of the last three Annual General Meetings of the Company held along with Special Resolutions passed therein are as follows:

Financial Year	Location/Venue	Date	Time (IST)	Details of Special Resolution Passed
2022-23	Through video conferencing (VC) or other audio-visual means (OAVM). The venue of the AGM deemed to be the	20-09-2023	11:00 A.M.	1. Increasing the limits applicable for making investments, giving loans, guarantees and providing securities under section 186 of the Companies Act, 2013.

	registered office of the Company at 33A, Jawaharlal Nehru Road, 6th Floor, Flat No. A-1, Chatterjee International Centre, Kolkata-700071.			
2023-24	Through video conferencing (VC) or other audio-visual means (OAVM). The venue of the AGM deemed to be the registered office of the Company at 33A, Jawaharlal Nehru Road, 6th Floor, Flat No. A-1, Chatterjee International Centre, Kolkata-700071.	24-08-2024	11:00 A.M.	No Special Resolution was passed.
2024-25	Through video conferencing (VC) or other audio-visual means (OAVM). The venue of the AGM deemed to be the registered office of the Company at 33A, Jawaharlal Nehru Road, 6th Floor, Flat No. A-1, Chatterjee International Centre, Kolkata-700071.	16-09-2025	11:00 A.M.	1. Re-appointment of Mr. Ravindra Kumar Poddar (DIN: 00240643) as the Joint Managing Director of the Company, designated as the Executive Chairman of the Company, for a term of further 3(Three) years w.e.f 1st October 2025. 2. Re-appointment of Mr. Sanjay Kumar Osatwal (DIN: 00248585) as the Joint Managing Director, designated as Managing Director of the Company, for a term of further 3(Three) years w.e.f 1st October 2025.

No extraordinary general meeting of members of the Company was convened during the financial year 2025-26. No Special Resolution was passed through Postal Ballot during the financial year 2025-26 and no special resolution is proposed to be conducted through postal ballot for the time being.

10. Means of Communication

The Company recognizes communication as a key element to the overall Corporate Governance framework and therefore emphasizes on prompt, continuous, efficient and relevant communication with all external constituents.

Your Company strives to achieve full and timely disclosure of information. For this purpose, the Company:

- a) prepares and dispatches through permitted modes a full version of its Annual Report, despite an abridged version being allowed by the SEBI Listing Regulations;
- b) Submits quarterly, half yearly and annual results of your Company to the Calcutta Stock Exchange through its designated web portal and also uploads on Company's website www.thegmcl.com in the "Investors" Section. These results are simultaneously published in two leading newspapers i.e. Financial Express, English Newspaper and Arthik Lipi, Bengali Local Newspaper.
- c) Promptly reports all material information to Calcutta Stock Exchange on which shares of your Company is listed.

11. General Shareholders Information

- | | | | | | | |
|--------------------------------|--|--|--------------------------------|-------------|-------------------------|-----|
| a) | Annual General Meeting:
Date, Time through VC | 26 th September 2026 at 11:00 a.m. through video conferencing (VC) | | | | |
| b) | Financial Calendar (Tentative) | <p>Financial Year: 1st April 2026 to 31st March, 2027</p> <p>Results for the quarter ending</p> <p>June 30, 2026 : Second week of August, 2026</p> <p>September 30, 2026 : Second week of November, 2026</p> <p>December 31, 2026 : Second week of February, 2027</p> <p>March 31, 2027 : Fourth week of May, 2027</p> | | | | |
| c) | Date of Book Closure | Monday, 21 st September 2026 to Saturday, 26 th September 2026 (both days inclusive). | | | | |
| d) | Final Dividend Payment Date | Company has not declared any dividend. | | | | |
| e) | Listing on Stock Exchanges and their Code | <table border="0"> <tr> <td>Name of Stock Exchanges</td> <td>Code</td> </tr> <tr> <td>Calcutta Stock Exchange</td> <td>003</td> </tr> </table> <p>The ISIN number INE827E01010 is allotted under Central Depository Services (India) Limited for Dematerialisation of shares of the Company.</p> | Name of Stock Exchanges | Code | Calcutta Stock Exchange | 003 |
| Name of Stock Exchanges | Code | | | | | |
| Calcutta Stock Exchange | 003 | | | | | |
| f) | Market Price Data : High, Low during each month in Financial Year 2025-26 | Data not available as trading in Calcutta Stock Exchange platform is not functioning. | | | | |
| g) | Performance in comparison to Broad based indices such as BSE Sensex, CRISIL Index etc. | The Company is not linked to Sensex/Index. | | | | |
| h) | Registrar and Share Transfer Agents | <p>Niche Technologies Private Limited</p> <p>3A, Auckland Place, 7th Floor,</p> <p>Room No. 7A & 7B</p> <p>Kolkata-700017</p> <p>Phone-2280-6616/6617/6618</p> <p>Email Id:nichetechpl@nichetechpl.com</p> | | | | |
| i) | Shares Transfer System | Pursuant to Regulation 40 of the SEBI Listing Regulations, requests for effecting transfer, transmission or transposition of securities shall not be processed unless the securities are held in the dematerialised form with a depository. The Company/Registrar follows the operational guidelines issued by SEBI for issuing a 'Letter of Confirmation' to enable the investor to dematerialise their shares. Share transfer requests received by the Company/Registrar are registered within 15 days from the date of receipt, provided the documents are complete in all respects. The shares lodged for dematerialisation are processed within the stipulated time from the date of their lodgment, if instruments are found valid and complete in all respects. | | | | |

j) Reconciliation of Share Capital Audit Report

A Company Secretary in Practice carries out a Reconciliation of Share Capital Audit on a quarterly basis, as per Regulation 76 of the Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 read with SEBI Circular No. D&CC/FITTC/Cir- 16/2002 dated 31st December 2002, to reconcile the total admitted capital with Central Depository Services Limited ('CDSL') and the total issued and listed capital. The audit confirms that the total issued/paid up capital is in agreement with the aggregate of the total number of shares in physical form and the total number of shares in dematerialized form (held with CDSL).

k) Distribution of Shareholding as on 31st March 2026:-

No. of equity shares held	No. of Shareholders	% of total Shareholders	No. of Shares	% of Shareholding
1-500	1476	91.97	2,11,212	5.77
501-1000	80	4.98	61,673	1.69
1001-2000	22	1.37	33,740	0.92
2001-3000	5	0.32	12,650	0.35
3001-4000	2	0.12	7,850	0.21
4001-5000	2	0.12	9,100	0.25
5001-10000	1	0.06	9,000	0.25
10001 & Above	17	1.06	33,14,041	90.56
Total	1605	100.00	36,59,266	100.00

Category wise summary of Shareholding as on 31st March 2026:-

Sl No.	Particulars	No. of Shareholders	% of total Shareholders	No. of Shares	% of Shareholding
1	Domestic Companies (Promoters)	-	-	-	-
2	Resident Individuals (Promoters)	14	0.87	4,71,399	12.88
3	Resident Individuals (other than Promoters)	1540	95.95	2,99,131	8.18
4	Domestic Companies (other than Promoters)	34	2.12	28,54,086	78.00
5	Central Government/President of India	1	0.06	450	0.01
6	Non-Resident Indians	7	0.44	6,900	0.19
7	Banks & FIs	8	0.50	26,790	0.73
8	Foreign Portfolio Investors (Corporate)- Overseas Corporate Bodies	1	0.06	510	0.01
9	Investor Education and Protection Fund	-	-	-	-
10	Others (HUF, LLP, Clearing Members)	-	-	-	-
	Total	1605	100	36,59,266	100

l) Unclaimed Dividend

The Company has not declared any dividends for a very long time.

m) Dematerialization of shares & liquidity

As on 31st March 2026, 2.69% equity shares of your Company are in dematerialised form with Central Depository Services (India) Limited as compared to 2.65% in the previous year.

The Ganges Manufacturing Company Limited

- | | | |
|----|--|---|
| n) | Outstanding GDR/ADR/Warrants or any Convertible Instruments, Conversion date and likely impact on equity | The Company has not issued any GDR/ADR/warrants or any convertible instruments. |
| o) | Commodity Price Risks or Foreign Exchange Risk and Hedging Activities | The Company does not trade in the Commodities. The Company internally manages the foreign exchange risk including hedging to the extent considered necessary. |
| p) | Plant Locations | P.O. Bansberia (Dist. Hooghly) West Bengal, PIN :712502 |
| q) | Address for correspondence | The Ganges Manufacturing Company Limited
33A, Jawaharlal Nehru Road, 6 th Floor, Room No. A1
Kolkata-700071
Phone: 40123123
Email: gmcltd@gmail.com
Investor service/e-voting: gmcltd@gmail.com
Website: www.thegmcl.com |

12. Other Disclosures

- | | | |
|----|--|---|
| a) | Disclosure of Material Related Party Transactions | All related party transactions that were entered into during the financial year under review, if any, were on arm's length basis and were in the ordinary course of business. There are no materially significant related party transactions during the year which may have a potential conflict with the interest of the Company at large. Details of transactions with related parties, if any, as specified in Indian Accounting Standards (IND AS 24) have been reported in the Financial Statements. The Audit Committee approves the related party transactions from the perspective of fulfilling the criteria of meeting arm's length pricing and being transacted in the ordinary course of business. The detailed Policy on Related Party Transactions is available on the website of the Company at www.thegmcl.com |
| b) | Details of non-compliance | During the financial year, the Company has generally complied with all the requirements of the Stock Exchange(s), SEBI or any other statutory authority on all matters related to capital markets. There were no non-compliance, penalties or strictures imposed on the Company by the Stock Exchange(s) or any other statutory authority. |
| c) | Vigil Mechanism/Whistle Blower Policy | The Company has set up a Vigil Mechanism viz. a Whistle Blower Policy, as per the provisions of Section 177 of the Companies Act, 2013 and Regulation 22 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, to enable its employees and Directors to report their concerns about unethical behaviour, actual or suspected fraud or violation of the Company's Code of Conduct. The mechanism also provides for adequate safeguards against victimisation of the persons using the mechanism and provides direct access to the Chairperson of the Audit Committee. None of the Whistle Blowers was denied access to the Audit Committee of the Board. |
| d) | Details of compliance with mandatory requirements and adoption of non-mandatory/discretionary requirements | The Company has complied with all mandatory requirements of corporate governance as specified under SEBI Listing Regulations. |

The Ganges Manufacturing Company Limited

e)	Web-link of policy for determining material subsidiary	The Company does not have any subsidiary.												
f)	Details of utilization of funds raised through preferential allotment or qualified institutions placement as specified under regulation 32(7A) of SEBI Listing Regulations	During the year, the Company has not raised any funds through preferential allotment or qualified institutions placement as specified under regulation 32(7A) of SEBI Listing Regulations.												
g)	Key Managerial Personnel and Senior Management Personnel Certification	Mr. Ravindra Kumar Poddar, Chairman and Jt. Managing Director, Mr. Sanjay Kumar Osatwal, Jt. Managing Director & Chief Financial Officer and Ms. Swati Trivedi, Company Secretary and Compliance Officer of the Company have furnished the annual certification on financial reporting and internal controls for the financial year 31 st March 2026, to the Board in terms of the SEBI Listing Regulations, which forms part of this report as Annexure-I.												
h)	Certificate from a Company Secretary in Practice	Certificate from Mr. Babu Lal Patni, Company Secretary in Practice, confirming that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of Companies by the SEBI, Ministry of Corporate Affairs or any such other Statutory Authority, as stipulated under Regulation 34 of the SEBI Listing Regulations is attached to this Report as Annexure-II.												
i)	Acceptance of recommendation of any committee of the Board which is mandatorily required in the relevant financial year	The Board has accepted all the recommendations of the committees.												
j)	Fees paid to the Statutory Auditors	The Company has paid a sum of Rs. 4,50,000/- to Statutory Auditors towards Statutory Audit fee for the financial year 2025-26.												
k)	Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013	<table> <tr> <th>Sl. No.</th><th>Particulars</th><th></th></tr> <tr> <td>a.</td><td>number of complaints filed during the financial year</td><td>Nil</td></tr> <tr> <td>b.</td><td>number of complaints disposed of during the financial year</td><td>Nil</td></tr> <tr> <td>c.</td><td>number of complaints pending as on end of the financial year</td><td>Nil</td></tr> </table>	Sl. No.	Particulars		a.	number of complaints filed during the financial year	Nil	b.	number of complaints disposed of during the financial year	Nil	c.	number of complaints pending as on end of the financial year	Nil
Sl. No.	Particulars													
a.	number of complaints filed during the financial year	Nil												
b.	number of complaints disposed of during the financial year	Nil												
c.	number of complaints pending as on end of the financial year	Nil												
l)	Loans and Advances in the nature of loans to firms/companies in which Directors are interested by name and amount.	No loans and advances were given in the nature of loans to firms/companies in which Directors are interested, during the financial year under review.												
m)	Disclosure of Non-Compliance of any Requirement of Corporate Governance Report, with Reasons	The Company has complied with and disclosed all the mandatory corporate governance requirements mentioned under sub-para (2) to (10) of part C of Schedule V of the SEBI Listing Regulations.												
n)	Discretionary Requirements	The discretionary requirements as stipulated in Part E of Schedule II of the SEBI Listing Regulations have been adopted to the extent and in the manner as stated under the appropriate headings in this Corporate Governance Report.												

o) Compliance with Corporate Governance

The Company has complied with the Corporate Governance Requirements specified under Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI Listing Regulations. Your Company has obtained a certificate from Company Secretary in Practice, certifying compliance with conditions of Corporate Governance, as prescribed under Regulation 34 of the SEBI Listing Regulations, which forms part of this Report as Annexure-III.

Annexure-I
Key Managerial Personnel and Senior Managerial Personnel Certificate

The Board of Directors
The Ganges Manufacturing Company Limited,
33A, Jawaharlal Nehru Road
Kolkata-700071

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

- (a) We have reviewed financial statements and the cash flow statement 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 statements that might be misleading;
 - (ii) These statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws, and regulations.
- (b) There are, to the best of our knowledge and belief, no transactions entered into by the company during the year which are fraudulent, illegal, or violative 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 the internal control systems of the Company pertaining to financial reporting and we have disclosed to the auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
- (d) We have indicated to the auditors and the Audit Committee:
 - (i) Significant changes in internal control over financial reporting during the year;
 - (ii) Significant changes in accounting policies during the year and that the same have been disclosed in the notes to the financial statements; and
 - (iii) There are no instances of significant fraud of which we have become aware of and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

Mr. Sanjay Kumar Osatwal
Jt. Managing Director & CFO
(DIN: 00248585)

Mr. Ravindra Kumar Poddar
Chairman & Jt. Managing Director
(DIN: 00240643)

Place: Kolkata
Date: 30th May 2026

Mrs. Swati Trivedi
Company Secretary
ACS - 49205

Annexure-II

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) Regulation, 2015)

To,
The Members
The Ganges Manufacturing Company Limited,
33A, Jawaharlal Nehru Road, 6th Floor, Flat No. A-1, Kolkata-700071

I have examined the relevant registers, records, forms, returns, declarations and disclosures received from the Directors of **The Ganges Manufacturing Company Limited** having CIN L51909WB1916PLC002713 and having registered office at **33A, Jawaharlal Nehru Road, 6th Floor, Flat No. A-1, Kolkata-700071** (hereinafter referred to as 'the Company'), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulation, 2015.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me by the Company & its officers, I 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, New Delhi or any such other Statutory Authority.

Sr. No.	Name of Director	DIN	Date of appointment in Company
1.	Ravindra Kumar Poddar	00240643	07/04/1993
2.	Sanjay Kumar Osatwal	00248585	07/04/1993
3.	Pradeep Kumar Tripathi	06519781	19/02/2013
4.	Madhu Jain	07129506	21/03/2015
5.	Pawan Kumar Agarwal	00228448	12/11/2021
6.	Sanjay Kumar Thirani	00248842	30/05/2024

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 effectiveness with which the management has conducted the affairs of the Company.

