Date: 03.09.2026

To,
Manager - Listing Compliance
National Stock Exchange of India Limited
'Exchange Plaza'. C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai - 400 051
Symbol: LANCORHOL

To,
Corporate Relationship Department,
BSE Limited,
Phiroze Jeejheebhoy Towers,
Dalal Street,
Mumbai – 532370.
Scrip Code : 509048

Dear Sir/Madam,

Sub : Disclosure under Regulation 34(1) - Annual Report for the Financial year 2025-26

The 41st Annual General Meeting ("AGM") of the Company is scheduled to be held on Monday, 28th September, 2026 at 11.30 AM through Video Conference (VC)/ Other Audio Visual Means (OAVM) in accordance with the relevant circulars issued by the Ministry of Corporate Affairs ("MCA") and Securities and Exchange Board of India ("SEBI).
Pursuant to Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, we enclose herewith the Notice of 41st Annual General Meeting along with the Annual Report for financial year 2025-26 which is also being sent through electronic mode to those members whose e-mail addresses are registered with the Company/ Registrar and Transfer Agent/ Depositories. The same is also available on the website of the Company at www.lancor.in .

In compliance with Regulation 36(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), a letter is being sent to those shareholders, whose e-mail addresses are not registered with the Company or the Registrar and Share Transfer Agent or any of the Depositories or the Depository Participant(s), providing the web-link, including the exact path, where complete details of the aforesaid Annual Report are available.

We request you to take the above on record.

Thanking You,

Yours Faithfully,

For LANCOR HOLDINGS LIMITED

KAUSHANI CHATTERJEE
Digitally signed by KAUSHANI CHATTERJEE
Date: 2026.09.03 18:39:16 +05'30'

KAUSHANI CHATTERJEE

COMPANY SECRETARY & COMPLIANCE OFFICER

LANCOR
CREATING ENDURING VALUE

SAILING AHEAD WITH
PURPOSE & CONFIDENCE.

41ST ANNUAL REPORT
2025-2026

RERA No:
TNRERA/1/BLG/0299/2025 dated 09.09.2025
WWW.RERA.TN.GOV.IN

LANCOR
CREATING ENDURING VALUE

Healthyaa, Happyaa, Jollyaa!

HARMONIA PAVILION

Senior Living Apartments

SRIPERUMBUDUR

BOARD OF DIRECTORS

Sl. No	DIN	Name of the Directors	Designation
01.	00259129	Mr. R.V. Shekar	Chairman & Managing Director
02.	01773791	Mr. S. Sridharan	Non – Executive & Non – Independent
03.	01567080	Mr. S. Vasudevan	Non – Executive & Independent
04.	08217157	Dr. Gowri Ramachandran	Non – Executive & Independent
05.	08453883	Mr. K. Harishankar	Non – Executive & Independent
06.	08719578	Mrs. Vinodhini Sendhil Manian	Non – Executive & Independent

KEY MANAGERIAL PERSONNEL

Sl. No	Name of the Person	Designation
01.	Mr. J. M. Chandrasekar	Chief Executive Officer
02.	Mr. K. Prakash	Chief Financial Officer
03.	Ms. Kaushani Chatterjee	Company Secretary and Compliance Officer

Name of the Person	Audit Committee (AC)	Stake Holders Relationship Committee (SRC)	Nomination And Remuneration Committee (NRC)	Corporate Social Responsibility Committee (CSR)
Dr. Gowri Ramachandran	Chairperson cum member	Chairperson cum member	Chairperson cum member	Chairperson cum member
Mr. K. Harishankar	Member	Member	Member	Member
Mr. S. Vasudevan	Member	Member	Member	Member
Mrs. Vinodhini Sendhil Maninan	-	-	Member	-

STATUTORY AUDITORS	SECRETARIAL AUDITORS	INTERNAL AUDITORS
M/s. G M Kapadia & Co Chartered Accountants 7A, PM Tower, 37, Greams Road, Chennai-600006	**M/s. A. Mohan Kumar & Associates** Practicing Company Secretaries Flat F 1, Sudarsan Apartments 72, VGP Selva Nagar Second Main Road, Velachery Chennai 600 042.	**M/s. VGJ & CO** Chartered Accountants No.3, 6th Floor, Apex Plaza, Nungambakkam High Road, Nungambakkam, Chennai 600 034

BANKERS AND FINANCIAL INSTITUTIONS		Registered and Corporate Office
Sl. No	Name of the Bankers	
01.	M/s. CSB Bank Limited	"VTN Square", 2nd floor, No: 58, G.N. Chetty Road, T. Nagar, Chennai – 600017.
02.	M/s. City Union Bank Limited	
03.	M/s. LIC Housing Finance Limited	**Share Transfer Agent (STA)**
04.	M/s. IDBI Bank Limited	**Cameo Corporate Services Limited,** "Subramanian Buildings" No: 1, Club House Road, Chennai – 600 002.
05.	M/s. Axis Bank Limited	
06.	M/s. Sundaram Alternate Assets Limited	
07.	M/s. Sundaram Home Finance Limited	

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MISSION STATEMENT

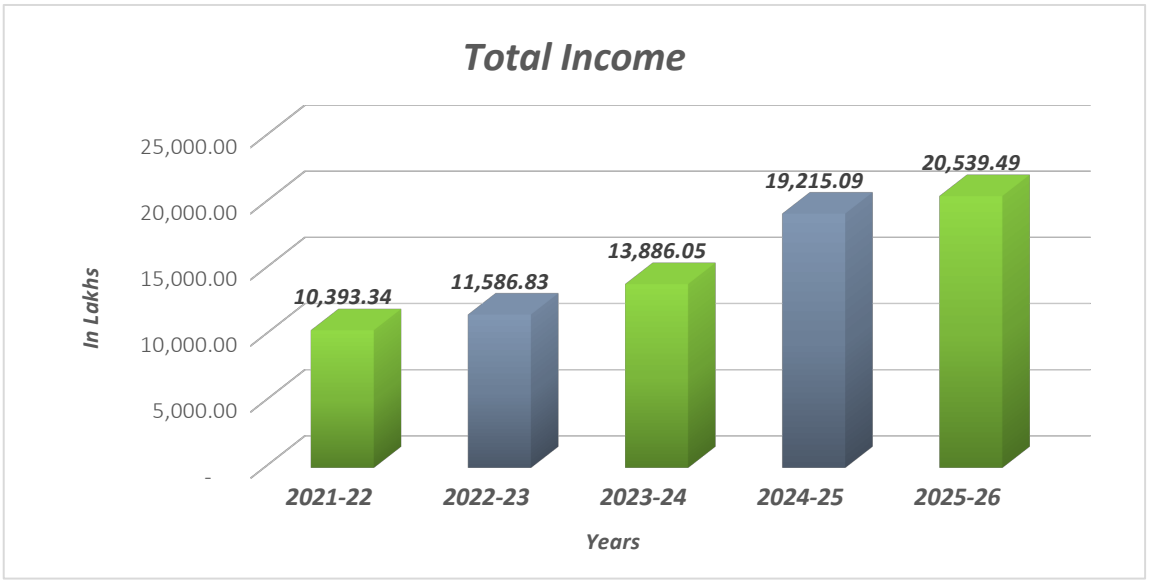
To create profitable developments with enduring value with distinguishing characteristics leading to high customer satisfaction, with full compliance to building standards, rules and regulations.

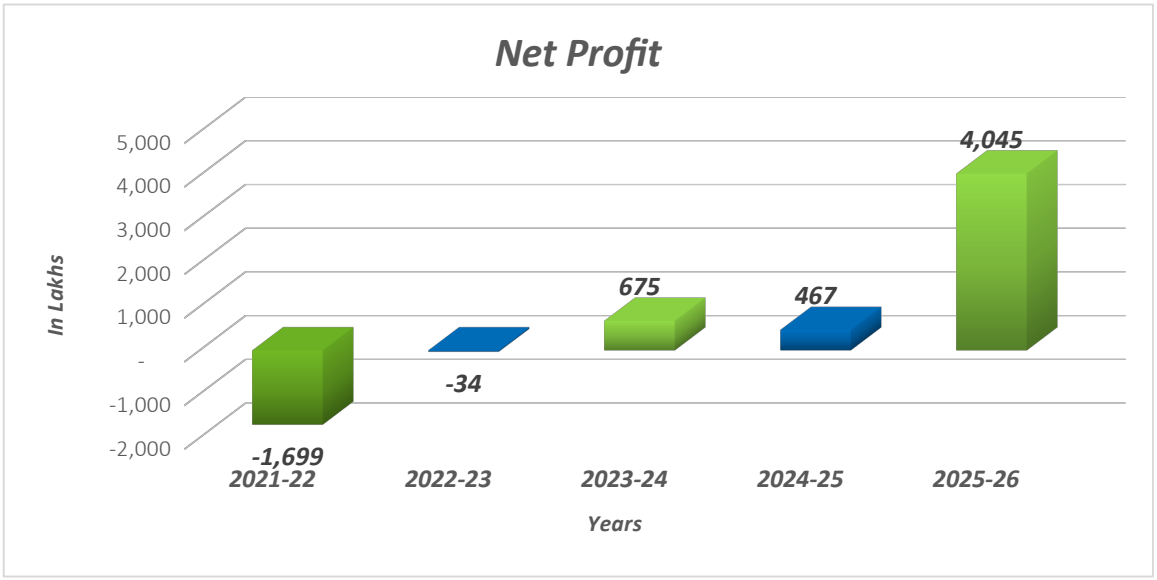
FINANCIAL HIGHLIGHTS OF LANCOR HOLDINGS LIMITED, ITS SUBSIDIARY AND INTEREST IN JOINT VENTURE – PARTNERSHIP FIRM (on consolidated basis)

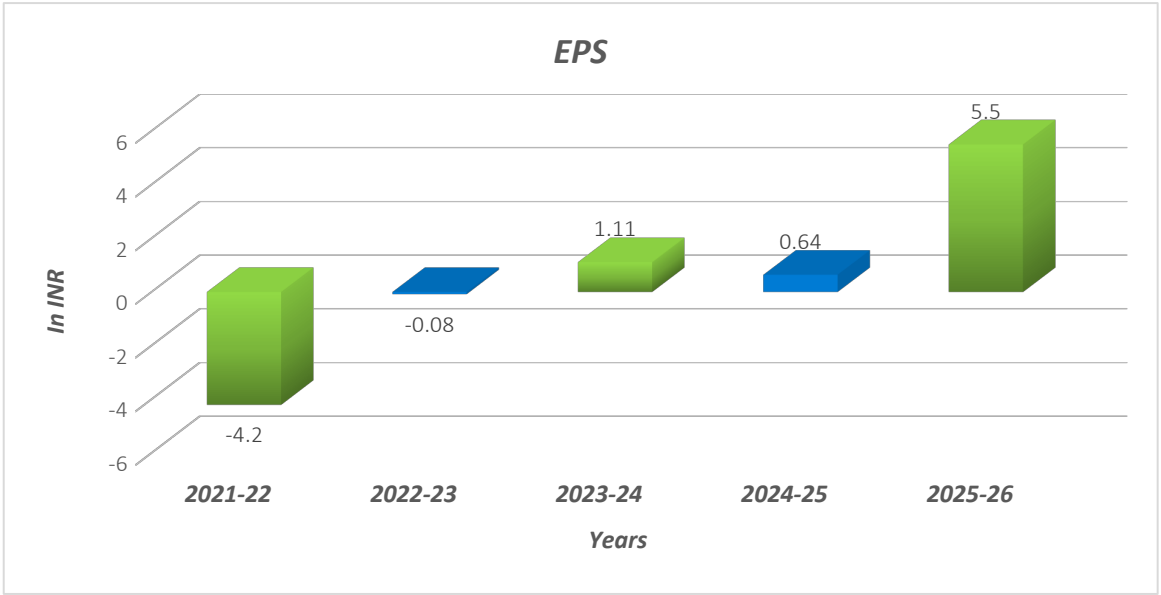
FINANCIAL HIGHLIGHTS (On Consolidated basis) **(Amount in lakhs)**

S.No	Particulars	2025–2026	2024–2025	2023–2024	2022–2023	2021–2022
1	CONSTUCTED AREA (SQ.FT)	2,48,215	2,90,418	3,60,671	2,30,313	94,340
2	CONSTUCTED AREA LINKED TO SALES (SQ.FT)	2,30,089	3,17,057	2,20,865	2,12,108	2,33,822
3	INCOME FROM OPERATIONS	13,128.94	19,030.03	13,832.01	11,494.33	10,345.00
4	TOTAL INCOME	20,539.49	19,215.09	13,886.05	11,586.83	10,393.34
5	EBITDA	7,459.97	3,349.47	2,523.04	2,313.99	634.73
6	INTEREST	2,447.25	2,024.49	1,309.59	2,008.61	2,539.27
7	DEPRECIATION	359.21	305.39	175.82	211.08	166.66
8	TAX	608.44	552.52	362.97	128.22	(372.05)
9	NET PROFIT	4,045.07	467.09	674.65	(33.92)	(1,699.15)
10	EQUITY SHARE CAPITAL	1,471.01	1,459.91	1,215.00	810.00	810.00
11	NETWORTH	23,933.12	19,569.40	13,711.19	13,066.51	13,094.97
12	TOTAL ASSETS	42,513.81	42,112.71	32,032.36	30,532.59	33,216.21
13	BOOK VALUE PER SHARE (Rs.)	32.54	26.81	22.57	32.26	32.33
14	TURNOVER PER SHARE (Rs.)	17.85	26.07	22.77	28.38	25.54
15	EARNINGS PER SHARE (Rs.)	5.50	0.64	1.11	(0.08)	(4.20)
16	EBITDA/GROSS TURNOVER (%)	36.32%	17.43%	18.24%	20.13%	6.31%
17	ROCE (%)	23%	10%	14%	12%	2%

FIVE YEARS AT A GLANCE







DIRECTORS' REPORT TO THE MEMBERS

Dear Member(s),

Your Directors have great pleasure in presenting the Forty First (41st) Annual Report on the business and operations of your company together with Audited Financial Statement including Consolidated Financial Statement for the financial year ended 31st March 2026 and the Auditors' report thereon.

FINANCIAL SUMMARY AND HIGHLIGHTS

(Amount in lakhs)

Particulars	Standalone		Consolidated	
	2025-26	2024-25	2025-26	2024-25
Total Revenue	**19,393.01**	**18,636.90**	**20,539.49**	**19,215.09**
Expenditure	14,632.94	17,205.89	15,861.01	18,195.48
EBITDA	**7,254.02**	**3,630.52**	**7,459.96**	**3,349.47**
Interest	2,179.41	1,915.44	2,447.25	2,024.49
Depreciation	339.51	284.06	359.21	305.39
EBT or Profit/(Loss) before Tax	**4,735.10**	**1,431.02**	**4,653.50**	**1,019.60**
Current Tax (Earlier Years)	900.11	402.16	892.78	464.72
Deferred tax	(228.02)	108.85	(284.35)	87.80
EAT or Profit /(Loss) after tax	**4,063.00**	**920.02**	**4,045.07**	**467.09**
ADD: Other Comprehensive Income	2.01	2.68	2.01	2.68
LESS: Non - Controlling Interest				
Total Comprehensive Income	**4,065.01**	**922.69**	**4,047.08**	**469.76**
ADD: Balance Brought from PY	10,753.21	9,976.51	10,226.22	9,902.45
Available for appropriation	**14,818.22**	**10,899.20**	**14,273.30**	**10,372.21**
LESS: Dividend	147.10	145.99	147.10	145.99
LESS: Tax on Dividend				
Balance Carried to Balance sheet	14,671.12	10,753.21	14,126.20	10,226.22

FINANCIAL OVERVIEW STANDALONE & CONSOLIDATED

During the financial year 2025-26, the company on a standalone basis, registered a total revenue of Rs. 19,393 lakhs as compared to Rs.18,637 lakhs in the previous year resulting in an increase of 4.06%. On the consolidated level in the current financial year the company made revenue of Rs 20,539 lakhs as against Rs. 19,215 lakhs in FY 2024-25, resulting in a rise of 6.89 %.

BUSINESS OUTLOOK FOR LANCOR HOLDINGS LIMITED, ITS SUBSIDIARY AND ASSOCIATE BUSINESS OVERVIEW

BUSINESS OVERVIEW:

The Company continues to be engaged in the business of property development and there is no change in the nature of its business since last AGM. As stated in the last Director's report the Company's involvement is mostly in residential properties and plotted land development where the company has found good traction.

The Company continues to be engaged more vigorously in the re-development of city properties and it is all the time engaged in discussions with housing societies with a view to add new project.

As stated in the last Director's report the major supply comes to the company in the re-development segment from private housing societies which are 30 to 35 years old and in the case of Housing Board apartments they tend to be older. In the case of re-development projects the company's financial investment tends to be more manageable since the commitment is only towards construction cost and payment for premium FSI.

The company is actively scouting for management of third party projects to earn project management fees which will lead to handsome rewards.

MATERIAL CHANGES AND COMMITMENTS, IF ANY, AFFECTING THE FINANCIAL POSITION BETWEEN THE END OF THE FINANCIAL YEAR AND THE DATE OF REPORT.

I) Menon Eternity:

1) The Honourable Supreme Court of India, have decided in the matter of the company's claim for ownership of 4½ floors of the premium building known as "Menon Eternity" developed by the company in favour of the company which has had the effect of company assuming complete control of the property with the legal titles to the property.
2) As of date of writing this report the company has sold 2½ floors out of 4½ floors at a good price.
3) The company is actively pursuing the sale of the remaining two floors as soon as possible so that the company will fully exit from the ownership of this building soon.
4) The proceeds of these sales are being applied to reduction of debt and acquisition of new properties wherever opportunities present itself.

II) Town & Country Harmonia:

1) Town & Country-Harmonia Pavilion apartments are fast proceeding towards completion of construction and barring unforeseen circumstances, the construction is expected to be completed by November or December of this year. The offtake has been relatively slow, but, since the company has offered "Harmonia" in the apartment format, for the first time, this is quite natural. The company is sure to market the balance flats by March 2027 at a good price.
2) The Company's Harmonia Senior villas phase-II is sold out. There is clearly a good demand for villas in the Harmonia Senior Format and hence the company has now taken up some more land it owns for the purpose of launching Phase-III.
3) Harmonia Duplex Villas where the villas are built with one additional level has not had good traction and now the company will put special emphasis in marketing the same.
4) The company feels that it can construct and market substantial residential space, as apartments and villas in the destination "Sriperumbudur" as it gets get more prominence and more families come to live there.
5) The company has signed agreements for the redevelopment of three apartment complexes in Chennai city. One of these projects has already received the necessary RERA approvals for construction and sales, and the market response has been positive. The company is quite certain that the other two projects will also have overwhelming response from the market.

DIVIDEND AND RESERVES

Your Directors are pleased to recommend a Final dividend of Rs. 0.30/- per equity shares of the face value of Rs. 2/- each (@15%) out of the profits, for the financial year ended March 31, 2026 and shall be subject to deduction of income tax at source to those shareholders whose names appear in the registers of members as on the record date. Last year, your company had paid a dividend of Rs. 0.20 per equity share of Rs. 2/- each. No amount was transferred in the General Reserve during the reporting year.

SHARE CAPITAL

As on 31st March, 2026, the authorized share capital of the Company was ₹18,06,00,000 (Rupees Eighteen Crores and Six Lakhs only). Pursuant to the merger of Lancor Maintenance & Services Limited, the wholly owned subsidiary, with Lancor Holdings Limited, in accordance with the Order passed by the Hon'ble National Company Law Tribunal (NCLT), Chennai, dated 27th April, 2026, the authorized share capital of the Company increased to ₹19,06,00,000 (Rupees Nineteen Crores and Six Lakhs only).

During the year the company has allotted 5,55,000 equity shares of the face value of Rs. 2/- each to the eligible employees of the Company upon exercise of the Options vested with them under 'Lancor Employee Stock Option Scheme – 2024'. The said shares will rank pari-passu with the existing shares of the Company in all respect.

Consequent to the above allotment the subscribed, issued and paid-up equity share capital of your Company as on March 31, 2026 stood at 7,35,50,560 shares.

CAPITAL AND DEBT STRUCTURE

During the year, your company has issued equity shares by way of preferential issue and secured debentures through private placement basis which are provided in detail as below:

PREFERENTIAL ISSUE

The Board of Directors of the Company, at its meeting held on March 28, 2025, approved the issuance of 33,33,330 warrants convertible into equity shares, on a preferential basis, to Mr. R V Shekar, Promoter & Managing Director and Mrs. Shyamala Shekar, Promoter of the Company, for an aggregate issue size of Rs. 9,99,99,900/- only, which was subsequently approved by the shareholders by way of special resolutions passed at the 1st Extra-ordinary General Meeting (FY 2025-26) held on 26th April, 2025. Pursuant to the above approvals, the Board of Directors, through resolution by circulation dated 13th June 2025, allotted 33,33,330 warrants of face value of ₹2/- each at an issue price of Rs. 30/- per warrant (including a premium of Rs.28/-), aggregating to Rs. 9,99,99,900/-, to aforesaid specific promoters. An amount equivalent to 25% of the consideration was received upfront, with the balance 75% payable upon exercise of the warrants.

DEBENTURES

Your company has issued and offered of Non-Convertible Debentures by way of private placement & allotted 1500 (One Thousand Five Hundred) senior, secured, unlisted redeemable, non-convertible debentures of the face value of INR. 100,000/- (Indian Rupees One Lakh Only), for an aggregate nominal amount of up to Rs.15,00,00,000/- (Rupees Fifteen Crores Only) in tranches to M/s. Sundaram Alternates (through its High Yield Secured Real Estate Fund III).

EMPLOYEES STOCK OPTIONS:

Your Company has formulated and adopted **"Lancor Holdings Limited Employees Stock Option Scheme 2024"** for the eligible employees of the company and that of its subsidiary companies / associate companies in terms of regulations/ Guideline issued by Securities and exchange Board of India (SEBI). The members of the Company vide EGM on 27th March,2024 had approved the said ESOP scheme 2024 to extend the benefits of ESOP to all eligible employees of present/ future employees of company/ subsidiary companies/ associate companies. The maximum number of shares Covering the Scheme not exceeding 01 (one) million shares to implement the ESOP Scheme 2024 and shall vest based on the achievement of defined annual performance as determined by the administrator (NRC committee).

Disclosures with respect to Stock Options, as required under Rule 12 (9) of Companies (Share Capital and Debentures) Rules, 2014 and Regulation 14 of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 are annexed herewith as Annexure – 9 to this report and available on the Company's website .

The Secretarial Auditor's certificate on the implementation of share-based schemes in accordance with SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, will be made available at the ensuing Annual General Meeting (AGM), electronically.

CORPORATE SOCIAL RESPONSIBILITY (CSR):

Section 135 of the Companies Act, 2013 provides the threshold limit for applicability of the CSR to a Company i.e., (a) Networth of the Company to be Rs.500 crore or more; or (b) turnover of the company to be Rs.1,000 crore or more; or (c) net profit of the company to be Rs.5 crore or more. As the net profit of the Company was more than Rs. 5 Crores for the financial year 2024-2025, the Company had an obligation to spend at least 2% average net profits of the Company made during the three (3) immediately preceding financial years in pursuance of the CSR policy and the applicable provisions of the Act and the rules made thereunder.

The Annual Report on CSR containing particulars as specified in Rule 8 of the Companies (Corporate Social Responsibility) Rules, 2014 is included in **Annexure – 10**.

SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNAL

During the year the company successfully won the case with regard to the commercial property "Menon Eternity" in the Honourable Supreme Court of India about which reference has already being made in the earlier paragraph.

The Company also won the case with regard to acquiring one additional floor in the corporate office building of the company measuring about 5162 sq.ft. The Honourable High Court in Delhi was pleased to pass an order to hand over the possession of the property to the company and in this regard the company is awaiting the arrival of the Official Liquidator to open the premises. The company will use this premises for the purpose of its business.

BOARD OF DIRECTORS AND ITS COMMITTEES

A. Composition of the Board of Directors

The Board of Directors of the Company comprises of Executive Chairman who is a promoter of the Company along with Five other Non-Executive Directors which includes four Independent Directors. The Company has two Women Directors who are also Non-Executive and Independent.

The composition of the Board of Directors is in compliance with regulation 17(1)(b) of SEBI (Listing Obligations and Disclosure Obligations) Regulations 2015 and Section 149 of the Companies Act, 2013.

B. Meetings

The Board of Directors duly met seven (7) times during the year, the details of which are given in the Corporate Governance Report that forms part of this Annual Report. In respect of all such meetings proper notices were given and the proceedings were properly recorded and signed in the minutes book maintained for the purpose. The intervening gap between any two meetings was within the period prescribed under the Companies Act, 2013 & SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015.

In accordance with the provisions of the Companies Act, 2013, a separate meeting of the Independent Directors of the Company was held on 12th December, 2025.

C. Re-appointment of Director Retiring by Rotation

In terms of Section 152 of the Companies Act, 2013, Mr. S. Sridharan (DIN: 01773791) is liable to retire by rotation at the ensuing Annual General Meeting and being eligible, offers himself for re-appointment. The Board of Directors based on the recommendation of Nomination and Remuneration Committee, has recommended the re-appointment of Mr. S. Sridharan (DIN:01773791) retiring by rotation.

Brief resume of the Director proposed to be re-appointed has been provided in the Notice convening the Annual General Meeting. Specific information about the nature of his expertise in specific functional areas and the names of the companies in which he holds Directorship and membership / chairmanship of the Board Committees as per regulation 26 (4) of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 have also been included.

D. Committees of the Board

Your company has duly constituted the committees as required under the Companies Act, 2013 read with applicable Rules made there under and the SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015;

At present, following are the committees of the Board;

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders Relationship Committee
- Corporate Social Responsibility Committee
- Banking, Finance & Operations Committee

The details of composition of each committee, terms of the reference and number of meetings held during the year under review are given in the Corporate Governance Report annexed to this report.

E. Performance Evaluation

Section 134 of the Companies Act, 2013 states that formal evaluation needs to be made by the Board, of its own performance and that of its committees and the individual Directors. Schedule IV of the Companies Act, 2013 and regulation 17(10) of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 states that the performance evaluation of Independent Directors shall be done by the entire Board of Directors excluding the Directors being evaluated.

Pursuant to the provisions of section 134 (3)(p) of the Companies Act, 2013 and SEBI (LODR) 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 manner in which the evaluation has been carried out has been explained in the Corporate Governance Report.

F. Directors' Responsibility Statement

Pursuant to the requirements of Section 134(5) of the Companies Act, 2013, we, on behalf of the Board of Directors, hereby confirm that:

a) in the preparation of the annual accounts, the applicable accounting standards had been followed along with proper explanation relating to material departures;

b) 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 i.e. at 31st March, 2026 and of the 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; and

e) the Directors had laid down internal financial controls to be followed by the Company and such internal financial controls are adequate and were operating effectively;

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.

G. Changes in Directors and Key Managerial Personnel

During the year under review, there was no change in composition of Board and of Key Managerial Personnel of the Company.

The Nomination and Remuneration Committee, after considering the performance evaluation of Mr. S. Vasudevan (DIN: 01567080), Independent Director, and taking into account his knowledge, acumen, expertise, experience, significant contribution, and continued commitment of time, recommended his reappointment for a second term of five (5) consecutive years.

Based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors approved the reappointment of Mr. S. Vasudevan as an Independent Director for a second term of five (5) consecutive years, commencing from 13th November, 2026 and ending on 12th November, 2031, subject to the approval of the Members by way of a Special Resolution, as set out under Item No. 5 of the Notice convening this Annual General Meeting.

H. Declaration by Independent Directors

The Company had received necessary declaration from each independent director under Section 149 (7) of the Companies Act 2013, that they meet the criteria of independence laid down in Section 149(6) of the Companies Act 2013 and Regulation 25 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.

I. Statement regarding opinion of the Board with regard to integrity, expertise and experience (including the proficiency) of the Independent Directors appointed during the year

The Board of Directors have evaluated the Independent Directors during the year 2025-26 and opined that the integrity, expertise and experience (including proficiency) of the Independent Directors is satisfactory.

J. Details in respect of Frauds

The Auditor Report does not have any statement on suspected fraud in the company operations to explain as per Sec. 134(2)(ca) of the Companies Act 2013.

AUDIT RELATED MATTERS

A. Audit Committee

Pursuant to regulation 18 of SEBI (LODR) Regulations 2015 and the provision of Section 177(8) read with Rule 6 of the companies (Meeting of Board and its Powers) Rules, 2014, the Company has duly constituted a qualified and independent Audit Committee. The Audit Committee consists of three "Non-Executive - Independent Directors" as members having adequate financial and accounting knowledge. The composition, procedures, powers and role/functions of the audit committee and its terms of reference are set out in the Corporate Governance Report forming part of the Board's Report.

During the period under review, the suggestions put forth by the Audit Committee were duly considered and accepted by the Board of Directors. There were no instances of non-acceptance of any recommendations such as related party transactions or such other recommendations.

B. Statutory Auditors and Statutory Audit Report

In line with the requirements of Section 139(2) the Companies Act, 2013, M/s. G M Kapadia & Co., Chartered Accountants (Firm's Registration No. 104767W) was appointed as Statutory Auditor of the Company at the 38th AGM held on August 9, 2023 to hold office from the conclusion of the said meeting till the conclusion of the 43rd AGM to be held for F.Y. 2027-28.

The statutory Auditors' Report forms part of the Annual Report. The Auditors' Report issued by the Statutory Auditors, M/s. G M Kapadia & Co., on the Standalone and Consolidated Financial Statement for the financial year ended 31st March, 2026 are with unmodified opinion, self-explanatory and do not call for any further comments.

The Statutory Auditors' Report does not contain any qualification, reservation or adverse remark on the financial Statements of the Company. They have not reported any incident of fraud to the Audit Committee of the Company during the year under review.

C. Secretarial Auditors:

Pursuant to the provisions of Sections 179(3), 204 and other applicable provisions, if any, of the Companies Act, 2013 and the Rules made thereunder, read with Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, M/s A. Mohan Kumar & Associates, Practicing Company Secretaries, [Peer Review Certificate No 6842/2025] was appointed as Secretarial Auditors of the Company, for a period of 5 (five) consecutive financial years, commencing from FY 2025-26 to FY 2029-30, to carry out Secretarial Audit.

The Secretarial Audit Report in Form No. MR.3 issued by M/s. A. Mohan Kumar & Associates, Practicing Company Secretaries, Chennai does not contain any adverse remark, qualification or reservation or disclaimer which requires any explanation/ comments of the Board. The Secretarial Audit Report is annexed as **Annexure - 1** forming part of this Annual Report.

D. Cost Auditor & Cost Records

In terms of Section 148 of the Act, the Company is required to maintain cost records and have the audit of its cost records conducted by a Cost Accountant. Cost records are prepared and maintained by the Company as required under Section 148(1) of the Act. The Board of Directors of the Company, on the recommendation of the Audit Committee, approved the appointment of M/s. B Y & Associates, Cost Accountants (Firm Registration No. 003498) as the Cost Auditor of the Company to conduct audit of cost records of the Company for relevant products as prescribed under the Companies (Cost

Records and Audit) Rules, 2014 for the Financial Year 2026-27. In terms of the Companies Act and Rules thereunder requisite resolution for ratification of remuneration of the Cost Auditors by the members was set out in the Notice of the 41st AGM of your Company.

E. Internal Financial Controls

There were adequate internal financial controls in place with reference to the financial statements. During the year under review, these controls were evaluated and no significant weakness was identified either in the design or operation of the controls.

F. Internal Audit

Pursuant to provisions of Section 138 and all other applicable provisions of the Companies Act, 2013, read with the Companies (Accounts) Rules, 2014, the Board of Directors have appointed M/s. VGJ & CO, Chartered Accountants, Chennai as the Internal Auditors of the Company for the financial year 2026-27.

POLICY MATTERS

A. Nomination and Remuneration Policy

The Company recognizes and embraces the benefits of having a diverse Board of Directors and sees increasing diversity at the Board level as an essential element in maintaining a competitive advantage in the complex business that it operates. It is recognized that a Board comprised of appropriately qualified people with a wide range of experience relevant to the business of the Company is important to achieve effective corporate governance and sustained commercial success of the Company. At a minimum, the Board shall consist of at least one-woman Director. All Board appointments are made on merit, in the context of the skills, experience, independence, knowledge and integrity which the Board as a whole requires to be effective.

The Nomination, Remuneration and Governance Committee of the Board of Directors has formulated a Nomination and Remuneration Policy containing the criteria for determining qualifications, positive attributes and independence of a director and policy relating to the remuneration for the Directors, Key Managerial Personnel and Senior Management Personnel of the Company. The Nomination and Remuneration Policy is available on the website of the Company at https://lancor.in/investors/#corporateCodes-and-Policies.