Name of the Company: BABU LAL PATNI
Secretary in Practice
FCS : 2304
C.P. No.: 1321
UDIN : F002304H000458091
P.R. No. : 7718/2026

Place: Kolkata
Dated: 25th May 2026

Annexure-III

BABU LAL PATNI
COMPANY SECRETARY

51, NALINI SETT ROAD
5TH FLOOR, ROOM NO. 19
KOLKATA – 700 007
TEL NO: 2259-7715/6
Mail id:patnibl@yahoo.com

**COMPLIANCE CERTIFICATE REGARDING COMPLIANCE OF CONDITIONS OF CORPORATE GOVERNANCE
FOR THE FINANCIAL YEAR ENDED ON 31ST MARCH, 2026**

**[As prescribed under the Securities and Exchange Board of India (Listing Obligations and
Disclosure Requirements) Regulations, 2015]**

To,
The Members,
The Ganges Manufacturing Company Limited,
33A, Jawaharlal Nehru Road,
Kolkata-700071

1. I have examined the compliance of conditions of Corporate Governance by **The Ganges Manufacturing Company Limited** (hereinafter referred to as 'the Company') , for the year ended on March 31, 2026 as stipulated in Regulations 17 and 27 and clauses (b) to (i) of Regulation 46(2) and paras C, D and E of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended by SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2018 (hereinafter referred to as 'Listing Regulations').
2. In my opinion and to the best of my information and according to the explanations given to me and the management representations letter of even date, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in Regulation 17 and 27 and clauses (b) to (i) of Regulation 46(2) and paras C, D and E of Schedule V of the Listing Regulations, during the year ended on March 31, 2026.
3. The compliance of conditions of Corporate Governance is the responsibility of the management. My examination has been limited to a review of the procedures and implementation thereof adopted by the Company for ensuring compliance with the conditions of the certificate of Corporate Governance as stipulated in the said clause. It is neither an audit nor an expression of opinion on the financial statements of the Company.
4. I further state that such compliance is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Place: Kolkata
Dated: 30th May 2026

Name of the Company: BABU LAL PATNI
Secretary in Practice
FCS : 2304
C.P. No.: 1321
UDIN : F002304H000547739
P.R. No. : 7718/2026

ANNEXURE "B"

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 FOR THE FINANCIAL YEAR ENDED 31ST MARCH 2026.

1. Ratio of the remuneration of each Director/KMP to the median remuneration of all the employees of the Company for the financial year:

Median remuneration of all the employees of the Company for the financial year			1.61 Lakhs
The percentage increase in the median remuneration of employees in the financial year			(3.59)
The number of permanent employees on the rolls of company as on 31 st March, 2026			3,184
Name of Director/KMP	Remuneration of Director/KMP for the financial year 2025-26 (Rs in lacs)	Ratio of remuneration to median remuneration of all employees	% increase in remuneration in the financial year 2025-26
Non - Executive Independent Directors			
Mr. Pradeep Kumar Tripathi	0.14	0.09	NIL
Ms. Madhu Jain	0.28	0.17	NIL
Mr. Pawan Kumar Agarwal	0.30	0.19	NIL
Non - Executive Directors			
Mr. Sanjay Kumar Thirani	0.14	0.09	NA
Executive Directors & KMP			
Mr. Ravindra Kumar Poddar, Chairman & Jt. Managing Director	318.63	197.91	16.53
Mr. Sanjay Kumar Osatwal, Jt. Managing Director & CFO	213.79	132.79	15.29
Ms. Swati Trivedi, Company Secretary	10.12	6.29	14.02

Notes:

- The ratio of remuneration to median remuneration is based on remuneration paid during the period 1st April 2025 to 31st March 2026.
 - The non-executive directors were not paid any remuneration, other than the sitting fee.
2. Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration:

Average percentile increase in the median remuneration of employees other than the Key Managerial Personnel in the last financial year, i.e. 2025-26 was (3.59)% whereas the increase made in the Key Managerial remuneration for the same financial year was 15.99 %.

3. Remuneration is as per the remuneration policy of the Company.

Registered Office:
Chatterjee International Centre
33A, Jawaharlal Nehru Road
6th Floor, Flat No.-A-1
Kolkata- 700 071
Dated: 30th May 2026

By Order of the Board
Ravindra Kumar Poddar
Chairman & Jt. Managing Director
(DIN: 00240643)

ANNEXURE “C”

INFORMATION AS PER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(2) & 5(3) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014 AND FORMING PART OF THE DIRECTORS’ REPORT FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2026

List of top 10 Employees including Contractual Employees and Key Managerial Personnel on the basis of remuneration.

Name of the Employee	Designation	Remuneration Received (Rs. In Lacs)	Qualifications and Experience	Date of commencement of employment	Age (years)	Last employment held before joining the Company
Ravindra Kumar Poddar (Note 1)	Chairman	318.63	B. Com 53 years	07-04-1993	73	Naihati Jute Mills Co. Ltd.
Sanjay Kumar Osatwal (Note 1)	MD/CFO	213.79	B. Com 40 years	07-04-1993	64	N.A.
Tapas Kumar Kundu	Chief Executive-Works	54.60	B.Sc., Jute Tech 45 years	11-05-2010	70	Bally Jute Co. Ltd.
Mukesh Agarwal	General Manager-Accounts & Finance	34.86	CS & B. Com(H) 22 years	07-04-2025	47	Balajee Education Pvt. Ltd
Rakesh Kumar Jhajharia	Commercial Manager	25.37	B.com 38 years	01-07-2003	57	Lexus Shares & Stock Brokers Private Limited
Kavita Poddar	Senior Executive (HO)	24.00	B.A (Hons.) 9 years	01-11-2016	47	N.A
Soumen Narendra Dutta	Production Manager	21.18	Diploma in Man Made Textile Technology, Sasmira, Mumbai 30 years	05-07-2018	49	Ludlow Jute & Specialties Limited
Anil Kumar Srivastava	Chief Personnel Manager	20.00	B.Sc., MSW 40 years	01-04-2007	72	Reliance Jute Mills
Praveen Kumar Shah	General Manager-Marketing	19.90	B. Com 25 years	01-04-2023	45	Ganges Jute Private Limited
Prabhanjana Patra	Chief Engineer Electricals	19.42	Degree in Electrical Engineering (A.M.I.E), 34 years	06-05-2011	60	Bally Jute Co Ltd.

Notes:

1. Key Managerial Personnel (KMP) within the meaning of Section 2(51) of The Companies Act, 2013.
2. Remuneration includes salary, allowances, bonus and value of certain perquisites evaluated on the basis of Income Tax Act and Rules.

The Ganges Manufacturing Company Limited

3. Neither KMPs are related to each other or other employees related to any of the KMPs.
4. Rule 5(2)(ii) and 5(2)(iii) of Rules are not applicable to any of the employees mentioned above.

Registered Office:
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6th Floor, Flat No.-A-1
Kolkata- 700 071
Dated: 30th May 2026

By Order of the Board
Ravindra Kumar Poddar
Chairman & Jt. Managing Director
(DIN: 00240643)

ANNEXURE "D"

THE ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES FORMING PART OF BOARD REPORT FOR THE FINANCIAL YEAR ENDED 31ST MARCH 2026

1.	Brief Outline on CSR Policy of the Company	The Company's CSR Policy is in line with section 135 of the Companies Act, 2013 read together with Schedule VII and the rules made thereunder. The Company's CSR policy is available on Company's website www.thegmcl.com.				
2.	Present Composition of CSR Committee					
	Sl. No.	Name of the Director	Designation/ Nature of Directorship	Number of Meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year	
	1.	Mr. P.K. Agarwal	Chairman, Non-Executive Independent Director	2	2	
	2.	Mr. R. K. Poddar	Member, Chairman & Jt. Managing Director	2	2	
	3.	Mr. S. K. Osatwal	Member, Jt. Managing Director and CFO	2	2	
3.	Provide the weblink where composition of CSR committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the Company.				www.thegmcl.com	
4.	Provide the details of Impact assessment of CSR projects carried out in pursuance of sub rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report)				Not Applicable	
5.	(a) Average net profit of the company as per section 135(5) (Rs. in Lakhs)				1,552.03	
	(b) Two percent of average net profit of the Company as per section 135(5) (Rs. in Lakhs)				31.04	
	(c) Surplus arising out of CSR projects or programmes or activities of the previous financial years (Rs. in Lakhs)				NIL	
	(d) Amount required to be set off for the financial year, if any (Rs. in Lakhs)				0.05	
	(e) Total CSR obligation for the financial year (5b+5c-5d) (Rs. in Lakhs)				30.99	
6.	(a) Amount spent on CSR projects (both ongoing projects and other than ongoing project)				31.00	
	(b) Amount spent on administrative overheads				NIL	
	(c) Amount spent on impact assessment, if applicable				NIL	
	(d) Total amount spent for the financial year [(a)+(b)+(c)]				31.00	
	(e) CSR amount spent or unspent for financial year :					
	Total Amount spent for the Financial Year (Rs. in Lakhs)	Amount Unspent (Rs. in Lakhs)				
		Total Amount transferred to Unspent CSR Amount as per section 135 (6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
		Amount (Rs. in Lakhs)	Date of Transfer	Name of the fund	Amount	Date of transfer
	Rs. 31.00	NIL	N.A.	N.A.	NIL	N.A.

(f) Excess Amount for set off, if any (Rs. in Lakhs)		
Sl. No.	Particular	Amount
(i)	Two percent of average net profit of the Company as per section 135(5) (Rs. in Lakhs) (*)	30.99
(ii)	Total amount spent for the financial year (Rs. in Lakhs)	31.00
(iii)	Excess Amount spent for the financial year [(ii) –(i)] (Rs. in Lakhs)	0.01
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any (Rs. in Lakhs)	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)] (Rs. in Lakhs)	0.01

***Net of excess contribution from previous years set-off in the current financial year**

7.	(a) Details of Unspent CSR amount for the preceding three financial years						
Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR account under section 135(6)(Rs.in Lakhs)	Amount spent in the reporting Financial Year (Rs.in Lakhs)	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any.			Amount remaining to be spent in succeeding financial years (Rs.in Lakhs)
				Name of the Fund	Amount (Rs.in Lakhs)	Date of Transfer	
1.	2024-25	NIL	NIL	NIL	NIL	N.A.	NIL
2.	2023-24	NIL	NIL	NIL	NIL	N.A.	NIL
3.	2022-23	NIL	NIL	NIL	NIL	N.A.	NIL
	TOTAL						NIL
8.	Whether any capital assets have been created or acquired through CSR amount spent in the Financial Year						No
9.	Specify the reason(s), if the Company has failed to spend two percent of the average net profit as per section 135(5)						Not Applicable

Registered Office:

Chatterjee International Centre

33A, Jawaharlal Nehru Road

6th Floor, Flat No.-A-1

Kolkata- 700 071

Dated: 30th May 2026

Pawan Kumar Agarwal
Chairman– CSR Committee
(DIN: 00228448)

By Order of the Board
Ravindra Kumar Poddar
Chairman & Jt. Managing Director
(DIN: 00240643)

ANNEXURE-“E”

INFORMATION UNDER SECTION 134(3)(M) OF THE COMPANIES ACT, 2013 READ WITH RULE 8(3) OF THE COMPANIES (ACCOUNTS) RULES 2014 AND FORMING PART OF THE BOARD'S REPORT FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2026

1. CONSERVATION OF ENERGY:

During the year under review, the company continued its efforts in minimizing energy consumption by adding energy-efficient electrical gadgets and appliances. The following areas were identified to reach out to the goal of energy conservation for optimum operational efficiency and cost effectiveness:

- i) To achieve higher power factor, maximum demand is kept within limit.
- ii) Introduced energy-efficient, innovative and improved motors, gadgets and appliances.
- iii) Utilization of machinery and ancillary equipments to the optimum, ensuring downtime at barest minimum.
- iv) Maintenance of all machines to make them energy efficient and minimize losses.
- v) The Company is exploring the process of installing Solar Energy Equipments.

2. TECHNOLOGY ABSORPTION, RESEARCH AND DEVELOPMENT

Process improvement and product development is an ongoing process in the fully equipped Research & Development set up of the Company with a view to absorb the emerging technological innovations to catch up with shifting global market scenario by offering products to satisfy the preference of end users in the domestic and overseas markets.

The Company is a member of the Indian Jute Industries Research Association (IJIRA) and National Jute Board (NJB), the prime research body for the jute industry and are getting the benefits of Research and Development made by the Association. The Company contributes to the Indian Jute Research Association for research and development.

The Company is licensed to manufacture and market in overseas markets Hydro-Carbon-Free Jute Products (HCFJP) for Food Grade Jute Products (FGJP) under license granted by IJIRA.

Technologists of the Company continued to interact with its customers and outside R&D Centers to have a track on the new products and technology for incorporating their valued suggestions in manufacturing process to establish consistency and reliability of the products quality to match with the requirement of the end-users.

3. FOREIGN EXCHANGE EARNINGS AND OUTGO

Continuous efforts are made not only for traditional exports but also for introduction of new products. Foreign Exchange Earnings and Outgo are as under:

	<u>(Rs. in Lacs)</u> <u>2025-2026</u>	<u>(Rs. in Lacs)</u> <u>2024-2025</u>
i) Total Foreign Exchange Used	472.90	4,657.53
ii) Total Foreign Exchange Earned	0.00	0.00

Registered Office:
Chatterjee International Centre
33A, Jawaharlal Nehru Road
6th Floor, Flat No.-A-1
Kolkata- 700 071
Dated: 30th May 2026

By Order of the Board
Ravindra Kumar Poddar
Chairman & Jt. Managing Director
(DIN: 00240643)

ANNEXURE-“F”

**BABU LAL PATNI
COMPANY SECRETARY**

**51, NALINI SETT ROAD
5TH FLOOR, ROOM NO 19
KOLKATA – 700 007
TEL NO: 2259-7715/6
Mail id: patnibl@yahoo.com**

**FORM No MR-3
SECRETARIAL AUDIT REPORT
FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2026**

Pursuant to section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
The Ganges Manufacturing Company Limited
33A, Jawaharlal Nehru Road
Kolkata-700071

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

Based on my verification of The Ganges Manufacturing Company Limited'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 authorised representatives during the conduct of secretarial audit, I hereby report that in my opinion, the company has, during the audit period covering the financial year ended on 31st March, 2026 generally complied with the statutory provisions listed hereunder and also the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by The Ganges Manufacturing Company Limited ("the company") for the financial year ended on 31st March 2026 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 thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; (Not applicable to the Company during the Audit Period).
- v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):
 - a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - c) *The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
 - d) *The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
 - e) *The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;
 - 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 clients;

- g) *The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;
- h) *The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; and
- i) *The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
- j) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

* No event took place under these regulations during the audit period.

vi) The other laws that are applicable and complied by the company are:

1. The Jute Packaging Materials Act, 1987
2. The Essential Commodities Act, 1955

I have also examined compliance with the applicable clauses of the following:

- i) Secretarial Standards issued by The Institute of Company Secretaries of India.
- ii) Listing Agreement entered into by the Company with the Calcutta Stock Exchange.
- iii) Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations 2015.

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

I further report that:

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

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

Majority decision is carried through while the dissenting members` views, if any, are captured and recorded as part of the minutes.

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

I further report that during the Audit period there were 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.

Place: Kolkata
Dated: 25th May 2026

Babu Lal Patni
Practising Company Secretary
FCS No.: 2304
C.P.No.: 1321
P.R. No. : 7718/2026
UDIN: F002304H000457957

Note:

This report is to be read with our letter of even date which is annexed as Annexure A and forms an integral part of this report.

**BABU LAL PATNI
COMPANY SECRETARY**

**51, NALINI SETT ROAD
5TH FLOOR, ROOM NO 19
KOLKATA – 700 007
TEL NO: 2259-7715/6
Mail id: patnibl@yahoo.com**

Annexure 'A'

To,
The Members,
The Ganges Manufacturing Company Limited
33A, Jawaharlal Nehru Road
Kolkata-700071

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

1. Maintenance of secretarial records is the responsibility of the management of the company. My responsibility is to express an opinion on these secretarial records based on my audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. I believe that the processes and practices, I followed provide a reasonable basis of my opinion.
3. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.`
4. Wherever required, I have obtained the Management representation about the compliance of laws, rules, and regulations and happenings of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. My examination was limited to the verification of procedures on test basis.
6. 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.

**Babu Lal Patni
Practising Company Secretary
FCS No: 2304
Certificate of Practice Number: 1321
P.R. No.: 7718/2026
Date: 25th May 2026
Place: Kolkata**

INDEPENDENT AUDITOR'S REPORT

To the Members of The Ganges Manufacturing Company Limited

Report on the Audit of the Financial Statements

Opinion

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

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

Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the *Auditor's Responsibilities for the Audit of the 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 ICAI's Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have nothing to report in this regard.