B. Risk Management Framework

Pursuant to section 134 (3)(n) of the Companies Act, 2013 & regulation 21 of SEBI (Listing Obligations and Disclosures Requirements) Regulations 2015, the Company is entrusted with the task of monitoring and reviewing the risk management plan and procedures from time to time. The Company has developed and implemented risk management framework detailing the various risks faced by the Company and methods and procedures for identification, monitoring and mitigation of such risks. At present the Company has not identified any element of risk which may threaten the existence of the Company.

C. Corporate Social Responsibility Policy

The brief outline of the Corporate Social Responsibility (CSR) Policy of the Company and the initiatives undertaken by the Company on CSR activities during the year are set out in **Annexure– 10** to this Report in the format prescribed in the Companies (Corporate Social Responsibility Policy) Rules, 2014. For other details regarding the CSR Committee, please refer to the Corporate Governance Report.

D. Vigil Mechanism

Pursuant to Regulation 22 of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 and Section 177(9) read with Rule 7 of the companies (Meeting of Board and its Powers) Rules 2014 the Company had duly established a Vigil Mechanism for stakeholders, Directors and employees to report genuine concerns about unethical behavior, actual or suspected fraud or violation of the Company's code of conduct or ethics policy. The Audit Committee of the Company oversees the vigil mechanism. The Company affirms that no personnel have been denied direct access to the Chairperson of the Audit Committee.

The Policy also provides for adequate protection to the whistle blower against victimization or discriminatory practices. The Policy is available on the website of the Company https://lancor.in/investors/#corporateCodes-and-Policies.

E. Disclosure under The Sexual Harassment of Women at work place (Prevention Prohibition and Redressal) Act, 2013

Your Company is an equal employment opportunity employer and is committed to creating a healthy work environment that allows employees to perform their duties free from prejudice, gender bias and sexual harassment. The Company upholds the principle that all employees are entitled to be treated with dignity and respect. Sexual harassment, whether occurring within the workplace or outside in cases involving employees is considered a serious offense and is subject to strict disciplinary action.

The Company has in place an Anti-Sexual Harassment Policy in line with the requirements of The Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013. An Internal Complaints Committee (ICC) has been established to address and resolve complaints related to sexual harassment.

During the year under Review, there were no cases filed pursuant to the provisions of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Pursuant to the Companies (Accounts) Second Amendment Rules, 2025, the details of the complaints during the year are provided hereunder:

(a) Number of complaints of sexual harassment received in the year - NIL

(b) Number of complaints disposed of during the year - NIL

(c) Number of cases pending for more than ninety days – NIL

The Policy is available on the website of the Company at https://lancor.in/investors/#corporateCodes-and-Policies.

F. Statement of Complaince with respect to maternity benefit under the chapter-vi of social security code, 2020 (Formerly under Maternity Benefit Act 1961)

The Company has complied with the provisions of the Chapter-VI of Social Security Code, 2020 (Formerly Under Maternity Benefit Act 1961), and the rules made thereunder. All eligible women employees have been extended the benefits as prescribed under the Act, including maternity leave, nursing breaks, and other applicable entitlements. The Company remains committed to providing a supportive and inclusive workplace that ensures the health, safety, and well-being of all employees, particularly women during maternity.

OTHER MATTERS

A. Debentures:

The Company has issued debentures & allotted 150 Non-Convertible debentures to M/s. Sundaram Alternates (through its High Yield Secured Real Estate Fund III).

B. Bonus Shares:

No bonus shares were issued during the year under review

C. Deposits:

The Company has not accepted any deposits in terms of Chapter V of the Companies Act, 2013 read with the Companies (Acceptance of Deposit) Rules, 2014, during the year under review and as such, no amount on account of principal or interest on public deposits was outstanding as of the balance sheet date.

D. Preferential issue:

The Board of Directors of the Company, at its meeting held on March 28, 2025, approved the issuance of 33,33,330 warrants convertible into equity shares, on a preferential basis, to Mr. R V Shekar, Promoter & Managing Director and Mrs. Shyamala Shekar, Promoter of the Company, for an aggregate issue size of Rs. 9,99,99,900/- only, which was subsequently

approved by the shareholders by way of special resolutions passed at the 1st Extra-ordinary General Meeting (FY 2025-26) held on 26th April, 2025. Pursuant to the above approvals, the Board of Directors, through resolution by circulation dated 13th June 2025, allotted 33,33,330 warrants of face value of ₹2/- each at an issue price of Rs. 30/- per warrant (including a premium of Rs.28/-), aggregating to Rs. 9,99,99,900/-, to aforesaid promoters. An amount equivalent to 25% of the consideration was received upfront, with the balance 75% payable upon exercise of the warrants.

E. Buy back of securities:

The Company has not bought back any of its securities during the year under review

F. Sweat equity:

The Company has not issued any Sweat Equity Shares during the year under review.

G. Employees stock options:

The Company has formulated and adopted the Lancor Holdings Limited Employees Stock Option Scheme, 2024 (ESOP 2024) for the benefit of eligible employees of the Company and its subsidiary and associate companies, in accordance with the applicable provisions of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, and other relevant laws and regulations.

The Members of the Company, at the Extraordinary General Meeting (EGM) held on 27 March 2024, approved the ESOP 2024, enabling the grant of stock options to eligible existing and future employees of the Company and its subsidiary and associate companies.

Under the ESOP 2024, 1,000,000 (One Million) equity shares equity was issued pursuant to the exercise of stock options. The vesting of options shall be based on the achievement of defined annual performance criteria, as determined by the Nomination and Remuneration Committee (NRC), which acts as the Administrator of the Scheme. The performance parameters and vesting conditions shall be determined by the Administrator from time to time in accordance with the provisions of the Scheme.

During the reporting period, the Nomination and Remuneration Committee of the Board of Directors of the Company has approved the allotment of 5,55,000 equity shares to eligible employees of the company upon exercise of stock option under **Lancor Holdings Limited Employee Stock Option Scheme 2024** at an exercise price of Rs.2/- per option.

The disclosures required under the Companies (Share Capital and Debentures) Rules, 2014 and the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 are provided in Annexure-9 to this Report.

H. Shares with Differential Rights:

The Company has not issued any shares with Differential Rights for the year under review.

I. Rights Issue:

The Company has not issued any shares under Rights offer for the year under review.

J. Borrowings

The Company has outstanding borrowings of Rs 9,499.40 lakhs during the Financial Year ended 31st March, 2026

K. Transfer to Investor Education and Protection Fund

As required under the provisions of Sections 124(5) and 125(2)(c) of the Companies Act, 2013, dividends pertaining to the Financial Year 2017-18 which were lying unclaimed with the Company for the past seven years was transferred to the Investor Education and Protection Fund.

The details of unclaimed dividend transferred to the Investor Education and Protection Fund has been detailed in the Corporate Governance Report forming part of the Annual Report.

L. Human Resources

Employee relation continues to be cordial and harmonious at all levels and in all departments of the Company. The Board of Directors would like to express their sincere appreciation to all the employees for their continued hard work and dedication.

Number of employees as on 31st March, 2026 was 150, which include 22 women employees.

The table containing the names and other particulars of employees in accordance with the provisions of Section 197(12) of the Companies Act, 2013, read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is appended as Annexure - 2 to the Board's Report.

M. Credit Rating:

During the reporting period, there was no change in the Company's credit ratings. The long-term bank facilities continued to be rated **'CARE BB; Stable'** by CARE Ratings, while the short-term bank facilities continued to carry a **'CARE A4'** rating throughout the financial year.

N. Listing:

Your Company is listed on BSE Limited (BSE) & National Stock Exchange of India Limited (NSE), Mumbai with the scrip code 509048 and symbol LANCORHOL. During the reporting period, the Company obtained approvals from both BSE and NSE for the listing of **5,55,000 equity shares** of face value **₹2 each**, issued pursuant to the exercise of stock options under the Lancor Holdings Limited Employee Stock Option Scheme 2024.

O. Code of Corporate Governance:

In compliance with the requirement of Regulations 24 to 27 of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015, a detailed report on Corporate Governance is annexed to this report as Annexure – 3 from M/s. A. Mohan Kumar & Associates, Practicing Company Secretaries.

Further, a certificate as required (pursuant to Regulation 34(3) and Schedule V Para C Clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015) from **M/s. A. Mohan Kumar & Associates, Practicing Company Secretaries** stating that none of the directors are disqualified under Section 164 of the Companies Act, 2013 or any other provisions are attached in **Annexure-4** as part of the Annual Report.

P. Code of Conduct:

In compliance with requirement of regulations 17 of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 and Companies Act, 2013 the Company has laid down a Code of Conduct (Code) for all the Board Members and Senior Management Personnel of the Company. The Code is also posted on the Website of the Company https://properties.lancor.in/wp-content/uploads/2022/11/code-of-conduct.pdf. All the Board Members and Senior Management Personnel have affirmed their compliance with the Code for the financial year ended 31st March, 2026. A declaration to this effect signed by **Mr. J. M. Chandrasekar, Chief Executive Officer** of the Company forms part of this report.

Q. Management Discussion and Analysis Report:

In accordance with the requirement of the Listing regulations, the Management Discussion and Analysis Report is presented in a separate section of this Annual Report as **Annexure 5**.

R. The Annual Return:

In accordance with Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return as on March 31, 2026, will be made available on the website of the Company at https://lancor.in/investors/#fiAnnual-Return.

S. Particulars of Loans, Guarantees and Investments

In terms of Section 134 of the Companies Act, 2013, the particulars of loans, guarantees and investments given by the Company under Section 186 of the Companies Act, 2013 is detailed in (Note No. 2.20 and 2.06) Notes to Standalone Financial Statements

T. Subsidiaries, Joint Ventures and Associates:

As on 31st March, 2026, your Company had two wholly owned subsidiaries viz. Lancor Maintenance & Services Limited and Lancor City Developer Limited *(formerly known as Lancor Infinys Limited)* and a Joint Venture viz. Central Park West Venture.

Pursuant to the order passed by the Hon'ble National Company Law Tribunal (NCLT), Chennai Bench, dated 27 April 2026, **Lancor Maintenance & Services Limited,** the wholly owned subsidiary (the "Transferor Company"), has been amalgamated with **Lancor Holdings Limited** (the "Transferee Company") in accordance with the provisions of Sections 230 to 232 of the Companies Act, 2013, read with the rules made thereunder.

A gist of financial highlights/performance of these companies is contained in Form AOC-1 and forms part of this report and annexed as **Annexure-6**. As per the provisions of Section 136 of the Companies Act, 2013, the Company has placed separate audited accounts of its subsidiary on its website **https://lancor.in/investors/#fiFinancials-of-Subsidiaries** and copy of separate audited financial statements of its subsidiary will be provided to the shareholders at their request.

U. Related Party Transactions:

All related party transactions that were entered into during the financial year were at arm's length basis and were in the ordinary course of business. All related party transactions are placed before the Audit Committee for approval on quarterly basis, for the transactions which are of a foreseen and repetitive nature. The Board of Directors of the Company has, on recommendation of the Audit Committee adopted a policy to regulate the transactions between the Company and its related parties in compliance with the applicable provisions of the Companies Act, 2013 and rules made there under and the Listing Agreement.

During the year, the Company has not entered into any contract / arrangement / transaction with a related party which can be considered as material in terms of the policy on related party transactions laid down by the Board of Directors. These Policies have been uploaded on the website of the Company at https://lancor.in/wp-content/uploads/2025/05/Policy-on-Related-Part-Transactions-1.pdf the related party transactions undertaken during the financial year 2025-26 are detailed in Notes (Note No.4.14) to Accounts of the Financial Statements.

Particulars of contracts or arrangements with related parties referred to in section 188(1) of the Companies Act, 2013 in form AOC-2 is appended as **Annexure-7** to the Board's Report.

V. DISCLOSURES WITH RESPECT TO DEMAT SUSPENSE ACCOUNT/ UNCLAIMED SUSPENSE ACCOUNT

Your Company is having 75,555 Equity Shares in Unclaimed suspense Account in lieu of Bonus shares held by Eligible Shareholders in physical form as on Record Date during the year under purview.

W. Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

The particulars prescribed under Section 134 (3) (m) of the Companies Act, 2013 read with the Companies (Accounts) Rules, 2014 are not applicable.

X. Foreign Exchange Earnings and Outgo

Foreign Exchange Earnings: Nil Foreign Exchange Outgo: Nil

OTHER DISCLOSURES

a. Green initiatives

Electronic copies of the Annual Report 2025-26 and Notice of the Fory first (41st) Annual General Meeting are sent to all members whose email addresses are registered with the Company/ Depository Participant(s). Further, the soft copy of the Annual Report (in pdf format) is also available on our website (https://lancor.in/investors/)

Pursuant to Section 108 of the Companies Act, 2013, Rule 20 of the Companies (Management and Administration) Rules, 2014, and Listing Regulations, the Company is providing e-voting facility to all members to enable them to cast their votes electronically on all resolutions set forth in the notice. The instructions for e-voting are provided in the notice.

b. Details in respect of frauds reported by auditors under sub section (12) of section 143 other than those which are reportable to the Central Government

There is no such fraud required to be reported under section 143(12) of the companies Act, 2013.

c. Compliance with the provisions of Secretarial Standards

The company has in place proper systems to ensure compliance with the provisions of the applicable secretarial standards issued by the Institute of Company Secretaries of India (ICSI) and such systems are adequate and operating effectively.

During the financial year under review the company was in compliance with secretarial standards i.e. SS-1 and SS-2 relating to "Meeting of Board of Directors" and "General Meetings" respectively.

d. Proceeding under Insolvency and Bankruptcy Code, 2016

There are no proceedings, either filed by the Company or against the Company, pending under the Insolvency and Bankruptcy Code, 2016 as amended, before the National Company Law Tribunal or other Courts as on 31 March, 2026

e. The details of difference between amount of the valuation done at the time of onetime settlement and the valuation done while taking loan from the banks or financial institutions along with the reasons thereof: Nil

f. Additional Information to Shareholders

All important and pertinent investor information such as financial results, investor presentations, press releases, new launches and project updates are made available on the Company's website (https://lancor.in/investors/) on a regular basis.

ACKNOWLEDGEMENT

The Directors would like to place on record their sincere appreciation to the Company's customers, vendors, and bankers, viz., The CSB Limited, City Union Bank Limited, LIC Housing Finance Limited, Axis Finance Limited, HDFC Bank Ltd., IDBI Bank Limited, Axis Bank Limited and Sundaram Alternate Assets Limited for their continued support to the Company during the year. The Directors also wish to acknowledge the contribution made by employees at all levels for steering the growth of the organization. We thank the Government of India, the State Government and other government agencies for their assistance and cooperation and look forward to their continued support in future.

Finally, the Board would like to express its gratitude to the members for their continued trust, cooperation and support.

Place: Chennai
Date :12th August, 2026

For and on behalf of the Board of Directors of LANCOR HOLDINGS LIMITED

RV Shekar	**S. Sridharan**
Managing Director	Director
DIN:00259129	DIN: 0177379

ANNEXURE-1

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

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

To
The Members,
M/s. Lancor Holdings Limited.

We have conducted the Secretarial Audit of the Compliance of applicable statutory provisions and the adherence to good corporate practices by **M/s. Lancor Holdings Limited** (hereinafter called "the Company") bearing Corporate Identification Number **L65921TN1985PLC049092.** Secretarial Audit was conducted in a manner that provided me/us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of M/s. **Lancor Holdings 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 authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

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

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

(ii) The 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;

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

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

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-

- **a)** The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
- **b)** The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
- **c)** The Securities and Exchange Board of India (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 (Depositories and Participants) Regulations, 2021;
- **f)** The Securities and Exchange Board of India (Issue and Listing of Non-convertible Securities) Regulations, 2021- ***Not applicable during the financial year under review as the Company has not listed its Non-convertible Securities in any stock exchange***;
- **g)** The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993regarding the Companies Act and dealing with client **–** ***The Company is not registered as transferor to issue and Share Transfer Agent during the financial year under review and hence not applicable;***
- **h)** The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021- ***Not applicable during the financial year under review as the Company has not delisted its equity shares from any stock exchange***;

i) Securities and Exchange Board of India (Issue and Listing of Non- Convertible and Redeemable Preference Shares) Regulations, 2013- ***Not applicable during the financial year under review***

j) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018- ***The Company has not bought back any of its securities during the financial year under review and hence not applicable***; and

k) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015.

(vi) The Laws as applicable specifically to the Company

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

(i) Secretarial Standards issued by The Institute of Company Secretaries of India.

(ii) The Listing Agreements entered into by the Company with BSE Limited *(f.k.a. Bombay Stock Exchange Ltd)* (BSE) and National Stock Exchange of India Limited (NSE).

We further report that the applicable financial laws, such as Direct and Indirect Tax Laws, have not been reviewed under our audit as the same falls under the review of statutory auditors and by other designated professionals.

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

We further report that:

a) The Board of Directors ("the board") of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

b) Adequate Notice is given to all Directors to schedule the board meetings & committee meetings, agenda and detailed notes on agenda were sent generally at least seven days in advance and where notice was given at a shorter period, the same were ratified by the independent directors of the company. Also, 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.

c) All the decisions were carried out with requisite majority.

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

We further report that during the audit period, the following major transactions were identified:

1. During the financial year under review, pursuant to approval by the shareholders in the EGM held on April 26, 2025, & the Board of Directors of the Company through circular resolution dated June 13, 2025 had issued & allotted 33,33,330 warrants of Rs. 30.00 per warrant amounting to Rs. 999.99 Lakhs to be convertible into fully paid-up equity shares of the Company in the ratio of 1:1 within 18 months from the date of allotment. The Warrant holders have paid 25% of the warrant issue price fixed per warrant. The balance of 75% of the warrant issue price shall be payable by the warrant holder at the time of exercising the rights attached to the warrants.

2. Pursuant to Regulation 33 read with Regulation 30 and Clause 2 of Part A of Schedule III of SEBI (LODR) Regulations, 2015, the Company was required to submit the audited financial results within the prescribed timeline i.e. 3 hours from the conclusion of board meeting. The Company duly submitted all the requisite disclosures to BSE within the prescribed timeline. The outcome of the Board Meeting dated 30th May 2025, for approving the audited financial results was submitted to NSE with a delay of four minutes. The Company replied that the delay was due to change in accounting software, power failure, and technical issues with the NEAPS portal. No further action was taken by the Stock Exchanges and/or SEBI.

3. The Nomination and Remuneration Committee vide its circular resolution passed on August 22, 2025, approved the allotment of 5,55,000 stock options under the Lancor Holdings Limited Employee Stock Option Scheme 2024 ("ESOP Scheme 2024") to eligible employees at a price of Rs. 2/- per option to eligible employees.

4. The shareholders in the AGM dated September 23, 2025 had approved a final dividend at the rate of 10% i.e., Rs. 0.20/- per equity share for the financial year ended 31st March, 2025 on each fully paid 7,29,95,560 equity shares of Rs. 0.20/- each of the Company.

5. The Board in their meeting held on October 30, 2025 had accorded their approval for issuing Non-Convertible Debentures (NCD) by way of private placement basis and consequently the Banking, Financial & Operations Committee in their meeting held on November 03, 2025 has approved & allotted 1500 NCDs each with face value of INR. 100,000/- (Indian Rupees One Lakh Only), for an aggregate nominal amount of up to Rs.15,00,00,000/- (Rupees Fifteen Crores Only) to Sundaram Alternative Opportunities Series - High Yield Secured Real Estate Fund III.

6. The Board of Directors of the Company at its meeting held on 1st March, 2024 had approved a Scheme of Merger of Lancor Maintenance and Services Limited, the wholly owned subsidiary, with the Company pursuant to the sections 230 to 232 and other applicable provisions of Companies Act, 2013. The Company filed an application for Scheme of Amalgamation on 2nd February, 2025 with National Company Law Tribunal (NCLT). The appointed date of the Scheme is 1st April, 2024 and it will come into force on the Effective Date, i.e. the date of filing of NCLT's order with the Registrar of Companies, Chennai. As on the reporting date, the company has merged with M/s. Lancor Maintenance & Services Limited (Wholly owned company of the company).

7. In the matter of the commercial property, Menon Eternity owned by the company the Hon'ble Supreme Court of India has upheld company's stand that the sale deed should not be cancelled and the company can avail possession of the property, lease it, rent it and otherwise deal with the property in any manner it deems fit. Hence the Special Leave Petition (SLP) was allowed by the Supreme Court.

For A. Mohan Kumar & Associates

A. Mohan Kumar
Partner
Membership Number: FCS 4347
Certificate of Practice Number: 19145
Peer Review Certificate No: 6842/2025
UDIN F004347H001077408

Place: Chennai
Date: 12.08.2026

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

ANNEXURE A

To
The Members,
M/s. Lancor Holdings Limited.

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

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we have followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the Compliance of laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure 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.

For A. Mohan Kumar & Associates

A. Mohan Kumar
Partner
Membership Number: FCS 4347
Certificate of Practice Number: 19145
Peer Review Certificate No: 6842/2025

Place: Chennai
Date: 12-08-2026

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To,
The Members of
M/s. Lancor Holdings Limited,
Arihant VTN Square II Floor 58 G. N. Chetty Road, T-Nagar, Chennai - 600017.

I/We have examined the relevant registers, records, forms, documents, returns and disclosures received from the Directors of M/s. **Lancor Holdings Limited** having **CIN: L65921TN1985PLC049092** and having registered office at **Arihant VTN Square II Floor 58 G.N. Chetty Road, T-Nagar, Chennai – 600017** (hereinafter referred to as **'the Company'**), produced before me/us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as **'LODR Regulations'**).

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

S. No.	Name of Director	DIN	Date of appointment at current designation	Original Date of appointment in the Company
	Mr. Shekar Viswanath Rajamani	00259129	31/03/2021	15/10/1994
	Mr. Seetharaman Sridharan	01773791	26/12/2014	13/11/2014
	Mr. Krishnaswami Harishankar	08453883	25/09/2019	05/06/2019
	Mr. Srinivasan Vasudevan	01567080	22/09/2022	13/11/2021
	Mrs. Gowri Ramachandran	08217157	25/09/2019	05/06/2019
	Mrs. Vinodhini Sendhil Manian	08719578	09/08/2023	28/06/2023

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

For A. Mohan Kumar & Associates

A. Mohan Kumar
Partner
Membership Number: FCS 4347
Certificate of Practice Number: 19145
Peer Review Certificate Number: 6842/2025
UDIN: F004347H001077540

Place: Chennai
Date: 12.08.2026

ANNEXURE – 2

DISCLOSURE PURSUANT TO SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5 OF COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014 AND COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) AMENDMENT RULES, 2016

The Information required under section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is as below:

(i) The ratio of remuneration of each Director to the median employee's remuneration of the Company for the financial year and such other details as prescribed is as given below

Name	Ratio
Mr. RV Shekar	6.06:1

Note:

- Sitting fees has been paid to Non-Executive Directors for attending the Meetings of the Board of Directorsand Committees thereof held during the Financial Year 2025-26.

(ii) The percentage of increase in remuneration of each director, Chief Executive Officer, Chief Financial Officer, Company Secretary or Manager, if any, in the financial Year 2025-26.

Sl. No	Name of the KMPs	Designation	% of increase in remuneration during FY 2025-26
01.	Mr. R V Shekar	MD	NIL
02.	Mr. J M Chandrasekar	Chief Executive Officer	6%
03.	Mr. K. Prakash	Chief Financial Officer	6%
04.	Ms. Kaushani Chatterjee	Company Secretary & Compliance Officer	10%

(iii) The percentage increase in the median remuneration of employees for the financial year 2025-2026
The Median Remuneration of Employees (MRE) was Rs. 5.18 Lakhs and Rs. 3.96 Lakhs in FY 2024-25 and FY 2025-26 respectively. The decrease in Median Remuneration of Employees (MRE) in fiscal 2025-26 as compared to fiscal 2024-25, is 23.55%. The decrease in the average remuneration of the employees due to increase in number of new employees compared to the previous year as well as rationalization of employees cost effectively reducing the overall employee cost for the year 2025-26.

(iv) The number of permanent employees on the rolls of Company as on 31.03.2026 is 150 including 22 women employees.

(v) 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:
The total remuneration of the Managerial Personnel of the Company increased by Nil and the average remuneration of the employees of the Company (other than managerial personnel) increased by Nil.

(vi) The key parameters of any variable component of remuneration availed by the directors: Nil

(vii) Affirmation that the remuneration is as per the remuneration policy of the Company:
The Company affirms that remuneration is as per the Nomination and Remuneration policy of the Company.

TOP 10 EMPLOYEES IN TERMS OF REMUNERATION DRAWN

Statement pursuant to Section 134 of the Companies Act 2013, read with rule 5(2) and 5(3) of the Companies Act (Appointment and Remuneration of Managerial Personnel) Rules 2014 and Companies (Appointment and Remuneration of Managerial Personnel) Amendment Rules 2016

Statement as per rule 5(2) of the above said rule REMUNERATION:

As prescribed under Section 197(12) of the Companies Act, 2013 ("Act") and Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the details are given in Annexure 2. In terms of provisions of Section 197(12) of the Companies Act, 2013 and Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, a statement showing names of the employees and other particulars, drawing remuneration in terms of the said Rules forms part of this report. However, in terms of first proviso to Section 136(1) of the Act, the Annual Report, excluding the aforesaid information is being sent to the members of the Company. The said information is available for inspection at the Registered Office of the Company during working hours and any member who is interested in obtaining these particulars may write to the Company Secretary of the Company

Statement as per rule 5(2)(i) of the above said rule

No one employed with your company throughout the financial year, was in receipt of remuneration for that year which, in the aggregate, was not less than one crore and two lakh rupees;

Statement as per rule 5(2)(ii) of the above said rule

No one employed with your company for a part of the financial year, was in receipt of remuneration for any part of that year, at a rate which, in the aggregate, was not less than Eight lakh and fifty thousand rupees per month;

Statement as per rule 5(2)(iii) of the above said rule

No one employed throughout the financial year or part thereof, was in receipt of remuneration in that year which, in the aggregate, or as the case may be, at a rate which, in the aggregate, is in excess of that drawn by the managing director or whole-time director or manager and holds by himself or along with his spouse and dependent children, not less than two percent of the equity shares of the company.

ANNEXURE – 3

REPORT ON CORPORATE GOVERNANCE

'Governance' refers to the way in which something is governed and to function of governing and the term 'Corporate Governance' to the way in which companies are governed and to what purpose. It is concerned with practices and procedures for trying to ensure that a company is run in such a way that it achieves its mission and goals. It includes maximizing the wealth of the shareholders subject to various guidelines and constraints. Guidelines and constraints include behaving in an ethical way and in compliance with laws and regulations.

1. COMPANY'S PHILOSOPHY ON CODE OF GOVERNANCE

The Company is complying with the mandatory requirements of the code of corporate governance introduced by the SEBI.

The Company aims to create profitable developments with enduring value, distinguishing characteristics leading to high customer satisfaction with full compliance to building standards, rule and regulations.

The basic philosophy of the Company towards corporate governance is to protect and enhance the long-term value of all the stakeholders such as shareholders, customers, creditors and employees. The Company is committed to achieve these objectives within the regulatory framework through transparency in all its dealings.

Members of the Board and key executives are periodically making disclosures to the Board whether they, directly, indirectly or on behalf of third parties, have a material interest in any transaction or matter directly affecting the Company. The Board and top management conduct themselves, so as to meet the expectations of operational transparency to stakeholders while at the same time maintaining confidentiality of information in order to foster a culture for good decision-making. The Board was entrusted with the responsibility of ensuring the integrity of the Company's accounting and financial reporting systems, including the independent audit, and that appropriate systems of control are in place, in particular, systems for risk management, financial and operational control, and compliance with the law and relevant standards. Our Board has the ability to 'step back to assist executive management by challenging the assumptions underlying: strategy, strategic initiatives (such as acquisitions), risk appetite, exposures and the key areas of the Company's focus.

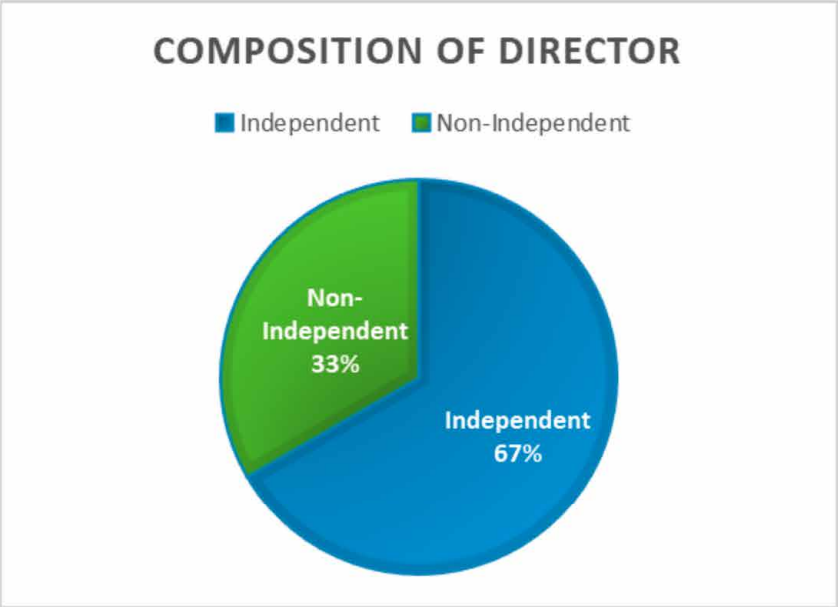
We comply with the Securities and Exchange Board of India (SEBI)'s guidelines and it's Regulations (Listing Obligation and Disclosure Requirement) Regulations 2015 on corporate governance and the Board periodically reviewing and monitoring the effectiveness of the Company's governance practices and making changes as needed.

Board diversity

The Company recognizes the benefits of having a diverse Board of Directors and sees increasing diversity at Board level as an essential element in maintaining a competitive advantage in the complex business that it operates. It is recognized that a Board comprised of appropriately qualified people with broad range of experience relevant to the business of the Company is important to achieve effective corporate governance and sustained commercial success of the Company. A truly diverse Board will include and make good use of differences in the skills, regional and industry experience, background, race, gender and other distinctions amongst Directors. These differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. At a minimum, the Board of the Company shall consist of at least one woman Director. All Board appointments are made on merit, in the context of the skills, experience, independence, knowledge and integrity which the Board as a whole requires to be effective.

Composition of Board of Directors

The Company is managed by Mr. R.V. Shekar, Chairman & Managing Director (MD) (DIN: 00259129) also a Key Managerial Personnel (KMP) who is under the direct control and supervision of the Board of Directors. Board of Directors of the Company had five non-executive Directors including two-woman directors who were Independent non-executive in the Board for the financial year ended 31st March 2026.



CHAIRMAN OF THE BOARD:

The Chairman's responsibilities relate primarily to managing the board of directors, and ensuring that the board functions effectively. Our Chairman Mr. R.V. Shekar promotes a culture of openness in the meetings of the board with the other members.

As on31st March 2026 the Board of Directors of the Company was comprised of Executive Chairman and Five other Non-Executive Directors, including Four Independent Directors.

The Board members possess requisite skills, experience and expertise that are required to take decisions, which are in the best interest of the Company.

None of the Directors is a Member in more than 10 Committees and Chairman of more than 5 Committees across all the companies in which he/she is a Director. The necessary disclosures regarding Committee positions have been made by the Directors.

The Independent Directors on the Board are experienced and competent persons, and they actively participate in the Board and Committee meetings.

Role of the Board of Directors:

The primary role of the Board is that of trusteeship to protect and enhance shareholder value by providing strategic directions to the company. As trustees, the Board has fiduciary responsibility to ensure that the company has clear goals aligned to shareholders and stakeholders' value and their growth. The Board exercises its duties with care, skill and diligence and exercises independent judgments.

The Board sets strategic goals and seeks accountability for their fulfillment. The Board also directs and exercises appropriate control to ensure that the Company managed in a manner that fulfills stakeholders' aspirations and societal expectations.

The Board of Directors meets at least four times a year, with maximum time gap of one hundred and twenty days months between any two meetings to review the quarterly results and other items in the agenda including that are prescribed in the SEBI (Listing Obligation and Disclosure Requirement), Regulations, 2015. Additional meetings were also held when necessary. It is pertinent to mention that during the reporting period the board has met Seven times. Further, Policy formulation, evaluation of performance and control functions are vests with the Board. The Companies Act and Listing Regulations relating to Corporate Governance contain provisions on evaluation of the performance of the Board and its Committees as a whole and Directors including Independent Directors, Non- Independent Directors and Chairperson individually. In pursuant thereof, annual evaluation of performance of the Board, working of its Committees, contribution and impact of individual directors has been carried out through a questionnaire for peer evaluation on various parameters.

BOARD MEETINGS

As on 31st March, 2026 the Board of Directors of the Company was consisted of six Directors. Mr. R.V. Shekar was the Executive Director and all others were Non-executive Directors out of which four were Independent Directors.

The Board met 7 (Seven) times during the financial year on 10th April, 2025, 30th May, 2025, 13th August, 2025, 27th September, 2025, 30th October, 2025, 14th November, 2025 and 12th February, 2026. The composition and attendance of Directors at the Board Meetings, Annual General Meeting held during the year and number of other directorships / committee memberships heldby them are as follows.

The Board has passed Circular resolution dated 13th June, 2025.

Composition of the Board, and Directorships held as on 31st March 2026.

Name of the Director	Title of Directors	Attendance of Board meetings	Attendance of Last AGM	No. of Directorships held in the other companies	No. of Board committee membership held in other companies	Relationship with directors inter-se
R.V.Shekar	Chairman and Executive-Promoter	7	Yes	2	Nil	Nil
S. Sridharan	Non – Executive and Non – Independent	7	Yes	8	1	Nil
Gowri Ramachandran	Non – Executive and Independent	7	Yes	2	Nil	Nil
S Vasudevan	Non – Executive and Independent	7	Yes	3	1	Nil
K.Harishankar	Non – Executive and Independent	5	No	Nil	Nil	Nil
Mrs. Vinodhini Sendhil Manian	Non – Executive and Independent	6	No	1	Nil	Nil

Note:

As per Reg 26 (1)(b) of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, for the purpose of determination of limit, chairpersonship and membership of the audit committee and the Stakeholders' Relationship Committee in company registered under the Companies Act 2013 alone shall be considered.

None of the Directors is related to any other director of the Company.

None of the Present Directors of the Company are disqualified to act as Directors of the Company or any other public Company under section 164 of the Companies Act 2013, read with rule 14 of the Companies (Appointment and Qualification of Directors) Rules, 2014.

The requisite information as prescribed under SEBI (Listing Obligation and Disclosure Requirement) Regulations 2015 placed before the Board from time to time and is provided as part of the agenda papers of the Board meeting and / or is placed during the course of the meeting.

The Board of Directors met 7 times in respect of which proper notices were given and the proceedings were properly recorded and signed in the minute's book maintained for the purpose. The intervening gap between any two meetings was within the period prescribed by the Companies Act, 2013 & SEBI (LODR) Regulations, 2015.

The Annual General Meeting for the financial year ended 31st March 2025 was held on 23rd September, 2025 by giving due notice to the members of the Company and the resolutions passed there at were recorded in the minutes book maintained for the purpose.

Details of the other listed entities where the Directors hold directorship as on 31st March 2026

Name of Director	Category of Directorship	Name of Listed entities
S. Vasudevan	Non – Executive and Independent	Rajshree Sugars & Chemicals Limited
S. Sridharan	Non – Executive and Non-Independent	Shree Renuka Sugars Limited Galfar Engineering & Contracting SAOG(Omani Company)
Vinodhini Sendhil Manian	Non – Executive and Independent	Igarashi Motors India Limited

Details of Shareholding of Directors as on March 31, 2026

S.No.	Name of the Director	No. of Equity Shares
1	Mr. R. V. Shekar	17129646
2	Mr. R. V. Shekar	6,28,911 (These shares are held jointly by Mr.R.V.Shekar and Mrs. Shyamala Shekar w/o Mr.R.V.Shekar)*
3	Mr. R. V. Shekar	3,03,480 (These shares are held jointly by Mrs. Shyamala Shekar w/o Mr.R.V.Shekar and Mr.R.V.Shekar)
4	Mr. S. Sridharan	16,49,877 (These shares are held jointly by Mrs. Rajeshwari Sridharan w/o Mr. S. Sridharan and Mr. S. Sridharan)

*During the Financial year 2025-26 R.V Shekar has purchased 23,736 shares (i.e. 0.03% of share capital) from open market.

There are no other shares or convertible instruments held by any other Non-executive Directors as on 31st March, 2026.

Information about the Directors proposed to be appointed / re-appointed required to be furnished pursuant to SEBI (Listing Obligations and Disclosure Requirement) Regulations 2015 with the stock exchange is forming part of the notice of the 41st (Forty First) Annual General Meeting.

Limit and tenure of Independent Directorships:

As per the declaration furnished by the Independent Directors as on 31st March 2026, none of the Independent Director is serving as an Independent Director of more than seven listed companies and none of the Independent Director of the Company is presently serving as a whole-time director in any listed Company.

Their tenure of appointment of Independent Directors is well within the maximum terms prescribed in the listing regulations.

Letter of appointment to Independent Directors:

The Company has issued formal letter of appointment to Independent Directors in the manner as provided in theCompanies Act, 2013 and the letter of appointment along with the detailed profile of Independent Directors have been disclosed on the websites of the Company with due intimation to the Stock Exchanges within the prescribedtime. The details are available in https://lancor.in/wp-content/uploads/2022/11/Terms-and-conditions-of-appointment-of-ID.pdf

Performance evaluation of Independent Directors:

The Board constantly evaluates the contribution of the members and periodically updates with the shareholdersabout their reappointment in consistent with applicable laws. One of the key functions of the Board is to monitor and review the Board evaluation framework. The criteria for evaluation of performance of Independent Directors have been laid down by the Nomination and Remuneration Committee.

In the opinion of the Board, all the Independent Director fulfill the criteria relating to their Independence as specified in the SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015 and all are independentof the management.

The performance evaluation of Independent Directors had been done for the Board of Directors (excluding the Director being evaluated) at their meeting held on Friday, 12th December, 2025. The details of the programmes are available in the company's website - https://lancor.in/wp-content/uploads/2026/04/Familirization_2025-26.pdf

Separate meetings of the Independent Directors:

Pursuant to SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 and the provision of schedule IV of the companies Act, 2013 and the rules made there under, the Independent Directors of the Company shall hold at least one meeting in a year without the attendance of non-Independent Directors and members of management. All the Independent Directors of the Company shall strive to be present at such meeting.

The Independent Directors at their meeting held on Friday, 12th December, 2025 inter alia reviewed the following:

1. Evaluation of the performance of Non-Independent Directors and the Board of Directors as a Whole;
2. Evaluation of the performance of the Chairman of the Company, taking into account the views of the Non Executive Directors.
3. Evaluation of the quality, content and timelines of flow of information between the management and the Board that is necessary for the Board to effectively and reasonably perform its duties.

All the Independent Directors were present at the meeting.

Availability of Information to the Board Members

Adequate notice to all the Directors was given well in advance to schedule Board Meetings, agenda and details note on agenda were sent in advance to all the Directors as required in Regulation/ Act. Board Meetings were held at the Registered Office of the Company and/or through video Conference/ Other audio-visual mode. Additional meetings of the Board were held when deemed necessary by the Board. The minimum information as required under SEBI (Listing Obligations and Disclosures Requirements) Regulations 2015 was being made available to the Board. The Board has unrestricted access to all companies' related information. At the Board meetings, Auditors, officers and senior management and representatives who can provide additional insight into the items being discussed are invited.

Training of Independent Directors:

As required under listing regulations all new Non-Executive Directors appointed to the Board are introduced to our Company culture through appropriate orientation sessions. Presentations were made by our Company's senior management to provide an overview of Company's operations and to familiarize the new Non-Executive Directors with the Company, organization structure, our service, group structure, subsidiaries, Board procedures, their roles, rights, responsibilities in the Company, nature of the industry in which the Company operates, business models etc.

Stock Option

During the year, the Company did not make any new grant of Employee Stock Options (ESOPs) to its employees under the Lancor Employee Stock Option Scheme - 2024. Further, the Independent Directors of the Company are not entitled to receive any stock options under the ESOP Scheme.

Review of Compliances Report:

The Board periodically reviews compliance reports of all laws applicable to the Company. Adequate systems and processes commensurate with the size and operations of the Company to monitor and compliance of all applicable laws, rules, regulations and guidelines are in place.

Replacement of Independent Directors removed or resigned:

There was no replacement / removal or resignation of Independent directors during the Financial Year.

Succession Plan

Pursuant to SEBI (Listing Obligations and Disclosures Requirements) Regulations 2015 a succession plan is in place for orderly succession for appointments to the Board and to senior management to ensure and maintain an appropriate balance of skills, experience and expertise on the Board and senior management.

Familiarization Programme

At the time of their appointment, the Independent Directors are apprised of their role, duties and responsibilities in the Company.

Periodic presentations are made to the Independent Directors on the financial and operational performance of the Company, strategy and business plan, significant process improvements and material business developments among others. The Independent Directors are also regularly updated and informed about material regulatory and statutory developments affecting the Company. The details of familiarization programmes for the Independent Directors are also disclosed on the website of the Company at https://lancor.in/investors/#corporatefamiliarizati on-Program.

Key Board Qualifications, expertise and attributes:

The Board of Directors comprises of qualified members who bring in the required skills, competence and expertise that allow them to make effective decisions or contributions to the Board, its committees and the management.

The list of core skills / expertise / competency identified by the Board of Directors as required in the context of its business(es) and sector(s) for functioning effectively and those already available with the Board are as follows:

S. No.	Skills / Core Competencies	Governance Practices	Corporate Strategy	Financial Management	Business Strategy	General Management
1	Mr. R.V. Shekar	✓	✓	✓	✓	✓
2	Mr. S. Sridharan	✓	✓	✓	✓	✓
3	Dr. Gowri Ramachandran	✓	✓	✓	-	✓
4	Mr. K.Harishankar	✓	✓	✓	✓	✓
5	Mr. S. Vasudevan	✓	✓	✓	✓	✓
6	Mrs. Vinodhini Sendhil Manian	-	-	-	✓	✓

Committees of the Board of Directors

In compliance with the requirements of the Listing Agreement and the Companies Act, 2013 and to have a focused attention on specific matters, the Board of Directors has constituted various committees herein under. These Committees are entrusted with such powers and functions as are detail Chairperson in their terms of reference.

1. Audit Committee

2. Stakeholders Relationship Committee

3. Nomination and Remuneration Committee

4. Corporate Social Responsibility Committee and

5. Banking, Finance and Operations Committee

1. AUDIT COMMITTEE

The Audit Committee assists the Board in its responsibility for overseeing the quality and integrity of the accounting, auditing and reporting practices of the Company and its compliance with legal and regulatory requirements. It ensures the objectivity, credibility and correctness of the Company's financial reporting and disclosure processes, internal controls, risk management policies and processes, tax policies, compliance and legal requirements and associated matters.

The powers, role and terms of reference of the Committee are in consonance with the requirements mandated under Section 177 of the Companies Act, 2013 and Regulation 18 of SEBI (Listing Obligation and Disclosure Requirement) Regulations 2015. The terms of reference of the Audit Committee are broadly as follows:

- Overseeing the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible.
- Recommending to the Board, the appointment, re-appointment and, if required, the replacement or remov- al of the statutory auditor and the fixation of audit fees.
- Approval of payment to statutory auditors for any other services rendered by the statutory auditors.
- Reviewing, with the management, the annual financial statements before submission to the Board for approval, with particular reference to:

i. Matters required to be included in the Director's Responsibility Statement in the Board's Report interms of clause (c) of sub section (3) of section 134 of the Companies Act, 2013

ii. Changes, if any, in accounting policies and practices and reasons for the same

iii. Major accounting entries involving estimates based on the exercise of judgment by management

iv. Significant adjustments made in the financial statements arising out of audit findings

v. Compliance with listing and other legal requirements relating to financial statements

vi. Disclosure of any related party transactions

vii. Qualifications in the draft audit report.

- Reviewing, with the management, the quarterly financial statements before submission to the Board for approval
- Reviewing, with the management, the statement of uses / application of funds raised through an issue (such as public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilization of proceeds of a public or rights issue, and making appropriate recom- mendations to the Board to take up steps in this matter
- Review and monitor the auditor's independence and performance, and effectiveness of audit process
- Approval or any subsequent modification of transactions of the Company with related parties;
- Scrutiny of inter-corporate loans and investments;
- Valuation of undertakings or assets of the Company, wherever it is necessary;
- Evaluation of internal financial controls and risk management systems;
- Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
- Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
- Discussion with internal auditors of any significant findings and follow up there on;
- Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
- Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern
- To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, share- holders (in case of non-payment of declared dividends) and creditors;
- To review the functioning of the Whistle Blower mechanism;
- Approval of appointment of CFO (i.e., the whole-time Finance Director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience and back- ground, etc. of the candidate;
- Carrying out any other function as is mentioned in the terms of reference of the Audit Committee.

There is no such occasion aroused where the Board had not accepted any recommendation of the Audit Committee. Minutes of each audit Committee meetings are placed before the Board for information.

Powers of Audit Committee

1. Investigate any activity within its terms of reference

2. Seek information from any employee

3. Obtain outside legal or other professional advice
4. Secure attendance of outsiders with relevant expertise, if it considers necessary

Review of information by the Audit Committee

1. Management discussion and analysis of financial position and result of operations
2. Financial statements and draft audit report, including quarterly / half-yearly financial information
3. Reports relating to compliance with laws and to risk management
4. Records of related party transactions
5. Management letters / letters of internal control weaknesses issued by statutory / internal auditors and
6. The appointment, removal and terms of remuneration of the head of the internal audit function.

Meetings

As per Regulation 18 of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 specifiesthat the audit Committee should have at least 3 members of which at least two third of the members should beindependent. Further Section 177 of the Companies Act 2013, specifies that the Audit committee should comprise at least three Independent directors forming majority.

The Company is in compliance both with provisions of Regulation 18 of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 and Section 177 of the Companies Act, 2013.

During the financial year the Audit Committee met Four (04) times on 30th May, 2025, 13th August, 2025, 14th November, 2025 and 12th February, 2026 with maximum time gap of one hundred and twenty days between any two meetings. The quorum of the Committee is two Independent Members present or one third of the total members of the Committee, whichever is higher.

COMPOSITION AND ATTENDANCE

The Audit Committee of the Board consisting of three "**Non-Executive & Independent Directors**" as members as detailed below and all members of audit committee are financially literate and having accounting/ related financial management expertise all members have adequate financial and accounting knowledge. The Chairperson of the Audit Committee is Dr. Gowri Ramachandran an Independent Director was present at the Annual General Meeting held on 23rd September, 2025.

The Audit Committee met Four (04) times during the financial year, with maximum time gap of not more than one hundred and twenty days between any two meetings and the details of the number of meetings held and attendance record of the members are as follows.

Name of the Director	No. of Meetings	
	Entitled to attend	Attended
Dr. Gowri Ramachandran, Chairperson	04	04
Mr. K. Harishankar,	04	02
Mr. S. Vasudevan,	04	04

2. STAKEHOLDERS RELATIONSHIP COMMITTEE

Your Company has constituted a Stakeholders Relationship Committee in line with the Regulation 20 of SEBI (Listing Obligations and Disclosures Requirements) Regulations 2015 as amended read with section 178(5) of the Companies Act, 2013, comprising with the following members

1. Dr. Gowri Ramachandran, Chairperson
2. Mr. K. Harishankar, Member
3. Mr. S. Vasudevan, Member

The Chairperson Dr. Gowri Ramachandran, an Independent Director was present at the Annual General Meeting held on 23rd September, 2025. The Stakeholders Relationship Committee of the Board of Directors deals with stakeholder relations and security holders' grievances including matters related to transfer, split, consolidation, de-materialization and re-materialization of shares, non-receipt of annual report, non-receipt of declared dividend and such other issues as may be raised by the investors from time to time. It ensures that investor grievances / complaints / queries are redressed in a timely and effective manner and to the satisfaction of investors. The Committee oversees the performance of the Registrar and Share Transfer Agents of the Company relating to investor services and recommends measures for improvement.

The role and terms of reference of the Committee are in consonance with the requirements mandated under Section 178 of the Companies Act, 2013 and Regulation 20 of SEBI (Listing Obligations and Disclosures Requirements) Regulations 2015.

Terms of Reference

- To look into requests for transfer and transmission of shares.
- To look into requests for the re-materialization of shares
- To issue Duplicate Share Certificate in lieu of the Original Share Certificate.
- To issue Split Share Certificate as requested by the member.
- To take all such steps as may be necessary in connection with the transfer, transmission, split and issue of Duplicate Share Certificate in lieu of the Original Share `Certificate
- Stakeholder relations and redressal of security holders' grievances in general and relating to non – receipt of dividends, interest, non - receipt of annual report, etc. in particular.
- Such other matters as may from time to time be required by any statutory, contractual or other regulatory requirements to be attended to by such a Committee.

The quorum for the Committee is any two members present at the meeting. The Stakeholders Relationship Committee has met from time to time to discuss and approve the related matters.

The Company Secretary and Compliance Officer of the Company, acted as the secretary to the Committee.

ATTENDANCE

The Stakeholders Relationship Committee met 02 (two) times during the financial year on 13th August, 2025 and 12th February, 2026. Attendance record of the meetings of the members are as follows.

Name of the Director	No. of Meetings	
	Entitled to attend	Attended
Dr. Gowri Ramachandran, Chairperson	02	02
Mr. K. Harishankar,	02	02
Mr. S. Vasudevan,	02	02

Investor Grievances and Queries

The queries received and resolved to the satisfaction of investors during the year are as follows:

Particulars	Balance as on 01.04.2025	Received during the year	Resolved during the year	Balance as on 31.03.2026
Dematerialisation and Re-materialisation	Nil	1	1	Nil
SEBI SCORES Website	Nil	1	1	Nil
Registrar of Companies	Nil	Nil	Nil	Nil

Particulars	Balance as on 01.04.2025	Received during the year	Resolved during the year	Balance as on 31.03.2026
Stock Exchange	Nil	Nil	Nil	Nil
Non-Receipt / Revalidation of Dividend Warrants	Nil	Nil	Nil	Nil
Miscellaneous *	Nil	1	1	Nil

* Miscellaneous includes requests for copy of annual reports, request for transport facility to attend annual general meeting, queries on e-voting etc.

** For the pending requests, necessary demand drafts received from the dividend bankers were dispatched after the end of the financial year March 31, 2026.

3. NOMINATION AND REMUNERATION COMMITTEE

Your Company has constituted a Nomination and Remuneration Committee in line with the regulation 19 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 read with section 178 of the Companies Act, 2013, under the Chairmanship of Dr. Gowri Ramachandran. The committee consisting of three Independent Directors as members to decide the structure of the executive director's remuneration.

Dr. Gowri Ramachandran, Chairperson of the Nomination and Remuneration committee was present at the Annual General Meeting held on 23rd September, 2025. The Nomination and Remuneration Committee of the Board of Directors recommends the nomination of Directors, carries out evaluation of performance of individual Directors, recommends remuneration policy for Directors, Key Managerial Personnel and other employees and also deals with the governance related matters of the Company. It oversees the implementation of the nomination, remuneration and governance policies of the Company, reviews the effectiveness of such policies from time to time and recommends revisions as and when deemed necessary or expedient.

1. To identify, review, assess, recommend and lead the process for appointments of Executive, Non-Executive and Independent Directors to the Board and Committees thereof and to regularly review the structure, size and composition, balance of skills, knowledge and experience of the Board and Board Committees and make recommendations to the Board or, where appropriate, the relevant committee with regard to any adjustments that are deemed necessary.

2. To formulate criteria for performance evaluation of Independent Directors and the Board;

3. To evaluate the performance of the Chairman and other members of the Board on an annual basis and to monitor and evaluate the performance and effectiveness of the Board and Board Committees and the contribution of each director to the Company. The Committee shall also seek the views of executive Directors on the performance of non-executive Directors.

4. To devise a policy on Board diversity

5. To identify persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board their appointment and removal.

6. To make recommendations to the Board on the following matters:

- **a)** Re-appointment of any executive and non-executive director at the conclusion of their specified term of office.
- **b)** Re-election by members of any director who are liable to retire by rotation as per the Company's Articles of Association
- **c)** Any matters relating to the continuation in office of any director at any time.

7. To formulate a policy relating to the remuneration of Directors, Key Managerial Personnel and other employees.

8. To define and articulate the Company's overall corporate governance structures and to develop and recommend to the Board of Directors the Board's Corporate Governance Guidelines.

9. To receive reports, investigate, discuss and make recommendations in respect of breaches or suspectedbreaches of the Company's Code of Conduct.

10. To review and monitor the Company's policies and practices on compliance with legal and regulatory requirements and to develop, review and monitor the code of conduct to employees and Directors.

11. To perform such functions as may be detailed in the Listing Agreement, Companies Act, 2013 and the relevant Rules made there under.

Meeting and attendance during the year

The quorum for the meeting shall be any two members or one third of members of committee whichever is greater. The Nomination, Remuneration and Governance Committee has met 1(One) times during the financial year 2025-26 on 27th September, 2025 and the details of the number of meetings held and attendance record of the members are as follows.

Name of the Director	No. of Meetings	
	Entitled to attend	Attended
Dr. Gowri Ramachandran, Chairperson	1	1
Mr. K. Harishankar	1	1
Mr. S. Vasudevan	1	1
*Mrs. Vinodhini Sendhil Manian	1	Nil

The Nomination, Remuneration and Governance Committee has passed Circular resolutions on following dates i.e. 30th May, 2025, 12th August, 2025 and 22nd August, 2025.

Note:

The Company Secretary and Compliance Officer of the Company, acted as the secretary to the Committee.

Remuneration of Executive Directors

S.No.	Particulars of Remuneration	Name of Managing Director	Total Amount (In Rs.)
		Mr. R V Shekar	
1	Gross salary	24,00,000	24,00,000
	(a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961	NIL	NIL
	(b) Value of perquisites u/s 17(2) Income- tax Act, 1961	NIL	NIL
	(c) Profits in lieu of salary under section 17(3) Income- tax Act, 1961	NIL	NIL
2	Stock Option	NIL	NIL
3	Sweat Equity	NIL	NIL
4	Commission as % of profit others, specify	NIL	NIL
5	Others, please specify	NIL	NIL
	Total (A)	**24,00,000**	**24,00,000**

Note:

Mr. R.V. Shekar was re-appointed as Managing Director of the company with effect from 31.03.2024 for second term for three years. The amount of managerial remuneration paid to Mr. R.V. Shekar, Managing Director is well within the limits specified under Companies Act, 2013 & SEBI (Listing Regulations).

Remuneration of Non – Executive Directors

Non – Executive Directors of the Company are remunerated by way of sitting fees for the meetings of the Board/Committees of the Board attended by them. There was no other payment to the Non – Executive Directors. During the reporting period, there was no instance of any pecuniary relationship or transactions of the non – executive directors vis – a – vis the company which need to be disclose in the annual report.

The details of remuneration paid to the Non – Executive directors for the FY 2025-26 is as under:-

S. No	Name	Commission	Sitting Fees (Rs.)	Total (Rs.)
1	Mr. R.V.Shekar (MD. Executive)	-	NIL	NIL
2	Mr. S.Sridharan	-	Rs. 80,000	Rs. 80,000
3	Dr. Gowri Ramachandran	-	Rs. 1,40,000	Rs. 1,40,000
4	Mr. K.Harishankar	-	Rs. 70,000	Rs. 70,000
5	Mr. S. Vasudevan	-	Rs. 1,40,000	Rs. 1,40,000
6	Mrs. Vinodhini Sendhil Manian	-	Rs. 60,000	Rs. 60,000
	Total		**Rs. 4,90,000**	**Rs. 4,90,000**

Senior management:

Particulars of senior management including the changes therein since the close of the previous financial year.

Name	Designation	Date of joining	Date of Cessation (changes if any, since the close of previous F.Y.)
Mr. VK Ashok Kirubakaran	Director-Special project & innovations	20.01.2021	-
Mr. J. M. Chandrashekar	Chief Executive Officer	18.01.1995	-
Mr. Babuji V Varadarajan	Vice-President-Projects	01.04.2000	Cessation w.e.f. 30.06.2025
Mrs. Jayatha Eswaran	Vice-President- Sales &Marketing	07.02.2024	Cessation w.e.f. 12.02.2026
Mr. K. Prakash	Chief Financial Officer	12.09.2020	-
Mrs. Kaushani Chatterjee	Company Secretary & Compliance Officer	12.02.2022	-
Mr. M.V.D Kumar	Vice-President- Sales &Marketing	07.04.2026	-

4. CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

The Corporate Social Responsibility Committee of the Board of Directors is entrusted with the responsibility of formulating and monitoring the Corporate Social Responsibility policy of the Company. The Corporate Social Responsibility Policy is available on the website of the Company at https://lancor.in/investors/#corporateCodes- and-Policies.

The role and terms of reference of the Committee are in consonance with the requirements mandated under Section 135 of the Companies Act, 2013 and relevant rules made there under:-

1. Formulation of Corporate Social Responsibility policy which shall indicate the activities to be undertaken by the Company.
2. Recommend the amount of expenditure to be incurred on the aforesaid activities
3. Monitor the Corporate Social Responsibility policy of the Company from time to time
4. Prepare an annual report on Corporate Social Responsibility initiatives for inclusion in the Board's Report
5. Perform such functions as may be detailed in the Companies Act, 2013 and the relevant Rules made there under and any other applicable legislation

The committee consists of three Independent Directors namely, Dr. Gowri Ramachandran, Mr. S. Vasudevan and Mr. K. Harishankar, who are the members of the Committee. The Company Secretary and Compliance Officer of the Company, acted as the secretary to the Committee.

There was 1(one) meeting of CSR during the financial year 2025-26 on 12th March, 2026:

Name of the Director	No. of Meetings	
	Entitled to attend	Attended
Dr. Gowri Ramachandran, Chairperson	1	1
Mr. K. Harishankar	1	1
Mr. S. Vasudevan	1	1

5. BANKING, FINANCE & OPERATIONS COMMITTEE

Banking, Finance & Operations Committee of the Board of Directors is entrusted to exercise all acts which is deemedto be in normal course of business. It will include all such matters where the Board is not specifically mandated to exercise their powers under Companies Act, 2013.

The composition and attendance of the members of the Banking, Finance & Operations Committee are as Follows. The committee consists of three Directors.

Meetings

The quorum for the meeting shall be any two members present at the meeting. The Committee has met on, 12.09.2025, 03.11.2025, 26.12.2025, 30.12.2025 and 18.03.2026 during the financial year 2025-26.

Name of the Director	No. of Meetings	
	Entitled to attend	Attended
Mr. R.V. Shekar, Chairman	5	5
Mr. S. Sridharan	5	5
Mrs. Gowri Ramachandran	5	5

DISCLOSURES

Related Party Transactions

In terms of Regulations of the SEBI (Listing Obligations and Disclosures Requirements) Regulations 2015, the Board of Directors has formulated a Policy on materiality on Related Party Transactions to regulate transactions between the Company and its Related Parties, in compliance with the applicable provisions of the Companies Act, 2013 which is amended and approve by Board of Directors on the recommendation of the Audit Committee as required from time to time. It can be accessed from the website of the Company at https://lancor.in/wp content/uploads/2026/05/ Policy-on-Related-Part-Transactions-1.pdf. All the related party transactions are periodically placed before the Audit Committee for the approval. The disclosure of related party transactions is part of the Notes to Accounts section of the Annual Report.

Subsidiary Monitoring Framework

As on March 31, 2026, your Company had two wholly owned subsidiaries viz. Lancor Maintenance & Services Limited and Lancor City Developer Limited *(Formerly known as Lancor Infinys Limited)* and a Joint Venture viz. Central Park West Venture.

Pursuant to the order passed by the Hon'ble National Company Law Tribunal (NCLT), Chennai Bench, dated 27 April 2026, **Lancor Maintenance & Services Limited**, the wholly owned subsidiary has been amalgamated with **Lancor Holdings Limited**.

All Subsidiary Companies of the Company are managed by their Boards having the rights and obligations to manage such companies in the best interest of their stakeholders. Wherever applicable, Non-Executive and Independent Directors of the Company are nominated and inducted in to the Board of unlisted Subsidiary companies.

The Company monitors performance of subsidiary companies inter alia, by the following means;

a) Financial statements, in particular the investments made by the unlisted subsidiary companies, are reviewed quarterly by the audit committee of the Company.

b) All minutes of Board Meetings of the unlisted subsidiary companies are placed before the Company Board regularly.

c) A Statement containing all significant transactions and arrangements entered into by the unlisted subsidiary companies is placed before the Company Board.

As required under Regulation 16(1)(c) of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015, the Company has formulated a policy for determining 'material' subsidiaries and the said policy has disclosedin the Company's website and is available at https://lancor.in/investors/#corporateCodes-and-Policies .

During the financial year 2025-26 the Company has not disposed of any shares in its subsidiaries which would reduce its shareholding (either on its own or together with other subsidiaries) to less than 50% or cease to exercise control over the subsidiary which require approval of the shareholders by way of special resolution.

Except in the ordinary course of business, the Company during the FY 2025-26 has not sold, disposed and leased of assets amounting to more than twenty percent of the assets of the subsidiary which require prior approval of shareholders by way of special resolution.

CODE OF CONDUCT

Your Company has laid down a Code of Conduct (Code) for all the Board Members and Senior Management Personnel of the Company. The Code is also posted on the Website of the Company https://lancor.in/ investors/#corporateCodes-and-Policies. All Board Members and Senior Management Personnel have affirmed their compliance with the Code for the financial year ended 31st March, 2026. A declaration to this effect signed by Mr. J. M. Chandrasekaran, Chief Executive Officer, of the Company forms part of this report.

Confirmation of the Code of Conduct by Chief Executive Officer

This is to confirm that the Company has adopted a Code of Conduct for its Board Members and Senior Management Personnel and the same is available on the Company website.

I confirm that the Company has, in respect of the financial year ended March 31, 2026 received from the Senior Management Personnel of the Company and the members of the Board, a declaration of compliance with the code of conduct as applicable to them.

Name: Mr. J. M. Chandrasekaran
Designation: Chief Executive Officer
Place: Chennai
Date: 12th August, 2026

Code of Conduct for Prevention of Insider Trading

Pursuant to the requirements of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, the Board of Directors of your Company adopted a Code of Conduct for prevention of Insider Trading and Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information., in line with the amendment of the said Regulation, to regulate, monitor and report trading by Insiders. Further, your Company also formulated a Policy and Procedure for inquiry in the event of leak or suspected leak of Unpublished Price Sensitive Information and Policy on determination of Legitimate Purpose for sharing Unpublished Price Sensitive Information. The said Codes and the Policies are posted on the website of the Company https://lancor.in/ investors/#corporate Codes-and-Policies.

These Code of Conduct are applicable to all designated persons as defined in the said Regulation who are expected to have access to unpublished price sensitive information relating to the Company and administered by the Compliance Officer. The Compliance to the Code and Regulations are periodically ensured by the Board of Directors and the Audit Committee. The Company has installed a software for maintaining the Structured Digital Database containing the nature of Unpublished Price Sensitive Information (UPSI) and the names of persons who have shared the information and also the names of such persons with whom the information is shared, with stipulated internal controls for handling the UPSI.

Vigil Mechanism/ Whistle Blower Policy:

The Audit Committee had approved the Whistle Blower Policy that provides a formal mechanism for all stakeholders, Directors and employees of the Company to approach the Chairperson of the Audit Committee of the Company and make protective disclosures about the unethical behaviour, actual or suspected fraud or violation of the Company's Code of Conduct. The Whistle Blower Policy, which requires every employee to promptly report to the Management any actual or possible violation of the Code or an event he becomes aware of that could affect the business or reputation of the Company. The disclosures reported are addressed in the manner and within the time frames prescribed in the Policy which also covered

as per the requirement of Regulation 22 of SEBI (Listing Obligations and Disclosures Requirements) Regulations 2015. Under the Policy, each employee of the Company has an assured access to the Chairperson of the Audit Committee.

Compliances

There has been no occurrence of non-compliance of any legal requirements nor has there been any restriction imposed by any stock exchange, SEBI, on any matter relating to the capital market. The Company has complied with the requirements of the stock exchanges / SEBI / any other statutory authority on all matters related to capital markets. There are no material penalties or strictures imposed on the Company by the stock exchanges / SEBI / any other statutory authority relating to the above.

Management Discussion and Analysis Report

The Management Discussion and Analysis Report forms part of the Annual Report. It includes among others a discussion on the following matters:

- Industry structure and developments
- Risks and concerns
- Discussion on financial performance, with respect to operational performance.

CEO / CFO Certificate

The Chief Executive Officer (CEO) / Chief Financial Officer (CFO) certification pursuant to Regulation 17(8) of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 forms part of the Annual Report.

Disclosures of the compliance with corporate governance requirements specified in regulation 17 to27 and clauses (b) to (i) of sub-regulation (2) of regulation 46

As prescribed under Regulations 17 to 27, clauses (b) to (i) of sub-regulation (2) of Regulation 46 and paras C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the certificate issued by M/s. Mohan Kumar & Associates, Practicing Company Secretaries regarding compliance of conditions of corporate governance is annexed to this Report on Corporate Governance.