Information Other than the Financial Statements and Auditors' Report Thereon

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

Our opinion on the 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 financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Company's annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the state of

The Ganges Manufacturing Company Limited

affairs, profit/loss (including other comprehensive income), changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (IndAS) 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 the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls system in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors 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 financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

The Ganges Manufacturing Company Limited

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

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

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

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

Report on Other Legal and Regulatory Requirements

1 As required by the Companies (Auditor's Report) Order, 2020, issued by the Central Government of India in terms of section 143(11) of the Act (hereinafter referred to as the "the Order"), and on the basis of such checks of the books and records of the Company as we considered appropriate and according to the information and explanations given to us, we give in the Annexure "A", a statement on the matters specified in the paragraphs 3 and 4 of the Order, to the extent applicable.

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

- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
- b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
- c) The Balance Sheet, the Statement of Profit and Loss, the Statement of Changes in Equity and the Cash Flow Statement dealt with by this Report are in agreement with the books of account. According to information and explanations given to us there was no Other Comprehensive Income of the Company during the year under report.
- d) In our opinion, the aforesaid financial statements comply with the Indian 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 31st March, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2026 from being appointed as a director in terms of Section 164(2) of the Act.
- f) With respect to the adequacy of the internal financial controls with reference to the financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to the financial statements.

(B) 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 knowledge and belief and according to the information and explanations given to us:

- a) The Company has disclosed the impact of pending litigations as at 31st March 2026 on its financial position in its financial statements. (Refer Note 41 in Notes to the Financial Statements)

The Ganges Manufacturing Company Limited

- b) The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
- c) There were no amounts which were required to be transferred to the Investor Education and Protection Fund ("IEPF") by the Company.
- d) i) The management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:
- 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 to or on behalf of the Ultimate Beneficiaries.
- ii) The management has represented, that, to the best of its knowledge and belief, no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall:
- directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or
 - provide any guarantee, security or the like from or on behalf of the Ultimate Beneficiaries.
- iii) Based on such audit procedures as 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 (i) and (ii) of Rule 11(e) as provided under paragraph (d) (i) and d(ii) above, contain any material misstatement.
- e) The Company has not declared or paid any dividend during the year.
- f) Based on our examination on test check basis and in accordance with the implementation guide on reporting on audit trail under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 , we find that the Company has used accounting software for maintaining its books of accounts for the year ended 31st March 2026 which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software and during the year. We did not come across any instance of the audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention.
- (C) 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 managerial remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 read with Schedule V of the Act.

Place : "Centre Point "
21, Old Court House Street,
Kolkata – 700 001
Date : The 30th day of May 2026

For R.B.S.C. & CO.
Chartered Accountants
Firm Registration No. 302034E
Ranjan Kumar Roychaudhury
Partner
Membership No. 008816
UDIN NO : 26008816ZPATIP1130

ANNEXURE “A” TO THE INDEPENDENT AUDITOR’S REPORT

(Referred to in paragraph 1 under ‘Report on Other Legal and Regulatory Requirements’ section of our report to the Members of The Ganges Manufacturing Company Limited of even date)

- i) (a) (A) The Company has maintained proper records showing full particulars including quantitative details and situation of Property, Plant and Equipment.
(B) The Company has maintained proper records showing full particulars of Intangible assets.
- (b) There is a regular program of physical verification of Property, Plant and Equipment by the management, which in our opinion is reasonable, having regard to the size of the Company and the nature of its assets. According to the information and explanations given to us no material discrepancies have been noticed in respect of the assets physically verified during the year as compared to book records.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable 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. However, the original Title Deeds for land which were deposited with the Bank and are yet to be handed over to the Company has not been made available to us for our verification as indicated in Note 50 to the Financial Statements.
- (d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right-of-use assets) or Intangible assets or both during the year.
- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.
- ii) (a) The inventory has been physically verified by the management during the year. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were 10% or more in the aggregate for each class of inventory.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits (including non-fund based) in excess of Rupees five crores, in aggregate, from bank during the year on the basis of security of current assets. Quarterly returns or statement of current assets filed by the Company with the bank are in agreement with the books of accounts and there are no material differences for reporting.
- iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any investments, provided guarantee or security or granted any advances in the nature of loans, secured or unsecured, to companies, firms, limited liability partnerships or any other parties during the year. The Company has granted loans to a company during the year details of which is stated in sub-clause (a)(B) below. The Company has not granted any other loans, secured or unsecured, to firms, limited liability partnerships or any other parties during the year.
- (a) (A) Based on the audit procedures carried on by us and as per the information and explanations given to us, the Company does not have any subsidiary, joint venture and associate. Accordingly, the reporting under this clause is not applicable for the company.

The Ganges Manufacturing Company Limited

- (B) Based on the audit procedures carried on by us and as per the information and explanations given to us, the Company during the year has granted loans to a company other than subsidiaries, joint ventures and associates as below :

Aggregate amount granted during the year - others	Rs. 7,951.00 Lakhs
Balance outstanding as at the balance sheet date - others	Rs. 9,412.98 lakhs

- (b) According to the information and explanations given to us and based on the audit procedures conducted by us, we are of the opinion that the terms and conditions of the loans given are, prima facie, not prejudicial to the interest of the Company.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, the schedule of repayment of principal and payment of interest has not been stipulated.
- (d) In view of the comments in clause (c) above, the reporting under this clause is not applicable for the company.
- (e) In view of the comments in clause (c) above, the reporting under this clause is not applicable for the company.
- (f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has provided a loan to a Company as stated in clause (a) above which is repayable on demand. The Company has not provided any loan either to the promoters or to the related parties, which is repayable on demand or without specifying any terms or period of repayment.
- iv) According to the information and explanations given to us and on the basis of our examination of the records, the Company has not given any loans, or provided any guarantee or security as specified under Section 185 of the Companies Act, 2013 and the Company has not provided any guarantee or security as specified under Section 186 of the Companies Act, 2013. Further, the Company has complied with the provisions of Section 186 of the Companies Act, 2013 in relation to loans given and investments made.
- v) In our opinion and according to the information and explanations given to us, the Company has not accepted any deposits or amounts which are deemed to be deposits during the year within the meaning of directives issued by the Reserve Bank of India and the provisions of sections 73 to 76A or any other relevant provisions of the Companies Act and the rules made thereunder. Accordingly, the reporting under this clause is not applicable for the company.
- vi) The maintenance of cost records has been specified by the Central Government under Section 148(1) of the Companies Act, 2013. We have broadly reviewed the accounts and records maintained by the Company pursuant to the Order made by the Central Government for the maintenance of cost records under Section 148(1) of the Companies Act, 2013. We are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the cost 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, we are of the opinion that the Company is regular in depositing undisputed statutory dues including Provident Fund, Employee's State Insurance, Income Tax, Goods and Services Tax, Customs Duty and other material statutory dues applicable to the Company with the appropriate authorities.

The Ganges Manufacturing Company Limited

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Provident Fund, Employees' State Insurance, Income Tax, Goods and Services Tax, Customs Duty and other material statutory dues were in arrears as at 31st March 2026 for a period of more than six months from the date they became payable.

- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no dues of Provident Fund, Employees' State Insurance, Income Tax, Goods and Services Tax, Customs Duty and other material statutory dues which have not been deposited by the Company on account of disputes as on 31st March 2026, except for the following :

	Name of the Statute	Nature of dues	Amount (Rupees in Lakhs)	Financial year to which demand/refund relates to	Forum where dispute is pending
1	Kolkata Land Revenue Act, 2003 and West Bengal Land Reforms (Amendment) Act, 2000	Land Revenue	6.25	2003-04	Calcutta High Court
2	Employees' State Insurance Act, 1948	Contribution	11.73	1995-96	Employees Insurance Court
		Interest	8.33	April 1993 to March 2000	Employees Insurance Court
		Contribution and Interest	9.98	2007-08	Employees Insurance Court
		Contribution	0.79	2009-10	Regional Director, ESIC
3	The Income Tax Act, 1961	Income Tax	0.44	2011-12	CPC, Bangalore for rectification of demand
4	West Bengal VAT Act, 2003	VAT & Interest	0.09	2008-09	Sales Tax Taxation Tribunal

- viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income-tax Act, 1961(43 of 1961) as income during the year.
- ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or other lender.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the term loans availed by the Company were applied by the Company during the year for the purposes for which the loan was obtained.

The Ganges Manufacturing Company Limited

- (d) According to the information and explanations given to us and on an overall examination of the financial statements of the Company, we report that funds raised on short-term basis have, prima facie, not been used during the year for long term purposes.
- (e) According to the information and explanations given to us the Company does not have any subsidiary, associate or joint ventures. Accordingly, the reporting under this clause is not applicable for the company.
- (f) According to the information and explanations given to us the Company does not have any subsidiary, associate or joint ventures. Accordingly, the reporting under this clause is not applicable for the company.
- x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments) during the year. Accordingly, the reporting under this clause is not applicable for the company.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully, partially or optionally convertible) during the year. Accordingly, the reporting under this clause is not applicable for the company.
- xi) (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the year.
- (b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Companies Act, 2013 has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government during the year.
- (c) According to the information and explanations given to us, no whistle blower complaint has been received during the year.
- xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, the reporting under this clause is not applicable for the company.
- xiii) According to the information and explanations given to us and based on our examination of the records of the Company, in our opinion, all transactions with the related parties are in compliance with Sections 177 and 188 of the Companies Act, 2013 where applicable and details of such transactions have been disclosed in the financial statements etc. as required by the applicable accounting standards.
- xiv) (a) Based on information and explanations provided to us, 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 issued to the Company till date for the period under audit.
- xv) According to the information and explanations given to us and based on our examination of the records of the Company, in our opinion, the Company has not entered into any non-cash transactions with directors or persons connected with them.
- xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, the reporting under this clause is not applicable.
- (b) The Company has not conducted non-banking financial or Housing Finance activities during the year

The Ganges Manufacturing Company Limited

Accordingly, the reporting under this clause is not applicable.

- (c) The Company is not a Core Investment Company (CIC) (as defined in the regulations made by the Reserve Bank of India Directions, 2016. Accordingly, the reporting under this clause is not applicable.
- (d) According to the information and explanations provided to us during the course of the audit, the Group does not have any CIC. Accordingly, the reporting under this clause is not applicable.
- xvii) The Company has not incurred cash losses in the financial year and in the immediately preceding financial year.
- xviii) There has been no resignation of the statutory auditors during the year. Accordingly, the reporting under this clause is not applicable for the company.
- xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the 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 the 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) According to the information and explanations given to us, in our opinion, there are no unspent Corporate Social Responsibility ("CSR") amounts other than ongoing projects requiring a transfer to a fund specified in Schedule VII to the Companies Act, 2013 in compliance with second proviso to sub section (5) of section 135 of the said Act. Accordingly, reporting under this clause of the Order is not applicable for the year.

In our opinion and according to the information and explanations given to us, there are no unspent amounts in respect of ongoing projects that are required to be transferred to a special account in compliance of provision of sub section (6) of section 135 of Companies Act, 2013.

Place : "Centre Point "
21, Old Court House Street,
Kolkata – 700 001
Date : The 30th day of May 2026

For R.B.S.C. & CO.
Chartered Accountants
Firm Registration No. 302034E
Ranjan Kumar Roychaudhury
Partner
Membership No. 008816
UDIN NO : 26008816ZPATIP1130

ANNEXURE “B” TO THE INDEPENDENT AUDITOR’S REPORT

(Referred to in paragraph 2(A)(f) under ‘Report on Other Legal and Regulatory Requirements’ section of our report to the Members of The Ganges Manufacturing Company Limited of even date)

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (“the Act”)

We have audited the internal financial controls over financial reporting with reference to these financial statements of **The Ganges Manufacturing Company Limited** (“the Company”) as of 31st March 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting, criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to 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.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls over financial reporting with reference to these 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 prescribed under Section 143(10) of the Companies Act, 2013, both issued by ICAI, to the extent applicable to an audit of internal financial controls with reference to these financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting with reference to these financial statements were established and maintained and whether 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 over financial reporting with reference to these financial statements and their operating effectiveness. Our audit of internal financial controls with reference to these financial statements included obtaining an understanding of such internal financial controls with reference to 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. The procedures selected depend on the auditor's judgment, 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 over financial reporting with reference to these financial statements.

Meaning of Internal Financial Controls over financial reporting with reference to Financial Statements

A Company's internal financial control over financial reporting with reference to these 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 control over financial reporting with reference to these financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the

The Ganges Manufacturing Company Limited

Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls Over financial reporting with reference to these financial statements

Because of the inherent limitations of internal financial controls over financial reporting with reference to these 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 statement to future periods are subject to the risk that the internal financial control over financial reporting with reference to these financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls over financial reporting with reference to these financial statements and such internal financial controls over financial reporting with reference to these financial statements were operating effectively as at 31 March 2026, based on the internal financial controls 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.

Place : "Centre Point "
21, Old Court House Street,
Kolkata – 700 001
Date : The 30th day of May 2026

For R.B.S.C. & CO.
Chartered Accountants
Firm Registration No. 302034E
Ranjan Kumar Roychaudhury
Partner
Membership No. 008816
UDIN NO : 26008816ZPATIP1130

THE GANGES MANUFACTURING COMPANY LIMITED

Balance Sheet as at 31st March 2026

Rupees in Lakhs

Particulars	Notes	As at 31 st March 2026	As at 31 st March 2025
ASSETS			
Non-Current Assets			
a) Property, Plant & Equipment	6 (i)	2,913.68	3,029.20
b) Capital Work-in-Progress	6 (ii)	47.53	58.11
c) Intangible Assets	6 (iii)	5.58	7.84
d) Financial Assets			
i) Investments	7	0.06	0.06
ii) Other Financial Assets	8	200.32	193.31
e) Non - Current Tax Assets (Net)	9	7.57	7.57
f) Other Non - Current Assets	10	225.29	94.58
Total Non - Current Assets		3,400.03	3,390.67
Current Assets			
a) Inventories	11	13,358.19	9,519.05
b) Financial Assets			
i) Trade Receivables	12	1,280.76	2,079.91
ii) Cash and Cash Equivalents	13	30.43	26.64
iii) Other Bank Balances Other than note - 13	14	966.45	903.12
iv) Loans	15	9,412.98	1,434.49
v) Other Financial Assets	16	10.70	15.04
c) Current Tax Assets (Net)	17	18.43	0.00
d) Other Current Assets	18	533.63	233.00
Total Current Assets		25,611.57	14,211.25
Total Assets		29,011.60	17,601.92
EQUITY AND LIABILITIES			
Equity			
a) Equity Share Capital	19	365.93	365.93
b) Other Equity	20	4,803.11	3,154.87
Total Equity		5,169.04	3,520.80
LIABILITIES			
Non-Current Liabilities			
a) Financial Liabilities			
i) Borrowings	21	76.90	113.29
ii) Other Financial Liabilities	22	1.28	1.33
b) Provisions	23	4,738.56	4,960.23
c) Deferred Tax Liabilities (Net)	24	55.24	74.74
d) Other Non - Current Liabilities	25	0.00	1.07
Total Non-Current Liabilities		4,871.98	5,150.66
Current Liabilities			
a) Financial Liabilities			
i) Borrowings	26	1,518.10	693.47
ii) Trade Payables			
- Total Outstanding Dues of MSME	27 (i)	155.39	102.50
- Total Outstanding Dues of Others	27 (ii)	13,127.57	3,585.40
iii) Other Financial Liabilities	28	1,370.04	1,338.91
b) Other Current Liabilities	29	2,238.24	2,789.73
c) Provisions	30	561.24	420.45
Total Current Liabilities		18,970.58	8,930.46
Total Liabilities		23,842.56	14,081.12
Total Equity and Liabilities		29,011.60	17,601.92

The accompanying Notes are integral part of the financial statements.