Other required information

Details of Non-compliance on matters related to Capital Markets

There has not been any non-compliance by the Company and no penalties or strictures were imposed on the Company by the Stock Exchanges or SEBI or any statutory authority, on any matter related to capital markets

Remuneration to Statutory Auditors

During the financial year 2025-26, the details of the fees paid to the Statutory Auditors of the Company are as follows:

Particulars	Standalone (Rs. In Lakhs)	Consolidated (Rs. In lakhs)
Audit fees [includes fees for quarterly reviews]	23.60	30.12
Other services (Tax Audit)	5.90	5.90
Out of pocket expenses	-	-
Total (excluding service tax)	29.50	36.02

Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

As per the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, the Company has constituted an Internal Complaints Committee. During the year 2025-26, no complaints were received by the Committee. As such, there are no complaints pending as at the end of the financial year.

Loans and Advances in the Nature of Loans given to Subsidiaries:

S. No.	Name of the Company	As at 31st March 2026 (Rs. in Lakhs)	Maximum Balance during the year (Rs. in Lakhs)	As at 31st March, 2025 (Rs. in Lakhs)	Maximum Balance during the year (Rs. in Lakhs)
	Loans- Non-Current				
1.	Central Park West Venture	460.77	460.77	408.28	408.28
	Loans Current				
1.	Central Park West Venture	Nil	Nil	Nil	Nil
2.	Lancor Maintenance & Services Limited	Nil	Nil	Nil	Nil
	Total	**460.77**	**460.77**	**408.28**	**408.28**

Details of material subsidiaries of the listed entity; including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries:

Your Company doesn't have any Material Subsidiary, although as on 31st March 2026 it had two wholly owned subsidiaries viz. Lancor Maintenance & Services Limited (amalgamated as on 27.04.2026) and Lancor City Developer Limited(Formerly known as Lancor Infinys Limited) and a Joint Venture viz. Central Park West Venture

Compliance of Non-Mandatory Requirements

SEBI (Listing Obligation and Disclosures Regulations) 2015, states that non-mandatory requirements may be implemented as per the Company's discretion. However, disclosures on compliance with mandatory requirements and adoption (and compliance) / non-adoption of the non-mandatory requirements shall be made in the Corporate Governance Report of the Annual Report. The status of compliance of the non-mandatory requirements is as follows:

The Board

The Chairman of the Board of Directors is an Executive Director and separate office has been provided to him.

Shareholders Rights

The half-yearly declarations of financial performance together with the summary of significant events are not individually disseminated to the shareholders. However, the information on financial and business performance is updated in the 'Investors' section of the Company's website, www.lancor.in on a quarterly basis.

Audit Qualifications

The audited financial statements of the Company for the financial year 2025-26 do not contain any qualificationand the Audit Report does not contain any adverse remarks.

Reporting of Internal Auditor

The Internal Auditor reports to the Audit Committee of the Board of Directors of the Company. The Audit Committee is empowered to hold separate meetings and discussions with the Internal Auditor.

Risk Management

Listed entities ranked to 1000 in the list prepared by recognized stock exchanges and a 'high value debt listed entity in terms of sub-regulation (2) of regulation 3 shall constitute a risk management committee with the composition, roles and responsibilities specified in regulation 21. As the Company not falls top 1000 range of listed entities, it is not mandatorily required to constitute a Risk Management Committee under Regulation 21 of the SEBI (LODR) Regulations, 2015. However, the Company has formulated a robust Risk Management Policy, aligned with regulatory guidelines. The Board remains committed to strengthening its risk oversight framework and will consider constituting a committee as appropriate.

COMPANY INFORMATION

General Body Meetings

The details of the Annual General Meetings & Extra Ordinary General Meeting held during the last three years are as follows.

Financial Year	Venue	Date & Time	Special Resolutions
2024-25	Through Video Conferencing from the Registered office of the Company situated at VTN – Square, NO: 58, G.N. Chetty Road, T. Nagar, Chennai – 600017	Tuesday 23rd September, 2025 @ 11.30am	No special resolutions were passed
2023-24	Through Video Conferencing from the Registered office of the Company situated at VTN – Square, NO: 58, G.N. Chetty Road, T. Nagar, Chennai – 600017	Monday, 9th September, 2024 @ 11.30 am	No special resolutions were passed
2022-23	Through Video Conferencing from the Registered office of the Company situated at VTN – Square, NO: 58, G.N. Chetty Road, T. Nagar, Chennai – 600017	Wednesday, 9th August, 2023 @ 11.30 am	One special resolution was passed

Extraordinary General Meeting

There was 1(one) Extraordinary General Meeting held on 26th April, 2025 during the reporting financial year. There were no EGM held during the Financial Year 2024-25. The details of Extra ordinary General meeting are as follows

Financial Year	Venue	Date & Time	Special Resolutions
2025-26	Through Video Conferencingfrom the Registered office of the Company situated atVTN – Square, NO: 58, G.N. Chetty Road, T.Nagar, Chennai – 600017	Saturday, 26th April, 2025 a@ 11.30 AM	One Special Resolution was passed
2023-24	Through Video Conferencingfrom the Registered office of the Company situated atVTN – Square, NO: 58, G.N. Chetty Road, T.Nagar, Chennai – 600017	Wednesday, 27th March, 2024 @ 11.30 am	Six Special Resolution were passed

Postal Ballot and E-Voting

During the reporting financial year, no resolutions have been passed through postal ballot.

DISCLOSURE:

Disclosure of materially significant related party transactions

The details of the transactions with related parties or concerns, if any, as prescribed in the listing regulations/listing agreement are being placed before the Audit Committee from time to time. Material significant related party transactions during the year 2025-26 have been given in Note 4.14 of the Notes to accounts to the Annual financial statement. There were no other material transactions that had been entered into by the Company with related parties that hadpotential conflict nature with the interest of the Company at large in the financial year ended 2025-26.

Disclosure of Accounting Treatment

No treatment different from that prescribed in an Accounting Standard have been followed by the Company.

Disclosure to the shareholders:

As per the requirement of section 152(6) of the Companies Act, 2013, Mr. S. Sridharan (DIN: 01773791), Director of the Company is liable to retire by rotation and eligible for reappointment.

COMPLIANCE OFFICER

Company Secretary is the Compliance Officer for complying with the requirements of Securities laws and ListingRegulations with the BSE Limited & National Stock Exchange of India Limited, the Stock Exchanges where equity share of the Company are listed.

MEANS OF COMMUNICATION:

1	The Company has designated a separate E-mail ID for investor servicing.	Investor Servicing : compsecy@lancor.in
2	Stock exchange intimations are submitted to BSE & NSE through BSE Listing Centre & Neaps portal. These results, inter alia are promptly submitted to the Stock Exchanges to enable them display the same on their website.	BSE Listing Centre & Neaps Portal
3	The quarterly, half-yearly and annual results are published in Trinity Mirror, Makkal Kural, regional language newspaper where the registered office of the Company is situated	Financial Results
4	All vital information relating to the Company and its performance including financial results, press releases pertaining to important developments, performance updates and corporate presentations are regularly posted on the website www.lancor.in. The 'Investors' section provides comprehensive and up-to-date information to the shareholders on matters such as shareholding pattern, outcome of Board and general meetings, stock performance, unclaimed equity shares, unclaimed dividend, investor presentations etc.	Website : https://lancor.in/investors/
5	The presentations made to institutional investors or to the analysts:	No Presentations made to institutional investors or to the analysts during the period under review
6	SEBI has initiated Scores for processing the investors' complaints in a centralized web based redress systems and online redressal of all the stakeholders' complaints. No shareholders complaint have been received through scores during the financial year	SEBI complaints Redressal System (SCORES) & smart ODR

Dividend History

The dividends declared by the Company post listing of its equity shares on BSE & NSE are as follows:

Financial Year	Rate of Dividend (In%)	Dividend per Share (In Rupee/s)
2007 – 2008	50	1
2008 – 2009	50	1
2009 – 2010	100	2
2010 – 2011	100	2
2011 – 2012	100	2
2012 – 2013	100	2
2013 – 2014	100	2
2014 – 2015	100	2

Financial Year	Rate of Dividend (In%)	Dividend per Share (In Rupee/s)
2015 – 2016	50	1
2016 – 2017	10	0.2
2017 – 2018	10	0.2
2018 – 2019	10	0.2
2023- 2024	10	0.2
2024- 2025	10	0.2
2025-2026	15	0.3

Disclosure of certain types of agreements binding listed entities: NIL

9. GENERAL SHAREHOLDER'S INFORMATION

Financial calendar (Tentative)

Financial Year	April 01, 2026 to March 31, 2027
Calendar of Board Meetings for the financial year (Tentative and subject to change)	
First Quarter Result (Qtr ending June 30, 2026)	August 12, 2026
Second Quarter Result (Qtr ending September 30, 2026)	November 12 2026
Third Quarter Result (Qtr ending December 31, 2026)	February 12, 2027
Fourth Quarter Result (Qtr ending March 31, 2027)	May 23, 2027
Date of Book Closure	Tuesday, September 22, 2026, to Monday, September 28, 2026 (both days inclusive).
41st ANNUAL GENERAL MEETING	
Date	September 28, 2026
Day	Monday
Time	11.30 AM
Venue	The meeting is being convened through video conferencing/ other audio-visual means and hence the registered office of the company will be deemed to be the venue of the AGM
Stock code	509048 for BSE LANCORHOL for NSE
Listing at	The Company's securities are listed with BSE Exchange Limited, Mumbai and National Stock Exchange India Limited, Mumbai
DEMAT ISIN	INE572G01025
Listing fee	Annual listing fee for the year 2026-27 has been duly paid to the exchanges
Outstanding GDRs/ADRs/Warrants or any Convertible instruments, conversion date and likely impact on equity	As on March 31, 2026 the Company does not have any Outstanding GDRs/ ADRs. 33,33,330 (Thirty Three Lacs Thirty three thousand three hundred & Thirty Only) convertible Warrants is issued during the reporting year at a conversion ratio of 1:1 resulting to 33,33,330 equity shares on a fully diluted basis. Each warrant is convertible into one equity share of face value Rs. 2/- each at an exercise price of `Rs. 30/- per share (including a premium of Rs. 28/per share).

Reconciliation of Share Capital Audit	In terms of Regulation 55A of the SEBI (Depositories and Participants) Regulations, 1996, reconciliation of Share Capital Audit is conducted every quarter by M/s. BP Associates, Practicing Company Secretaries who reconcile the total admitted capital with National Securities Depository Lim- ited (NSDL) and Central Depository Services (India) Limited (CDSL) and the total issued and listed capital and the report is forwarded to the Stock Exchanges where the shares of the Company are listed.
Custodial Fees	The Company has paid custodial fees for the year 2025-26 to NSDL and CDSL on the basis of the number of beneficial accounts maintained by them.
Proceeds from public / rights / preferential issues, etc.,	As disclosed above

DEMATERIALISATION OF SHARES AND LIQUIDITY

The Equity shares of the Company are made available for de-materialization under depository system operated by the Central Depository Services (India) Limited (CDSL) and National Securities Depository Limited (NSDL). The shares of your Company are under compulsory demat settlement mode and can be traded only in the demat form. Shares de-materialized upto March 31, 2026 are as under:

S.No.	Particulars	No. of Shares	% of total issued capital
1	Listed Capital	73550560	100.00
2	Held in Dematerialisation form – NSDL	53192427	72.32
3	Held in Dematerialisation form – CDSL	20229583	27.50
4	Physical shares	128550	0.17
Total number of shares		**73550560**	**100.00**

Considering the advantage of dealing in shares in electronic/dematerialized form, shareholders still holding shares in physical form are requested to dematerialize their shares at the earliest. For further information clarification/ assistance in this regard, please contact **M/s. Cameo Corporate Services Limited**, the Registrar and Share Transfer Agent or the Company Secretary, Lancor Holdings Limited. As per the directions of SEBI, equity shares of the Company can be traded by all the investors only in dematerialized form. The Company's shares are actively traded on BSE Limited and National Stock Exchange India Limited.

DISCLOSURE WITH RESPECT TO DEMAT SUSPENSE ACCOUNT / UNCLAIMED SUSPENSE ACCOUNT:

Your Company is having 75,555 Equity Shares in unclaimed suspense Account in lieu of Bonus shares held by Eligible shareholders in physical form as on Record Date during the year.

Details of the Demat suspense account/Unclaimed Suspense Account are as follows:

S. No.	Particulars	Remark
1.	Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year;	No of Shareholders-30 Outstanding Shares-79555
2.	Number of shareholders who approached listed entity for transfer of shares from suspense account during the year;	1
3.	Number of shareholders to whom shares were transferred from suspense account during the year;	1
4.	Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year;	No of Shareholders-29 Outstanding Shares-75555
5.	That the voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares.	YES

REGISTRAR AND SHARE TRANSFER AGENTS (RTA)

To expedite the process of share transfers, the Board of the Company has delegated the power of share transfer to the Registrar and Share Transfer Agents as detailed below: Pursuant to regulations 53A of the Securities and Exchange Board of India (Depositories & Participants) Regulations, 1996, the Company has appointed Cameo Corporate Services Limited, a SEBI registered Agency as the Common Registrar and Share Transfer Agent of the Company for both physical and dematerialized segments. Their complete address is as under

M/s. Cameo Corporate Services Limited Subramanian Buildings,
No.1, Club House Road, Chennai 600 002,
Phone No. 044-28460390-94, Fax No. 28460129,
Website: http://wisdom.cameoindia.com/

SHARE TRANSFER SYSTEM

The shares of the Company are traded on the Stock Exchange through the Depository System. The demat ISIN in National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) is INE572G01025.

All requests received by the Company / RTA for dematerialization / re-materialization, transfer, transmissions, subdivision, consolidation of shares or any other share related matters and / or change in address are disposed off expeditiously.

DISTRIBUTION OF SHAREHOLDING AS ON MARCH 31, 2026

Share holding	No. of Cases	% of Cases	Total Shares (In Rupees)	% of Amount
1-1000	8753	74.4429	814155	1.1069
1001-2000	992	8.4368	814357	1.1072
2001-3000	372	3.1638	489651	0.6657
3001-4000	240	2.0412	443790	0.6034
4001-5000	163	1.3863	374608	0.5093
5001-100000	1126	9.5765	12514525	17.0149
100001-9999999999	112	0.9525	58099474	78.9926
TOTAL	**11758**	**100**	**73550560**	**100**

* On the basis of Demat Account ID

CATEGORIES OF SHAREHOLDING AS ON MARCH 31, 2026

S. No	CATEGORY	NO.OF HOLDERS	TOTAL SHARES	% TO EQUITY
1	Resident	11280	28865256	39.24
2	NRI	105	1704509	2.32
3	Corporate Body	52	2962388	4.03
4	IEPF	1	11517	0.0157
5	Promoters	4	37736232	51.31
6	Directors/ relative	1	1780938	2.42
7	Key Managerial Person	3	190700	0.26
8	LLP	6	223465	0.3
9	Escrow Account	1	75555	0.1027
	TOTAL	**11453**	**73550560**	**100**

*Promoter includes NRI and Foreign national promoters

MAJOR SHAREHOLDERS

Details of shareholders holding more than 1% of the paid up capital of the Company as on March 31, 2026 are given below:

Name of the Shareholder	No. of Shares	Percentage of Paid up capital	Category
Mr. R. V. Shekar	17758557	24.15	Promoter
Mrs. Shyamala Shekar	14916725	20.28	Promoter
Mrs. Shwetha Shekar	4130400	5.62	Promoter
Ms. Sonia Gulati	2079156	2.83	Public
Mrs. Rajeswari Sridharan*	1780938	2.42	Public
Mr. Rajesh V Nanavati	1267670	1.72	Public
Integrated Investment Management Services Private Limited	1060000	1.44	Public
Mr. Mahendra Girdharilal	1022295	1.39	Public
Mrs. Sangeetha Shekar	930550	1.27	Promoter
Dheeraj Kumar Lohia	803548	1.09	Public
Prudent Equity	766471	1.04	Public

*** holds 1649877 Equity shares jointly with Mr. Seetharaman Sridharan, Director of the company**

SHARE CAPITAL HISTORY

Date of Issue/ Allotment	No of Shares Issued	Issue Price (in Rs.)	Type of Issue (IPO/FPO/Preferential Issue/ Scheme/Bonus/Rights, etc.,)	Cumulative Capital (No. of shares)	Whether Listed, if not listed give reasons thereof
04.01.1985	2,00,000	10.00	IPO	2,00,000	Listed
15.05.1995	6,00,000	10.00	Allotment of Bonus Shares in the ratio of 3:1	8,00,000	Listed
25.10.1996	24,00,000	10.00	Allotment of Bonus Shares in the ratio of 3:1	32,00,000	Listed
29.09.2007	8,50,000	10.00	Issue of shares consequent to the Merger of Lancor G:Corp Properties Limited with the Company	40,50,000	Listed
03.12.2007	2,02,50,000	2.00	Split of shares of Rs. 10/- each, subdivided into shares of Rs. 2/- each	2,02,50,000	Listed
25.06.2015	2,02,50,000	2.00	Allotment of Bonus Shares in the ratio of 1:1	4,05,00,000	Listed
21.08.2023	4,05,00,000	2.00	Allotment of Bonus Shares in the ratio of 1:1	6,07,50,000	Listed
18.04.2024	1,22,45,560	2.00	Allotment of Equity on Preferential basis.	7,29,95,560	Listed
22.08.2025	5,55,000	2.00	Allotment of Equity pursuant to exercise of stock option	7,35,50,560	Listed

Note:

(i) As on 31st March, 2026, the authorized share capital of the Company was ₹18,06,00,000 (Rupees Eighteen Crores and Six Lakhs only). Pursuant to the merger of Lancor Maintenance & Services Limited, the wholly owned subsidiary, with Lancor Holdings Limited, in accordance with the Order passed by the National Company Law Tribunal (NCLT), Chennai, dated 27th April, 2026, the authorized share capital of the Company increased to ₹19,06,00,000 (Rupees Nineteen Crores and Six Lakhs only).

TRANSFER OF UNPAID/UNCLAIMED DIVIDEND AMOUNT TO INVESTOR EDUCATION AND PROTECTION FUND

Members who have not encashed their dividend warrants yet for the previous years are advised to forward such warrants to the Company for revalidation. Pursuant to the provision of Section 125(2) of the Companies Act 2013, dividend, which remains unclaimed for a period of seven years, will be transferred to the Investor Education and Protection Fund of the Central Government.

During the financial year 2025-26, the Company was required to transfer a sum of Rs. 54,021/- (Rupees Fifty Four Thousand and Twenty One only) to the Investor Education and Protection Fund, pertaining to the dividends declared in the Annual General Meeting held for the FY 2017-18 and which was lying unclaimed for a period of seven years from the date they became due for payment. The Company has transferred an amount of Rs. 54,021/- (Rupees Fifty Four Thousand and Twenty One only) to the Investor Education and Protection Fund on November, 12, 2025.

The following table gives information relating to outstanding dividend accounts and the dates by which they can be claimed by the shareholders.

Financial Year	Date of Declaration	Date of Payment	Last date for claiming unpaid dividend
2018 – 2019	25.09.2019	30.09.2019	27.10.2026
2023 -2024	09.09.2024	26.09.2024	27.10.2031
2024 - 2025	23.09.2025	15.10.2025	16.10.2032

Members can claim the unpaid dividend from the Company before transfer to the Investor Education and Protection Fund. Members who have so far not encashed the dividend warrant(s) are requested to make their claim to theSecretarial Department at the Registered and Corporate Office of the Company or send an email to compsecy@lancor.in

INVESTOR EDUCATION AND PROTECTION FUND (IEPF)

In terms of the provisions of section 124(6) of the Companies Act, 2013 read with Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 as amended from time to time, all the shares in respect of which dividend has not been paid or claimed for seven consecutive years or more as provided under sub section (6) of Section 124 were to be transferred to the Special demat account of IEPF Authority.

The Company had already transferred the shares in respect of dividends declared upto 2016-17 and which had remained unclaimed for seven consecutive years. During the period under review your Company was not required to transfer any such shares to IEPF Authority as no shares were liable to be transferred.

Details of shares transferred to IEPF Authority at times, are available on the website of the Company.

DETAILS OF THE NODAL OFFICER

Name of the Nodal Officer : Kaushani Chatterjee
esignation : Company Secretary & Compliance Officer
Address : Lancor Holdings Limited, VTN Square, 58, GN Chetty Road, T. Nagar, Chennai-600042.
Telephone : 044-28345880/81
E-mail ID : compsecy@lancor.in

COMPANY REGISTRATION DETAILS

The Company is registered in the state of Tamil Nadu. The Corporate Identity Number (CIN) allotted to the Company by the Ministry of Corporate Affairs (MCA) is L65921TN1985PLC049092

OTHER DETAILS

1. Outstanding global depository receipts or American depository receipts or warrants or any convertible instruments, conversion date and likely impact on equity **– The Company has not issued any Global Depository Receipts or**

American Depository Receipts or any other convertible instruments, during the year under review, except warrants which were converted/outstanding during the year as described below in point no. 7.

2. commodity price risk or foreign exchange risk and hedging activities **– Not Applicable**
3. plant locations **–– Not Applicable**
4. disclosures on materially significant related party transactions that may have potential conflict with the interests of listed entity at large;
5. list of all credit ratings obtained by the entity along with any revisions thereto during the relevant financial year, for all debt instruments of such entity or any fixed deposit programme or any scheme or proposal of the listed entity involving mobilization of funds, whether in India or abroad – The Company's credit rating has been continued to be as following like previous year:

S. No	Particulars	Rating
1	Long Term Bank Facilities	CARE BB; Stable (Double B, outlook: Stable)
2	Short Term Bank Facilities	CARE A4+ (Single A four plus)

6. Disclosure of certain types of agreements binding listed entities - Information disclosed under clause 5A of paragraph A of Part A of Schedule III of these regulations **– Not applicable**
7. Details of utilization of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32 (7A) –

Particulars	Remarks
Issue Period	13th June 2025 to 12th December, 2026
Total shares issued and subscribed as part of preferential issue of convertible warrant	Allotment of 33,33,330 (Thirty Three Lacs Thirty three thousand three hundred & Thirty Only) convertible Warrants, each convertible into, or exchangeable for, 1 (one) fully paid-up equity share of the Company having face value of Rs. 2/- (Rupee Two Only) ("Equity Share(s)") each at a price (including the Warrant Subscription Price and the Warrant Exercise Price) of Rs. 30/- (Rupees Thirty only) each payable in cash ("Warrant Issue Price") aggregating up to Rs. 9,99,99,900/ (Rupees Nine Crores Ninety Nine Lacs Ninety Nine Thousand and Nine Hundred Only). (Total Issue Size) An amount equivalent to 25% of the total consideration of Warrant Issue Price (subscription money) has been received at the time of subscription and allotment of each warrant and the balance 75% shall be payable by the Warrant holder(s) on the exercise of Warrant(s).
Total Proceeds towards Preferential Issue	Total proceeds aggregating to Rs. 9,99,99,900/ (Rupees Nine Crores Ninety Nine Lacs Ninety Nine Thousand and Nine Hundred Only). (Total Issue Size)
Actual Proceeds received	Rs. 2,49,99,975/- (Rupees Two crore Forty Nine lacs Ninety Nine Thousand Nine Hundred and Seventy Five only)i.e. 25% of the total consideration of Warrant Issue Price (subscription money)
Net proceeds available for utilization upto 31st March, 2026	Rs. 29,181.82
Utilisation of proceeds from Preferential issue of equity shares upto 31st March, 2026	99.88%

LEGAL PROCEEDINGS

1. The dispute with regard to the commercial property was adjudicated in favour of the company by Honourable Supreme Court of India by passing the judgement holding the company's title as valid thereby allowing the company to assume possession and use of the property. By this process the Special Leave Petition(SLP) was adjudicated in favour of the company.

The Honourable High Court of Delhi has recently passed an order in favour of the Company, permitting it to take possession of the first floor of the building from the Official Liquidator, where the Company's corporate office is located.

Address for Communication

For queries relating to Financial Statements	For any other queries
Mr. K. Prakash Chief Financial Officer **LANCOR HOLDINGS LIMITED** VTN Square, 58, G N Chetty Road T. Nagar, Chennai – 600 017 Phone: 044-28345880/81 Email : prakashk@lancor.in Website :www.lancor.in	Mrs. Kaushani Chatterjee Company Secretary & Compliance Officer **LANCOR HOLDINGS LIMITED** VTN Square, 58, G N Chetty Road T.Nagar, Chennai – 600 017 Phone: 044-28345880/81 Email : compsecy@lancor.in Website :www.lancor.in

Investors may please use compsecy@lancor.inas email id for redressal of investor request / complaint.

Place: Chennai
Date :12th August, 2026

For and on behalf of the Board of Directors of LANCOR HOLDINGS LIMITED

RV Shekar	**S. Sridharan**
Managing Director	Director
DIN:00259129	DIN: 01773791

ANNEXURE -4

CORPORATE GOVERNANCE COMPLIANCE CERTIFICATE

To
The Members
M/s. Lancor Holdings Limited

We have examined the compliance of conditions of Corporate Governance by **M/s. Lancor Holdings Limited [CIN: L65921TN1985PLC049092]** (hereinafter referred to as **'the Company'**), for the year ended March 31, 2026 as stipulated in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations') as referred to in Regulation 15(2) of the Listing Regulations.

The compliance of conditions of Corporate Governance is the responsibility of the Company's Management. Our examination has been limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of the Corporate Governance as stipulated in the said Listing Regulations. It is neither an audit nor an expression of opinion on the financial statements of the Company.

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

In our opinion and to the best of my information and according to the explanations given to me, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations, as applicable.

For A. Mohan Kumar & Associates

A. Mohan Kumar
Partner
Membership Number: FCS 4347
Certificate of Practice Number: 19145
Peer Review Certificate Number: 6842/2025
UDIN: F004347H001077584

Place: Chennai
Date: 12.08.2026

ANNEXURE -5

MANAGEMENT DISCUSSION AND ANALYSIS REPORT.

1) INDUTRIAL OVERVIEW:

The general industrial overview with regard to demand for property and its purchase has apparently not significantly altered although the dark clouds with regard to the uncertain USA tariff regime for the time being seems to have abated but replaced by war in West Asia were a huge number of potential customers live with their livelihoods becoming uncertain.

2) FUTURE OUTLOOK:

In our last report we had written about war in Ukraine which had insulated our country against very high fuel cost due to supply being made to us at a concessional price from Russia. This situation has changed with ban/restriction on Russia's oil imports imposed by USA and hence the Government not having increased the pump price in any significant way has caused tremendous budget management pressures on the union budget. The free trade agreement between USA and India is still lingering without agreement and it is anybody's guess about who is losing by this.

The Operation Sindoor having been paused for by the Government has kept Pakistan in check with their nefarious intention against our country. In our previous directors report we had mentioned the operation Sindoor could become basis for affecting friendly relationship between India and USA.

Unfortunately from February of this year the State of Israel and USA have relentlessly attacked Iran who in turn have attacked almost every Persian Gulf Country resulting in widespread destruction and closure of the Straits of Hormuz thereby disturbing the oil and gas supply to India and other countries from the Middle East. This is affecting the lives of 3 to 4 million Indians who are working in Middle East by creating uncertainty all around about their employment etc. India which relies on over 100 billion dollars of remittances from these Indian citizens living in these territories will sooner or later get hard pressed for funds as economic activity in those territories get contracted and therefore works and jobs at least for short term become scarce.

3) ECONOMIC OVERVIEW:

In our last report, on economic overview we had stated that once we win the commercial property case in the Supreme Court the company may approach the capital market for further augmentation of the capital. We are actively studying this but no final decision has been taken. However in the interim funds would become available to the company from private debt funds which the company will have to resort to finance the land owner and premium FSI payment while the company could approach the Banks/Financial Institutions for construction finance. The situation is still not clear has to how this uncertainties with regard to the wars etc are going to play out and the company is cautiously approaching this aspect of business its potential and how to finance the same.

4) RESIDENTIAL SEGMENT – CITY PROJECTS:

The company in the last 12 to 18 months completed several marque projects as stated in the previous report namely Infinys, Rathirupa, Hiranmayi, Homeleigh, Sahana, Sankalp and Bagya. All these projects are in Chennai city and the company was able to understand its marketing positioning and pricing power from the way these projects were priced, sold and the feedback it received from its customers.

In our previous report we had stated that the company has concluded negotiation for large city projects and as of today they are both under implementation. The company has been making payment of required funds to the owners and is in custody of the two projects. Of the two projects, the company has received all the approvals for one project and the construction is underway whereas the other being a marque project is being evaluated by the authorities for approval for construction and in the next 2 months all sanctions will be available in hand.

The company has now more or less concluded the documentation with regard to the third project which is a twelve storied building having 180 apartments in one of the best residential location in South Chennai. These three projects over a period of next 24 to 30 months will yield a turnover of over Rs.492 crores as stated in the last report.

Apart from the above currently the company is now in the process of completing negotiation for several re-development projects some of which are very large. This is apart from the said Rs.492 crores were documentations have been completed and the projects are in various stages of implementation.

SRIPERUMBUDUR

The Company is now in full control of the Sriperumbudur property and has started various developments on the same for both senior citizens and others. The company has successfully completed Phase-II of Harmonia Senior villa project and a 5 storied apartment complex for seniors named "Harmonia Pavilion" is under progress.

Additionally the company is contemplating Phase-III of the Harmonia senior villa project numbering about 48 in all and this will be premium segment. As the demand accelerates it will add new phases to Harmonia villas for seniors for which lands are available with the company.

It appears on the basis of the current economic condition existing the development of remaining 9.5 lakhs sq.ft of land into high rise apartment of 14 to 15 floors height is going to be a long drawn affair and therefore the company will look at alternatives which may include sale of land as plotted land property for which demand is very high.

The company's plotting of Sriperumbudur land has been well received and there is tempting opportunity to develop raw land into housing plots and the company has learnt the fundamental of this trade. It is not very clear whether the new airport for Chennai is going to be in the vicinity of Sriperumbudur which may have dampening effect on demand for projects, lands etc., However the widening of the Thiruvallur road is proceeding at fast pace which will be helpful to the buyers and residents of our properties in Sriperumbudur whereas the Expressway to Bangalore is proceeding at snail's pace thereby bypassing so many completion schedule revision.

The company is very bullish on Sriperumbudur and might even consider buying some more additional lands which is adjoining the existing ownerships so that it can use this land as plotted land and sell them at handsome profit.

COMMERCIAL PROPERTIES

The company is all the time looking for commercial properties and it has not ventured into any, in view of the high investment required, although quite profitable.

GOVERNMENT POLICIES:

The Tamilnadu Apartment Ownership Act is still not implemented as on the date of writing this report. The 2 of 3 large redevelopment projects of the company will bypass the Tamilnadu Apartment Ownership Act and go on the basis of 100% consent instead of 2/3rd consent as envisaged under the act.

SALE OF PLOTS:

The company is now going into the situation of having opportunity to sell 1,07,000 sft of plotted lands and is now preparing for getting approval for plotting of further lands the company owns in Sriperumbudur. As stated earlier these plots will fetch handsome returns.

ANNEXURE - 6

FORM NO. AOC-1

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules,2014)

Statement containing salient features of the financial statement of subsidiaries/ associate companies/ joint ventures

PART "A": SUBSIDIARIES

Reporting Period : April 01, 2025 to March 31, 2026

Reporting Currency : INR

(Rs. In Lakhs)

Particulars	Name of the Subsidiaries	
	Lancor Maintenance & Services Limited	Lancor City Developer Limited (Formerly known as Lancor Infinys Limited)
Share Capital	25.18	5.00
Reserves & Surplus	639.64	(116.99)
Other Liabilities	235.52	2,393.79
Total Liabilities	900.34	2,281.80
Investments	10.00	-
Turnover	0.86	1,334.54
Profit before Tax	(0.99)	(262.64)
Provisions for Tax	0.36	64.76
Profit after Tax	(0.63)	(197.88)
Proposed Dividend	-	-
% of Shareholding	100%	100%

Notes:

1. No subsidiary has been sold during the year.

PART - B

Statement pursuant to Section 129(3) of the Companies Act 2013 related to Associate Companies and Joint Ventures

(Rs. In lakhs)

Name of the associates/JV	Central Park West Venture
Latest Audited Balance Sheet Date	31.03.2026
Shares of Associate/JV held by the Company	Not Applicable
Extend of holding	200.00
Description of how they are significant influence	Voting Power
Reason for why the associate/JV is not consolidated	Not Applicable
Networth attributable to shareholding as per latest audited B/s	Rs. 670.77 Lakhs
Profit/Loss for the year	Rs 45.53 Lakhs
Considered in Consolidation	Yes
Not considered in consolidation	Not Applicable

Place: Chennai
Date :12th August, 2026

For and on behalf of the Board of Directors of LANCOR HOLDINGS LIMITED

RV Shekar
Managing Director
DIN:00259129

S. Sridharan
Director
DIN: 01773791

ANNEXURE – 7

FORM NO. AOC.2

(Pursuant to clause (h) of sub-section (3)of section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014)

Form for disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in sub-section (1) of section 188 of the Companies Act, 2013 including certain arms length transactions under third proviso thereto

1. Details of contracts or arrangements or transactions not at arm's length basis

Sl No.	Particulars	Details
A	Name(s) of the related party and nature of relationship	Not Applicable
B	Nature of contracts/arrangements/transactions	
C	Duration of the contracts/arrangements/transactions	
D	Salient terms of the contracts or arrangements or transactions including the value, if any	
E	Justification for entering into such contracts or arrangements or transactions	
F	Date of approval by the Board	
G	Amount paid as advances, if any	
H	Date on which the special resolution was passed in General meeting as required under first proviso to section 188	

2. Details of material contracts or arrangement or transactions at arm's length basis (Rs. In Lakhs)

Sl. No.	Particulars	Details						
A	Name(s) of the related party	Lancor Maintenance & Services Ltd	Mr. R.V. Shekar	Mr. Sridharan	Lancor City Developer Limited*	Lancor City Developer Limited*	Central Park West Venture	Central Park West Venture
B	Nature of relationship	Subsidiary	Control	Director	Subsidiary	Subsidiary	Joint Venture	Joint Venture
C	Nature of contracts / arrangements / transactions	Trade Payables	Interest Expenses	Interest Expenses	Interest Expenses	Loans & Advances	Rent Paid	Loan
D	Salient terms of the contracts or arrangements or transactions including the value, if any: (Rs)	Nil	73.18	21.00	212.15	1.561.36	9.00	460.77
E	Duration of the contracts / arrangements / transactions	2025-26	2025-26	2025-26	2025-26	2025-26	2025-26	2025-26
F	Date (s) of approval by the Board, if any	Approved on Quarterly basis	Approved on Annual Basis	Approved on Annual Basis	Approved on Annual Basis	Approved on Annual Basis	Approved on Quarterly basis	Approved on Quarterly basis
G	Amount paid as advances, if any:	Nil	Nil	Nil	Nil	Nil	Nil	Nil

*Formerly known as Lancor Infinys Limited

Place: Chennai
Date :12th August, 2026

For and on behalf of the Board of Directors of LANCOR HOLDINGS LIMITED

RV Shekar
Managing Director
DIN:00259129

S. Sridharan
Director
DIN: 01773791

ANNEXURE – 8

CEO & CFO CERTIFICATE

The Board of Directors,
Lancor Holdings Limited,
Chennai.

Dear Members of the Board,

We, J M Chandrasekar, Chief Executive Officer and, Kothandaraman Prakash, Chief Financial Officer of Lancor Holdings Limited, to the best of our knowledge and belief, certify that:

1. We have reviewed the Balance Sheet, Statement of Profit and Loss and Cash Flow Statement of the Company and all the notes on accounts and the Board's report.

2. These statements do not contain any materially untrue statement or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report.

3. The financial statements, and other financial information included in this report, present in all material respects a true and fair view of the Company's affairs, the financial condition, results of operations and cash flows of the Company as at and for, the periods presented in the report, and are in compliance with the existing accounting standards and /or applicable laws and regulations.

4. There are no transactions entered into by the Company during the year that are fraudulent, illegal, or violate the Company's Code of Conduct and Ethics, except as disclosed to the Company's auditors and the Company's audit Committee of the Board of Directors.

5. We are responsible for establishing and maintaining disclosure controls and procedures and internal controls with reference to financial statements for the Company, and we have:

- **a.** Designed such disclosure controls and procedures or caused such disclosure controls and procedures to be designed under our supervision to ensure that material information relating to the Company, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared.
- **b.** Designated such internal control over financial reporting, or caused such internal control with reference to financial statements to be designed under our supervision, to provide reasonable assurance regarding there liability of financial reporting and the preparation of financial statements for external purposes in accordance with the Generally Accepted Accounting Principles (GAAP) in India.
- **c.** Evaluated the effectiveness of the Company's disclosure, controls and procedures.
- **d.** Disclosed in this report, changes if any, in the Company's internal control financial reporting that occurred during the Company's most recent fiscal year that has materially affected, or is reasonable likely to materially affect, the Company's internal control over financial reporting.

5. We have disclosed, based on our most recent evaluation of the Company's Internal control with reference to financial statements, wherever applicable, to the Company's auditors and the audit committee of the Company's Board (and persons performing the equivalent functions):

- **a.** Any deficiencies in the design or operation of internal controls, that could adversely affect the Company's ability to record, process, summarize and report financial data, and have confirmed that there have been no material weaknesses in internal controls with reference to financial statements including any corrective actions with regard to deficiencies.
- **b.** Any significant changes in internal controls during the year covered by this report.
- **c.** All significant changes in accounting policies during the year, if any, and the same have been disclosed in the notes to the financial statements

d. Any instances of significant fraud of which we are aware, that involve the Management of other employees who have a significant role in the Company's internal control system.

5. We affirm that we have not denied any personnel access to the Audit Committee of the Company (in respect of the matters involving alleged misconduct) and we have provided protection to whistleblowers from unfair termination and other unfair or prejudicial employment practices.

6. We further declare that all Board members and senior management personnel have affirmed compliance with the Code of Conduct and Ethics for the year covered by this report.

Place: Chennai
Date :12th August, 2026

For and on behalf of the Board of Directors of LANCOR HOLDINGS LIMITED

JM Chandrasekar	**Kothandaraman Prakash**
Chief Executive Officer	Chief Financial Officer

ANNEXURE -9

DISCLOSURE OF EMPLOYEE STOCK OPTIONS PURSUANT TO REGULATION 14 OF SEBI (SHARE BASED EMPLOYEE BENEFITS & SWEAT EQUITY), 2021 AND RULE 12 OF COMPANIES (SHARE CAPITAL AND DEBENTURES) RULES, 2014 ARE SET OUT BELOW:

GENERAL INFORMATION:

A. Relevant disclosures in terms of the accounting standards prescribed by the Central Government in terms of section 133 of the Companies Act, 2013 (18 of 2013) including the 'Guidance note on accounting for employee share-based payments' issued in that regard from time to time. – The Company has complied & disclosed the relevant information relating to employee share-based payments in Note No. 4.01 of the Standalone financial statement & in Note No.4.01 Consolidated Financial Statements.

B. Diluted EPS on issue of shares pursuant to all the schemes covered under the regulations shall be disclosed in accordance with 'Accounting Standard 20 - Earnings Per Share' issued by Central Government or any other relevant accounting standards as issued from time to time- Refer Note no. 4.01 Earning per Equity Share of the financials.

C. Details related to ESOS - **LANCOR EMPLOYEE STOCK OPTION SCHEME – 2024**

a) The Employee Option Plans are designed to provide incentives to employees to deliver long-term returns. Participation in the plan is at the board's discretion and no individual has a contractual right to participate in the plan or to receive any guaranteed benefits.

b) The Company has currently one schemes under Employee Stock Option Plans in operation during the year as mentioned in below table:

Name of ESOP Scheme	Total No. of ESOP's (options) approved	Date of shareholders' approval
LANCOR EMPLOYEE STOCK OPTION SCHEME – 2024	10,00,000	27.03.2024

Each option granted to eligible employees shall entitle such employees to one equity share of the nominal value of Rs.2 /- each at a price to be determined by the Board of Directors / Nomination & Remuneration Committee. However, subject to the regulations or guidelines of the SEBI in regard to the pricing of the Options, as applicable from time to time. The equity shares issued upon exercise of the Options shall rank pari passu in all respects with the existing equity shares.

c) **Vesting requirements:** Each option shall be vested after a minimum period of 12 months from the date of grant of the Option or at such times as may be determined by the Board or Nomination & Remuneration Committee from time to time.

d) **Maximum term of options granted:** The Options shall be valid and exercisable for such periods as may be determined by the Board or Nomination & Remuneration Committee, from time to time. Options not exercised within the specified period will lapse. All options that are lapsed will be added back to the pool and are eligible for future grants to the employees.

e) **Exercise price or pricing formula:** As approved by the Nomination and Remuneration Committee subject to the condition that the exercise price will not be less than the face value of the share under any circumstances.

f) **Lancor ESOP Scheme 2024 "Pricing Method":** Pursuant to the provisions of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, the ESOPs were granted at a price of Rs. 2/- (face value) as approved by the Nomination and Remuneration Committee.

g) **Source of shares** (primary, secondary or combination) – Primary

h) **Variation in terms of options** – Not Applicable.

i) Out of the above plan, the Company has not granted any options during FY 2025–26. However, 5,55,000 shares were allotted to eligible employees pursuant to the exercise of vested options under the **Lancor Employee Stock Option Scheme – 2024**.

Options outstanding at the beginning of the year	4,45,000
Granted during the year	Nil
Forfeited during the year	Nil
Option renounced	Nil
Exercised during the year	5,55,000
Number of shares arising as a result of exercise	5,55,000
Money realized by exercise of options (INR), if scheme is implemented directly by the company	INR. 11,10,000 (Rupees Eleven lakhs and ten thousand only)
Options outstanding at the end of the year	4,45,000

j) Share options outstanding at the end of the year have the following expiry date and exercise prices

Grant Date	Vesting period	Exercise price	Share options outstanding
28.06.2024	1 year	INR 2.00	4,45,000

*During the reporting year, the Company did not grant any stock options to eligible employees.

k) Method used to account for ESOS (fair value): The fair value of each option is estimated on the date of grant as per the approval of Board of Directors

l) Option movement during the year:

Particulars	Details
Number of options outstanding at the beginning of the period	4,45,000
Number of options granted during the year	Nil
Number of options forfeited / lapsed during the year	Nil
Number of options vested during the year	5,55 000
Number of options exercised during the year	5,55,000
Number of shares arising as a result of exercise of options	5,55,000
Money realized by exercise of options (INR), if scheme is implemented directly by the company	11,10,000 (Rupees Eleven Lakhs and Ten Thousand only)
Loan repaid by the Trust during the year from exercise price received	Nil
Number of options outstanding at the end of the year	4,45,000
Number of options exercisable at the end of the year	Nil

m) Weighted-average exercise prices and weighted-average fair values of options shall be disclosed separately for options whose exercise price either equals or exceeds or is less than the market price of the stock

Sl. No	Particulars	LANCOR EMPLOYEE STOCK OPTION SCHEME – 2024
	Exercise price equals market price (₹) of the share	No
	Exercise price is greater than market price of the share	Nil
	Exercise price is less than market price of the share	INR 2.00 (Rupees Two Only)

n) Employee wise details of options granted to:

(i) Senior Managerial Personnel and KMP as defined under Regulation 16(1)(d) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015: Not Applicable. During the reporting period there were no options granted to any employee under above mentioned ESOP scheme.

(ii) Employees who received grant in any one year of options amounting to 5% or more of options granted during the year: **NIL**

(iii) Identified employees who were granted options, during any one year, equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the Company at the time of grant: **NIL**

o) Description of the method and significant assumptions used during the year to estimate the fair value of options including the following information:

The fair value of options granted during the FY 2025-2026 – Not applicable as the exercise price of the shares are approved and granted at a price of Rs. 2/- (face value) by the Nomination and Remuneration Committee in compliance with the provisions of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 & Lancor ESOP Scheme 2024.

Sl. no.	Particulars	LANCOR EMPLOYEE STOCK OPTION SCHEME – 2024
I.	the weighted-average values of share price, exercise price, expected volatility, expected option life, expected dividend yield, the risk-free interest rate and any other inputs to the model	Not Applicable
II.	the method used and the assumptions made to incorporate the effects of expected early exercise	Not Applicable
III.	how expected volatility was determined, including an explanation of the extent to which expected volatility was based on historical volatility; and	Not Applicable
IV	whether and how any other features of the options granted were incorporated into the measurement of fair value, such as a market condition.	Not Applicable
V.	Disclosures in respect of grants made in three years prior to IPO under each ESOS	Not Applicable
VI.	Significant Assumptions used during the year to estimate the fair value of options	Not Applicable

The Board of Directors hereby confirms that there are no material change(s) in ESOP scheme under Employee Stock Option Plans in operation during the year and the scheme is in compliance with SEBI (Share Based Employee Benefits & Sweat Equity) Regulations, 2021, (amended from time to time).

The disclosures as required under Regulation 14 of SEBI (Share Based Employee Benefits & Sweat Equity) Regulations, 2021 has been uploaded on the website of the Company at www.lancor.in.

Place: Chennai
Date :12th August, 2026

For and on behalf of the Board of Directors of LANCOR HOLDINGS LIMITED

RV Shekar	**S. Sridharan**
Managing Director	Director
DIN:00259129	DIN: 01773791

ANNEXURE-10

ANNUAL REPORT ON CSR ACTIVITIES

1. CSR policy aims at promoting education, employment, enhancing vocation skills especially among children, women, elderly, and the differently abled persons, by providing required skills sets, necessary infrastructure facilities. The CSR activities of the company are routed through the Lancor Foundation specifically formed for the purpose of carrying out the CSR activities as mandated under section 135 of the Companies Act, 2013.

2. Composition of CSR Committee:

Sl. No.	Name of 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.	Dr. Gowri Ramachandran	Chairperson	1	1
2.	Mr. S. Vasudevan	Member	1	1
3.	Mr. K. Harishankar	Member	1	1

3. Web-link where Composition of CSRcommittee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company - https://lancor.in/investors/.

4. Details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social responsibilityPolicy) Rules, 2014, if applicable (attach the report) – Not Applicable.

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any – Not Applicable.

6. Average net profit of the company as per section 135(5) - Rs. 8,97,48,527/-

7. **(a)** Two percent of average net profit of the company as per section 135(5) – Rs. 17,94,971/-

(b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years - NIL.

(c) Amount required to be set off for the financial year, if any - NIL

(d) Total CSR obligation for the financial year (7a+7b-7c) - Rs. 17,94,971/-

8. **(a)** CSR amount spent or unspent for the financial year: Rs. 20,00,000/-(spent)

Total Amount Spent for the Financial Year. (in Rs.)	Amount Unspent (in Rs.)				
	Total Amount transferred to Unspent CSR Account as per section 135(6).		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5).		
	Amount.	Date of transfer.	Name of the Fund.	Amount.	Date of transfer.
Rs. 20,00,000/- *	NIL	NA	-	-	-

* - The company has spent excess amount as against the actual CSR obligation amount.

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

SI. No	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/ No).	Location of the project.		Project duration.	Amount allocated for the project (in Rs.).	Amount spent in then current financial Year (in Rs.).	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in Rs.).	Mode of Implementation - Direct (Yes/No).	Mode of Implementation – Through Implementing Agency	
				State.	District.						Name	CSR Registration number.
-			-	-	-	-	-	-	-	-	-	-

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

Sl. No.	Name of the Project	Item from the list of activities in schedule VII to the Act.	Local area (Yes/ No).	Location of the project.		Amount spent for the project (in Rs.).	Mode of implementation -Direct (Yes/No).	Mode of implementation – Through implementing agency.	
				State.	District.			Name.	CSR registration number.
1	Preparation of infrastructure for imparting training for skill development programme by NGO "Amar Seva Sangham" to specially abled children	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled and livelihood enhancement projects	No	Tamilnadu	Chengalpet	Rs. 20 Lacs	Yes	Lancor Foundation(Trust)	CSR00023435

(d) Amount spent in Administrative Overheads - NIL

(e) Amount spent on Impact Assessment, if applicable - NIL

(f) Total amount spent for the Financial Year(8b+8c+8d+8e) – NIL

(g) Excess amount for set off, if any – NIL

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

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

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

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

9. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year – NIL

10. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5) – NIL.

For and on behalf of the Board of Directors of LANCOR HOLDINGS LIMITED

Gowri Ramachandran
Chairperson of CSR Committee
DIN: 08217157

K. Harishankar
Member
DIN: 08453883

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LANCOR HOLDINGS LIMITED

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of **Lancor Holdings Limited** ("the Company"), which comprise of the Balance sheet as at March 31, 2026, the statement of Profit and Loss (including Other Comprehensive Income / (loss)), Statement of Changes in Equity and 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 (hereinafter referred to as "standalone financial statements").

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

Basis for Opinion

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

Key Audit Matters

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

We have determined the matters described below to be key audit matters to be communicated in our report.

Matter	Key Audit Matter	How the matter was addressed in our audit
Revenue Recognition	The Company derives revenue primarily from real estate activity. Based on terms of the contracts with the customers, performance obligations are satisfied over time for under-construction real-estate projects and accordingly revenue is recognized over time. For recognition of revenue as per the above stated policy, assumptions and estimations are made in relation to cost of completion of the projects under development. Considering significant judgments involved in the said process, it is considered as a key audit matter.	We reviewed the accounting policy in relation to revenue recognition and its compliance with the Ind AS 115 "Revenue from Contracts with Customers". We discussed with the management the principles, methods and assumptions based on which the budget estimates relating to the projects are made. We reviewed the project cost incurred as on the date of balance sheet date and completion percentage of the projects under development. We reviewed on test check basis revenue related transactions recorded based on the underlying contracts with the customers.

		We have further reviewed the analysis made by the management relating to cost overrun and its impact on the project. We have also assessed and reviewed the adequacy of disclosure made in the financial statements in accordance with Ind AS 115 (refer note 4.16).
Valuation of Inventory	The value of the inventory amounting to Rs. 29,584.98 lakhs forms a significant part, i.e., 72.07% of Company's total assets. Inventory comprises of work in progress for ongoing projects, constructed premises held for sale, land held for development and construction materials. The inventories are carried at the lower of the cost and net realizable value ('NRV'). The determination of the NRV involves estimates based on prevailing market conditions, current prices and expected date of commencement and completion of the project, the estimated future selling price, cost to complete projects. Considering significance of the amount of carrying value of inventories in the financial statements and the involvement of significant estimation and judgement in such assessment of NRV, the same has been considered as key audit matter.	We reviewed the accounting policy with respect to Inventory. We reviewed the reports of the engineering department on test check basis for different projects relating to the stage of completion which is corroborated with the cost incurred for the project. We reviewed various costs incurred for the ongoing projects with the supporting documents on test check basis. For completed projects reviewed the completion certificate of the appropriate authority along with the management assessment and the budgeted cost. We reviewed on test check basis the determination of NRV of the inventories; We reviewed the recent selling prices considered for arriving at the NRV for various ongoing projects and completed projects. We reviewed on sample basis by comparing the NRV of the inventories to its carrying value in books of account.
Claims, litigation and contingencies	The Company is having various ongoing legal disputes in the nature of tax matters and other legal matters. Management estimates the possible outflow of economic resources based on the legal status of the proceedings. Considering that the above matter involves judgement and estimation, it is considered as key audit matter.	We reviewed the managements process of identification and analysis of the claims, litigations and contingencies. We read the minutes of the board meeting and minutes of audit committee meeting in relation to such matters including the details of proceedings before relevant authority. We had discussion with the legal department and reviewed the status and development of the litigations during the year. We reviewed the provision made if any and its basis of determination. We reviewed the sufficiency of the disclosure made by the management in the note 4.02 in relation to contingent matter.

Information other than the Standalone Financial Statements and our 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 Annual Report, but does not include the standalone and consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

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

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

When we read the Annual Report, if we conclude that there is a material misstatement of this other information, we are required to communicate those matters to those charged with governance and take appropriate action.

Responsibilities of Management and those charged with governance for the Standalone Financial Statements

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

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

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

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

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

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

a) 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.

b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for explaining our opinion on whether the Company has adequate internal financial controls with respect to standalone financial statements in place and the operating effectiveness of such controls.

c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

e) Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

Report on Other Legal and Regulatory Requirements

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

2. As required by Section 143(3) of the Act, we report 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 except for the matters stated in the paragraph 2(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014;

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

d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act, read with relevant rules issued there under;

e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;

f) The observations relating to the maintenance of accounts and other matters connected there with are as stated in paragraph (b) above.

g) With respect to adequacy of internal financial controls with reference to standalone financial statements of the Company and 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 standalone financial statements;

h) With respect to 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 explanation as provided to us, the managerial remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act;

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

i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements - Refer note 4.02 to the standalone financial statements.

ii. The Company has made adequate provision as required under the applicable law or accounting standards for material foreseeable losses if any on the long-term contracts including derivative contracts.

iii. The Company has transferred the required amount of Rs. 0.54 Lakhs for the financial year 2017-18 to the Investor Education and Protection Fund on November 12, 2025.

iv. **a)** As stated in note 4.20 (a) to standalone financial statement, the management has represented that, to the best of it's 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 person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries

b) As stated in note 4.20 (b) to standalone financial statement, the management has represented, that, to the best of it's knowledge and belief, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c) Based on our audit procedures that are considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that above representations under sub-clause iv (a) and iv (b) contain any material mis-statement.

v. As stated in note 4.18 to the Standalone Financial Statements:

a. The Company has paid the dividend during the year and are in compliance with the provision of Section 123 of the Companies Act, 2013.

b. The Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of members at the ensuing annual general meeting. The dividend proposed is in accordance with provisions of Section 123 of the Act to the extent it applies to declaration of dividend.

vi. As stated in Note 4.21 of the accompanying standalone financial statements and based on our examination which included test checks, the company has used an accounting software for maintaining its books of accounts which has a feature of recording audit trial (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. However, the software have no feature of recording audit trail for direct data changes at the data base level. Further, during the course of our audit we did not come across any instances of audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention

For G. M. Kapadia & Co.,
Chartered Accountants
Firm Registration No. 104767W

Satya Ranjan Dhall
Partner
Membership No. 214046
UDIN: 26214046FMGHUK6167

Place: Chennai
Date: May 29, 2026

ANNEXURE 'A' TO THE INDEPENDENT AUDITOR'S REPORT

Referred to in paragraph 1 under "Report on Other Legal and Regulatory Requirements" of our report of even date to the members of the Company on Standalone Financial Statements for the year ended March 31, 2026.

i. a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment and investment property.

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

b) As per the plan and programme of the management, property, plant & equipment and the investment properties have been physically verified. The programme of physical verification of property, plant & equipment and investment properties in our opinion is considered reasonable having regard to the size of the Company and nature of its assets. No material discrepancies were noticed on such verification.

c) Based on the examination of the records and sale deeds or such other documents provided to us, the title deeds of all the Immovable Properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) are held in the name of the Company, except as referred to in note 4.08 (a) of the standalone financial statements, where the properties are acquired under a power of attorney in the normal course of the business and the Company is yet to register it in its own name. None of the promoters or directors or their relative or employee are related in any manner in relation to the said transaction.

d) The Company has not revalued its property, plant and equipment (including right of use assets) or intangible assets or both during the year ended March 31, 2026.

e) There are no proceedings initiated or are pending against the Company as at March 31, 2026 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.

ii. a) According to the information and explanation provided to us, the physical verification of construction work in progress is carried out by management by site visit in frequent intervals and certification of completion of work by technical persons are considered as reasonable. Other inventories have been physically verified during the year by the management. In our opinion, the frequency and manner of verification by the management is reasonable and the coverage and procedure of verification is appropriate. No material discrepancies were noticed of 10% or more in the aggregate for each class of inventories on such physical verification of inventories / alternate procedures performed as applicable, when compared with the books of accounts.

b) The Company has been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks or financial institutions on the basis of security of current assets. As per the information and explanation provided to us and based on our examination, we draw reference to note 2.20 of the standalone financial statement with respect to submission of quarterly returns or statements which are in agreement with the books of accounts of the Company.

iii. a) During the year the Company has granted unsecured loans to companies and firms as follows:.

(Rs. In Lakhs)

Particulars	Guarantee	Loans
Aggregate amount granted/ provided during the year		-
Subsidiaries	-	775.05
Others	-	6.77
Balance outstanding as at balance sheet date in respect of above cases		
Subsidiaries		460.77
Others	-	3.48

b) In our opinion and according to the information and explanation provided to us, the terms and conditions on which the loan has been granted are prima facie, not prejudicial to the Company's interest.

c) In the case loan to the Company and firm, as per the information and explanation given to us, no repayment of principal has been stipulated and further the loan is free of interest, accordingly the regularity in repayment of principal and interest amount does not arise.

d) As stated in sub clause (c), as no repayment has been stipulated, the question of total amount over due for more than 90 days and reasonable step taken for recovery in this regard does not arise.

e) In our opinion and as stated in sub clause (c), as there is no stipulation of repayment of principal, the question of loan granted has fallen due during the year does not arise and also the question of renewal or extension or fresh loans granted to settle the overdues of existing loans given to the firm does not arise.

f) The Company has granted interest free unsecured loan to its wholly owned subsidiary without specifying any terms or period of repayment;

(Rs. in Lakhs)

Particulars		Amount
		Related Parties
Aggregate amount of loans/ advances in nature of loans		
Repayable on demand	(A)	-
Agreement does not specify any terms or period of repayment	(B)	775.05
Total	**(A+B)**	**775.05**
Percentage of loans/ advances in nature of loans to the total loans		99.13%

iv. In our opinion and according to the information and explanation given to us, in respect to loans, investments, guarantees and securities, provision of section 185 and 186 of the Companies Act, 2013 has been complied with.

v. In our opinion and according to the information and explanation given to us, the Company has neither accepted any deposits nor any amounts which are deemed to be deposits within the meaning of Sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, the provisions of clause 3(v) of the Order are not applicable. We have been informed by the management that no order has been passed by Company Law Board or National Company Law Tribunal or Reserve Bank of India or any Court or any other Tribunal in this regard.

vi. We have broadly reviewed the books of account maintained by the Company relating to construction and development activity, pursuant to the Companies (Cost Record and Audit) Rules, 2014 made by the Central Government for the maintenance of cost records under sub-section (1) of Section 148 of the Act and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

vii. a) The Company is regular in depositing undisputed statutory dues including goods and service tax, provident fund, employees' state insurance, income tax, sales tax, service tax, duty of customs, value added tax, cess and any other material statutory dues, as applicable, to the appropriate authorities. No undisputed amounts payable in respect of these statutory dues were outstanding at the year end for a period of more than six months from the date they became payable.

b) The statutory dues as referred above in vii(a) that have not been deposited on account of any dispute is as given below: -

Sl. no.	Name of the Statute	Nature Of Dues	Period to which the amount relates	Forum where dispute is pending	Amount
1	Finance Act, 1994	Service Tax	October 2007 to August 2009	Customs, Excise and Service Tax Appellate Tribunal	156.10 lakhs (Penalty)
2	Income Tax Act, 1961	Income Tax	Assessment year 2024-2025	Commissioner of Income tax (Appeals)	466.74 Lakhs (excluding penalty)

viii. During the year the Company has not surrendered or disclosed any unrecorded income relating to previous years in the tax assessments under the Income Tax Act, 1961. Accordingly, the requirement of previously unrecorded income whether properly recorded in the books of accounts during the year does not arise.

ix. a) During the year, the Company has repaid the principal and interest thereon within the prescribed time limit as stated in the note 2.20 to the financial statement.

b) According to the information and explanations given to us and as disclosed in note 2.20 of the standalone financial statement and on the basis of our audit procedures, we report that the company has not been declared willful defaulter by any bank or financial institution or government or any government authority.

c) In our opinion and according to the information and explanations given to us, the Company has utilized the money obtained by way of term loans during the year for the purposes for which they were obtained.

d) According to the information and explanations given to us, and the procedures performed by us, and on an overall examination of the standalone financial statements of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the company.

e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries.

f) According to the information and explanations given to us and procedures performed by us, we report that the company has not raised loans during the year on the pledge of securities held in its subsidiaries.

x. a) The Company has not raised any money by way of initial public offer or further public offer (including debt instruments) during the year. Therefore, reporting requirement under this clause is not applicable.

b) In our opinion and according to the information and explanation provided to us, the Company has issued share warrant on preferential basis during the year and the requirements of section 42 and section 62 of the Companies Act, 2013 have been complied with. Further, the Company has utilised funds for the purpose for which they are raised. The company has not made any preferential allotment or private placement of convertible debentures (fully, partly or optionally convertible) during the year.

xi. a) No fraud by the Company or any fraud on the Company has been noticed or reported during the year.

b) According to the information and explanations given to us, no report under Section 143(12) of the Act has been filed by the auditors in Form ADT-04 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government during the year and up to date of this report.

c) There are no whistle blower complaints received by the Company during the year and up to the date of this report.

xii. The Company is not a Nidhi Company and hence reporting under clause (xii) of the order is not applicable.

xiii. According to the information and explanation provided to us and in our opinion, the related party transactions are entered in to by the Company are in compliance with Sections 177 and 188 of Act where applicable, and the details of such transactions have been disclosed in the standalone financial statements, as required by the applicable accounting standard.

xiv. a) The Company has an internal audit system commensurate with the size and nature of its business.

b) We have considered the internal audit reports of the Company issued till the date of the audit report, for the period under audit.

xv. According to the information and explanations given to us, in our opinion during the year the Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence provisions of section 192 of the Companies Act, 2013 are not applicable to the company.

xvi. a) & b) As per the information and explanation provided to us, the Company is not required to registered under section 45-IA of Reserve Bank of India Act, 1934. Hence, reporting under paragraph (xvi) (a), and (b) of the Order is not applicable.

c) The Company is not a Core Investment Company as defined in the regulation made by the Reserve bank of India. Hence reporting under paragraph (xvi) (c) of the Order is not applicable.

d) According to the information and explanations given to us, the Group does not have any CIC as part of the Group as per definition of Group contained in the Core Investment Companies (Reserve Bank) Directions, 2016 and hence the reporting under paragraph (xvi) (d) of the order is not applicable.

xvii. According to the information and explanations given to us and based on the examination of the books of accounts, the Company has not incurred cash losses for the current year and also in the immediately preceding financial year.

xviii. There has been no resignation of the statutory auditors during the year. Accordingly, reporting under paragraph 3(xviii) of the Order is not applicable to the Company;

xix. According to the information and explanations given to us and on the basis of the financial ratios as disclosed in note 4.19, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date will get discharged by the Company as and when they fall due.

xx. **a)** In our opinion, there are no other than ongoing project where company has any unspent amount which is required to be transferred to a fund specified in schedule VI to the companies act. Accordingly, para. No. 3(xx)(a) is not applicable to the company. .

b) Based on the examination of the records in relation to the corporate social responsibility, the Company has transferred Rs. 20 Lakhs to an eligible organization. However in the absence of the confirmation of amount spent by such entity we can not comment on the utilisaiton of such fund.

For G. M. Kapadia & Co.,
Chartered Accountants
Firm Registration No. 104767W

Satya Ranjan Dhall
Partner
Membership No. 214046
UDIN: 26214046FMGHUK6167

Place: Chennai
Date : May 29, 2026

ANNEXURE 'B' TO THE INDEPENDENT AUDITOR'S REPORT

Referred to paragraph 2(g) under the heading 'Report on other Legal and Regulatory Requirements' of our independent auditor's report on even date, to the members of the Lancor Holdings Limited on standalone financial statements for the year ended March 31, 2026.

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

Opinion

We have audited the internal financial controls with reference to Standalone Financial Statements of **Lancor Holdings Limited** (the "Company") as of March 31, 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, an adequate internal financial controls with reference to standalone financial statements, and such internal financial controls were operating effectively as at March 31, 2026, based on the internal control with reference to standalone financial statements 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 ('Guidance Note') issued by the Institute of Chartered Accountants of India ('ICAI').

Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls based on the internal control with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by ICAI. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone financial statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note issued by ICAI and the Standards on auditing prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial control. Those standards and the guidance note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to standalone financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to standalone financial statements and their operating effectiveness.

Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to standalone 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 judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

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

Meaning of Internal Financial Controls with reference to Standalone Financial Statements.

A Company's internal financial controls with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial controls with reference to standalone 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 standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors of the 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 standalone financial statements.