In terms of our Report of even date
For R.B.S.C & CO.
Chartered Accountants
Firm Registration No. 302034E
Ranjan Kumar Roychaudhury
Partner
Membership No. 008816
Kolkata
The 30th day of May 2026

Ravindra Kumar Poddar
Chairman & Jt. Managing Director
(DIN : 00240643)

Sanjay Kumar Thirani
Director
(DIN : 00248842)

Madhu Jain
Director
(DIN : 07129506)

Sanjay Kumar Osatwal
Jt. Managing Director & CFO
(DIN : 00248585)

Pawan Kumar Agarwal
Director
(DIN : 00228448)

Swati Trivedi
Company Secretary

THE GANGES MANUFACTURING COMPANY LIMITED
Statement of Profit and Loss for the year ended 31st March 2026

Rupees in Lakhs

Particulars	Notes	For the year ended 31 st March 2026	For the year ended 31 st March 2025
Revenue from operations	31	38,159.25	32,118.24
Other Income	32	441.17	408.90
Total Income		38,600.42	32,527.14
EXPENSES			
Cost of materials consumed	33	30,224.30	19,735.73
Changes in inventories	34	(5,579.26)	(683.67)
Employees benefit expense	35	7,204.09	7,658.17
Finance Cost	36	185.92	185.69
Depreciation and amortization expenses	37	596.03	563.55
Other Expenses	38	3,762.54	4,204.09
Total Expenses		36,393.62	31,663.56
Profit/(Loss) Before Tax		2,206.80	863.58
Tax Expenses			
a) Current Tax Expenses	39	572.16	332.47
b) Deferred Tax Expense/ (Credit)	39	(19.50)	(15.35)
c) Income Tax for Earlier years	39	5.90	0.61
Total Tax Expense		558.56	317.73
Profit/(Loss) for the year		1,648.24	545.85
Other Comprehensive Income for the year		0.00	0.00
Total Comprehensive Income for the year		1,648.24	545.85
Earnings Per Share of Rs. 10/- each - Basic and Diluted	40	45.04	14.92

The accompanying Notes are integral part of the financial statements.

In terms of our Report of even date
For R.B.S.C & CO.
Chartered Accountants
Firm Registration No. 302034E
Ranjan Kumar Roychaudhury
Partner
Membership No. 008816
Kolkata
The 30th day of May 2026

Ravindra Kumar Poddar
Chairman & Jt. Managing Director
(DIN : 00240643)

Sanjay Kumar Thirani
Director
(DIN : 00248842)

Madhu Jain
Director
(DIN : 07129506)

Sanjay Kumar Osatwal
Jt. Managing Director & CFO
(DIN : 00248585)

Pawan Kumar Agarwal
Director
(DIN : 00228448)

Swati Trivedi
Company Secretary

THE GANGES MANUFACTURING COMPANY LIMITED
Statement of Changes in Equity for the year ended 31st March 2026

Rupees in Lakhs

a) Equity Share Capital

	Amount
Balance as at 1st April 2024	365.93
Changes in Equity Share Capital due to prior period errors	0.00
Restated balance as at 1 st April 2024	365.93
Changes in Equity Share Capital during the year	0.00
Balance as at 31st March 2025	365.93
Changes in Equity Share Capital due to prior period errors	0.00
Restated balance as at 1 st April 2025	365.93
Changes in Equity Share Capital during the year	0.00
Balance as at 31st March 2026	365.93

b) Other Equity

Particulars	Capital Reserve	Retained Earnings	Total
Balance as at 1st April 2024	144.75	2,464.27	2,609.02
<u>Changes in accounting policy or prior period adjustments</u>			
Changes in accounting policy or prior period errors	0.00	0.00	0.00
Total Comprehensive Income for the year	0.00	545.85	545.85
Balance as at 31st March 2025	144.75	3,010.12	3,154.87
Changes in accounting policy or prior period errors	0.00	0.00	0.00
Total Comprehensive Income for the year	0.00	1,648.24	1,648.24
Balance as at 31st March 2026	144.75	4,658.36	4,803.11

The accompanying Notes are integral part of the financial statements.

In terms of our Report of even date
For R.B.S.C & CO.
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THE GANGES MANUFACTURING COMPANY LIMITED
Cash Flow Statement For The Year Ended 31st March 2026

	For the year ended 31 st March 2026	Rupees in Lakhs For the year ended 31 st March 2025
<u>A. CASH FLOW FROM OPERATING ACTIVITIES</u>		
Net Profit/Loss Before Tax	2,206.80	863.58
<u>Adjustment for</u>		
- Depreciation and amortisation expenses	596.03	563.55
- Income from Deferred Government Grant	(8.49)	(8.46)
- (Profit)/Loss on Sale of property, plant and equipment (net)	(63.20)	(28.25)
- Interest Income on Loans	(236.72)	(206.27)
- Finance Cost	174.37	181.83
- Provisions for Employee Benefits	(75.98) 386.01	337.12 839.52
Operating profit before working capital changes	2,592.81	1,703.10
<u>Adjustment for</u>		
- (Increase)/decrease in inventories	(3,839.14)	562.26
- (Increase)/decrease in trade receivables	799.15	(595.94)
- (Increase)/decrease in other financial assets	(66.00)	(38.76)
- (Increase)/decrease in other assets	(449.77)	63.07
- Increase/(decrease) in trade payables	9,595.06	159.04
- Increase/(decrease) in other financial liabilities	31.08	41.45
- Increase/(decrease) in other liabilities	(548.97) 5,521.41	(4,379.90) (4,188.78)
Cash generated from operations	8,114.22	(2,485.68)
Direct Taxes Paid	(578.06)	(333.08)
Net Cash from Operating Activities	7,536.16	(2,818.76)
<u>B. CASH FLOW FROM INVESTING ACTIVITIES</u>		
Purchase of property, plant and equipment (including changes in capital work-in-progress, capital advances/creditors)	(470.72)	(549.16)
Sale of property, plant and equipment	66.25	32.19
Loans Receivable	(7,978.49)	2,804.51
Interest Received on loans	236.72	206.27
Net cash (used in) Investing Activities	(8,146.24)	2,493.81
<u>C. CASH FLOW FROM FINANCING ACTIVITIES</u>		
Proceeds from non-current borrowings (net)	(36.39)	(27.48)
(Repayment of)/proceeds from current borrowings (net)	850.00	494.81
(Repayment of) current maturities of Long Term Liabilities	(25.37)	4.56
Interest and other finance charges paid	(174.37)	(181.83)
Net cash (used in)/from financing activities	613.87	290.06
Net increase/(decrease) in cash and cash equivalents (A+B+C)	3.79	(34.89)
Cash and cash equivalents (opening balance)	26.64	61.53
Cash and cash equivalents (closing balance) (Refer Note - 13)	30.43	26.64

Notes:

1. Cash and cash equivalents included in the cash flow statement comprise the following balance sheet amounts :

Balances with banks		
- in current accounts	2.56	2.95
Cheques. Drafts on Hand	0.30	0.00
Cash on hand	27.57	23.69
Cash and cash equivalents (closing balance)	30.43	26.64

2. The above cash flow statement has been prepared under "Indirect Method" as set out in Ind AS - 7, "Statement of Cash Flows".

The accompanying Notes are integral part of the financial statements.

In terms of our Report of even date
For R.B.S.C & CO.
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Swati Trivedi
Company Secretary

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

1. CORPORATE AND GENERAL INFORMATION

The Ganges Manufacturing Company Limited is a listed Public Limited Company incorporated in India. The Company has its registered office at Chatterjee International Centre 33A, Jawahar Lal Nehru Road, 6th Floor, Flat No. A-1, Kolkata -700071

The Company manufactures jute products with flexibility to cater to both domestic and international market.

2. BASIS OF PREPARATION AND MEASUREMENT

2.1 Statement of Compliance

These financial statements have been prepared in accordance with the Indian Accounting Standards ("Ind AS") as prescribed by Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 ("the Act"), read with the Companies (Indian Accounting Standards) Rules, 2015 (as amended), other relevant provisions of the Act and other accounting principles generally accepted in India.

2.2 Basis of Measurement

The financial statements have been prepared on historical cost convention.

2.3 Functional and Presentation Currency

The financial statements have been presented in Indian Rupees, which is also the Company's functional currency. All financial information presented in Rupees has been rounded off to the nearest lakhs as per the requirements of Schedule III to the Companies Act, 2013 ("the Act") unless otherwise stated.

2.4 Key Accounting Estimates and Judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions in the application of accounting policies that affect the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Continuous evaluation is done on the estimation and judgements based on historical experience and other factors, including expectations of future events that are believed to be reasonable. Revisions to accounting estimates are recognised prospectively.

2.5 Current Vs Non-Current classification

The Company presents assets and liabilities in the balance sheet based on current/ non-current classification.

An asset is classified 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 the other assets are classified as non-current.

A liability is classified as current when:

- It is expected to be settled in normal operating cycle which is not more than 12 months;
- 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 Company classifies all other liabilities as non-current.

Net of Deferred tax assets and liabilities are classified as non-current assets or non-current liabilities as the case may be.

3. MATERIAL ACCOUNTING POLICIES

A summary of the material accounting policies applied in the preparation of the financial statements are given below. These accounting policies have been applied consistently to all the periods presented in the

financial statements.

3.1 Inventories

- Raw materials, stores and spares and loose tools are valued at lower of cost and net realisable value. Cost includes cost of purchase, non-refundable taxes and other costs incurred in bringing the inventories to their present location and condition. Cost is computed on weighted average basis.
- Finished goods are valued at lower of cost and net realisable value. Process stock is valued at cost. Finished goods and Process stock include cost of conversion and other costs incurred in bringing the inventories to their present location and condition. Cost is computed on weighted average basis.
- Net realisable value is the estimated selling price in the ordinary course of business, less estimated cost necessary to make the sale.
- Adequate provision is made for obsolete and slow-moving stocks, wherever necessary.

3.2 Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of change in value.

3.3 Income Tax

Income tax comprises current and deferred tax. It is recognised in the statement of profit and loss except to the extent that it relates to an item recognised directly in equity or in other comprehensive income.

a) Current Tax

Current tax liabilities (or assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the taxation authorities based on tax rates and tax laws that have been enacted or substantively enacted, at the end of the reporting period.

b) Deferred Tax

- Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period.
- Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding amounts used for taxation purposes (i.e., tax base). Deferred tax is also recognised for carry forward of unused tax losses and unused tax credits.
- Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised.
- The carrying amount of deferred tax assets is reviewed at the end of each reporting period. The Company reduces the carrying amount of a deferred tax asset to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or that entire deferred tax asset to be utilised. Any such reduction is reversed to the extent that it becomes probable that sufficient taxable profit will be available.
- Deferred tax relating to items recognised outside the statement of profit and loss is recognised either in other comprehensive income or in equity. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.
- Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

3.4 Property, Plant and Equipment

a) Recognition and Measurement

- Property, plant and equipment held for use in the production or/and supply of goods or services, or

for administrative purposes, are stated in the balance sheet at cost, less any accumulated depreciation/ amortisation and accumulated impairment losses (if any).

- Cost of an item of property, plant and equipment acquired comprises its purchase price, including non-refundable import duties and taxes, borrowing cost, if capitalisation criteria is met and any directly attributable costs of bringing the assets to its working condition and location for its intended use and after deducting any trade discounts and rebates.
- In case of self-constructed assets, cost includes the costs of all materials used in construction and direct labour incurred in bringing the item to working condition for its intended use.
- If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.
- Profit or loss arising on the disposal of property, plant and equipment are recognised in the statement of profit and loss.

b) Subsequent Expenditure

- Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the cost incurred will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced.

c) Depreciation and Amortisation

- Depreciation on property, plant and equipment is provided on straight line method at the rates determined based on the useful lives of respective assets as prescribed in the Schedule II of the Act.
- Depreciation on additions (disposals) during the year is provided on a pro-rata basis i.e., from (up to) the date on which asset is ready for use (disposed of).
- Depreciation method, useful lives and residual values are reviewed at each financial year-end and adjusted, if appropriate.

d) Disposal of Assets

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between net disposal proceeds and the carrying amount of the asset and is recognised in the statement of profit and loss.

e) Capital Work-in-Progress

Capital work-in-progress is stated at cost which includes expenses incurred during construction period, interest on amount borrowed for acquisition of qualifying assets and other expenses incurred in connection with project implementation in so far as such expenses relate to the period prior to the commencement of commercial production. Advances given towards acquisition or construction of property, plant and equipment outstanding at each reporting date are disclosed as Capital Advances under "Other Non-Current Assets".

3.5 Revenue Recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duties collected on behalf of the Government.

The Company recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Company's activities as described below. The Company bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specific terms of each arrangement.

a) Sale of Goods

Revenue from the sale of goods is recognised when significant risks and rewards of ownership are

transferred to customers and the Company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold. Revenue from the sale of goods is measured at the fair value of the consideration received or receivables, net of returns and allowances, trade discounts and volume rebates.

b) Dividend Income

Dividend income from investments is recognised when the Company's right to receive payment has been established.

c) Other Operating Revenue

Export incentives are recognised when there is reasonable assurance that the Company will comply with the conditions attached to them and the incentive will be received.

3.6 Employee Benefits

a) Short Term Employee Benefits

Short term employee benefit obligations are measured on an undiscounted basis and are expensed as the related services are provided. Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period.

b) Other Long-Term Employee Benefits

The liabilities for earned leaves that are not expected to be settled wholly within twelve months are measured as the present value of the expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The benefits are discounted using the rate of Government securities (G-Sec) at the end of the reporting period that have terms approximating to the terms of related obligation. Remeasurements as the result of experience adjustment and changes in actuarial assumptions are recognised in the statement of profit and loss.

c) Post-Employment Benefits

- Liability on account of Gratuity for employees already retired are accounted for on accrual basis in the year of retirement.
- Gratuity and leave benefits in respect of existing employees are determined on the basis of actuarial valuation at the end of the year as mentioned hereinafter. Unprovided liability on this account, if any, is disclosed by way of notes.
- Leave Encashment benefits – Accumulated leave are not generally allowed to be encashed as a matter of policy of the Company. However, in exceptional cases at the discretion of the management leave encashment is granted and the same is accounted for as and when paid.

The Company operates the following post-employment schemes:

• Defined Benefit Plans

The liability or asset recognised in the balance sheet in respect of defined benefit plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligation is calculated annually by Actuaries using the projected unit credit method.

The liability recognised for defined benefit plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for unrecognised actuarial gains or losses and past service costs. The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. The benefits are discounted using the rate of Government securities (G-Sec) at the end

of the reporting period that have terms approximating to the terms of related obligation.

- **Defined Contribution Plan**

Defined contributions to Provident Fund, Pension Scheme and Employees' State Insurance Scheme are defined contribution schemes and are charged to the statement of profit and loss of the year. The Company makes specified monthly contributions towards employees' provident fund to a trust administered by the Company as well as to provident fund plan operated by the Regional Provident Fund Commissioner. The minimum rate of interest which is payable every year by the trust to the beneficiaries is notified by the Government. The Company has an obligation to make good the shortfall, if any, between the return from the investments of the trust and the notified interest rate.

3.7 Government Grants

Government grants (capital incentives) are recognised at their fair values when there is reasonable assurance that the grants will be received and the Company will comply with all the attached conditions. When the grant 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 or netted off with related expenses. Grants (capital incentives) related to purchase of property, plant and equipment are included in non-current liabilities as "Deferred government grants" and are credited to profit or loss under the head "Deferred Government Grant Allocation Account" on a straight line basis over the expected useful life of the related asset and presented within other operating revenue.

3.8 Foreign Currency Transactions

Foreign currency transactions are translated into the functional currency using the rates of exchanges at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rate of exchanges at the reporting date.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities are generally recognised in profit or loss in the year in which they arise except for acquisition of capital assets in which case it is adjusted against the Cost of capital assets.

3.9 Borrowing Cost

- Borrowing Costs consist of interest and other costs that an entity incurs in connection with the borrowings of funds.
- Borrowing costs directly attributable to the acquisition or construction of a qualifying asset are capitalised as a part of the cost of that asset upto the period of time to complete and prepare the asset for its intended use.
- Interest on delayed payments are recognised in the statement of profit and loss in the period in which the liability is finally settled and becomes payable.
- All other borrowing costs are recognised in the statement of profit and loss in the period in which they are incurred.

3.10 Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

a) Financial Assets

Recognition and Initial Measurement:

All financial assets are initially recognised when the Company becomes a party to the contractual provisions of the instruments. A financial asset is initially measured at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset.

Classification and Subsequent Measurement:

For purposes of subsequent measurement, financial assets are classified in four categories:

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

- Measured at amortised cost;
- Measured at fair value through other comprehensive income (FVTOCI);
- Measured at fair value through profit or loss (FVTPL); and
- Equity Instruments measured at fair value through other comprehensive income (FVTOCI).

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Company changes its business model for managing financial assets.

Measured at amortised cost

A financial asset is measured at the amortised cost if both the following conditions are met:

- The asset is held within a business model whose objective is achieved by both collecting contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost.

Measured at FVTOCI

A financial asset is measured at the FVTOCI if both the following conditions are met:

- The objective of the business model is achieved by both collecting contractual cash flows and selling the financial assets; and
- The asset's contractual cash flows represent SPPI.

Financial assets meeting these criteria are measured initially at fair value plus transaction costs. They are subsequently measured at fair value with any gains or losses arising on Remeasurements recognised in other comprehensive income, except for impairment gains or losses and foreign exchange gains or losses. Interest calculated using the effective interest method is recognised in the statement of profit and loss in interest income. Where the asset is disposed of, the cumulative gain or loss previously accumulated in other comprehensive income reserve is transferred in the statement of profit and loss.