Inherent Limitations of Internal Financial Controls with reference to Standalone Financial Statements

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

For G. M. Kapadia & Co.,
Chartered Accountants
Firm Registration No. 104767W

Satya Ranjan Dhall
Partner
Membership No. 214046
UDIN: 26214046FMGHUK6167

Place: Chennai
Date : May 29, 2026

BALANCE SHEET AS AT MARCH 31, 2026

(Figures in Lakhs)

	Particulars	Note	As at March 31, 2026	As at March 31, 2025
	ASSETS			
I.	**Non-Current Assets**			
	a. Property, Plant and Equipment	2.01	1,674.94	1,824.57
	b. Right of Use Asset	2.02	2.14	10.68
	c. Capital Work-in-Progress	2.03	0.00	22.44
	d. Investment Property	2.04	81.70	2,917.22
	e. Intangible Assets	2.05	13.35	4.15
	f. Financial Assets			
	i. Investments	2.06	424.42	488.53
	ii. Other Financial Assets	2.07	596.14	686.32
	g. Deferred Tax Assets (net)	2.08	1,442.20	1,214.95
	h. Non-Current Tax Assets	2.09	58.33	57.74
	i. Other Non-Current Assets	2.10	643.45	399.29
	Total Non-Current Assets		**4,936.66**	**7,625.90**
II.	Current Assets			
	a. Inventories	2.11	29,584.98	26,910.34
	b. Financial Assets			
	i. Trade Receivables	2.12	1,430.79	2,489.12
	ii. Cash and Cash Equivalents	2.13	1,411.44	870.19
	iii. Bank Balances other than Cash & Cash Equivalents	2.14	14.30	1.55
	iv. Other Financial Assets	2.15	629.10	1,336.53
	c. Current Tax Assets (net)	2.16	28.68	28.68
	d. Other Current Assets	2.17	920.56	1,011.04
	Total Current Assets		**34,019.85**	**32,647.45**
III.	**Non-Current Asset held for Sale**	2.04	2,093.74	-
	Total Assets		**41,050.26**	**40,273.35**
I.	**EQUITY & LIABILITY**			
	Equity			
	a. Equity Share Capital	2.18	1,471.01	1,459.91
	b. Other Equity	2.19	22,603.13	18,592.59
	Total Equity		**24,074.14**	**20,052.50**
	Liabilities			
II.	**Non-Current Liabilities**			
	a. Financial Liabilities			
	i. Borrowings	2.20	4,116.24	5,941.99
	ii. Trade Payables			

Particulars	Note	As at March 31, 2026	As at March 31, 2025
Total Outstanding Dues of Micro Enterprises and Small Enterprises	2.21	-	22.40
Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises	2.21	222.54	104.13
b. Provisions	2.22	95.72	76.23
Total Non-Current Liabilities		**4,434.50**	**6,144.74**
III. Current liabilities			
a. Financial Liabilities			
i. Borrowings	2.23	5,383.16	7,749.43
ia. Lease Liability	2.25	2.31	10.53
ii. Trade Payables			
Total Outstanding Dues of Micro Enterprises and Small Enterprises	2.24	71.38	211.90
Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises	2.24	1,352.89	1,565.06
iii. Other Financial Liabilities	2.25	3,594.00	2,026.27
b. Other Current Liabilities	2.26	1,362.61	2,199.23
c. Short-Term Provisions	2.27	16.65	149.10
d. Current Tax Liabilities (Net)	2.28	758.62	164.59
Total Current Liabilities		**12,541.62**	**14,076.10**
Total Equity And Liabilities		**41,050.26**	**40,273.35**
Summary of Material Accounting Policies	1		
The accompanying Notes are an integral part of the Financial Statements.			

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

R V Shekar
Managing Director
DIN: 00259129

S. Sridharan
Director
DIN: 01773791

J.M. Chandrasekar
Chief Executive Officer

K Prakash
Chief Financial Officer

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

STATEMENT OF PROFIT & LOSS FOR THE YEAR ENDED MARCH 31, 2026

(Figures in Lakhs)

	Particulars	Note	For the Year Ended March 31, 2026	For the Year Ended March 31, 2025
I.	**Income**			
	a. Revenue from Operations	3.01	11,962.17	18,453.20
	b. Other Income	3.02	7,430.84	183.70
	Total Income		**19,393.01**	**18,636.90**
II.	**Expenses**			
	a. Land and Land related Expenses		1,046.33	7,816.19
	b. Cost of Materials and Construction Expenses	3.03	10,218.76	11,461.20
	c. Changes in Inventories of Constructed Premises, Construction Work-in-Progress and Construction Materials	3.04	(2,674.64)	(7,519.14)
	d. Employee Benefits Expenses	3.05	1,138.43	1,310.44
	e. Finance Costs	3.06	2,179.41	1,915.44
	f. Depreciation and Amortization Expenses	3.07	339.51	284.06
	g. Other Expenses	3.08	2,385.12	1,937.69
	Total Expenses		**14,632.94**	**17,205.89**
III.	**Profit/(Loss) Before Exceptional Items & Tax**		**4,760.07**	**1,431.02**
IV.	**Exceptional Items (Net)**	**4.23**	**(24.98)**	**-**
V.	**Profit/(Loss) Before Tax**		**4,735.10**	**1,431.02**
VI.	**Tax Expense:**			
	a. Current tax		790.43	402.16
	a. Current Tax (earlier year's)	3.09	109.69	-
	b. Deferred Tax	3.09	(228.02)	108.85
VII	**Profit/(Loss) for the period**		**4,063.00**	**920.01**
VIII	**Other Comprehensive Income / (Loss)**			
	Items that will not be reclassified to Profit or Loss			
	(a) Remeasurements of Defined Benefit Plans		2.78	3.71
	(b) Income tax effect relating to items that will not be reclassified to Profit or Loss	3.09	(0.77)	(1.03)
IX.	**Total Other Comprehensive Income / (Losses), Net of Tax**		**2.01**	**2.68**
X.	**Total Comprehensive Income/ (Losses) for the period**		**4,065.01**	**922.69**
XI.	**Earnings per Equity Share (amount in rupees) (Face value of Rs. 2/-each)**			
	Basic	4.01	5.54	1.27
	Diluted	4.01	5.54	1.26
	Summary of Material Accounting Policies	**1**		
	The accompanying Notes are an integral part of the Financial Statements.			

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

Satya Ranjan Dhall
Partner
Membership No. 214046

Place: Chennai
Date: 29th May, 2026

For and on behalf of Board of Directors

R V Shekar
Managing Director
DIN: 00259129

S. Sridharan
Director
DIN: 01773791

J.M. Chandrasekar
Chief Executive Officer

Place: Chennai
Date: 29th May, 2026

K Prakash
Chief Financial Officer

Place: Chennai
Date: 29th May, 2026

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2026

(Figures in Lakhs)

	Particulars	Year Ended March 31, 2026	Year Ended March 31, 2025
I.	**Cash Flow from Operating Activities**		
	Net Profit Before Tax	**4,760.07**	**1,431.02**
	Adjustment of Non Cash Items		
	Interest Income on Fair Valuation of Loan to related Parties & Employees	(12.35)	(13.49)
	Provision for (Gain)/Loss on Fair Valuation of Investment	(44.77)	(3.02)
	Provision for Expected Credit Loss and Other Impairment	50.87	-
	Depreciation and Amortisation	339.51	284.52
	Interest Income	(57.23)	(24.80)
	Finance Cost	2,179.41	1,915.44
	Provision for Employees Benefits	46.08	31.63
	Property, Plant and Equipment Written Off / Sundry Balances Written Off / Trade Payables Written Back	1.22	4.99
	Profit or Loss on Sale of Property, Plant and Equipment	(7,009.26)	-
	Profit on Sale of Invesments	(9.73)	-
	Share of Profit from Investment in Partnership Firm	(29.49)	(20.63)
	Operating Profit before Working Capital Changes	**214.33**	**3,605.65**
	Changes in Assets and Liabilities		
	(Increase) / Decrease in Inventories	(1,813.89)	(6,426.39)
	(Increase) / Decrease in Trade and Other Receivables	1,033.80	(896.26)
	(Increase) / Decrease in Other Financial Assets	974.61	633.48
	(Increase)in Other Assets	(192.28)	(131.50)
	(Decrease) in Provisions and Employee Benefits	(136.25)	(213.55)
	(Decrease) in Lease Liabilities	(8.22)	-
	Increase in Other Financial Liabilities	1,588.04	77.43
	(Decrease) in Other Current Liabilities	(836.62)	(1,355.73)
	(Decrease) in Trade Payables	(249.36)	(712.41)
	Cash Generated from Operations	**274.16**	**(5,419.28)**
	Less: Income Taxes Paid (Net of Refunds)	**(306.67)**	**(152.20)**
	Net Cash Flows from Operating Activities	**267.48**	**(5,571.47)**
II.	**Cash Flow from Investing Activities**		
	Payment for aqcuisition of Property, Plant and Equipment / Capital Work in Progress / Intangible Assets	(1,103.53)	(584.83)
	Proceeds from Sale of Property, Plant and Equipment	8,599.62	-
	Investment in / Redemption of Fixed Deposit	126.86	(141.00)
	Proceeds from Sale of Investments	111.71	-
	Finance Income	12.56	5.19
	Net Cash Flows from Investing Activities	**7,747.23**	**(720.63)**
III.	**Cash Flow from Financing Activities**		
	Proceeds from Non-Current Borrowings	3,628.12	9,676.25
	Repayment of Non-Current Borrowings	(5,429.02)	(7,100.01)
	Increase / (Decrease) in Current Borrowings	(2,366.27)	1,555.34
	Proceeds from Issue of Preferential Issue of Shares	-	5,547.24
	Payment towards Expenses relating to Bonus Issue / Preferential Issue	-	(12.79)
	Proceeds from Issue of Warrants	250.00	-
	Proceeds from ESOP Allotment	11.10	-
	Payment towards Expenses relating to ESOP / Convertible Warrants	(8.71)	-

Particulars	Year Ended	
	March 31, 2026	March 31, 2025
Dividend Paid	(133.48)	(145.51)
Finance Charges paid	(3,424.34)	(2,752.32)
Unpaid Dividend transfer to IEPF	(0.86)	(0.17)
Net cash flows from Financing Activities	**(7,473.46)**	**6,768.03**
Net increase / (Decrease) in Cash and Cash Equivalents	**541.25**	**475.92**
Cash and Cash Equivalents at the beginning of the year	870.19	394.27
Cash and Cash Equivalents at the end of the year	**1,411.44**	**870.19**
Components of Cash and Cash Equivalent		
Balances with Banks under various accounts	1,411.36	870.09
Cash on Hand	0.07	0.10
Cash and Cash equivalents reported in Balance Sheet	**1,411.44**	**870.19**
Cash and Cash equivalents reported in Cash Flow Statement	**1,411.44**	**870.19**

Change in Liability arising from Financing Activities

Particulars	As at			
	March 31, 2025	Cash flow	Non Cash changes - Fair value changes	March 31, 2026
Non-Current Borrowings (Refer note no 2.20)	5,941.99	(1,800.90)	(24.84)	4,116.24
Current Borrowings (Refer note no 2.23)	7,749.43	(2,366.27)	-	5,383.16
	13,691.42	**(4,167.18)**	**(24.84)**	**9,499.40**

Change in Liability arising from Financing Activities

Particulars	As at			
	March 31, 2024	Cash flow	Non Cash changes - Fair value changes	March 31, 2025
Non-Current Borrowings (Refer note no 2.20)	3,308.25	2,576.24	57.49	5,941.99
Current Borrowings (Refer note no 2.23)	6,194.09	1,555.34	-	7,749.43
	9,502.34	**4,131.59**	**57.49**	**13,691.42**

Note: Above statements has been prepared by using Indirect method as per Ind AS 7 on Statement of Cash flows
The accompanying Notes form an integral part of the Financial Statements.

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

R V Shekar
Managing Director
DIN: 00259129

S. Sridharan
Director
DIN: 01773791

J.M. Chandrasekar
Chief Executive Officer

K Prakash
Chief Financial Officer

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED MARCH 31, 2026

A. Equity Share Capital

(Figures in Lakhs)

Particulars	Note	Amount
Balance as at April 1, 2024	**2.18**	**1,215.00**
Changes in Equity Share Capital		244.91
Balance as at March 31, 2025	**2.18**	**1,459.91**
Changes in Equity Share Capital		11.10
Balance as at March 31, 2026	**2.18**	**1,471.01**

B. Other Equity

Particulars	RESERVES AND SURPLUS				
	Securities Premium	General Reserve	Retained Earnings	Money received against Share Warrants	Total
Balance as at April 1, 2024	**829.71**	**1,720.14**	**9,976.51**	**-**	**12,526.36**
Add:- Profit/(loss) for the year	-	-	920.01	-	920.01
Add:- Other Comprehensive Income / (loss) for the year	-	-	2.68	-	2.68
Add:- Amount received for Issue of Preferential Issue A/c	5,302.33	-	-	-	5,302.33
Less:- Expenses Incurred in relation to issuance of Preferential Issue of shares	(12.79)	-	-	-	(12.79)
Total Comprehensive Income / (Loss) for the year	**5,289.53**	**-**	**922.69**		**6,212.22**
Transactions with owners in their capacity as owners					
Less: Equity dividend	-	-	(145.99)	-	(145.99)
Balance as at March 31, 2025	**6,119.25**	**1,720.14**	**10,753.21**	**-**	**18,592.59**
Add:- Profit/(loss) for the year	-	-	4,063.00	-	4,063.00
Add:- Other Comprehensive Income / (loss) for the year	-	-	2.01		2.01
Add:- Amount received for Issue of Convertible Warrants A/c	-	-	-	250.00	250.00
Add; Reversal of Unrealized Profit (Refer note no 2.11)	-		(360.00)	-	(360.00)
Add:- Amount transferred from ESOP Liability a/c	211.34	-	-		211.34
Less: Expenses Incurred in relation to Convertible Warrants Issue	-	-	-	(8.71)	(8.71)
Total Comprehensive Income / (Loss) for the year	**211.34**	**-**	**3,705.01**	**241.29**	**4,157.65**
Transactions with owners in their capacity as owners					
Less: Equity dividend	-	-	(147.10)	-	(147.10)
Balance as at March 31, 2026	**6,330.59**	**1,720.14**	**14,311.11**	**241.29**	**22,603.13**

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

Place: Chennai
Date: 29th May, 2026

R V Shekar
Managing Director
DIN: 00259129

Place: Chennai
Date: 29th May, 2026

S. Sridharan
Director
DIN: 01773791

Place: Chennai
Date: 29th May, 2026

J.M. Chandrasekar
Chief Executive Officer

Place: Chennai
Date: 29th May, 2026

K Prakash
Chief Financial Officer

Place: Chennai
Date: 29th May, 2026

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

MATERIAL ACCOUNTING POLICIES AND NOTES ON ACCOUNTS TO STANDALONE FINANCIAL STATEMENTS

1.01 Corporate Information

Lancor Holdings Limited (the Company) is a public Company domiciled in India and incorporated under the provisions of the Companies Act, 1956. It's equity share are listed in the BSE Ltd (Bombay Stock Exchange) in India. During the current year, the Company's equity shares are also listed in NSE (National Stock Exchange) in India. The Company is engaged in the business of real estate development, leasing of commercial properties and allied activities.

1.02 Authorization of Standalone Financial Statements

The standalone financial statements were authorized for issue in accordance with a resolution of the directors on May 29, 2026.

1.03 Summary of Material Accounting Policies

The financial statements have been prepared using the material accounting policies and measurement basis summarised below. These were used throughout all periods presented in the financial statements.

1.04 Changes in Accounting Policy

The accounting policies applied to the year ended March 31, 2026 standalone financial statements are identical to those applied to and described in the financial statement year ended March 31, 2025.

1.05 Compliance with Ind AS

The standalone financial statements comply in all material aspects with Indian Accounting Standards ("Ind AS") notified under Section 133 of the Companies Act, 2013 ("the Act"), and relevant rules issued thereunder. In accordance with proviso to the Rule 4A of the Companies (Accounts) Rules, 2014 (as amended), the terms used in these financial statements are in accordance with the definitions and other requirements specified in the applicable Accounting standards.

1.06 Basis of Preparation

The financial statements have been prepared on going concern basis in accordance with accounting principles generally accepted in India. Further, the financial statements have been prepared on historical cost basis except for certain financial assets and financial liabilities which are measured at fair values as explained in relevant accounting policies.

1.07 Recent Accounting Pronouncement

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. As on March 31, 2026, there is no new standard notified or amendment to any of the existing standards under Companies (Indian Accounting Standards) Rules, 2015.

1.08 Rounding of Amounts

All amounts disclosed in the standalone financial statements and notes have been rounded off to the nearest lakhs, except where otherwise indicated.

1.09 Current and 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 if:

(i) it is expected to be realised or intended to be sold or consumed in normal operating cycle

(ii) it is held primarily for the purpose of trading

(iii) it is expected to be realised within twelve months after the reporting period, or

(iv) cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period All other assets are classified as non-current.

A liability is classified as current if:

(i) it is expected to be settled in normal operating cycle

(ii) it is held primarily for the purpose of trading

(iii) it is due to be settled within twelve months after the reporting period, or

(iv) there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

All other liabilities are classified as non-current.

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

All assets and liabilities have been classified as current or non-current as per Company's normal operating cycle. Based on the nature of operations, the Company has ascertained its operating cycle as twelve months for the purpose of current and non-current classification of assets and liabilities.

1.10 Use of Judgements, Estimates and Assumptions

While preparing standalone financial statements in conformity with Ind AS, the management makes certain estimates and assumptions that require subjective and complex judgments. These judgments affect the application of accounting policies and the reported amount of assets, liabilities, income and expenses, disclosure of contingent liabilities at the statement of financial position date and the reported amount of income and expenses for the reporting period. Financial reporting results rely on our estimate of the effect of certain matters that are inherently uncertain. Future events rarely develop exactly as forecast and the best estimates require adjustments, as actual results may differ from these estimates under different assumptions or conditions. The management continually evaluate these estimates and assumptions based on the most recently available information.

Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognized in the standalone financial statements are as below:

Key sources of estimation uncertainty

(i) Financial Instruments; (Refer note 4.10)

(ii) Useful lives of Property, Plant and Equipment and Intangible Assets; (Refer note 1.11 and 1.14)

(iii) Valuation of Inventories; (Refer note 1.19)

(iv) Assets and Obligations relating to Employee Benefits; (Refer note 4.04)

(v) Evaluation of recoverability of Deferred Tax Assets; (Refer note 1.23) and

(vi) Contingencies (Refer note 4.02).

(vii) Impairment of Financial Assets (Refer note 1.17)

(viii) Revenue and Cost Recognition (Refer note 1.20)

1.11 Property, Plant and Equipment

Recognition and Initial Measurement Property, plant and equipment are stated at their cost of acquisition. The cost comprises purchase price, borrowing cost if capitalization criteria are met and directly attributable cost of bringing the asset to the location and condition for it to be capable of operating in a manner intended by the

management and initial estimation of any decommissioning obligation if any. Any trade discount and rebates are deducted in arriving at the purchase price.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to statement of profit and loss during the reporting period in which they are incurred.

Similarly, when major inspection is performed, cost is recognised in the carrying amount of the item of the plant and equipment and remaining carrying amount of the previous inspection is derecognised.

Spares and stand by equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Subsequent Measurement (Depreciation and Useful Lives)

Property, plant and equipment are subsequently measured at cost less accumulated depreciation and impairment losses. Depreciation on property, plant and equipment are provided based on the rates and manner prescribed in Schedule II to the Companies Act, 2013 except for certain assets where it has identified the useful life on the internal assessments as mentioned below.

Asset	Based on internal assessment (useful life)	Based on Companies Act (useful life)
Furniture & Fixtures	15 years	10 years
Air Conditioners	5-25 years	5 years
Genset	15 years	10 years
Electrical Equipment's	5-25 years	5-10 years
Plant and Machinery	4-20 years	9-15 years

Depreciation in the case of building is provided on straight-line method and the manner as per schedule II to the Act.

The residual values, useful lives and method of depreciation are reviewed at the end of each financial year.

De-Recognition

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

Land which was re-valued is stated at the values determined by the valuer

1.12 Capital Work-in-Progress

Capital work-in-progress represents expenditure incurred in respect of capital projects under development and are carried at cost. Cost includes land, related acquisition expenses, development/ construction costs, borrowing costs and other direct expenditure.

1.13 Investment Properties

Recognition and Initial Measurement

Investment properties are properties held to earn rentals or for capital appreciation, or both. Investment properties are measured initially at their cost of acquisition. The cost comprises purchase price, borrowing cost, if capitalization criteria are met and directly attributable cost of bringing the asset to its working condition for the intended use. Any trade discount and rebates are deducted in arriving at the purchase price.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company. All other repair and maintenance costs are recognized in statement of profit or loss as incurred.

Subsequent measurement (depreciation and useful lives)

Investment properties are subsequently measured at cost less accumulated depreciation and impairment losses. Depreciation on investment properties is provided on the straight-line method in respect of buildings and on written down value for plant and equipment's, furniture and fixtures based on the internal assessment as mentioned below:

Asset	Based on internal assessment (useful life)	Based on Companies Act (useful life)
Furniture & Fixtures	15 years	10 years
Air Conditioners	5-25 years	5 years
Genset	15 years	10 years
Electrical Equipment's	5-25 years	5-10 years
Plant and Machinery	4-20 years	9-15 years

The residual values, useful lives and method of depreciation are reviewed at the end of each financial year.

De-Recognition Investment properties are de-recognized either when they have been disposed off or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in profit or loss in the period of de-recognition.

1.14 Intangible Assets

Recognition and Initial Measurement Intangible assets are stated at their cost of acquisition. The cost comprises purchase price, borrowing cost, if capitalization criteria are met and directly attributable cost of bringing the asset to its working condition for the intended use.

Intangible assets comprises of computer software and customer acquisition cost

Subsequent Measurement (Amortisation)

Computer Software

The cost of capitalized software is amortized over a period of 5 years from the date of its acquisition.

Customer Acquisition Costs The cost of brokerage or referral incentive is paid for identifying the customers of residential projects is amortized over a period of life of the project from the date of incurring such expenditure till the completion of the said projects. If the customer acquisition cost is incurred for a completed property, the same is charged to expenses.

Derecognition of Intangible Assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in statement of profit and loss when the asset is derecognised.

1.15 Asset held for Sale

Non-current assets or disposal groups are classified as held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. To classify as held for sale, the asset must be available for immediate sale in its present condition, its sale must be highly probable and is marketed for sale at a price that is reasonable in relation to its current fair value. The Group must also be committed to the sale, which should be

expected to qualify for recognition as a completed sale within one year from the date of classification. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying value and fair value less costs to sell.

1.16 Borrowing Cost

Borrowing cost includes interest, amortisation of ancillary costs incurred in connection with the arrangement of borrowings and exchange differences arising from foreign currency borrowings to the extent they are regarded as an adjustment to the interest cost.

Borrowing costs directly attributable to the acquisition, production or construction of the qualifying assets are considered as direct cost and are capitalised. The qualifying asset is an asset that necessarily takes substantial period of time to get ready for tis intended use or sale. All other borrowings cost are recognised as expense in the period in which they are incurred. Where borrowings are specifically for obtaining a qualifying asset for developments, the amount capitalised is borrowing cost incurred less any income on temporary investment of these borrowings.

Capitalisation of borrowing cost is suspended during the extended period in which the active development is interrupted. Capitalisation of borrowing cost is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale is complete.

Borrowing cost is not capitalised on the purchase of land for development unless activities necessary to prepare the land for development are in progress.

1.17 Impairment of Assets

Carrying amount of tangible assets, intangible assets, investments in subsidiaries (carried at cost) are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and risks specific to that asset. In determining fair value less cost of disposal, recent market transactions are taken in to account. If no transactions can be identified, an appropriate valuation model is being used.

For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or group of assets (cash generating units)

Non -financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at the end of the each reporting period. When an impairment loss subsequently reverses, the carrying amount of the asset (or cash generating unit) is increased to the reversed estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss is recognised immediately in statement of profit and loss.

1.18 Financial Instruments

Financial assets and financial liabilities are recognised when a Company becomes a party to the contractual provisions of the instruments.

a) Initial Recognition and Measurement

Financial Assets: All financial assets are recognized initially at fair value plus or minus, in the case of financial assets not recognized at fair value through profit and loss, transaction costs that are attributable to the acquisition of the financial asset. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Financial Libilities: All financial liabilities are recognized initially at fair value, in the case of loans, borrowings and payables, net of directly attributable transaction costs.

b) Classification and Subsequent Measurement : Financial Assets

The Company classifies financial assets as subsequently measured at amortised cost, fair value through other comprehensive Income ("FVTOCI") or fair value through profit or loss ("FVTPL") on the basis of following :
– the entity's business model for managing the financial assets and
– the contractual cash flow characteristics of the financial asset.

(i) Amortised Cost

A financial asset is classified and measured at amortised cost if both of the following conditions are met:
– the financial asset is held within a business model whose objective is to hold financial assets in order to collect 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 on the principal amount outstanding.

(ii) FVTOCI

A financial asset is classified and measured at FVTOCI if both of the following conditions are met:
– the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
– the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

(iii) FVTPL

A financial asset is classified and measured at FVTPL unless it is measured at amortised cost or at FVTOCI. All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

c) Investment in Equity Instruments of Subsidiaries

Investment in equity instruments of subsidiaries are stated at cost as per Ind AS 27 'Separate Financial Statements' and reviewed for impairment at each reporting date.

d) Impairment of Financial Assets

The Company assesses on a forward looking basis the expected credit losses associated with its assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade receivables only, the Company applies the simplified approach permitted by Ind AS 109 Financial Instruments, which requires expected lifetime losses to be recognised from initial recognition of the receivables. In respect of other financial assets the Company assess if the credit risk on these financial assets has increased significantly since initial recognition

e) Classification and Subsequent Measurement : Financial Liabilities

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

(i) Financial Liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is held for trading or are designated upon initial recognition as FVTPL. Gains or losses on financial liabilities held for trading are recognised in the Statement of Profit and Loss.

(ii) Other Financial Liabilities

The companies financial liabilities include trade and other payables, security deposits, loans and borrowings and other financial liabilities. Financial liabilities in the nature of loans and borrowings are subsequently measured at amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts)

through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

f) Derecognition of Financial Assets and Financial Liabilities

The Company de-recognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred. If the Company enters into transactions whereby it transfers assets recognised on its balance sheet, but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognised.

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

g) Offsetting Financial Instruments

Financial asset and financial liabilities are offset and the net amount is reported in the balance sheets when, the entity currently has a legal enforceable right to set off the recognised amounts and it intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.19 Inventories

Inventories comprise of property held for sale, property under construction (work in progress) and stock of construction materials.

a) Unsold premises held as inventory are valued at lower of cost and net realizable value.

b) Construction Work-in-Progress comprises of cost of acquisition of land, if any, construction & development expenses, and borrowing cost and is valued at lower of cost (net of indirect taxes, wherever applicable) and net realisable value.

c) Inventory of construction materials is valued at lower of cost (net of indirect taxes, wherever recoverable) and net realizable value. Cost is determined on FIFO basis.

Net realisable value is the estimated selling price in the ordinary course of business less estimated costs of completion and estimated costs necessary to make the sale

1.20 Revenue Recognition

The Company derives revenues primarily from the business of real estate development. It also earns revenue from the allied activities such as renting of property.

Revenue is recognized on satisfaction of performance obligations upon transfer of control of promised works or services to customers in an amount that reflects the consideration the Company expects to receive in exchange for those works or services.

1. The customer simultaneously receives and consumes the benefits provided by the Company's performance; or
2. The Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
3. The Company's performance does not create an asset with an alternative use to the Company and the Company has an enforceable right to payment for performance completed to date.

For performance obligations where one of the above conditions are not met, revenue is recognised at the point in time at which the performance obligation is satisfied.

In case of real estate development where revenue is recognised over the time, the amount is determined from the financial year in which the agreement to sell is executed. The period over which revenue is recognised is based on right to payment for performance completed. In determining whether the Company has right to payment, the Company shall consider whether it would have an enforceable right to demand or retain payment for performance completed to date if the contract were to be terminated before completion for reasons other than Company's failure to perform as per the terms of the contract.

The revenue recognition of Real estate property under development requires forecasts to be made of total budgeted costs with the outcomes of underlying construction contracts, which further require assessments and judgements to be made on changes in work scopes and other payments to the extent they are probable and they are capable

of being reliably measured. However, where the total project cost is estimated to exceed total revenues from the project, the loss is recognized immediately in the Statement of Profit and Loss.

The expenditure incurred in relation to the projects under development is accumulated under the head Construction work-in-progress. The estimated project cost includes construction cost, construction materials, other direct cost, borrowing cost and other overheads of such projects.

Amount of Revenue recognised is determined on the basis of project expenses incurred in relation to estimated project expenses.

A Contract asset is the Company's right to consideration in exchange for products or services that it has transferred to a customer. The Company assess a contract asset for impairment in accordance with Ind AS 109.

A Contract liability is the Company's obligation to transfer products or services to a customer for which it has received consideration from the customer.

Rental Income
Income earned by way of leasing or renting commercial or residential premises is recognized as income. Initial direct costs such as brokerage, etc. is recognized as expenses on accrual basis in statement of profit and loss in the year of lease.

Maintenance Income
Revenue in respect of maintenance services is recognised on an accrual basis, in accordance with the terms of the respective contract as and when the Company satisfies performance obligations by delivering the services as per contractual agreed terms.

Dividend Income
Dividends are recognised in the Statement of Profit and Loss only when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Company, and the amount of the dividend can be measured reliably.

Interest Income
Interest income from debt instruments is recognised using the effective interest rate method.

Share of Profit /Loss of the Partnership Firm
Share of profit / loss from Partnership firm is recognised in the Statement of Profit and Loss in respect of the financial year of the Partnership firm ending on or before the balance sheet date, on the basis of its audited accounts.

1.21 Employee Benefit Expense

Short-Term Obligations
Short term employee benefits are recognised as an expense at an undiscounted amount in the Statement of profit & loss of the year in which the related services are rendered.

Post-Employment Obligations
The Company operates the following post-employment schemes:

- defined benefit plans such as gratuity; and
- defined contribution plans such as provident fund

Gratuity Obligations
The liability or asset recognised in the balance sheet in respect of defined benefit gratuity plans is the present value of the defined benefit obligation at the end of the reporting period. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method.

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

Remeasurement gains and losses arising from changes in actuarial assumptions are recognised at amount in the period in which they occur, directly in other comprehensive income.

Defined Contribution Plans

Contributions to provident fund, a defined contribution plan, are made in accordance with the rules of the statute and are recognized as expenses when employees render service entitling them to the contributions. The Company has no obligation, other than contribution payable to the provident fund.

The obligations are presented as current liabilities in the balance sheet if the entity does no have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

Equity Settled Share Based Payments Employee Stock Option Plan

Equity settled share-based payments to employees are measured at fair value of the equity instruments at grant date.

The fair value determined at the grant date of the equity settled share-based payment is expensed on a straight-line basis over the vesting period, based on the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity.

At the end of each reporting period, the Company revises its estimates of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any is, recognised in Statement of Profit and Loss such that the cumulative expenses reflects the revised estimate, with a corresponding adjustment to the Employee Stock Option Plan outstanding account.

No expense is recognised for options that do not ultimately vest because non market performance and/or service conditions have not been met.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

Upon exercise of share options, the proceeds received are allocated to share capital up to the par value of the shares issued with any excess being recorded as securities premium.

1.22 Leases

As a Lessee

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether : (i) the contract involves the use of an identified asset (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Company has the right to direct the use of the asset.

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. For these short-term leases, the Company recognises the lease payments as an expense on a straight-line basis over the term of the lease or another systematic basis. The Company recognises lease liabilities to make lease payments and Right of Use assets representing the right to use the underlying assets as below.

Right of Use (ROU) Assets

The Company recognises Right of Use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right of Use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of Right of Use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right of Use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

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

Lease Liabilities

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using

the incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. Lease liabilities are remeasured with a corresponding adjustment to the related ROU assets.

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

As a Lessor

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

Commercial properties which are subject to operating lease are disclosed as Investment Property. Costs including depreciation are recognised as expense in the statement of profit and loss. Initial direct costs such as legal costs, brokerage costs, etc. are recognised immediately in the statement of profit and loss.

1.23 Taxes on Income

Income tax expense represents the sum of the tax currently payable and deferred tax.

Current Tax

The tax currently payable is based on the taxable profit for the current year. Taxable profit differs from 'profit before tax' as reported in statement of profit and loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Company's current tax is determined based on the relevant provisions of the regulatory tax laws.

Minimum Alternate Tax

Minimum alternate tax ('MAT') credit entitlement is recognized as an asset only when and to the extent there is convincing evidence that normal income tax will be paid during the specified period. In the year in which MAT credit becomes eligible to be recognized as an asset, the said asset is created by way of a credit to the statement of profit and loss and shown as MAT credit entitlement under Deferred Tax Assets. This is reviewed at each balance sheet date and the carrying amount of MAT credit entitlement is written down to the extent it is not reasonably certain that normal income tax will be paid during the specified period.

Deferred Tax

Deferred tax is recognized on temporary differences between carrying amounts of assets and liabilities in financial statements and corresponding tax basis used in computation of taxable profits. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized.