Measured at FVTPL

FVTPL is a residual category for financial assets. Any financial assets, which does not meet the criteria for categorisation as at amortised cost or as FVTOCI, is classified as FVTPL. In addition, the Company may elect to designate a financial asset, which otherwise meets amortised cost or FVTOCI criteria, as at FVTPL. Financial asset included within the FVTPL category are measured at fair value with all changes recognised in the statement of profit and loss. Interest /dividend income on financial instruments measured at FVTPL are presented separately under other income.

Equity Instruments measured at FVTOCI

All equity investments in scope of Ind AS – 109 are measured at fair value. Equity instruments which are, held for trading are classified as at FVTPL. For all other equity instruments, the Company may make an irrevocable election to present subsequent changes in the fair value in other comprehensive income. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable. In case the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no reclassification of the amounts from OCI to the statement of profit and loss, even on sale of investment.

Derecognition

The Company derecognises a financial asset on trade date only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

Impairment of Financial Assets

The Company assesses at each date of balance sheet whether a financial asset or a group of financial assets is impaired. Ind AS – 109 requires expected credit losses to be measured through a loss allowance. The Company recognises lifetime expected losses for all contract assets and/ or all trade receivables that do not constitute a financing transaction. For all other financial assets, expected credit losses are measured at an amount equal to the 12 month expected credit losses or at an amount equal to the lifetime expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition.

b) Financial Liabilities

Recognition and Initial Measurement

Financial liabilities are classified, at initial recognition, as at fair value through profit or loss, loans and borrowings, or payables, as appropriate. All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Subsequent Measurement

Financial liabilities are measured subsequently at amortised cost or FVTPL. A financial liability is classified as FVTPL if it is classified as held-for-trading or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss. Other financial liabilities are subsequently measured at amortised cost. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on Derecognition is also recognised in profit or loss.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business.

3.11 Impairment of Non-Financial Assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. An asset is treated as impaired when the carrying cost of the asset exceeds its estimated/assessed recoverable value.

An impairment loss is recognised as an expense in the statement of profit and loss in the year in which an asset is identified as impaired. The impairment loss recognised in earlier accounting period is reversed if there has been an improvement in recoverable amount.

3.12 Provisions, Contingent Liabilities and Contingent Assets

a) Provisions

Provisions are recognised when there is a present obligation (legal or constructive) as a result of a past event and 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. Provisions are determined by discounting the expected future cash flows (representing the best estimate of the expenditure required to settle the present obligation at the balance sheet date) at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

b) Contingent Liabilities

Contingent liability is a possible obligation arising from past events and 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 but is not recognised because it is not possible that an outflow of resources embodying economic benefit will

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

be required to settle the obligations or reliable estimate of the amount of the obligations cannot be made. The Company does not provide for the same and discloses the existence of contingent liabilities in other notes to financial statements.

c) Contingent Assets

Contingent assets usually arise from unplanned or other unexpected events that give rise to the possibility of an inflow of economic benefits. Contingent assets are not recognised though are disclosed, where an inflow of economic benefits is probable.

3.13 Earnings Per Share

Basic earnings per share is calculated by dividing the net profit or loss for the period attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding during the period are adjusted for the effects of all dilutive potential ordinary shares.

3.14 Cash dividend distribution to equity holders

The Company recognises a liability to make cash distributions to equity holders of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. Final dividends on shares are recorded as a liability on the date of approval by the shareholders and interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors.

3.15 Measurement of Fair Values

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

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

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

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 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 — Inputs other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 — Inputs which are unobservable inputs for the asset or liability.

4. Rounding of Amounts

All amounts disclosed in financial statements and notes have been rounded off to nearest lakhs as per the requirements of Schedule III, unless otherwise stated.

5. Significant Judgements and Key sources of Estimation in applying Accounting Policies

Information about significant judgements and key sources of estimation made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

a) Recognition of Deferred Tax Assets

The extent to which deferred tax assets can be recognised is based on an assessment of the probability of the Company's future taxable income against which the deferred tax assets can be utilised. In addition, significant judgement is required in assessing the impact of any legal or economic limits.

b) Useful lives of depreciable/ amortisable assets (property, plant and equipment and intangible assets)

Management reviews its estimate of the useful lives of depreciable/ amortisable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to actual normal wear and tear that may change the utility of plant and equipment.

c) Defined Benefit Obligation (DBO)

Employee benefit obligations are measured on the basis of actuarial assumptions which include mortality and withdrawal rates as well as assumptions concerning future developments in discount rates, medical cost trends, anticipation of future salary increases and the inflation rate. The Company considers that the assumptions used to measure its obligations are appropriate. However, any changes in these assumptions may have a material impact on the resulting calculations.

d) Provisions and Contingencies

The assessments undertaken in recognising provisions and contingencies have been made in accordance with Indian Accounting Standards (Ind AS) 37, 'Provisions, Contingent Liabilities and Contingent Assets'. The evaluation of the likelihood of the contingent events is applied on best judgement by management regarding the probability of exposure to potential loss.

e) Impairment of Financial Assets

The Company reviews its carrying value of investments carried at amortised cost annually, or more frequently when there is indication of impairment. If recoverable amount is less than its carrying amount, the impairment loss is accounted for.

f) Allowances for Doubtful Debts

The Company makes allowances for doubtful debts through appropriate estimations of irrecoverable amount. The identification of doubtful debts requires use of judgement and estimates. Where the expectation is different from the original estimate, such difference will impact the carrying value of the trade and other receivables and doubtful debts expenses in the period in which such estimate has been changed.

g) Fair value measurement of financial Instruments

When the fair values of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility.

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

Rupees in Lakhs

Year ended 31st March 2026									
Particulars	Gross Carrying Amount				Accumulated Depreciation			Net Carrying Amount	
	As at 01.04.2025	Additions	Disposals/ Discard	As at 31.03.2026	As at 01.04.2025	Expense for the year	Disposals/ Discard	As at 31.03.2026	As at 31.03.2025
i) Property, Plant & Equipment									
a. Freehold Land	7.18	0.00	0.00	7.18	0.00	0.00	0.00	7.18	7.18
b. Buildings	405.33	136.22	0.00	541.55	196.52	14.16	0.00	330.87	208.81
c. Plant and Equipment	7,032.94	331.70	44.90	7,319.74	4,500.53	526.68	41.85	2,334.38	2,532.41
d. Work Auxiliaries	415.03	7.71	0.00	422.74	357.45	11.88	0.00	53.41	57.58
e. Furnitures & Fixtures & Office Equipments	393.92	5.67	0.00	399.59	308.02	18.09	0.00	73.48	85.90
f. Motor Vehicles & Material Handling Equipments	211.02	0.00	0.00	211.02	73.70	22.96	0.00	114.36	137.32
ii) Capital Work in Progress	8,465.42	481.30	44.90	8,901.82	5,436.22	593.77	41.85	2,913.68	3,029.20
iii) Intangible Assets	58.11	47.53	58.11	47.53	0.00	0.00	0.00	47.53	58.11
a. Computer Software	14.28	0.00	0.00	14.28	6.44	2.26	0.00	5.58	7.84
iv) Intangible Assets under development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	8,537.81	528.83	103.01	8,963.63	5,442.66	596.03	41.85	2,966.79	3,095.15

Year ended 31st March 2025									
Particulars	Gross Carrying Amount				Accumulated Depreciation			Net Carrying Amount	
	As at 01.04.2024	Additions	Disposals/ Discard	As at 31.03.2025	As at 01.04.2024	Expense for the year	Disposals/ Discard	As at 31.03.2025	As at 31.03.2024
i) Property, Plant & Equipment									
a. Freehold Land	7.18	0.00	0.00	7.18	0.00	0.00	0.00	7.18	7.18
b. Buildings	405.33	0.00	0.00	405.33	183.17	13.35	0.00	208.81	222.16
c. Plant and Equipment	6,228.57	839.28	34.91	7,032.94	4,040.39	493.31	33.17	2,532.41	2,188.18
d. Work Auxiliaries	410.76	4.27	0.00	415.03	344.52	12.93	0.00	57.58	66.24
e. Furnitures & Fixtures & Office Equipments	390.69	3.23	0.00	393.92	288.65	19.37	0.00	85.90	102.04
f. Motor Vehicles & Material Handling Equipments	204.83	16.00	9.81	211.02	60.07	22.33	8.70	137.32	144.76
ii) Capital Work in Progress	7,647.36	862.78	44.72	8,465.42	4,916.80	561.29	41.87	3,029.20	2,730.56
iii) Intangible Assets	372.83	59.21	373.93	58.11	0.00	0.00	0.00	58.11	372.83
a. Computer Software	14.28	0.00	0.00	14.28	4.18	2.26	0.00	7.84	10.10
iv) Intangible Assets under development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	8,034.47	921.99	418.65	8,537.81	4,920.98	563.55	41.87	3,095.15	3,113.49

Notes :

- 1) Refer Note - 26 for information on property, plant and equipment pledged as security by the Company.
- 2) Refer Note - 41 for disclosure on contractual commitment for acquisition of property, plant and equipment.

Particulars

Rupees in Lakhs

Capital Work in Progress ageing schedule as at 31st March 2026

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
i) Projects in progress	47.53	0.00	0.00	0.00	47.53
ii) Projects temporarily suspended	0.00	0.00	0.00	0.00	0.00
	47.53	0.00	0.00	0.00	47.53

Capital Work in Progress ageing schedule as at 31st March 2025

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
i) Projects in progress	58.11	0.00	0.00	0.00	58.11
ii) Projects temporarily suspended	0.00	0.00	0.00	0.00	0.00
	58.11	0.00	0.00	0.00	58.11

	As at 31st March 2026	As at 31st March 2025
7 INVESTMENTS - NON CURRENT (fully paid up unless otherwise stated)		
A. INVESTMENTS AT AMORTISED COST	0.00	0.00
B. INVESTMENTS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME		
Investments in Equity Instruments (Unquoted)		
1170 Equity Shares of Rs. 10/- each of Woodlands Multispeciality Hospitals Ltd	0.06	0.06
C. INVESTMENTS AT FAIR VALUE THROUGH PROFIT OR LOSS	0.00	0.00
	0.06	0.06
Aggregate amount of Unquoted Investments	0.06	0.06
	As at 31st March 2026	As at 31st March 2025
8 OTHER FINANCIAL ASSETS (NON - CURRENT)		
i) Deposits	13.32	43.32
ii) in Fixed Deposits with Bank		
- with more than 12 months maturity	124.51	130.13
Interest Accrued on Fixed Deposits	8.94	0.61
	133.45	130.74
iii) Advances given to employees	53.55	19.25
iv) House Building Loan to employees	0.00	0.00
	200.32	193.31
Note : (Pledged with Punjab National Bank as mentioned in Note - 14)		
	As at 31st March 2026	As at 31st March 2025
9 NON - CURRENT TAX ASSETS (NET)		
Income Tax refundable	7.57	7.57
	7.57	7.57

Particulars	Rupees in Lakhs	
	As at 31st March 2026	As at 31st March 2025
10 OTHER NON - CURRENT ASSETS		
<i>(Unsecured, considered good)</i>		
i) Advances	0.67	0.67
ii) Prepaid Expenses	7.28	13.78
iii) Capital Advances	0.00	7.56
iv) Advances to Suppliers	36.63	1.35
v) TDS Receivable from Debtors	180.71	71.22
	<u>225.29</u>	<u>94.58</u>
	As at 31st March 2026	As at 31st March 2025
11 INVENTORIES		
<i>(At lower of cost or net realizable value)</i>		
i) Raw Materials	5,209.35	7,003.91
ii) Process Stock	1,779.45	429.79
iii) Finished Goods	5,914.56	1,684.96
iv) Stores, Accessories & Spares Parts	454.83	400.39
	<u>13,358.19</u>	<u>9,519.05</u>
Stores, Accessories & Spares Parts Include Stock in transit	1.22	11.28
Mode of valuation - Refer Note 3.1 of material accounting policies.		
	As at 31st March 2026	As at 31st March 2025
12 TRADE RECEIVABLES		
<i>(Unsecured, undisputed)</i>		
i) Considered Good	1,280.76	2,079.91
ii) Considered Doubtful	44.63	44.63
	<u>1,325.39</u>	<u>2,124.54</u>
Less : Provision for Doubtful Debts	<u>(44.63)</u>	<u>(44.63)</u>
	<u>1,280.76</u>	<u>2,079.91</u>

Trade Receivables ageing Schedule as at 31st March 2026

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months - 1 year	1 -2 years	2 -3 years	More than 3 years	
<u>Undisputed Trade receivables</u>						
i) - considered good	1,279.92	0.22	0.62	0.00	0.00	1,280.76
ii) - which have significant increase in credit risk	0.00	0.00	0.00	0.00	0.00	0.00
iii) - credit impaired	0.00	0.00	0.00	0.00	44.63	44.63
<u>Disputed Trade receivables</u>						
iv) - considered good	0.00	0.00	0.00	0.00	0.00	0.00
v) - which have significant increase in credit risk	0.00	0.00	0.00	0.00	0.00	0.00
vi) - credit impaired	0.00	0.00	0.00	0.00	0.00	0.00
	<u>1,279.92</u>	<u>0.22</u>	<u>0.62</u>	<u>0.00</u>	<u>44.63</u>	<u>1,325.39</u>

Trade Receivables ageing Schedule as at 31st March 2025

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months - 1 year	1 -2 years	2 -3 years	More than 3 years	
<u>Undisputed Trade receivables</u>						
i) - considered good	2,079.91	0.00	0.00	0.00	0.00	2,079.91
ii) - which have significant increase in credit risk	0.00	0.00	0.00	0.00	0.00	0.00
iii) - credit impaired	0.00	0.00	0.00	0.00	44.63	44.63
<u>Disputed Trade receivables</u>						
iv) - considered good	0.00	0.00	0.00	0.00	0.00	0.00
v) - which have significant increase in credit risk	0.00	0.00	0.00	0.00	0.00	0.00
vi) - credit impaired	0.00	0.00	0.00	0.00	0.00	0.00
	<u>2,079.91</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>44.63</u>	<u>2,124.54</u>

Particulars	As at 31st March 2026	Rupees in Lakhs As at 31st March 2025
13 CASH AND CASH EQUIVALENTS		
i) Balances with Banks		
In Current Accounts	2.56	2.95
ii) Cheques, Drafts on Hand	0.30	0.00
ii) Cash on Hand	27.57	23.69
(Including foreign currency amounting to Rs. 5.29 lakhs (Previous year Rs. 5.23 lakhs))		
	<u>30.43</u>	<u>26.64</u>
	As at 31st March 2026	As at 31st March 2025
14 OTHER BANK BALANCES OTHER THAN NOTE -13		
i) In Fixed Deposits with Bank		
More than 3 months upto 12 Months Maturity	892.77	889.15
Interest Accrued on Fixed Deposits	73.68	13.97
	<u>966.45</u>	<u>903.12</u>
Note :		
Fixed deposits of Rs. 362.78 lakhs (including interest) with Punjab National Bank have been pledged with the bank as margin money for issuing Bank Guarantees and Letters of Credit for the Company (Previous year Rs. 374.79 lakhs) and balance considered as collateral security for various credit facilities sanctioned to the Company. Such Bank Guarantees outstanding at the year end amounts to Rs. 366.80 lakhs (previous year Rs. 366.80 lakhs) and Letters of Credit outstanding at the year end amounts to Rs. NIL (previous year Rs. 14.03 lakhs)		
	As at 31st March 2026	As at 31st March 2025
15 LOANS (CURRENT)		
(Unsecured, considered good)		
Inter Corporate Loan - to Others	9,200.00	1,249.00
Interest Accrued on loan	212.98	185.49
The above loan is repayable on demand and is given for business purpose only		
	<u>9,412.98</u>	<u>1,434.49</u>
	As at 31st March 2026	As at 31st March 2025
16 OTHER FINANCIAL ASSETS (CURRENT)		
i) Advances given to employees	10.70	13.54
ii) House Building Loan to employees	0.00	1.50
	<u>10.70</u>	<u>15.04</u>
	As at 31st March 2026	As at 31st March 2025
17 CURRENT TAX ASSETS (NET)		
Advance Income Tax (net of provision)	18.43	0.00
	<u>18.43</u>	<u>0.00</u>
Note:		
Advance Income Tax comprises of :		
Advance Income Tax/Tax deducted at source/TCS	590.59	0.00
Less : Provision for Income Tax	572.16	0.00
Advance Tax (net)	<u>18.43</u>	<u>0.00</u>
	As at 31st March 2026	As at 31st March 2025
18 OTHER CURRENT ASSETS		
i) Advances	20.25	31.44
ii) Prepaid Expenses	27.05	25.31
iii) Advances to Suppliers	363.55	60.12
iv) Balances with Government Authorities	17.17	13.49
v) Deposits against disputed demands	53.96	53.96
vi) Rent Receivable	51.65	48.68
	<u>533.63</u>	<u>233.00</u>

Particulars		As at 31st March 2026	Rupees in Lakhs As at 31st March 2025
19	Authorised Share Capital		
	40,00,000 (P.Y. 40,00,000) Equity Shares of Rs 10/- each	400.00	400.00
	Total	<u>400.00</u>	<u>400.00</u>
	Issued, Subscribed and Paid up (fully paid up)		
	36,59,266 (P.Y. 36,59,266) Equity Shares of Rs 10/- each	365.93	365.93
		<u>365.93</u>	<u>365.93</u>

Notes:

i) **Reconciliation of Number of Shares**
Equity Shares of Rs. 10/- each
Equity Shares - Numbers

At the beginning of the year	36,59,266	36,59,266
Changes during the year	0	0
At the end of the year	<u>36,59,266</u>	<u>36,59,266</u>

Equity Shares - Amount

At the beginning of the year	365.93	365.93
Changes during the year	0.00	0.00
At the end of the year	<u>365.93</u>	<u>365.93</u>

ii) **Rights, Preferences and Restriction attached to Shares**
Equity Shares

The Company has only one class of Equity Shares of face value Rs 10/- each. Holders of equity shares are entitled to one vote per share and equal right to dividend. In the event of liquidation of the Company, the equity shareholders will be entitled to receive the remaining assets of the Company after payment of all preferential amounts, in proportion to their shareholding.

iii) No shares have been allotted for consideration other than cash during the period of preceding 5 years.

iv) **Details of shareholders holding more than 5 % shares in the Company**
Name of the shareholder
Equity Shares of Rs. 10/- each

	As at 31st March 2026 No. of Shares	As at 31st March 2025 No. of Shares
Lyons Corporate Market Ltd.	6,50,000	6,50,000
Millennium Holding Pvt. Ltd.	4,50,050	4,50,050
Celestial Holdings Pvt. Ltd.	4,50,000	4,50,000
Celestial Consultants Pvt. Ltd.	4,50,000	4,50,000
Chariot Eximp Ltd.	2,77,756	2,77,756
Osatwal Jute & Gunny Sales Pvt. Ltd.	2,20,000	2,20,000
Rochak Distributors Private Limited	2,20,000	2,20,000

Particulars

Rupees in Lakhs

v) Shareholdings of Promoters

Shares held by promoters	As at 31 st March 2026		As at 31 st March 2025		% Changes during the year
Promoter Name	No. of shares	% of total Shares	No. of shares	% of total Shares	
Equity Shares of Rs. 10/- each					
1 Anand Chand Osatwal	46,900	1.28%	46,900	1.28%	0.00%
2 Anuja Osatwal	3,950	0.11%	3,950	0.11%	0.00%
3 Debjani Osatwal	1,500	0.04%	1,500	0.04%	0.00%
4 Manju Osatwal	34,350	0.94%	34,350	0.94%	0.00%
5 Manju Poddar	38,000	1.04%	38,000	1.04%	0.00%
6 Rajesh Kumar Osatwal	4,600	0.13%	4,600	0.13%	0.00%
7 Ravindra Kumar Poddar	1,79,054	4.89%	1,79,054	4.89%	0.00%
8 Roy Chand Osatwal	94,700	2.59%	94,700	2.59%	0.00%
9 Sanjay Kumar Osatwal	41,734	1.14%	41,734	1.14%	0.00%
10 Shanti Devi Poddar	100	0.00%	100	0.00%	0.00%
11 Sudha Poddar	100	0.00%	100	0.00%	0.00%
12 Sunil Chand Osatwal	25,797	0.70%	25,797	0.70%	0.00%
13 Suraj Poddar	508	0.01%	508	0.01%	0.00%
14 Uma Shankar Poddar	106	0.00%	106	0.00%	0.00%
Total	4,71,399	12.88%	4,71,399	12.88%	0.00%

20 OTHER EQUITY

Capital Reserve
Retained Earnings

Note

20.1
20.2

As at
31st March 2026

As at
31st March 2025

144.75
4,658.36
4,803.11

144.75
3,010.12
3,154.87

20.1 Capital Reserve

Balance at the beginning of the year
Add : Changes during the year
Balance at the end of the year

144.75
0.00
144.75

144.75
0.00
144.75

20.2 Retained Earnings

Balance at the beginning of the year
Add : Profits for the year
Balance at the end of the year

3,010.12
1,648.24
4,658.36

2,464.27
545.85
3,010.12

Nature and purpose of other Reserves

Capital Reserve

Capital reserve represents capital profits appropriated as per erstwhile Companies Act, 1956 arising on one time settlement of secured and unsecured loans during the year ended 31st March 1995. This reserve can be utilised in accordance with the provisions of the Companies Act 2013.

Retained Earnings

This reserve represents the cumulative profits of the Company. This reserve can be utilised in accordance with the provisions of the Companies Act, 2013.

21 BORROWINGS (NON-CURRENT)

(Secured)

i) Working Capital Term Loan From Bank
ii) Vehicle Loan From Others
iii) Vehicle Loan From Banks

As at
31st March 2026

As at
31st March 2025

0.00
76.34
18.66
95.00
18.10
76.90

40.10
85.06
31.60
156.76
43.47
113.29

Less: Current portion (disclosed under other financial liabilities Refer Note - 26)

	Particulars	Rupees in Lakhs	
Notes			
	i) Working Capital Term Loan received under GECL from Punjab National Bank was secured by hypothecation of entire present and future current assets of the Company by way of Second charge and Guarantee Coverage from NCGTC. The Term Loan was repayable in 36 monthly Instalments after moratorium period of 2 years from the date of disbursement. Interest shall be served as and when due during moratorium period. The rate of interest is 9.05 % presently (Previous year 8.65 %). The loan has been repaid in full during the year.		
	ii) Vehicle Loans from Banks and others are secured against Hypothecation of respective vehicles repayable in Equated Monthly Instalments beginning from the month subsequent to taking of the Loans. Rate of interest are between 8.50% to 10.50 % p.a.		
		As at 31st March 2026	As at 31st March 2025
22 OTHER FINANCIAL LIABILITIES (NON-CURRENT)			
	Security Deposits	1.28	1.33
		<u>1.28</u>	<u>1.33</u>
		As at 31st March 2026	As at 31st March 2025
23 PROVISIONS (NON-CURRENT)			
	Provision for Employee Benefits		
	i) Provision for Gratuity (on Actuarial Valuation)	5,194.17	5,264.27
	Less : Current Portion shown under Provisions Current (Refer Note -30)	<u>(553.26)</u>	<u>(408.95)</u>
		<u>4,640.91</u>	<u>4,855.32</u>
	ii) Provision for Leave Benefits (on Actuarial Valuation)	105.63	111.49
	Less : Current Portion shown under Provisions Current (Refer Note -30)	<u>(7.98)</u>	<u>(6.58)</u>
		<u>97.65</u>	<u>104.91</u>
		<u>4,738.56</u>	<u>4,960.23</u>
		As at 31st March 2026	As at 31st March 2025
24 DEFERRED TAX LIABILITIES (NET)			
	Deferred Tax Liabilities		
	Arising on account of :		
	Depreciable assets	57.15	78.27
		<u>57.15</u>	<u>78.27</u>
	Deferred Tax Assets		
	Arising on account of :		
	Deferred Government grant	0.27	2.40
	Disallowances under Income Tax Act,1961	<u>1.64</u>	<u>1.13</u>
		<u>1.91</u>	<u>3.53</u>
	Deferred Tax Liabilities (net)	<u>55.24</u>	<u>74.74</u>

Movement in deferred tax assets and liabilities during the year ended 31st March 2025 and 31st March 2026

Particulars	As at 1 st April 2024	Recognised in statement of Profit and Loss	As at 31 st March 2025
Deferred Tax Liabilities			
Arising on account of :			
Depreciable assets	96.16	(17.89)	78.27
	<u>96.16</u>	<u>(17.89)</u>	<u>78.27</u>
Deferred Tax Assets			
Arising on account of :			
Deferred Government grant	4.53	(2.13)	2.40
Disallowances under Income Tax Act,1961	<u>1.55</u>	<u>(0.41)</u>	<u>1.13</u>
	<u>6.08</u>	<u>(2.54)</u>	<u>3.53</u>
Deferred Tax Liabilities (net)	<u>90.08</u>	<u>(15.35)</u>	<u>74.74</u>
Deferred Tax Liabilities			
Arising on account of :			
Depreciable assets	78.27	(21.12)	57.15
	<u>78.27</u>	<u>(21.12)</u>	<u>57.15</u>
Deferred Tax Assets			
Arising on account of :			
Deferred Government grant	2.40	(2.13)	0.27
Disallowances under Income Tax Act,1961	<u>1.13</u>	<u>0.51</u>	<u>1.64</u>
	<u>3.53</u>	<u>(1.62)</u>	<u>1.91</u>
Deferred Tax Liabilities (net)	<u>74.74</u>	<u>(19.50)</u>	<u>55.24</u>

Deferred tax assets and Deferred tax liabilities have been offset wherever the Company has a legally enforceable right to set off current tax assets against current tax liabilities and where the deferred tax assets and deferred tax liabilities relate to income tax levied by the same taxation authority.

Particulars	As at 31st March 2026	Rupees in Lakhs As at 31st March 2025
25 OTHER NON-CURRENT LIABILITIES		
Deferred Government Grants	0.00	1.07
	<u>0.00</u>	<u>1.07</u>
i) Movement of Deferred Government Grant		
Balance at the beginning of the year (Non-Current and Current)	9.53	17.99
Less : Transferred to Deferred Government Grant Allocation Account in Profit & Loss (Refer Note - 31)	8.49	8.46
Balance at the end of the year (Non-Current and Current)	<u>1.04</u>	<u>9.53</u>
Non-Current deferred government grants	(0.00)	1.07
Current deferred government grants (Refer Note - 29)	1.04	8.46
26 BORROWINGS (CURRENT)		
(Secured)		
i) Loan Repayable on Demand from Bank (Refer Note - 28)	1,500.00	650.00
ii) Current Maturities of Long Term Borrowings	18.10	43.47
	<u>1,518.10</u>	<u>693.47</u>
Notes		
i) Loan repayable on Demand from Bank includes :		
Cash Credit amounting to Rs. 1500.00 lakhs (Previous Year Rs. 650.00 lakhs) from Punjab National Bank - Secured by Hypothecation of Stock of Raw Materials, Stock in Process, Stores, Finished Goods, stock in transit and receivables. Effective Rate of interest at the year end is 11.60 % (Previous Year 11.00%) subject to change as per RBI directives.		
Other Collateral securities provided for Loan repayable on demand from Bank - Refer Note - 49		
ii) Current Maturities of Long Term Borrowings : (Refer Note - 21)		
Working Capital Term Loan From Bank	0.00	21.87
Vehicle Loan from Others	9.69	8.72
Vehicle Loan from Banks	8.41	12.88
	<u>18.10</u>	<u>43.47</u>
27 TRADE PAYABLES		
(Undisputed)		
i) Due to Micro, Small & Medium Enterprises (Refer Note - 43)	155.39	102.50
ii) Due to Others	13,127.57	3,585.40
	<u>13,282.96</u>	<u>3,687.90</u>

Trade Payables ageing Schedule as at 31st March 2026

Particulars	Outstanding for following periods from due date of payment					Total
	Not Due	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
i) Undisputed dues - MSME	155.39	0.00	0.00	0.00	0.00	155.39
ii) Undisputed dues - others	8,866.17	4,225.64	35.76	0.00	0.00	13,127.57
iii) Disputed dues - MSME	0.00	0.00	0.00	0.00	0.00	0.00
iv) Disputed dues - others	0.00	0.00	0.00	0.00	0.00	0.00
	<u>9,021.56</u>	<u>4,225.64</u>	<u>35.76</u>	<u>0.00</u>	<u>0.00</u>	<u>13,282.96</u>

Trade Payables ageing Schedule as at 31st March 2025

Particulars	Outstanding for following periods from due date of payment					Total
	Not Due	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
i) Undisputed dues - MSME	102.50	0.00	0.00	0.00	0.00	102.50
ii) Undisputed dues - others	2,399.27	1,185.65	0.48	0.00	0.00	3,585.40
iii) Disputed dues - MSME	0.00	0.00	0.00	0.00	0.00	0.00
iv) Disputed dues - others	0.00	0.00	0.00	0.00	0.00	0.00
	<u>2,501.77</u>	<u>1,185.65</u>	<u>0.48</u>	<u>0.00</u>	<u>0.00</u>	<u>3,687.90</u>

Particulars	As at 31st March 2026	Rupees in Lakhs As at 31st March 2025
28 OTHER FINANCIAL LIABILITIES (CURRENT)		
i) Payable to Employees	713.29	782.65
ii) Capital Creditors	6.94	3.40
iii) Other Liabilities (including Cheques overissued amounting to Rs.185.81 lakhs (Previous year Rs.121.93))	649.81	552.86
	<u>1,370.04</u>	<u>1,338.91</u>
29 OTHER CURRENT LIABILITIES		
i) Interest Accrued but not due on borrowing	0.67	0.74
ii) Advances from Customers	2,001.85	2,468.18
iii) Deferred Government Grant (Refer Note - 25)	1.04	8.46
iv) Statutory dues Payable	234.68	312.35
	<u>2,238.24</u>	<u>2,789.73</u>
30 SHORT TERM PROVISIONS		
i) Provision for Gratuity (on Actuarial Valuation) (Refer Note - 23)	553.26	408.95
ii) Provision for Leave Benefits (on Actuarial Valuation) (Refer Note -23)	7.98	6.58
iii) Provision for Current Income Tax (Net of Advances)	0.00	4.92
	<u>561.24</u>	<u>420.45</u>
Note:		
i) <i>Provision for Current Income Tax comprises of :</i>		
Provision for Income Tax	0.00	332.47
Less : Advance Income Tax / Tax deducted at source	0.00	327.55
Provision (Net)	<u>0.00</u>	<u>4.92</u>

Particulars	For the year ended 31 st March 2026	Rupees in Lakhs For the year ended 31 st March 2025
31 REVENUE FROM OPERATIONS		
Sale of Products		
Finished Goods	38,103.32	32,048.47
Other Operating Revenues		
i) Deferred Government Grants Allocation A/c	8.49	8.46
ii) Sale of Scrap	47.44	61.31
	38,159.25	32,118.24
	For the year ended 31st March 2026	For the year ended 31st March 2025
32 OTHER INCOME		
i) Rent Received	64.72	67.36
ii) Interest Income	312.45	278.29
iii) Liability No Longer Required	0.19	24.81
iv) Profits on Foreign Currency Translations (net)	0.48	10.09
v) Profit on Sale of Property, Plant & Equipments (net)	63.20	27.99
vi) Profit on Sale of Capital work in progress	0.00	0.26
vii) Other Non Operating Income	0.13	0.10
	441.17	408.90
<u>Interest Income Comprises Interest from :</u>		
i) Financial Assets carried at amortised cost	236.72	206.28
ii) Deposits with Bank carried at amortised cost	75.73	72.02
	312.45	278.30
	For the year ended 31st March 2026	For the year ended 31st March 2025
33 COST OF MATERIALS CONSUMED		
Raw Jute	29,811.62	19,327.80
Yarn, Cloth & Others	164.86	9.03
Other Raw Materials	247.82	398.90
	30,224.30	19,735.73
	For the year ended 31st March 2026	For the year ended 31st March 2025
34 CHANGES IN INVENTORIES OF FINISHED GOODS, WORK - IN - PROGRESS AND STOCK-IN-TRADE		
Opening Stock :		
Finished Goods	1,684.96	974.53
Process Stock	429.79	456.55
	2,114.75	1,431.08
Closing Stock :		
Finished Goods	5,914.56	1,684.96
Process Stock	1,779.45	429.79
	7,694.01	2,114.75
Net (increase) / decrease in stock	(5,579.26)	(683.67)
	For the year ended 31st March 2026	For the year ended 31st March 2025
35 EMPLOYEE BENEFITS EXPENSES		
i) Salaries, Wages, Bonus and Gratuity	6,610.35	6,623.90
ii) Contribution to Provident and Other Funds	607.62	628.37
iii) Welfare Expenses	62.10	68.79
iv) Provision for Gratuity on Actuarial Basis	(70.10)	331.21
v) Provision for Leave Benefits on Actuarial Basis	(5.88)	5.90
	7,204.09	7,658.17