Deferred tax assets on unrealised tax loss are recognised to the extent that is probable that the underlying tax loss will be utilised against future taxable income.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences would follow from the manner in which the Company expects, at the end of the reporting period, to recover the carrying amounts of its assets and liabilities.

Deferred tax relating to items recognised outside statement of profit and loss is recognised outside statement of profit and loss (either in other comprehensive income or other equity)

1.24 Earnings Per Share (EPS)

Basic earnings per share are calculated by dividing the net profit or loss for the period attributable to equity shareholders (after deducting attributable taxes) by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the period and all periods presented is adjusted for the events such as bonus shares that have changed the number of equity shares outstanding without a corresponding change in resources. For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders is adjusted for after income tax effect of interest and other financing cost associated with dilutive potential equity shares and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

1.25 Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognized when the Company has a present (legal or constructive) obligation as a result of past event, it is probable that the Company will be required to settle the present obligation, and reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a current pre-tax rate. The increase in the provision due to passage of time is recognised as interest expense.

Contingent liabilities are stated separately by way of a note. Contingent liabilities are disclosed when the Company has a possible obligation arising from past events, unless the probability of outflow of resources is remote or a present obligation arising from past events where no reliable estimate is possible and it is not probable that the cash outflow will be required to settle the obligation. Contingent assets are neither recognized nor disclosed except when inflow of economic benefits are probable.

1.26 Cash and Cash Equivalents

For the purpose of presentation in statement of cash flows, cash and cash equivalents include cash on hand, deposits held at call with bank and financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdraft having positive balances. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

1.27 Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM). The operating segments have been identified on the basis of nature of products/service. The CODM is responsible for allocating resources and assessing the performance of the operating segments of the Company.

2.01 Property, Plant & Equipment

The changes in the carrying value of Property, Plant and Equipment for the Year Ended March 31, 2026 are as follows:

(Figures in Lakhs)

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition	Adjustment	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustment	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025
Own Assets												
Freehold Land*#	463.69	-	-	-	463.69	-	-	-	-	-	463.69	463.69
Buildings*#	888.14	56.22	-	-	944.36	51.50	14.76	-	-	66.26	878.10	836.64
Plant & equipment	362.91	8.95	-	6.33	365.53	155.89	86.11	-	4.11	237.89	127.64	207.01
Vehicles	172.12	0.50	-	-	172.62	97.53	22.62	-	-	120.15	52.47	74.59
Computers	31.98	2.20	-	-	34.18	20.57	7.14	-	-	27.70	6.47	11.41
Office equipment	16.16	3.70	-	-	19.86	8.94	1.11	-	-	10.05	9.81	7.22
Furniture & fixtures	169.24	4.84	-	-	174.08	56.23	48.70	-	-	104.93	69.15	113.01
Air conditioners	43.41	1.24	-	-	44.64	15.83	12.20	-	-	28.03	16.62	27.58
Electrical fittings	115.36	4.50	-	-	119.86	31.95	36.92	-	-	68.87	50.99	83.41
Closing Balance	**2,263.00**	**82.15**	**-**	**6.33**	**2,338.82**	**438.43**	**229.57**	**-**	**4.11**	**663.88**	**1,674.94**	**1,824.57**

The changes in the carrying value of Property, Plant and Equipment for the year ended March 31, 2025 are as follows:

(Figures in Lakhs)

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2024	Addition	Adjustment	Disposal	As at Mar. 31, 2025	As at April 1, 2024	For the year	Adjustment	Disposal	As at Mar. 31, 2025	As at Mar. 31, 2025	As at Mar. 31, 2024
Own Assets												
Freehold Land*#	198.03	265.66	-	-	463.69	-	-	-	-	-	463.69	198.03
Buildings*#	446.35	441.79	-	-	888.14	42.23	9.27	-	-	51.50	836.64	404.12
Plant & equipment	213.99	148.92	-	-	362.91	76.10	79.79	-	-	155.89	207.01	137.88
Vehicles	156.14	15.97	-	-	172.12	70.03	27.50	-	-	97.53	74.59	86.11
Computers	16.85	15.13	-	-	31.98	11.70	8.86	-	-	20.57	11.41	5.15
Office equipment	10.10	6.06	-	-	16.16	7.08	1.86	-	-	8.94	7.22	3.02
Furniture & fixtures	50.38	118.86	-	-	169.24	41.32	14.91	-	-	56.23	113.01	9.06
Air conditioners	14.90	28.51	-	-	43.41	11.56	4.27	-	-	15.83	27.58	3.34
Electrical fittings	25.91	89.45	-	-	115.36	20.66	11.29	-	-	31.95	83.41	5.25
Closing Balance	**1,132.65**	**1,130.35**	**-**	**-**	**2,263.00**	**280.68**	**157.74**	**-**	**-**	**438.43**	**1,824.57**	**851.97**

* Freehold Land and Building has been pledged as security for borrowings, refer note 2.20 and 2.23 for details

Refer note 4.08 for title deeds not held in the name of Company

2.02 The changes in the carrying value of Right of Use Asset for the year ended March 31, 2026 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition *	Adjustment	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustment	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025
Right of use	19.69	-	-	-	19.69	9.01	8.55	-	-	17.56	2.14	10.68
	19.69	**-**	**-**	**-**	**19.69**	**9.01**	**8.55**	**-**	**-**	**17.56**	**2.14**	**10.68**

The changes in the carrying value of Right of Use Asset for the year ended March 31, 2025 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2024	Addition *	Adjustment	Disposal	As at Mar. 31, 2025	As at April 1, 2024	For the year	Adjustment	Disposal	As at Mar. 31, 2025	As at Mar. 31, 2025	As at Mar. 31, 2024
Right of use	-	19.69	-	-	19.69	-	9.01	-	-	9.01	10.68	-
	-	**19.69**	**-**	**-**	**19.69**	**-**	**9.01**	**-**	**-**	**9.01**	**10.68**	

*Refer note 4.06 in relation to relation to leases.

2.03 Capital Work In Progress

Particulars	As at Mar. 31, 2026	As at March 31, 2025
Opening Capital Work in Progress	22.44	609.85
Add :- Additions during the year	40.10	463.39
Less :- Transfer to Property, Plant & Equipment/Invesment Property	62.54	1,050.80
Closing Capital Work in Progress	**0.00**	**22.44**

* Contractual commitments for acquisition of Property, Plant and Equipment, refer note 4.03 for details
# Borrowing costs capitalised for the year ended March 31, 2026 for Rs. Nil (March 31, 2025 - Rs. 21.76 lakhs)

(a) Ageing Schedule for Capital Work-in-Progress as on March 31, 2026

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

(b) Ageing Schedule for Capital Work-in-Progress as on March 31, 2025

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	22.44	-	-	-	**22.44**
Projects temporarily suspended	-	-	-	-	-
Total	**22.44**	**-**	**-**	**-**	**22.44**

There is no project in progress under Capital Work in Progress, whose completion is overdue or has exceeded its costs compared to it original plan

2.04 (i) Investment Property

The changes in the carrying value of Investment Property for the year ended March 31, 2026 are as follows:

(Figures in Lakhs)

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition	Adjustments / Assets Held for Sale	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustments / Assets Held for Sale	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025.
Freehold Land*	307.15	-	293.74	-	13.41	-	-	-	-	-	13.41	307.15
Buildings*^	3,072.60	1,000.00	3,995.48	-	77.12	571.97	58.55	620.74	-	9.77	67.35	2,500.64
Plant & equipment	139.66	-	138.54	-	1.12	105.72	1.17	105.84	-	1.06	0.06	33.93
Furniture & fixtures	5.16	-	2.03	-	3.14	4.55	0.12	1.82	-	2.85	0.29	0.61
Air conditioners	94.99	-	94.36	-	0.63	63.80	3.35	66.56	-	0.60	0.03	31.18
Electrical fittings	110.06	-	103.84	-	6.22	66.35	3.59	64.28	-	5.66	0.57	43.71
Closing Balance	**3,729.62**	**1,000.00**	**4,627.99**	**-**	**101.64**	**812.40**	**66.78**	**859.25**	**-**	**19.94**	**81.70**	**2,917.22**

(ii) Assets Held for Sale

(Figures in Lakhs)

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition	Adjustments	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustments	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025
Freehold Land	-	293.74	-	130.55	163.19	-	-	-	-	-	163.19	-
Buildings	-	3,374.74	-	1,499.88	1,874.85	-	-	-	-	-	1,874.85	-
Plant & equipment	-	32.70	-	14.53	18.17	-	-	-	-	-	18.17	-
Furniture & fixtures	-	0.21	-	0.09	0.12	-	-	-	-	-	0.12	-
Air conditioners	-	27.80	-	12.35	15.44	-	-	-	-	-	15.44	-
Electrical fittings	-	39.55	-	17.58	21.97	-	-	-	-	-	21.97	-
Closing Balance	**-**	**3,768.74**	**-**	**1,674.99**	**2,093.74**	**-**	**-**	**-**	**-**	**-**	**2,093.74**	**-**

The changes in the carrying value of Investment Property for the year ended March 31, 2025 are as follows: (Figures in Lakhs)

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2024	Addition	Adjustments	Disposal	As at Mar. 31, 2025	As at April 1, 2024	For the Year	Adjustment	Disposal	As at Mar. 31, 2025	As at Mar. 31, 2025	As at Mar. 31, 2024
Freehold Land*#	307.15	-	-	-	307.15	-	-	-	-	-	307.15	307.15
Buildings*	3,072.60	-	-	-	3,072.60	508.16	63.80	-	-	571.97	2,500.64	2,564.44
Plant & equipment	139.66	-	-	-	139.66	104.25	1.48	-	-	105.72	33.93	35.41
Furniture & fixtures	5.16	-	-	-	5.16	4.42	0.13	-	-	4.55	0.61	0.74
Air conditioners	94.99	-	-	-	94.99	59.48	4.33	-	-	63.80	31.18	35.51
Electrical fittings	110.06	-	-	-	110.06	61.69	4.66	-	-	66.35	43.71	48.37
Closing Balance	**3,729.62**	**-**	**-**	**-**	**3,729.62**	**737.99**	**74.41**	**-**	**-**	**812.40**	**2,917.22**	**2,991.63**

^ Payment made to landowners on confirmation of the title of the commercial property, "Menon Eternity" in favour of the Company vide order dated October 31, 2025 by the Hon'ble Supreme Court of India.

* Freehold Land and Building has been pledged as security for borrowings, refer note no. 2.20 for details.

Refer note 4.08 for title deeds not held in the name of Company

During the Financial year, the Board of Directors have given their consent to dispose of the commercial building known as "Menon Eternity" located in Alwarpet, Chennai. These assets have been classified as Non-current assets held for sale in accordance with Ind AS 105 "Non-current Assets Held for Sale and Discontinued Operations". The above stated property have been measured at the lower of their carrying amount and fair value less costs to sell. Out of these properties, part of the property have been sold during the financial year and management expects sale to be completed for the balance portion of the properties within one year from the date of this classification.

In compliance with Ind AS 105, no depreciation has been charged on assets following their classification as held for sale.

2.04 A Amount recognised in statement of profit and loss for investment properties

Particulars	Year ended	
	March 31, 2026	March 31, 2025
Rental income derived from investment properties (including other operating income)	-	-
Less : Direct operating expenses (including repairs and maintenance) generating rental income	-	-
Less : Direct operating expenses (including repairs and maintenance) that did not generate rental income *	185.06	98.09
Profit / (Loss) arising from investment properties before depreciation and indirect expenses	(185.06)	(98.09)
Less : Depreciation	66.78	74.41
Profit / (Loss) arising from investment properties before indirect expenses	(251.84)	(172.50)

* it includes legal and professional expenses, taxes paid and repair and maintenance expenses and other direct expenses if any.

Fair value

Particulars	As at	
	March 31, 2026	March 31, 2025
Fair Value	-	-

Fair value hierarchy and valuation technique

Considering valuation has not been carried out for the commercial properties having written down value of Rs. 81.70 lakhs (Gross cost Rs. 101.64 lakhs) by a registered valuer, no value has been disclosed.

2.05 Intangible Aasset

The changes in the carrying value of intangible assets for the year ended March 31, 2026 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition	Adjustments	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustment	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025
Computer Software	2.66	-	-	-	2.66	2.05	0.18	-	-	2.23	0.43	0.61
Customer Acquisition Cost	122.07	43.82	-	-	165.89	118.53	34.44	-	-	152.97	12.92	3.54
Closing Balance	**124.73**	**43.82**	**-**	**-**	**168.55**	**120.58**	**34.62**	**-**	**-**	**155.19**	**13.35**	**4.15**

The changes in the carrying value of intangible assets for the year ended March 31, 2025 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2024	Addition	Adjustments	Disposal	As at March 31, 2025	As at April 1, 2024	For the Year	Adjustment	Disposal	As at March 31, 2025	As at March 31, 2025	As at March 31,2024
Computer software	2.66	-	-	-	2.66	1.72	0.33	-	-	2.05	0.61	0.94
Customer Acquisition Cost	99.87	22.19	-	-	122.07	75.50	43.03	-	-	118.53	3.54	24.37
Closing Balance	**102.53**	**22.19**	**-**	**-**	**124.73**	**77.22**	**43.36**	**-**	**-**	**120.58**	**4.15**	**25.31**

Range of remaining period of amortisation as at March 31, 2026 Intangible Assets is as below :

Assets	0-5 years	6-10 years	More than 10 years	Net Block as at March 31, 2026
Software	0.43	-	-	0.43
Customer Acquisition Cost	12.92	-	-	12.92

2.06 Non-Current Investments

(Figures in Lakhs)

Particulars	Face Value Rs. per unit	As at March 31, 2026 Quantity	March 31, 2026 Amount	As at March 31, 2025 Quantity	March 31, 2025 Amount
Investments in Equity Instruments (Fully paid up)					
A. Investment in equity instruments of other Companies (designated as FVTPL) - Quoted					
CSB Bank Limited	10.00	500	1.70	22,711	68.64
Total (A)			1.70		68.64
B. Investment in equity instruments of subsidiaries (measured at cost) - Unquoted * ^					
Lancor Maintenance & Services Limited	10.00	2,51,750	5.43	2,51,750	5.43
Lancor City Developer Limited (formerly known as Lancor Infinys Limited)	10.00	50,000	5.00	50,000	5.00
			10.43		**10.43**
Less: Impairment in value of investment	-	-			
Total (B)			**10.43**		**10.43**
C. Investment in partnership firms (measured at amortised cost)					
Central Park West Venture			412.29		409.46
Total (C)			**412.29**		**409.46**
Total investments **(A+B+C)**			**424.42**		**488.53**
Aggregate amount of Quoted investments at Market Value			**1.70**		**68.64**
Aggregate amount of Unquoted investments			**422.72**		**419.89**
Aggregate amount of impairment in value of investments			**-**		**-**
Details of investments in partnership firm		**Profit sharing ratio (%) March 31, 2026**	**Amount of Investment in capital March 31, 2026**	**Profit sharing ratio (%) March 31, 2025**	**Amount of Investment in capital March 31, 2025**
Investment in Central Park West Venture**					
Lancor Holdings Limited		100	200.00	100	200.00
Clasic Farms (Chennai) Limited		-	200.00	-	200.00
Lancor Maintenance & Services Limited		-	10.00	-	10.00
Total capital of the firm		**100**	**410.00**	**100**	**410.00**

* All the investments in equity shares of subsidiaries, Investment in Partnership Firm are measured as per Ind AS 27 'Separate Financial Statements'.

** As per the deed of partnership, the Clasic Farms (Chennai) Limited and Lancor Maintenance & Services Limited had guaranteed profits in the projects "The Central Park West" and "The Central Park South". Apart from the said two projects, the partners other than Lancor Holdings Limited (the Company) do not have any interest in the profit / (loss) of the entity.

^ Refer Note no.4.10 for further details

2.07 Other Non Current Financial Assets (Figures in Lakhs)

Particulars	As at	
	March 31, 2026	March 31, 2025
Bank Deposits with more than 12 months maturity (refer note 2.14)*	347.66	**474.52**
Due from subsidiaries ***	248.48	211.80
	596.14	**686.32**

*Deposit amounting to Rs. 75.00 lakhs (March 31, 2025 - Rs. 75.00 lakhs) held on account of guarantee given by the bank in relation to a legal matter against the Company. (Refer Note No. 4.02(b))

*Deposit amounting to Rs. 261.54 lakhs (March 31, 2025 - Rs. 388.40 lakhs) held as Security against borrowings from Banks / Financial Institutions (Refer Note 2.20 (j) (k) (l) (m) & 2.13)

*Deposit amounting to Rs. 11.12 lakhs (March 31, 2025 - Rs. 11.12 lakhs) held as Security for Corporate credit card availed by the Company

Note: No amount is receivable from any directors or officers of the Company, severally or jointly with any other person, or from firms where such director is a partner or from private companies where such director is a member

*** Loans or Advances to Specified Persons

Advances in the nature of Loan given to the related party is mentioned below.

Type of Borrower	As at March 31, 2026		As at March 31, 2025	
	Amount Outstanding	% to the total loans and advances in the nature of Loan	Amount Outstanding	% to the total loans and advances in the nature of Loan
Related Party - Central Park West Venture	460.77	99%	408.28	99%

2.08 Deferred Tax Assets/ Liabilities (Net)

Particulars	As at	
	March 31, 2026	March 31, 2025
Deferred Tax Asset		
Employee Benefits	31.67	24.30
Provision for Impairment of Assets	29.63	10.86
Provision for Expected Credit Loss of Financial Asset	8.94	5.53
Delay in making payments to Micro, Medium & Small Enterprises	-	65.18
Interest Expense (Adjustment on account of Income Computation Disclosure Standards)	483.94	462.27
	554.18	**568.14**
Deferred Tax Liability		
Customer Acquisition Cost	3.59	0.98
Property, Plant & Equipment (Depreciation)	(2.54)	15.00
	1.05	**15.99**
	553.13	**552.15**
Minimum Alternative Tax Credit Entitlement	889.06	662.80
Net Deferred Tax Asset	**1,442.20**	**1,214.95**

Movement in Deferred Tax Assets (Net)

Particulars	As at				
	March 31, 2025	Recognised in OCI	Recognised in profit or loss	Utilisation	March 31, 2026
Deferred Tax Asset					
Employee Benefits	24.30	(0.77)	8.15	-	31.67
Provision for Impairment of Assets	10.86	-	18.77	-	29.63
Provision for Expected Credit Loss of Financial Asset	5.53	-	3.41	-	8.94
Delay in making payments to Micro, Medium & Small Enterprises	65.18	-	(65.18)	-	
Interest Expense (Adjustment on account of Income Computation Disclosure Standards)	462.27	-	21.67	-	483.94
	568.14	**(0.77)**	**(13.18)**	**-**	**554.18**
Deferred Tax Liability		-			
Customer Acqusition Cost	0.98	-	2.61		3.59
Property, Plant & Equipment (Depreciation)	15.00	-	(17.55)	-	(2.54)
	15.99	**-**	**(14.94)**	**-**	**1.05**
Minimum Alternative Tax Credit Entitlement	**662.80**	**-**	**226.26**	**-**	**889.06**
Net Deferred Tax Asset	**1,214.95**	**(0.77)**	**228.02**	**-**	**1,442.20**

Particulars	As at				
	March 31, 2024	Recognised in OCI	Recognised in profit or loss	Utilisation	March 31, 2025
Deferred Tax Asset					
Employee Benefits	25.87	(1.03)	(0.54)	-	24.30
Provision for Impairment of Assets	-		10.86		10.86
Provision for expected credit loss of Financial Asset	6.07		(0.54)	-	5.53
Delay in making payments to Micro, Medium & Small Enterprises	-		65.18		65.18
Interest Expense (Adjustment on account of Income Computation Disclosure Standards)	764.25		(301.98)	-	462.27
	796.20	**(1.03)**	**(227.03)**	**-**	**568.14**
Deferred Tax Liability					
Customer Acquisition Cost	6.78		(5.80)	-	0.98
Property, plant & equipment (Depreciation)	22.30		(7.29)	-	15.00
	29.08		**(13.09)**	**-**	**15.99**
Minimum Alternative Tax Credit Entitlement	707.12		105.09	149.40	662.80
Net Deferred Tax Asset	**1,474.24**	**(1.03)**	**(108.85)**	**149.40**	**1,214.95**

2.09 Non Current Tax Asset

Particulars	As at	
	March 31, 2026	March 31, 2025
Income tax paid (net of provisions)	58.33	57.74
	58.33	**57.74**

2.10 Other Non Current Assets

Particulars	As at	
	March 31, 2026	March 31, 2025
Capital Advances		
Advance paid for the Purchase of Property *#^	374.43	355.65
Advances other than capital advances		
Security deposit Unsecured, considered good	269.02	43.64
	643.45	**399.29**

*Capital advance paid for purchase of property held as security for borrowings from banks (refer note no. 2.20) # Borrowing costs capitalised for the year ended March 31, 2026 for Rs. Nil (March 31, 2025 - Rs. 3.85 lakhs) Refer Note no. 4.13 for details

^ Pursuant to the Order of the Presiding Officer, DRT-II, Delhi, setting aside of the Sale Certificate issued in favour of the Company, in respect of the 1st Floor Office Space at VTN Square, T Nagar, Chennai, the Company has filed an appeal before the DRAT, Delhi, which has been transferred to DRAT, Mumbai. The DRAT, Mumbai has set-aside the order of the Presiding Officer. Thus, the Sale Certificate issued in favour of the Company has been confirmed, which has resulted in the company becoming the absolute owner of the said Office Space and efforts are being undertaken by the Company to obtain vacant possession of the property from Bank of India.

2.11 Inventories (at lower of cost and net realisable value) ^*

Particulars	As at	
	March 31, 2026	March 31, 2025
a) Construction materials	187.72	308.04
b) Work-in-progress **	29,010.91	26,007.81
c) Constructed premises Held for sale	372.74	580.88
d) Land held for property development	13.61	13.61
	29,584.98	**26,910.34**

^ During the year ended March 31, 2026, the Company has capitalised borrowing cost to the extent of Rs. 1,221.93 lakhs (March 31, 2025: Rs. 894.37 lakhs) to the cost of real estate project under development

*Inventories have been pledged as security for borrowings, refer note no 2.20 for details

Adjustment of unrealised profit amounting to Rs.360.00 lakhs (March 2025 - Nil) pursuant to reassignment of project from subsidiary company to holding company

2.12 Trade Receivables

Particulars	As at	
	March 31, 2026	March 31, 2025
Unsecured, Considered Good*	1,462.94	2,509.00
Less: Trade Receivables - Credit Impaired	(32.15)	(19.88)
	1,430.79	**2,489.12**

Note: No amount is receivable from any directors or officers of the Company, severally or jointly with any other person, or from firms where such director is a partner or from private Companies where such director is a member

* Disclosure related to credit risk, impairment of trade receivables under expected credit loss model and related financial instrument disclosures, Refer note no. 4.11 for details.

* The receivables have been pledged as security for borrowings, refer note no 2.20 for details

* Due from Related Party amounting to Rs. 208.72 lakhs (previous year Rs. Rs. 246.52 lakhs). Refer note no. 4.14

Ageing for trade receivables - current outstanding as at March 31, 2026 is as Follows :

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Trade Receivables - Billed							
Undisputed Trade Receivable							
– considered good	291.68	910.87	19.52	23.16		185.56	1,430.79
– which have significant increase in credit risk	-						
– credit impaired	-	6.00	4.03	10.48	0.80	10.84	32.15
Disputed Trade Receivable							
– considered good	-						
– which have significant increase in credit risk	-						
– credit impaired	-						
Total Trade Receivables	**291.68**	**916.86**	**23.55**	**33.64**	**0.80**	**196.40**	**1,462.94**
Less:- Allowance for Expected Credit Loss							(32.15)
Net Trade Receivables							**1,430.79**
Add: Unbilled Revenue - (Refer Note No. 2.15)							461.79
Total							**1,892.58**

Ageing for trade receivables - current outstanding as at March 31, 2025 is as follows :

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Trade Receivables - Billed							
Undisputed Trade Receivable	374.88	1,554.05	312.64	23.91	0.28	223.36	2,489.12
– considered good	-						
– which have significant increase in credit risk	-						
– credit impaired	-	0.72	0.17	0.42	0.31	18.26	19.88
Disputed Trade Receivable	-						
– considered good	-						
– which have significant increase in credit risk	-						
– credit impaired	-						
Total Trade Receivables	**374.88**	**1,554.77**	**312.81**	**24.33**	**0.59**	**241.62**	**2,509.00**
Less:- Allowance for Expected Credit Loss							(19.88)
Net Trade Receivables							**2,489.12**
Add: Unbilled Revenue - (Refer Note No. 2.15)							948.71
Total							**3,437.84**

2.13 Cash and Cash Equivalents

Particulars	As at	
	March 31, 2026	March 31, 2025
Balances with Banks		
In current accounts * #	1,411.36	870.09
Cash in hand	0.07	0.10
	1,411.44	**870.19**

* includes Rs. 133.58 lakhs (March 31, 2025 Rs. 689.61 lakhs) held in escrow accounts for projects under Real Estate (Regulation and Development) Act, 2016 ("RERA"). The money can be utilised for payments of the specified projects.
# includes Overdraft account having positive balance amounting to Rs. 1,259.57 lakhs (March 31, 2025 - Rs. Nil lakhs)

2.14 Bank Balances other than Cash & Cash Equivalents

Particulars	As at	
	March 31, 2026	March 31, 2025
Unpaid Dividend Account Earmarked	14.30	1.55
Bank Deposits with less than 12 months maturity	-	-
Bank Deposits with more than 12 months maturity	347.66	474.52
	361.96	476.06
Less: Amount disclosed under the head "other non current financial asset" (refer note 2.07)	347.66	474.52
	14.30	**1.55**

2.15 Other Current Financial Assets

Particulars	As at	
	March 31, 2026	March 31, 2025
Unsecured, Considered Good		
Security Deposit	16.74	31.49
EMD paid to Landowners	30.00	100.00
Interest accrued but not due on deposits	82.30	62.75
Unbilled Revenue	461.79	948.71
Other Advances	38.27	193.57
	629.10	**1,336.53**

2.16 Current Tax Assets (Net)

Particulars	As at	
	March 31, 2026	March 31, 2025
Income Tax Refund Receivables	2.77	2.77
Income Tax Paid Under Protest	25.91	25.91
	28.68	**28.68**

2.17 Other Current Assets

Particulars	As at	
	March 31, 2026	March 31, 2025
Unsecured, Considered Good		
Advances other than capital advances		
Security Deposit	19.60	26.64
Advances to Contractors & Suppliers	855.71	899.64
Prepaid Expenses	16.40	15.13
Advance (including expenses incurred) for Land	96.50	96.92
Other Advances	38.85	40.61
	1,027.06	**1,078.94**
Impairment of Non Financial Assets	(106.50)	(67.90)
	920.56	**1,011.04**

Note: No amount is receivable from any directors or officers of the Company, severally or jointly with any other person, or from firms where such director is a partner or from private Companies where such director is a member.

2.18 Equity share Capital

(Figures in Lakhs)

Particulars	As at	
	March 31, 2026	March 31, 2025
Authorised Capital		
9,03,00,000 (March 31, 2025: 9,03,00,000) shares face value of Rs 2/- each	1,806.00	1,806.00
	1,806.00	**1,806.00**
Issued, Subscribed & Paid up Capital		
7,35,50,560 (March 31, 2025: 7,29,95,560) equity shares of face value of Rs.2/- each fully paid up	1,471.01	1,459.91
Total issued, subscribed and fully paid-up share capital	**1,471.01**	**1,459.91**

a. Reconciliation of shares outstanding as at the beginning and at the end of the reporting period

Particulars	As at			
	March 31, 2026		March 31, 2025	
	No. of Shares	Amount	No. of Shares	Amount
Equity shares				
Shares at the Beginning of the Year	7,29,95,560	1,459.91	6,07,50,000	1,215.00
Add: Bonus Shares issued during the period **	-	-	1,22,45,560	244.91
Add: Preferential allotment of Shares issued during the period **	5,55,000	11.10	-	-
Shares outstanding as at end of the period	**7,35,50,560**	**1,471.01**	**7,29,95,560**	**1,459.91**

** ** Pursuant to approval by shareholders in the Annual General Meeting (AGM) held on August 09, 2023, the company has allotted 2,02,50,000 equity shares of Rs. 2/- each as bonus shares in the proportion of one equity shares of Rs. 2/- each for every two equity shares of Rs. 2/- each held as on record date by capitalising an amount of Rs. 405.00 lakhs from securities premium.

** During the year ended March 31, 2026, the Company has allotted 5,55,000 equity share of face value of Rs. 2/- each pursuant to exercise of Employees Stock Option Scheme, which has resulted into increase of paid-up Equity Share Capital by Rs. 11.10 lakhs and Securities Premium by Rs. 211.34 lakhs respectively

b. Rights, preference and restrictions attached to shares

Equity Shares

The company has only one class of equity shares having a par value of Rs.2 per share. Each holder of equity shares is entitled to one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing annual general meeting, except in case of interim dividend.

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

c. Details of shareholders holding more than 5% of shares of the company

Name of the Share Holder	As at			
	March 31, 2026		March 31, 2025	
	No. of Shares	% of holding	No. of Shares	% of holding
Equity shares of Rs. 2 each fully paid				
R.V.Shekar	1,77,58,557	24.14%	1,77,34,821	24.30%
Shyamala Shekar	1,49,16,725	20.28%	1,49,16,725	20.44%
Sangeetha Shekar	9,30,550	1.27%	9,30,550	1.27%
Shwetha Shekar	41,30,400	5.62%	41,30,400	5.66%

Note : The above share holding is as per the records of the Company, including its register of share holders/members.

d. Disclosure of Shareholding of Promoters as at March 31, 2026 is as follows:

Promoter name	Share held by promoters				% Change during the year
	As at March 31, 2026		As at March 31, 2025		
	No. of shares	% of Total shares	No. of shares	% of Total shares	
R.V.Shekar	1,77,58,557	24.14%	1,77,34,821	24.30%	-0.15%
Shyamala Shekar	1,49,16,725	20.28%	1,49,16,725	20.44%	-0.15%
Sangeetha Shekar	9,30,550	1.27%	9,30,550	1.27%	-0.01%
Shwetha Shekar	41,30,400	5.62%	41,30,400	5.66%	-0.04%
	3,77,36,232	**51.31%**	**3,77,12,496**	**51.66%**	**-0.36%**

Disclosure of Shareholding of Promoters as at March 31, 2025 is as follows:

Promoter name	Share held by promoters				% Change during the year
	As at March 31, 2025		As at March 31, 2024		
	No.of shares	% of Total shares	No.of shares	% of Total shares	
R.V.Shekar	1,77,34,821	24.30%	1,77,34,821	29.19%	-4.90%
Shyamala Shekar	1,49,16,725	20.44%	1,17,16,725	19.29%	1.15%
Sangeetha Shekar	9,30,550	1.27%	41,30,550	6.80%	-5.52%
hwetha Shekar	41,30,400	5.66%	41,30,400	6.80%	-1.14%
	3,77,12,496	**51.66%**	**3,77,12,496**	**62.08%**	**-10.41%**

2.19 Other Equity

Particulars	As at	
	March 31, 2026	March 31, 2025
Securities Premium	6,330.59	6,119.25
General Reserve	1,720.14	1,720.14
Retained Earnings	14,311.11	10,753.21
Money received against Share Warrants	241.29	-
	22,603.13	**18,592.59**

Nature and purpose of Reserves

Securities premium

Securities premium is the premium on issue of shares. The same is utilised in accordance with provisions of the Companies Act 2013.

General Reserve

The Company had transferred a portion of the net profit of the Company before declaring dividend to the general reserve pursuant to the earlier provisions of the Companies Act, 1956. Mandatory transfer to general reserve before declaration of dividend is not required under the Companies Act, 2013

Retained Earnings

Retained earnings are the net profits, the Company has earned till date and is net of amount transferred to other reserves such as general reserves, etc., amount distributed as dividend and adjustments in terms of Ind AS 101.

Money received against Share Warrants

Application money received from warrant holders comprises of the convertible warrants into equity shares, allotted to warrant holders upon receipt of 25% of the consideration amount pursuant to the provisions of Sections 42, 62(1)(c) of the Companies Act, 2013, the Companies (Prospectus and Allotment of Securities) Rules, 2014, the Companies (Share Capital and Debentures) Rules, 2014 and other applicable rules made thereunder (including any statutory modification(s) or reenactment(s) thereof for the time being in force), the provisions of the Memorandum of Association and Articles of Association of the Company, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended (the "SEBI ICDR Regulations") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

2.20 Non-Current Borrowings

Particulars	As at			
	Non Current Portion		Current Portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Secured				
From Banks / Financial Institutions	1,389.96	392.85	148.66	1,944.97
Non Convertible Debentures	2,726.28	5,549.13	3,411.36	1,500.00
Unlisted, Secured, Non-Convertible Debentures of Rs. 1,00,000/- each				
Total	**4,116.24**	**5,941.99**	**3,560.02**	**3,444.97**
Less : Current maturities of long term borrowing shown as current borrowings (Refer note no: 2.23)	-	-	3,560.02	3,444.97
	4,116.24	**5,941.99**	**-**	**-**

During the year, the Company has not been declared as wilful defaulter by any banks, financial institutions or any other lenders.