Particulars	Rupees in Lakhs	
	For the year ended 31 st March 2026	For the year ended 31 st March 2025
36 FINANCE COSTS		
i) Interest Expenses :		
Interest on Borrowings	93.64	52.27
Interest on Statutory dues/Taxes	0.08	0.01
Interest on Others	80.65	129.55
ii) Other Borrowing Costs	11.55	3.86
	185.92	185.69
	For the year ended 31 st March 2026	For the year ended 31 st March 2025
37 DEPRECIATION AND AMORTISATION EXPENSES		
Depreciation on Property, Plant and Equipments	596.03	563.55
	596.03	563.55
	For the year ended 31 st March 2026	For the year ended 31 st March 2025
38 OTHER EXPENSES		
i) Consumption of Stores & Spare Parts	1,217.85	1,186.75
ii) Power and Fuel	1,157.00	1,092.16
iii) Brokerage	2.37	26.15
iv) Repairs to Roads and Buildings	176.51	148.84
v) Repairs to Plant & Machinery	257.80	328.72
vi) Repairs to Others	68.19	87.21
vii) Freight & Delivery Charges	100.90	190.74
viii) Other Manufacturing & Selling Expenses	165.42	157.70
ix) Rates & Taxes	24.71	26.47
x) Insurance	20.87	16.25
xi) Subscription	12.89	12.21
xii) Other Administrative Expenses	478.89	854.37
xiii) Corporate Social Responsibility Expenses	31.00	29.84
xiv) Directors Fee	0.86	0.90
xv) Rent Paid	41.28	41.28
xvii) <i>Payment to Auditors</i>		
For Audit Fees	4.50	3.50
For Other Services	1.50	1.00
	3,762.54	4,204.09
	For the year ended 31 st March 2026	For the year ended 31 st March 2025
39 TAX EXPENSES		
i) Current Tax Expenses	572.16	332.47
ii) Deferred Tax Expense/ (Credit)	(19.50)	(15.35)
	552.66	317.12
iii) Tax & Interest for Earlier Years (net)	5.90	0.61
	558.56	317.73
39.1 Reconciliation of estimated income tax expense at Indian statutory income tax rate to income tax expense reported		
Income before Income Tax	2,206.80	863.58
Indian Statutory Income Tax Rate	25.168%	25.168%
Estimated Income Tax expenses	555.41	217.35
Tax effect of adjustments to reconcile expected income tax expense to reported Income tax expense:		
Expenses allowed/disallowed or considered separately	(2.75)	99.77
Change in deferred tax expenses at applicable tax rate	0.00	0.00
Total tax effect	552.66	317.12
Tax expenses recognised in statement of profit and loss	552.66	317.12
	0.00	0.00
	For the year ended 31 st March 2026	For the year ended 31 st March 2025
40 EARNINGS PER SHARE		
Profit (Loss) for the year	1,648.24	545.85
Weighted average number of Equity share outstanding for the purpose of basic/diluted earnings per equity share (in number)	36,59,266	36,59,266
Earning per share of par value Rs 10/- Basic & Diluted (Rs.)	45.04	14.92

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

		(Rupees in Lakhs)	
		As at 31 st March 2026	As at 31 st March 2025
41	Contingent Liabilities		
i)	Claims against the Company not acknowledged as debts: Demands under dispute pending in appeals		
(a)	Commercial Taxes	0.09	0.09
(b)	Land Revenue (Net of advances of Rs. 1.00 lakh paid and debited to Profit and Loss Statement in earlier year)	7.25	7.25
(c)	Employees State Insurance (Against the demands Rs. 5.61 lakhs (previous year Rs. 5.61 lakhs) deposited shown in Balance Sheet and Rs. 1.83 lakhs paid and debited to Profit and Loss Statement in earlier years)	36.44	36.44
(d)	Income Tax (Against the demands Rs. 28.51 lakhs (previous year Rs. 28.51 lakhs) deposited shown in Balance Sheet)	28.95	28.95
(e)	Gratuity (Against the demands Rs. 5.61 lakhs (previous year Rs. 5.61 lakhs) deposited shown in Balance Sheet)	54.43	35.82
(f)	Capital Subsidy (Against the demands Rs. 14.23 lakhs (previous year Rs. 14.23 lakhs) deposited shown in Balance Sheet)	14.23	14.23
The Management feels that the claims are not likely to succeed and hence not provided in the accounts. However, the consequential effect of the claims is dependent on disposal of appeals.			
ii)	Against Fixed Deposits of the Company:		
	Guarantees given by banks	366.80	366.80
	Letters of Credit outstanding	0.00	14.03
	Capital and other commitments		
	Estimated Amount of Contract remaining to be executed on Capital Account (Net of Advances) and not provided for	56.69	68.29
42	Related Party Disclosures as required under Ind AS 24.		
a)	List of Related Parties:		
	Key Management Personnel and Directors		
i)	Mr. Ravindra Kumar Poddar	Chairman & Joint Managing Director	
ii)	Mr. Sanjay Kumar Osatwal	Joint Managing Director & CFO	
iii)	Ms. Madhu Jain	Independent Director	
iv)	Mr. Pawan Kumar Agarwal	Independent Director	
v)	Mr. Pradeep Kumar Tripathi	Independent Director	
vi)	Mr. Sanjay Kumar Thirani	Non-Executive Director	
vii)	Ms. Swati Trivedi	Secretary	

The Ganges Manufacturing Company Limited

Notes to the Financial Statements for the year ended 31st March 2026

b) Remuneration to Key Managerial Personnel :

	For the year ended 31 st March 2026 (Rs. In Lakhs)	For the year ended 31 st March 2025 (Rs. In Lakhs)
Payment to Chairman, MD, and Company Secretary		
i) Short Term Employee Benefits		
Gross Salary	416.35	358.77
Perquisites and other benefits	126.20	108.96
ii) Post-Employment Benefits		
Contribution to P.F. & Other Funds	36.34	31.32
Total	578.89	499.05
c) Payment to Independent & Other Directors		
Sitting Fees	0.86	0.90

43 Details of dues to Micro and Small Enterprises registered under Micro, Small and Medium Enterprise Development Act, 2006 Included in Trade Payables

Particulars	For the year ended 31 st March 2026 (Rs. In Lakhs)	For the year ended 31 st March 2025 (Rs. In Lakhs)
i) The principal amount and the interest due thereon remaining unpaid to any supplier at the end of each financial year.		
- Towards Principal amount	155.39	102.50
- Towards Interest on above	Nil	Nil
ii) 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.	Nil	Nil
iii) The amount of interest due and payable for the period of delay in making payment but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006.	Nil	Nil
iv) The amount of interest accrued and remaining unpaid at the end of each accounting year.	Nil	Nil
v) 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.	Nil	Nil

This information has been determined to the extent such parties have been identified based on information available with the Company. The amount of interest accrued/payable, if any, to the suppliers according to MSME Act, 2006 has been determined on the supplies made after the date of registration and intimation to the Company given by the suppliers under the MSME Act, 2006.

44 Disclosure pursuant to Indian Accounting Standard -19 'Employee Benefits' as notified u/s 133 of the Companies Act, 2013

44.1 Defined Contribution Plans

The Company has during the year recognised an expense of Rs. 607.62 lakhs (F. Y. 2024-25 Rs. 628.37 lakhs) towards defined contribution plans.

Out of the total contribution made for employees' provident fund a sum of Rs. 82.22 lakhs (Previous year Rs. 83.38 lakhs) has been made to The Ganges Manufacturing Company Limited Mill Workers Provident Fund ("Trust") while the remaining contributions have been made to the provident fund plan operated by the Regional Provident Fund Commissioner and for Employers' contribution to Employees State Insurance Corporation. Further, considering the past track and fair value of the plan assets of the Trust, the Company does not envisage any shortfall in liability towards the interest payable by the Trust at the notified interest rate.

44.2 Defined Benefit Plans:

As per Actuarial valuation as on 31st March 2026 and recognized in the financial statements in respect of Defined Employee Benefit Schemes.

A) Gratuity

Description	Gratuity (Unfunded) 2026 Rs. In Lakhs	Gratuity (Unfunded) 2025 Rs. In Lakhs
a) Reconciliation of Opening Balances of the Present Value of the Defined Benefit Obligation		
Present Value of Obligation at the beginning of the year	5,264.27	4,933.05
Current Service Cost	263.63	280.94
Interest Cost	337.43	348.17
Amortization of Past Service Cost	0.00	0.00
Actuarial (Gains) / Losses	(477.38)	(103.28)
Benefit Paid	(193.78)	(194.61)
Present Value of Obligation at the end of the year	5,194.17	5,264.27
b) Reconciliation of the Opening Balance of Plan Assets		
Fair Value of Plan Assets at the beginning of the year	0.00	0.00
Actual Return of Plan Assets	0.00	0.00
Actuarial (Gains) / Losses	0.00	0.00
Contributions	193.78	194.61
Benefit Paid	(193.78)	(194.61)
Fair Value of Plan Assets at the end of the year	0.00	0.00
c) Reconciliation of the Present Value of the Defined Benefit Obligation and the Fair Value of Plan Assets		
Present Value of obligations at the end of the year	5,194.17	5,264.27
Fair Value of Plan Assets at the end of the year	0.00	0.00
Assets/ (Liabilities) recognized in the Balance Sheet	(5,194.17)	(5,264.27)

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

Description	Gratuity (Unfunded) 2026 Rs. In Lakhs	Gratuity (Unfunded) 2025 Rs. In Lakhs
d) Expenses recognised in the Profit and Loss Statement		
Current Service Cost	263.63	280.94
Interest Cost	337.43	348.17
Actual Return on Plan Assets	0.00	0.00
Amortization of Past Service Cost (Transitional Liability)	0.00	0.00
Actuarial (Gains) / Losses	(477.38)	(103.28)
Total Expenses recognized	123.68	525.83
e) Actuarial assumptions		
Discount rate (per annum)	7.08 %	6.53 %
Salary escalation rate	6.00 %	6.00 %
Demographic assumptions		
Mortality rate	IALM (2012-14) Table	IALM (2012-14) Table
Withdrawal rate	1% to 8%	1% to 8%
Retirement age	58 years	58 years
B) <u>Leave Benefits</u>		
Description	Leave Benefits (Unfunded) 2026 Rs. In lakhs	Leave Benefits (Unfunded) 2025 Rs. In lakhs
a) Reconciliation of Opening Balances of the Present Value of the Defined Benefit Obligation		
Present Value of Obligation at the beginning of the year	111.49	105.60
Current Service Cost	3.29	107.01
Interest Cost	1.71	1.96
Amortization of Past Service Cost	0.00	0.00
Actuarial (Gains) / Losses	159.66	53.69
Benefit Paid	(170.52)	(156.77)
Present Value of Obligation at the end of the year	105.63	111.49
b) Reconciliation of the Opening Balance of Plan Assets		
Fair Value of Plan Assets at the beginning of the year	0.00	0.00
Actual Return of Plan Assets	0.00	0.00
Actuarial (Gains) / Losses	0.00	0.00
Employer Contributions	170.52	156.77
Benefit Paid	(170.52)	(156.77)
Fair Value of Plan Assets at the end of the year	0.00	0.00
c) Reconciliation of the Present Value of the Defined Benefit Obligation and the Fair Value of Plan Assets		
Present Value of obligation at the end of the year	105.63	111.49
Fair Value of Plan Assets at the end of the year	0.00	0.00
Assets/ (Liabilities) recognized in the Balance Sheet	(105.63)	(111.49)

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

Description	Leave Benefits (Unfunded) 2026 Rs. In lakhs	Leave Benefits (Unfunded) 2025 Rs. In lakhs
d) Expenses recognised in the Profit and Loss Statement		
Current Service Cost	3.29	107.01
Interest Cost	1.71	1.96
Actual Return on Plan Assets	0.00	0.00
Amortization of Past Service Cost (Transitional Liability)	0.00	0.00
Actuarial (Gains) / Losses	159.64	53.69
Total Expenses recognized	164.64	162.67
e) Actuarial assumptions		
Discount rate (Per annum)	7.08 %	6.53 %
Salary escalation rate	6.00 %	6.00 %
Demographic assumptions		
Mortality rate	IALM (2012-14) Table	IALM (2012-14) Table
Withdrawal rate	1% to 8%	1% to 8%
Retirement age	58 years	58 years
C) Notes:		
a) The estimates of future salary increase, considered in actuarial valuations, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.		
b) Amount recognized as expenses: Salaries, Wages, Bonus and Gratuity in Note 35 include actual payments of Leave Encashment amounting to Rs. 170.52 lakhs (Previous Year Rs. 156.77 lakhs) and gratuity paid/provided on actual liability basis amounting to Rs. 193.78 lakhs (Previous Year Rs. 194.61 lakhs) during the year.		
45 In the opinion of the management, there is no Impairment Loss in Value of assets based on the assessment of their recoverable value carried out by the technical persons.		
46 As the business activity falls within one reportable segment namely "Jute Goods" there is no segment wise information to report as per the Ind AS 108 "Operating Segment".		
47 Capital Incentive from National Jute Board under Acquisition of Plant & Machinery (Capital Subsidy) Scheme – under Jute Technology Mission has been accounted for following the Ind AS 20 on "Accounting for Government Grants" as prescribed under Section 133 and rules there under. Accordingly, the incentive has been credited under the head "Deferred Government Grant".		
48 The FLC/ILC (Non-Fund Based) Limit of Rs. 4 Crores sanctioned by Punjab National Bank, Shakespeare Sarani Branch, Kolkata for purchase of Raw Materials is secured against stocks covered under DP/DA bills and also charge over the current assets of the Company.		
49 Following Collateral Securities have been provided to Punjab National Bank, Shakespeare Sarani, Kolkata for various facilities sanctioned to the Company: For Cash Credit and FLC/ILC facilities: Hypothecation of existing Plant & Machinery situated at factory premises at Bansberia, Fixed deposits with the bank and personal guarantee of a Director of the Company.		

- 50** The original Title Deeds for land held in the name of the Company were deposited with Punjab National Bank as interim arrangement for creating second charge over the said assets. Though the charge had been satisfied in full and the satisfaction of charge has been duly registered with the Registrar of Companies within the statutory period, the bank is yet to return the aforesaid original Title Deeds to the Company.

51 Capital Management

The Company's objective is to maintain a strong capital base to ensure sustained growth in business. The capital management focuses to maintain an optimal structure that balances growth and maximizes shareholder value.

The Company is predominantly equity financed. Further, the Company has sufficient cash, cash equivalents, current investments and financial assets which are liquid to meet the debts/liabilities.

52 Disclosure on financial instruments

This section gives an overview of the significance of financial instruments for the Company and provides additional information on balance sheet items that contain financial instruments.

The details of material accounting policies, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 3.10 to the financial statements.

52.1 Financial Asset and Liabilities (Non-Current and Current)

The management has assessed that the fair values of cash and cash equivalents, trade receivables, trade payables, short term borrowings, and other current financial assets and liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments. The management has assessed that the fair value of floating rate instruments approximates their carrying value.

The Ganges Manufacturing Company Limited

Notes to the Financial Statements for the year ended 31st March 2026

Rupees in lakhs

Particulars	As at 31st March 2026			As at 31st March 2025		
	Fair value through statement of profit and loss	Fair value through other comprehensive income	Amortised cost	Fair value through statement of profit and loss	Fair value through other comprehensive income	Amortised cost
Financial assets						
Investments						
Equity instruments		0.06			0.06	
Trade receivables			1,280.76			2,079.91
Cash and cash equivalents			30.43			26.64
Other financial assets						
Fixed deposits accounts with bank (maturity over 12 months)			124.51			130.13
Fixed deposits accounts with bank (maturity upto 12 months)			892.77			889.15
Fixed deposits accounts with bank (Less than 3 months maturity)			0.00			0.00
Interest accrued on fixed deposits			82.62			14.58
Loans			9,412.98			1,434.49
Other deposits, advances & receivables			77.57			77.61
Total financial assets	0.00	0.06	11,901.64	0.00	0.06	4,652.51
Financial liabilities						
Borrowings (including current maturities)			1,595.00			806.76
Trade payables			13,282.96			3,687.90
Other financial liabilities						
Employee related liabilities			713.29			782.65
Security deposits and others			658.03			557.59
Total Financial liabilities	0.00	0.00	16,249.28	0.00	0.00	5,834.90

52.2 Fair value Hierarchy

Fair value of the financial instruments is classified in various fair value hierarchies based on the following three levels:

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

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices). The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on entity-specific estimates. If significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Level 3: Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs). If one or more of the significant inputs is not based on observable market data, the fair value is determined using generally accepted pricing models, with the most significant inputs that reflects the credit risk of counterparty. The fair value of short-term financial assets and liabilities is considered to be approximately equal to its carrying value due to their short-term nature. Costs of unquoted equity instruments has been considered as an appropriate estimate of fair value where most recent information to measure fair value is insufficient or if there is a wide range of possible fair value measurements.

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

Rupees in lakhs

Particulars	As at 31st March 2026			As at 31st March 2025		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
<u>Financial assets</u>						
(i) Measured at amortised cost						
Trade receivables			1,280.76			2,079.91
Cash and cash equivalents			30.43			26.64
<u>Other financial assets</u>						
Fixed deposits accounts with bank (maturity over 12 months)			124.51			130.13
Fixed deposits accounts with bank (maturity upto 12 months)			892.77			889.15
Fixed deposits accounts with bank (Less than 3 months maturity)			0.00			0.00
Interest accrued on fixed deposits			82.62			14.58
Loans			9,412.98			1,434.49
Other deposits, advances & receivables			77.57			77.61
Subtotal	0.00	0.00	11,901.64	0.00	0.00	4,652.51
(ii) Measured at fair value through other comprehensive income						
Investments						
- Equity instruments			0.06			0.06
Subtotal	0.00	0.00	0.06	0.00	0.00	0.06
Total financial assets	0.00	0.00	11,901.70	0.00	0.00	4,652.57
<u>Financial liabilities</u>						
(i) Measured at amortised cost						
Borrowings (including current maturities)			1,595.00			806.76
Trade payables			13,282.96			3,687.90
Other financial liabilities						
Employee related liabilities			713.29			782.65
Security deposits and others			658.03			557.59
Subtotal	0.00	0.00	16,249.28	0.00	0.00	5,834.90
Total Financial Liabilities	0.00	0.00	16,249.28	0.00	0.00	5,834.90
There were no transfers between Level 1 and Level 2 during the year.						

52.3 Financial Risk Management

The Company has a risk management policy which covers risk associated with the financial assets and liabilities. The risk management policy is approved by the Directors. The different types of risk impacting the fair value of financial instruments are as below:

a) Credit Risk

The credit risk is the risk of financial loss arising from counter party failing to discharge an obligation. The credit risk is controlled by analysing credit limits and credit worthiness of customers on continuous basis to whom the credit has been granted, after obtaining necessary approvals for credit.

i) Trade receivable

Customer credit risk is managed by the Company subject to Company's established policy, procedures and control relating to customer credit risk management. Outstanding customer receivables are regularly monitored and major customers are generally from Government agencies. Thus, based on past trends, the Company does not foresee any losses in expected credit loss (ECL). The maximum exposure to credit risk at the reporting date is the carrying value of trade receivable disclosed in Note 12.

ii) Financial instrument and cash deposit

Credit risk is limited as the Company generally invest in deposits with banks. Counterparty credit limits are reviewed by the Company periodically and the limits are set to minimise the

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

concentration of risks and therefore mitigate financial loss through counterparty's potential failure to make payments.

b) Liquidity Risk

Liquidity risk is the risk that the Company may not be able to meet its financial obligations as they become due. The Company monitors its risk by determining its liquidity requirement in the short, medium and long term. This is done by drawing up cash forecast for short term and long-term needs. The Company manages its liquidity risk in a manner so as to meet its normal financial obligations without any significant delay or stress. Such risk is managed through ensuring operational cash flow while at the same time maintaining adequate cash and cash equivalent position. The management has arranged for diversified funding sources and adopted a policy of managing assets with liquidity monitoring future cash flow and liquidity on a regular basis. Surplus funds not immediately required are invested in fixed deposit which provide flexibility to liquidate.

Maturity analysis for financial liabilities

The following are the remaining contractual maturities of financial liabilities at the reporting date.

<i>Rupees in lakhs</i>					
Particulars	On Demand	0 to 6 Months	More than 6 months to 1 year	More than 1 year	Total
<u>As at 31st March, 2026</u>					
Borrowings (including current maturities) (Refer Note - 21 & 26)	1,500.00	11.63	6.47	76.90	1,595.00
Trade payables (Refer Note - 27)	0.00	13,282.96	0.00	0.00	13,282.96
Other financial liabilities (Refer Note - 22 & 28)	185.81	1,184.23	0.00	1.28	1,371.32
	1,685.81	14,478.82	6.47	78.18	16,249.28
<u>As at 31st March, 2025</u>					
Borrowings (including current maturities) (Refer Note - 21 & 26)	650.00	21.47	22.00	113.29	806.76
Trade payables (Refer Note - 27)	0.00	3,687.90	0.00	0.00	3,687.90
Other financial liabilities (Refer Note - 22 & 28)	121.93	1,216.98	0.00	1.33	1,340.24
	771.93	4,926.35	22.00	114.62	5,834.90

c) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of following risk: interest rate risk, foreign currency risk, other price risk. Financial instruments affected by market risk include borrowings, trade receivable and trade payable.

i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Company's financial instruments will fluctuate because of changes in market interest rates.

The Company is exposed to risk due to interest rate fluctuation on its non-current and current borrowings with floating interest rate. Interest rate risk is determined by current market interest rates, projected debt servicing capability and view on future interest rate. Such interest rate risk is actively evaluated and is managed through portfolio diversification and exercise of prepayment/refinancing options where considered necessary.

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

a) Exposure to interest rate risk

Particulars	<i>Rupees in lakhs</i>	
	As at 31st March 2026	As at 31st March 2025
Fixed rate instruments		
Financial assets	10,217.28	2,269.78
Financial liabilities	95.00	116.66
Variable rate instruments		
Financial assets	0.00	0.00
Financial liabilities	1,500.00	690.10

b) Interest rate sensitivity

A change in 50 bps in interest rate would have following impact on profit before tax and other equity

Particulars	<i>Rupees in lakhs</i>		
	As at 31st March 2026		
	Sensitivity	Impact on	
		Profit before tax	Other equity
Tax Rate			25.168%
Interest rate increase by	0.50%	(7.50)	(5.61)
Interest rate decrease by	0.50%	7.50	5.61
Particulars	As at 31st March 2025		
	Sensitivity	Impact on	
		Profit before tax	Other equity
Tax Rate			25.168%
Interest rate increase by	0.50%	(3.45)	(2.58)
Interest rate decrease by	0.50%	3.45	2.58

Interest rate sensitivity has been calculated assuming the borrowings outstanding at the reporting date have been outstanding for the entire reporting period and all other variables remain constant.

ii) Foreign Currency Risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company does not have significant foreign currency exposure.

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

a) Exposure to foreign currency risk

The Company's exposure to foreign currency risk at the end of the reporting period are as follow :

Unhedged foreign currency exposure

Particulars	As at 31st March 2026		As at 31st March 2025	
	Foreign Currency	INR	Foreign Currency	INR
Financial assets				
<i>Cash in hand and Other Current Assets</i>				
In SGD	12,941.68	9.53	13,588.56	8.67
In THB	70,030.19	2.03	10,406.65	0.26
In HKD	50,000.00	5.96	0.00	0.00
In AED	10,647.64	2.71	17,770.95	4.14
In EURO	2,002.25	2.18	32.01	0.03
In USD	1,289.12	1.31	5,713.94	4.88
In AZERBAIJAN MANAT	0.00	0.00	0.00	0.00
		23.72		17.98
Financial liabilities				
<i>Trade payables and other liabilities</i>				
In USD	0.00	0.00	2,57,192.77	219.85
		0.00		219.85

Particulars	As at 31st March 2026		As at 31st March 2025	
	Foreign Currency	INR	Foreign Currency	INR
Net exposure in foreign currency (Financial assets - Financial liabilities)				
In SGD	12,941.68	9.53	13,588.56	8.67
In THB	70,030.19	2.03	10,406.65	0.26
In HKD	50,000.00	5.96	0.00	0.00
In AED	10,647.64	2.71	17,770.95	4.14
In EURO	2,002.25	2.18	32.01	0.03
In USD	1,289.12	1.31	5,713.94	4.88
In AZERBAIJAN MANAT	0.00	0.00	0.00	0.00
In USD	0.00	0.00	(2,57,192.77)	(219.85)
		23.72		(201.87)

b) Sensitivity analysis

The analysis is based on assumption that the increase/decrease in foreign currency by 5% with all other variables held constant, on the unhedged foreign currency exposure would have following impact on profit before tax and other equity.

Particulars		As at 31st March 2026		
		Sensitivity	Impact on	
			Profit before tax	Other equity
Tax rate				25.168%
Sensitivity - Increase		5.00%	1.19	0.89
Sensitivity - Decrease		5.00%	(1.19)	(0.89)

Particulars		As at 31st March 2025		
		Sensitivity	Impact on	
			Profit before tax	Other equity
Tax rate				25.168%
Sensitivity - Increase		5.00%	(10.09)	(7.55)
Sensitivity - Decrease		5.00%	10.09	7.55

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

iii) Other Price Risk

The Company's exposure to securities price risk arises from investments held by the Company and classified in the Balance Sheet either at fair value through OCI or at fair value through profit and loss. Having regard to the nature of securities, intrinsic worth, intent and long-term nature of securities held by the Company, fluctuation in their prices are considered acceptable and do not warrant any management.

53 Corporate Social Responsibility	2025-26	2024-25
	<i>Rs. In Lakhs</i>	<i>Rs. In Lakhs</i>
Amount required to be spent by the Company during the year	30.99	29.79
Amount of expenditure incurred	31.00	29.84
Shortfall at the end of the year	(0.01)	(0.05)
Total of previous three years shortfall	NIL	NIL
Reason for shortfall in previous years	Not Applicable	
Nature of CSR activities	1. Promoting Health care 2. Promoting Education	
Details of related party transactions	None	

54 Relationship with the struck off Companies

Transactions with companies whose names have been struck off under section 248 of the Companies Act, 2013 or section 560 of the Companies Act 1956 in the financial year ended 31st March 2026 and 31st March 2025 are given below:

Sl. No.	Name of the struck off company	Nature of Transactions	Balance Outstanding (Rs. In lakhs)		Relationship with struck off company, if any, to be disclosed
			As at 31-03-2026	As at 31-03-2025	
1.	Bhagirathi Protein Limited	Shares held by struck off company	0.05	0.05	Shareholder
2.	Star Company Limited	Shares held by struck off company	0.01	0.01	Shareholder
3	Suraiya Finance Private Limited	Shares held by struck off company	0.01	0.01	Shareholder

Note: During the financial years ended 31st March 2026 and 31st March 2025, the company did not have any transaction with the above equity shareholders. The shareholding data is as per the records of shareholders list downloaded by the Registrar and Transfer Agent of the company from the database maintained by the Depositories and reported to us for the purpose of this disclosure.

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

55 Ratios

Sr. No,	Particulars	Numerator	Denominator	Ratios for the year ended		Variance (%)	Change in ratio in excess of 25% compared to preceding year
				31 st March 2026	31 st March 2025		
1.	Current Ratio	Current Assets	Current Liabilities	1.35	1.59	(15.09)	
2.	Debt-Equity Ratios (in times)	Total Borrowings (i.e. Non-current Borrowings + Current borrowings)	Total Equity	0.31	0.23	34.78	The increase is on account of higher utilisation of working capital borrowings during the year, the growth which exceeded the accretion to shareholders' funds out of profits.
3.	Debt Service Coverage Ratio (in times)	Profits after tax + interest on borrowings + Non-cash operating expenses like depreciation + Other non-cash adjustments	Debt Service = Interest on borrowings + Principal repayments of term liabilities	14.09	16.03	(12.10)	
4.	Inventory Turnover Ratio (no. of days)	Average Inventory	Net Sales/no. of days in reporting period	105.07	107.03	(01.83)	
5.	Trade Receivables Turnover Ratio (no. of days)	Average Receivables	Net Sales/no. of days in reporting period	15.43	19.46	(20.71)	
6.	Trade Payables Turnover Ratio (no. of days)	Average Trade Payables	Net Purchases/ no. of days in reporting period	97.26	57.07	70.42	The increase is primarily due to a higher balance of trade payables outstanding at the year end, arising from higher raw material prices compared to previous year and purchases made towards the close of the year.

The Ganges Manufacturing Company Limited
Notes to the Financial Statements for the year ended 31st March 2026

7.	Net Capital Turnover Ratio (in times)	Net Sales	Average Working Capital	5.74	6.07	(5.44)	
8.	Net Profit Ratio (%)	Net profits after taxes	Net Sales	4.33	1.70	154.71	The improvement is mainly attributable to growth in revenue from operations coupled with a reduction in employee benefit expenses and other expenses in absolute terms, together with a lower effective tax rate for the year, resulting in a higher profit after tax. The benefit was partly offset by a higher cost of materials consumed as a proportion of revenue.
9.	Return on Capital employed (%)	Earnings before interest and taxes	Capital employed = Total Equity + non-current borrowings + Current borrowings + Deferred tax liabilities	33.73	20.80	62.16	The improvement is due to growth in earnings before interest and tax at a higher rate than the increase in capital employed during the year.
10.	Return on Equity Ratio (%)	Net Profits after Tax	Average Total Equity	37.93	16.81	125.64	The improvement is due to the increase in profit after tax for the year, the average shareholders' equity having grown at a lower rate.

Notes :

- (a) $\text{Average Inventory} = (\text{Opening Inventory} + \text{Closing Inventory}) / 2$
- (b) $\text{Average Receivables} = (\text{Opening Receivables} + \text{Closing Receivable}) / 2$
- (c) $\text{Average Trade Payables} = (\text{Opening Trade Payables} + \text{Closing Trade Payables}) / 2$
- (d) $\text{Working Capital} = \text{Current Assets} - \text{Current Liabilities}$
- (e) $\text{Average Working Capital} = (\text{Opening Working Capital} + \text{Closing Working Capital}) / 2$

56 Other Statutory Information

- i) No proceedings have been initiated or pending against the Company for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and the rules made thereunder.
- ii) The Company has not traded or invested in Crypto Currency or Virtual Currency during the financial year.
- iii) The company is not declared willful defaulter by any bank or financial Institution or other lender during the year.
- iv) The company has used borrowings from banks and financial institutions for specific purpose for which it was obtained.
- v) The Title deeds of all the immovable properties disclosed in the financial statements included in property, plant and equipment are held in the name of the Company as at the balance sheet date.
- vi) The company does not have any subsidiary. Accordingly, requirement of compliance with the number of layers prescribed under clause (87) of section 2 of the Act read with Companies (Restriction on number of Layers) Rules, 2017 is not applicable.
- vii) The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961.
- viii) The company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall :
 - a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or
 - b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
- ix) The company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding that the company shall :
 - a) Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
 - b) Provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- x) The Company does not have any charges or satisfaction of charges which is yet to be registered with Registrar of Companies beyond the statutory period.
- xi) Quarterly returns or statement of current assets filed by the Company with the bank are in agreement with the books of accounts and there are no material differences for reporting.

57 Previous year's figures have been regrouped / reclassified wherever necessary to conform to current period's classification.

In terms of our Report of even date

For R.B.S.C & CO.
 Chartered Accountants
 Firm Registration No. 302034E
 Ranjan Kumar Roychaudhury
 Partner
 Membership No. 008816
 Kolkata
 The 30th day of May 2026

Ravindra Kumar Poddar
 Chairman & Jt. Managing Director
 (DIN : 00240643)

Sanjay Kumar Thirani
 Director
 (DIN : 00248842)

Madhu Jain
 Director
 (DIN : 07129506)

Sanjay Kumar Osatwal
 Jt. Managing Director & CFO
 (DIN : 00248585)

Pawan Kumar Agarwal
 Director
 (DIN : 00228448)

Swati Trivedi
 Company Secretary

Rooted in Values.
Growing Responsibly.

At The Ganges Manufacturing Company Limited,
we believe sustainable choices today
build a better tomorrow.



SUSTAINABLE
PRACTICES



COMMUNITY
FOCUSED



BUILDING A
BETTER FUTURE



RESPONSIBLE
GROWTH



THE GANGES
MANUFACTURING COMPANY LIMITED



CRAFTING QUALITY.
CARING FOR TOMORROW.