Terms and Conditions for Repayment of Borrowings:

a. Guaranteed Emergency Credit Line from LIC Housing Finance Limited I

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
LIC Housing Finance Limited I	-	-	-	290.21

i. The total loan sanctioned to the company is amounting to Rs. 1,035.00 lakhs. The term loan is repayable in 60 monthly installments of Rs. 21.56 lakhs commencing from April 2021 including moratorium period of 12 months. The Loan is fully repaid.

ii. The term loan from LIC Housing Finance Limited is secured by Second charge by way of : (a) Equitable Mortgage of the project land of 3.575 acres located in Model school road, off OMR, Sholingnallur including construction thereon and excluding land and saleable area already conveyed (b) Assignment / Hypothecation of receivables from the project "TCP Altura" (c) Personal Guarantee of Promoter, Mr R.V. Shekhar

b. City Union Bank Term Loan I

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan I	876.39	-	97.15	-

i. The total amount of loan sanctioned to the Company was amounting to Rs. 1,000.00 lakhs. The loan is repayable in 84 monthly installments at Rs. 18.14 lakhs per month from January 2026.

ii. The loan is secured by: (a) Land and Building at TCP Altura, Club House E Block, Model School Road, Sholinganallur, Chennai.

(b) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai

('c) Land and building at The Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai, immovable property owned by one of the subsidiary

(d) Land and Building - 6 Nos. of Unsold Flats at Townsville project @ Sriperumbudur, Kancheepuram District

c. City Union Bank Term Loan II

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan II	-	0.86	-	2.12

i. The total amount of loan sanctioned to the Company was amounting to Rs. 100.00 lakhs. However the Company has availed 1st Tranch of Rs. 6.00 lakhs which is repayable in 36 monthly installments of Rs. 0.20 lakhs with repayment to be made by August 2026. The Loan is fully repaid.

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai.

(b) Land and building at The Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai immovable property owned by one of the subsidiary

('c) Land and Building at VTN square, First Floor, No 58, GN Chetty Road, T Nagar, Chennai (Refer Note No. 2.10)

(d) Land and Building - 8 Nos. of Unsold Flats at Townsville project @ Sriperumbudur, Kancheepuram District

d. City Union Bank Term Loan III

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan III	-	5.19	-	9.44

i. The total amount of loan sanctioned to the Company was amounting to Rs. 100.00 lakhs. However the Company has availed 2nd Tranch of Rs. 25.50 lakhs which is repayable in 34 monthly installments of Rs. 0.90 lakhs with repayment to be made by September 2026. The Loan is fully repaid.

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai.

(b) Land and building at The Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai immovable property owned by one of the subsidiary

('c) Land and Building at VTN square, First Floor, No 58, GN Chetty Road, T Nagar, Chennai (Refer Note No. 2.10)

(d) Land and Building - 8 Nos. of Unsold Flats at Townsville project @ Sriperumbudur, Kancheepuram District

e. City Union Bank Term Loan IV

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan IV	-	-	-	500.00

i. The additional facility amount of loan sanctioned to the Company was amounting to Rs.500.00 lakhs, with repayment to be made by January, 2026. The Loan is fully repaid.

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai.

(b) Land and building at The Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai immovable property owned by one of the subsidiary

('c) Land and Building at VTN square, First Floor, No 58, GN Chetty Road, T Nagar, Chennai (Refer Note No. 2.10)

(d) Land and Building - 8 Nos. of Unsold Flats at Townsville project @ Sriperumbudur, Kancheepuram District

f. Under Guaranteed Emergency Credit Line from City Union Bank Term Loan V

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan V	-	-	-	59.31

i. The total amount of loan sanctioned to the Company was amounting to Rs. 247.00 lakhs. The loan is repayable in 60 monthly installments at Rs. 515 lakhs each from March 2021 including moratorium of 12 months. The Loan is fully repaid

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai. (b) Land and building at The Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai immovable property owned by one of the subsidiary

g. Under Guaranteed Emergency Credit Line from City Union Bank Term Loan VI

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan VI	22.45	53.81	30.88	30.88

i. The total amount of loan sanctioned to the Company was amounting to Rs. 123.00 lakhs. The loan is repayable in 72 monthly installments at Rs. 2.57 lakhs each from December 2021 including moratorium of 24 months

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai. (b) Land and building at The Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai immovable property owned by one of the subsidiary

h. Working Capital Term Loan from CSB Bank Limited Term Loan I

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
CSB Bank Limited Term Loan I	-	-	-	120.64

i. The Loan is sanctioned by conversion of ECLGS into WCTL to the Company was amounting to Rs. 343.00 lakhs. The loan is repayable in 30 monthly installments at Rs. 11.96 lakhs each month. The Loan is fully repaid.

ii. The loan is secured by : (a) Land and Building at Menon Eternity situated at 165, St. Mary's Road, Alwarpet, Chennai. (b) 3 acres Dry Land at Sriperumbudur Taluk, Kancheepuram District.

i. Working Capital Term Loan from CSB Bank Limited Term Loan II

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
CSB Bank Limited Term Loan II	-	120.56	-	71.76

i. The Loan is sanctioned by conversion of ECLGS into WCTL to the Company was amounting to Rs. 287.00 lakhs. The loan is repayable in 48 monthly installments at Rs. 5.98 lakhs each month. The Loan is fully repaid.

ii. The loan is secured by : (a) Land and Building at Menon Eternity situated at 165, St. Mary's Road, Alwarpet, Chennai. (b) 3 acres Dry Land at Sriperumbudur Taluk, Kancheepuram District.

j. Sundaram Home Finance Limited - Term Loan I

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Sundaram Home Finance Limited - Term Loan I	-	167.23	-	833.33

i. The total loan sanctioned to the company is amounting to Rs. 2,500.00 lakhs. The tenure of the term loan not exceeding 48 months including Principal Moratorium of 12 months, is repayable in equated quarterly installments. Principal repayment has started from March 31, 2023 and is repayable by December 31, 2026. The Loan is fully repaid.

ii. The term loan from Sundaram Home Finance Limited is secured by: (a) Equitable Mortgage of the project land in respect of their on-going residential project, "Lumina" situate at Nellikuppam Road, Guduvanchery, Pincode - 603 202, comprised in Survey Nos. 11/1, 11/2, 11/3, 11/4, 11/5A, 13/1A, 13/1B1, 16/1A1, 16/2A1,

16/2B1, 17/1A1, 17/1A2, 17/1A3, 17/1B1, 17/1B2 and 29/5 in Kayarambedu Village, Chengalpet Taluk, Kancheepuram District (b) Assignment / Hypothecation of receivables from the project "Lumina Project".

iii. Interest Service Reserve Account (ISRA) equivalent to 1 quarter coupon which shall be maintained as a Fixed Deposit by the Company

k. Sundaram Home Finance Limited - Term Loan II

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Sundaram Home Finance Limited - Term Loan II	466.55	-	-	-

i. The term loan sanctioned to the company is amounting to Rs. 2,000.00 lakhs. The tenure of the term loan not exceeding 48 months including Principal Moratorium of 12 months, is repayable in equated quarterly installments. Principal repayment is starting from March 31, 2027 and is repayable by December 31, 2029

ii. The term loan from Sundaram Home Finance Limited is secured by: (a) Equitable Mortgage of the project land in respect of their on-going residential project, "Harmonia Pavilion" situate at Old Survey Nos. 1288/2 (Part), 1314/1 (Part), 1314/2 (Part), New S.No. 1288/2A (Part), 1334/1A1 (Part), and 1314/2A1 (Part), Plot Nos. 1, 2, 17, 18, 19 in DTCP Approved layout No. LP/DTCP No. 29/2009 of Sriperumbudur C Village, Sriperumbudur Taluk, Kancheepuram District (b) Assignment / Hypothecation of receivables from the project "Harmonia Pavilion".

iii. Interest Service Reserve Account (ISRA) equivalent to 1 quarter coupon which shall be maintained as a Fixed Deposit by the Company

iv. Personal guarantee of promoter

v. Un-sold units as available on the date of the loan documentation will be mortgaged to Sundaram Home Finance Limited, subject to having security cover of at least 1.5x times from remaining cash flows of projects Harmonia Pavillion

l. Unlisted Non-Convertible Debentures from Sundaram Alternative Opp Series - Real Estate Secured Fund - IV

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Sundaram Alternative Opp Series - Real Estate Secured Fund IV	2,726.28	5,549.13	2,833.33	1,500.00

i. The Company has offered amounting to Rs. 6,000.00 lakhs through 6,000 Non - Convertible Debenture of Rs. 1,00,000/- each @ 16.50% Interest per annum cash coupon, compounded monthly and payable quarterly by Private Placement to Sundaram Alternative Opp Series - Real Estate Secured Fund IV. The Debentures is redeemable in 12 equal Quarterly installments post the Principal Moratorium period of 12 months from the date of allotment of the debentures.

ii. The Company has additionally offered amounting to Rs. 2,500.00 lakhs through 2,500 Non - Convertible Debenture of Rs. 1,00,000/- each during February, 2025 @ 16.50% Interest per annum cash coupon, compounded monthly and payable quarterly by Private Placement to Sundaram Alternative Opp Series - Real Estate Secured Fund IV.. The Debentures is redeemable in 12 equal Quarterly installments post the Principal Moratorium period of 12 months from the date of allotment of the debentures as Co-Terminus with series 1 NCD Investment.

a. The loan is secured by:

1) Mortgage of undivided share of land in Town & Country project

2) Mortgage of undivided share of land in Harmonia & Town & Country Projects

3) Mortgage of the Project Infinys

b. First charge by way of hypothecation on receivables of developer share of projects through escrow a/c & Unattested Deeds of Hypothecation pertaining to the Receivables from the Additional Projects

c. Personal guarantee of promoter

d. The facility shall provide security of atleast two times of the facility outstanding and a cash flow escrow of atleast two times the facility outstanding at all the times during the tenor of the facility

e. Interest Service Reserve Account (ISRA) equivalent to 1 quarter coupon which shall be maintained as a Fixed Deposit by the Company

m. Unlisted Non-Convertible Debentures from Sundaram Alternative Opp Series - Real Estate Secured Fund - IV

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Sundaram Alternative Opp Series - High Yield Secured Real Estate Fund III	-	-	578.02	-

i. The Company has offered amounting to Rs. 1,500.00 lakhs through 1,500 Non - Convertible Debenture of Rs. 1,00,000/- each @ 16.50% Interest per annum, compounded monthly and payable quarterly by Private Placement to Sundaram Alternative Opp Series - High Yield Secured Real Estate Fund III. The Debentures is redeemable in 8 quarters including principal moratorium period of 2 quarters

a. The loan is secured by:

1) Exclusive first charge by way of registered equitable mortgage by way of deposit of title deeds created over the developer's share of Land in the project Lumina

2) Residual Charge by way of registered equitable mortgage of undivided share of land in Harmonia & Town & Country Projects

b. First charge by way of hypothecation on receivables of developer share of projects through escrow a/c

c. Personal guarantee of promoter

d. The facility shall provide security of atleast two times of the facility outstanding and a cash flow escrow of atleast two times the facility outstanding at all the times during the tenor of the facility

e. Interest Service Reserve Account (ISRA) equivalent to 1 quarter coupon which shall be maintained as a Fixed Deposit by the Company

n. Loan from HDFC Bank Limited

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
HDFC Bank Ltd - Term Loan - Car Loans	24.57	45.20	20.63	27.28

i. The total amount of loan sanctioned was amounting to Rs. 128.09 lakhs (upto March 31, 2025 - Rs. 135.29 lakhs). The term loans are repayable in 47 to 60 monthly equal installments.

ii. The loan is secured by exclusive charge on vehicles.

Additional Disclosures **(Figures in Lakhs)**

a. Details of delay in payment of interest and principal during the year

The Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender.

b. Registration of charges or satisfaction with Registrar of Companies (ROC)

i. In case of Loans obtained from the following banks as stated below Registration of Charges has been made with Registrar of Companies after the completion of statutory period as stated in the provisions of Companies Act, 2013

S.no	Bank	Description	Location of Registrar	Charge Amount (Rs. In lakhs)	No. of days of delay	Reason for delay
1	City Union Bank	Creation of Charge	Chennai	1,000.00	1	Delay in receiving documents from lender

c. Borrowings secured against current assets

The company has borrowings from banks / financial institutions on the basis of security of current assets. As per the sanction letter or renewal of sanction letter, the company is required to submit the quarterly returns or statement of current asset. Such statement or return submitted with the banks / Financial Institutions are in agreement with the books of accounts.

d. Details of Debentures - Contractual Principal repayment value

Redeemable Non-Convertible Debentures (In India) - Redeemable at par.

Sl.No	No. of Debentures	Face Value	Name of the Debenture Holder	Balance as at 31st March 2026	Balance as at 31st March 2025
1	8,500	1,00,000	Sundaram Alternative Opp Series - Real Estate Secured Fund - IV	5,559.61	7,049.13
2	1,500	1,00,000	Sundaram Alternative Opp Series - High Yield Secured Real Estate Fund III	578.02	-

2.21 Trade Payables (Non-Current)

(Figures in Lakhs)

Particulars	As at	
	March 31, 2026	March 31, 2025
Total Outstanding Dues of Micro and Small Enterprises*^	-	22.40
Total Outstanding Dues of Creditors other than Micro and Small Enterprises ^	222.54	104.13
	222.54	**126.52**

*Refer note no: 4.07 for due to Micro, Small & Medium enterprises.

^ Refer note no:2.24 for ageing of Trade Payables

2.22 Provisions (Non-Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Provision for Employee Benefits		
Provision for Gratuity*	95.72	76.23
	95.72	**76.23**

* Refer note no: 4.04 for details on employee benefits.

2.23 Current Borrowings

Particulars	As at	
	March 31, 2026	March 31, 2025
Secured		
Overdraft Facilities from Bank **	-	392.55
Current Maturities of Long Term Secured Borrowings (Refer note no: 2.20) **	3,560.02	3,444.97
Total	**3,560.02**	**3,837.52**
Unsecured		
Loans and Advances from Related Parties	1,473.14	3,287.16
Inter-Corporate Loans	350.00	624.75
	1,823.14	**3,911.91**
	5,383.16	**7,749.43**

** There is no delay in payment of interest to banks/ financial institution Refer note no. 2.20

Security disclosure for the Outstanding Short-Term Borrowings as at 31st March, 2026

Overdraft Facility from Banks:

i. The Overdraft from City Union Bank Limited I

	As at	
	March 31, 2026	March 31, 2025
City Union Bank-I	-	392.55

The loan from City Union Bank Limited is secured by mortgage of 1) commercial building on II Floor at "VTN Square" building owned by the company. 2) All that piece and parcel of Non residential super structures (Elcot Avenue, Lancor sports & Recreation centre) inclusive of common areas together with undivided share of land situated in "The Central Park South" in Sholinganallur village, Tambaram Taluk, Kancheepuram district.

ii. Loan from Related Parties

	As at	
	March 31, 2026	March 31, 2025
Loan from Director *	679.87	1,475.10
Loan from Related Parties **	793.27	1,812.06
	1,473.14	**3,287.16**

* The loan is repayable on demand. The loan is received from directors and the same is unsecured.
** The loan is received from related party is repayable on demand and the same is unsecured.

iii. Inter Corporate Loans

	As at	
	March 31, 2026	March 31, 2025
Inter Corporate Loans *	350.00	624.75
	350.00	**624.75**

* The amount received is towards Inter Corporate Loan, which is repayable in 10 equal monthly installments and the rate of interest is between 15% to 18%

2.24 Trade Payable (Current) ^

Particulars	As at	
	March 31, 2026	March 31, 2025
Total outstanding dues of Micro and Small Enterprises*	71.38	211.90
Total outstanding dues of Creditors other than Micro and Small Enterprises	1,352.89	1,565.06
	1,424.27	**1,776.96**

* Refer note no: 4.07 for due to Micro & Small Enterprises.

Ageing for Trade Payables Outstanding as at March 31, 2026 is as Follows :

Particulars	No Due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2 - 3 years	More than 3 years	
(i) Micro & Small Enterprises	20.92	28.85	21.32	0.29	-	71.38
(ii) Others	345.18	862.84	198.45	130.99	37.96	1,575.43
(iii) Disputed dues – Micro & Small Enterprises	-	-	-	-	-	-
(iv) Disputed dues – Others	-	-	-	-	-	-
	366.10	**891.69**	**219.77**	**131.28**	**37.96**	**1,646.81**
Add: Unbilled dues						-
Total trade payable						**1,646.81**

Ageing for Trade Payables Outstanding as at March 31, 2025 is as Follows :

Particulars	No Due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2 - 3 years	More than 3 years	
(i) Micro & Small Enterprises	6.73	225.65	1.91	-	-	234.30
(ii) Others	387.30	1,026.98	176.75	54.97	23.19	1,669.19
(iii) Disputed dues – Micro & Small Enterprises	-	-	-	-	-	-
(iv) Disputed dues – Others	-	-	-	-	-	-
	394.03	**1,252.63**	**178.66**	**54.97**	**23.19**	**1,903.48**
Add: Unbilled dues						-
Total trade payable						**1,903.48**

2.25 Other Financial Liabilities (Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Unclaimed dividend^	14.30	1.55
Rental deposits	3.80	4.25
Contractually reimbursable expenses	14.12	16.02
Refund due to Customers	3,369.99	1,756.02
Lease Liability	2.31	10.53
Other payable	191.79	248.44
	3,596.31	**2,036.80**

^ Not due for credit to "Investor Education and Protection Fund"

2.26 Other Liabilities (Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Advance Received from Customers*	445.47	338.69
Unearned Revenue*	721.43	1,426.84
Employees Share Option Outstanding Account	-	160.39
Statutory Dues Payable	195.71	273.30
	1,362.61	**2,199.23**

* Refer Note no.4.16 for other disclosures

2.27 Provisions (Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Provision for Employee Benefits		
Provision for Gratuity*	16.65	11.10
Provision for Project Expenses	-	137.99
	16.65	**149.10**

2.28 Current Tax Liabilities (Net)

Particulars	As at	
	March 31, 2026	March 31, 2025
Provision for Tax (Net of Advance Income Tax)	758.62	164.59
	758.62	**164.59**

3.01 Revenue from Operations * (Figures in Lakhs)

Particulars	As at	
	March 31, 2026	March 31, 2025
Revenue from Real Estate Development	11,741.37	17,830.21
Rental Income	7.10	4.69
Maintenance Income	213.70	118.30
Project Management Fees	-	500.00
	11,962.17	**18,453.20**

* Refer Note No.4.16 for details

3.02 Other Income

Particulars	As at	
	March 31, 2026	March 31, 2025
Interest income on		
Bank Deposits	32.43	19.61
Financial Assets (measured at amortised cost)	12.35	13.49
Income Tax Refund Due	-	2.62
Customer balances	24.17	1.67
Others	0.63	0.90
Share of Profit from Partnership Firm	29.49	20.63
Liabilities no longer required written back	7.32	0.11

Particulars	As at	
	March 31, 2026	March 31, 2025
Other Non - Operating Income *		
Change in Fair Value of Investment	35.04	18.37
Reversal of Provision for Expected Credit Loss	-	1.95
Profit on Sale of Investment	9.73	-
Profit on Sale of Investment Property	7,009.26	-
Miscellaneous Income	270.43	104.34
	7,430.84	**183.70**

3.03 Cost of Materials and Construction Expenses

Particulars	As at	
	March 31, 2026	March 31, 2025
Purchase of Materials	5,774.43	6,777.98
Approval Charges	1,208.48	727.05
Construction Expenses	2,964.99	3,654.54
Professional Charges	108.47	76.08
Power and Fuel	90.26	85.50
Other Expenses	**72.12**	**140.05**
	10,218.76	**11,461.20**

3.04 Changes in Inventories of Constructed Premises, Construction Work-in-Progress and Construction Materials

Particulars	As at	
	March 31, 2026	March 31, 2025
Inventories at the beginning of the year		
Construction Materials	308.04	127.58
Work-in-Progress	26,007.81	18,869.56
Land held for Property Development	13.61	13.61
Constructed Premises for Sale	580.88	578.83
	26,910.34	19,589.59
Less: Cost incurred for projects assigned to subsidiary	-	198.38
	26,910.34	19,391.20
Inventories at the end of the year		
Construction Materials	187.72	308.04
Work-in-Progress	29,010.91	26,007.81
Land held for Property Development	13.61	13.61
Constructed Premises for Sale	372.74	580.88
	29,584.98	26,910.34
(Increase)/Decrease in Inventories	**(2,674.64)**	**(7,519.14)**

3.05 Employee Benefit Expenses

Particulars	As at	
	March 31, 2026	March 31, 2025
Salaries and Wages	1,018.93	1,079.01
Contribution to Provident and Other Funds	30.51	29.76
Share based payments to Employees *	50.95	160.39
Staff Welfare Expenses	38.04	41.28
	1,138.43	**1,310.44**

* Refer note no: 4.04 for details of share based payments to Employees

3.06 Finance Cost

Particulars	As at	
	March 31, 2026	March 31, 2025
Interest on		
Overdraft	51.04	40.97
Debentures	1,328.23	442.26
Term Loan	555.68	1,362.40
Intercorporate loan	118.86	13.99
Loan from related party	94.18	23.92
Interest on Lease Liability	1.84	2.03
Interest on delayed payment of Statutory Dues	27.58	9.84
Interest on payment made to Landowners	-	16.16
Bank and Processing Charges	**2.00**	**3.88**
	2,179.41	**1,915.44**

3.07 Depreciation & Amortisation

Particulars	As at	
	March 31, 2026	March 31, 2025
Depreciation on Property, Plant and Equipment	229.57	157.74
Depreciation on Investment Property	66.78	74.41
Amortisation on Intangible Assets	34.62	43.36
Depreciation on Right of Use Assets	8.55	8.55
	339.51	**284.06**

3.08 Other Expenses

Particulars	As at	
	March 31, 2026	March 31, 2025
Power & Fuel	36.68	24.03
Rates & Taxes	78.41	103.91
Repairs & Maintenance		
- Completed Projects	105.52	83.72
- Others	129.51	57.21
Maintenance Expenses	241.47	114.75
Vehicle Maintenance	14.06	11.61
Software Maintenance	12.42	4.58
Travel & Conveyance	29.23	30.27
Communication Costs	7.22	9.42
Printing and Stationery	20.32	19.91
Bank Charges	13.74	3.87
Legal and Professional Fees	370.77	326.69
Directors Sitting Fees	5.78	9.50
Advertisement and Sales Promotion	746.25	695.67
Rent	17.99	20.79
Insurance	39.07	20.40
Payment to Auditors (refer note below)	29.50	31.41
Brokerage	143.15	74.80
Donation	6.00	7.50
Provision of Expected Credit Loss	12.27	-
Loss on Fair Valuation of Investment	-	15.35

Particulars	As at	
	March 31, 2026	March 31, 2025
Advances/ Deposits/ Property, Plant & Equipments written off	8.54	5.10
Claims & Compensations	44.58	80.37
CSR Expenses	20.00	-
Miscellaneous Expenses	252.64	186.85
	2,385.12	**1,937.69**
Payment to Auditor		
As Auditor		
Statutory Audit fee	23.60	23.60
Tax Audit Fee	5.90	5.00
In other capacity		
Other Services	-	2.81
	29.50	**31.41**

3.09 Tax Expense

Particulars	As at	As at
	March 31, 2026	March 31, 2025
a) Income tax expenses		
Current tax		
In respect of the current year	900.11	402.16
Deferred tax		
In respect of the current year	227.84	109.88
Total income tax expense recognised in the current year	**672.87**	**512.04**
b) Reconciliation of tax expense and the accounting profit multiplied by statutory income tax rate for the year indicated are as follows		
Profit/(loss) before tax	4,760.07	1,431.02
Effective Tax Rate applicable to the Company	27.82%	27.82%
Tax expense as the enacted income tax rate	1,324.25	398.11
Tax in relation to expenses not deducted / income not taxable / notional income considered in determining taxable profits	76.24	4.05
Tax impact on account of differential tax rate with respect to sale of capital asset	(610.07)	-
Impact in relation to current tax of earlier years	109.69	-
Tax impact on creation of minimum alternate tax	(226.26)	(105.09)
Tax impact on account of employee benefits	(7.37)	1.58
Tax impact on account of revaluation of investment property	-	-
Tax impact on account of impairment of Financial Assets	(18.77)	(10.86)
Tax impact on account of provision for expected credit loss	(3.41)	0.54
Tax impact on account of unabsorbed business loss	-	-
Tax impact on account of Delay in making payments to Micro, Medium & Small Enterprises	65.18	(65.18)
Tax impact on depreciation of property, plant and equipment	(14.94)	(13.09)
Tax impact on account of interest expense (provision as per ICDS)	(21.67)	301.98
Income tax expense	**672.87**	**512.04**

4.01 Earning per Equity Share

(Figures in Lakhs)

Particulars	Year Ended	
	March 31, 2026	March 31, 2025
Net Profit attributable to Equity Shareholders		
Net profit for the year	4,063.00	920.01
Nominal value of the equity share	2.00	2.00
Total number of equity shares outstanding at the beginning of the year	7,29,95,560	6,07,50,000
Total number of equity shares outstanding at the end of the year	7,35,50,560	7,29,95,560
Weighted-average number of equity shares	7,33,33,122	7,24,25,219
Basic EPS	**5.54**	**1.27**
Nominal value of equity share	2.00	2.00
Weighted average number of equity shares used to compute diluted earning per share	7,33,33,122	7,28,08,015
Diluted EPS	**5.54**	**1.26**
Weighted-average number of Equity shares for basic EPS	7,33,33,122	7,24,25,219
Weighted-average number of Equity shares adjusted for the effect of dilution	7,33,33,122	7,28,08,015
Reconciliation of Weighted-average number of equity shares to Weighted-average number of diluted equity shares		
Weighted-average number of equity shares	7,33,33,122	7,24,25,219
Add: Stock Option	-	3,82,797
Weighted-average number of diluted equity shares	7,33,33,122	7,28,08,015

On June 28, 2024, pursuant to approval by the shareholders of the Holding Company in Extraordinary General Meeting held on March 27, 2024, the Nomination and Remuneration Committee of the Board of Directors of the Group has approved the grant of 8,97,800 stock options convertible to 8,97,800 equity shares of Rs. 2/- each to eligible employees of the Group under Lancor Holdings Limited Employee Stock Option Scheme 2024 at an exercise price of Rs.2/- per option. Out of the approved stock options, 3,42,800 options have been renounced by the employees. During the year the Company has allotted, balance options of 5,55,000 equity share at face value of Rs. 2/- each to the employees, pursuant to exercise of Employees Stock Option Scheme.

Pursuant to approval by the shareholders in the Extraordinary General Meeting held on April 26, 2025, the company has issued 33,33,330 warrants of Rs.30.00 per warrant on 26.04.2025 amounting to Rs. 999.99 Lakhs to be convertible into fully paid up equity shares of the company in the ratio of 1:1 within 18 months from the date of allotment. Share warrants that could potentially dilute Basic Earnings Per Share in future, however we have not included in the calculation of Diluted Earnings Per Share considering their anti-dilutive for the year ended March 31, 2026.

4.02 Contingent Liabilities

The Company's pending litigations comprise of claims against the Company primarily by the customers and proceedings pending with Income Tax / Service Tax / VAT and other government authorities. The Company has reviewed all its pending litigations and proceedings and has adequately provided for where Provisions are required and disclosed the contingent liabilities where applicable, in its financial statements. The Company does not expect the outcome of these proceedings to have a materially adverse effect on its financial results.

a) In view of the premature termination of the lease by one of the Lessees in the Menon Eternity Building, a dispute had arisen between the Company and the said lessee. Therefore, the Company had forfeited the Rental Deposit. The lessee had demanded a refund of the rental deposit of Rs. 218.36 lakhs along with interest and damages. A suit has been filed by the Lessee before the Hon'ble High Court of Madras. The said suit was decreed in favour of the Lessee, by payment

of an amount of Rs. 424.15 Lakhs along with interest. The Company has filed an appeal before the Division Bench of the Hon'ble High Court of Madras and the same is pending.

b) In pursuance to the increased demand on premium FSI and OSR charges by the Chennai Metropolitan Development Authority (CMDA) over and above the normal FSI charges paid by the Company as per the guideline value prevailing at the time of filing the application with respect to one of the project, the Company has filed a writ petition before the Hon'ble High Court of Madras. As per the interim direction of the Hon'ble court the differential amount of Rs. 74.84 lakhs has been furnished by way of a bank guarantee renewed periodically. The said writ petition has been disposed off as prayed by the Company. The CMDA has filed an appeal against the order and is pending before the division bench of the Hon'ble High Court of Madras. In view of the management the increased demand is based on the revision in the guideline value which was not prevailing at the time of approval, accordingly the claims are not acknowledged as debt.

c) The Income tax authorities have raised a demand for an amount of Rs. 466.75 lakhs (excluding penalty) for the Assessment year 2024-25 on account of various additions made during the course of the assessment. The Company has preferred an appeal against the demand and the matter is pending. The Company has been advised that these demands do not likely result in to any actual liability.

d) The service tax department has raised a demand of Rs. 156.10 lakhs towards penalty on Lancor GST Developments Limited (merged with Lancor Holdings Limited with an appointed date, April 1, 2013) for wrong availment of Cenvat Credit. The erstwhile holding Company of Lancor GST Developments Limited has undertaken to reimburse to the Company to the extent of Rs. 39.03 lakhs in the event the Company is made liable to pay the demand. The matter is pending before the Appellate Tribunal. The Company has been advised that these proceedings are not likely to result into any liability as the Company had reversed it without utilising the same.

4.03 a. Capital and Other Commitments

Particulars	As at	
	March 31, 2026	March 31, 2025
Capital Commitments	-	48.02
Other Commitments	-	-

b. Corporate Guarantee - The Company has given Corporate Guarantee of Rs. 3,500 lakhs to M/s Catalyst Trusteeship Limited, who are the Debenture Trustees for the benefit of the Debenture holders i.e. WSB Real Estate Debt Fund III in compliance with the debenture trust deed between the one of the subsidiary Company and debenture trustees.

4.04 Employee Benefit Expense

(i) The Present value of the defined benefit obligations and related current service cost were measured using the Projected Unit Credit Method, with actuarial valuation being carried out at each Balance Sheet date

The principal assumptions used for the purpose of actuarial valuation were as follows:

Particulars	As at	
	March 31, 2026	March 31, 2025
Discount rate	6.61%	7.19%
Rate of increase in compensation levels	5%	5%
Rate of employee turnover	13% p.a for all service groups	13% p.a for all service groups
Mortality rate during employment	Indian Assured Lives Mortality 2012-14 (Urban)	Indian Assured Lives Mortality 2012-14 (Urban)
Mortality rate after employment	NA	NA

Table showing changes in present value of projected benefit obligation

Particulars	As at	
	March 31, 2026	March 31, 2025
Present value of obligations at beginning of the year	87.33	92.44
Interest expense	6.34	6.65
Current service cost	10.88	8.27
Past Service cost	27.53	-
Benefits paid	(8.35)	(16.32)
Actuarial (Gains)/Losses on Obligations - Due to Change in Demographic Assumptions	-	-
Actuarial (Gains)/Losses on Obligations - Due to Change in Financial Assumptions	(2.42)	2.08
Actuarial (Gains)/Losses on Obligations - Due to Experience	(8.96)	(5.78)
Present value of obligations at the end of the period	**112.37**	**87.33**

Amount recognised in balance sheet

Particulars	As at	
	March 31, 2026	March 31, 2025
Present value of obligation as at the end of the period	(112.37)	(87.33)
Funded status (surplus/ (deficit))	(112.37)	(87.33)
Net asset/(liability) recognised in the balance sheet	**(112.37)**	**(87.33)**

Net interest cost for current period

Particulars	As at	
	March 31, 2026	March 31, 2025
Present value of benefit obligation at the beginning of the period	87.33	92.44
(Fair value of plan assets at the beginning of the period)		
Net liability/(asset) at the beginning	87.33	92.44
Interest cost	6.34	6.65
Net interest cost for current period	**6.34**	**6.65**

Expenses recognized in the statement of profit or loss for current period

Particulars	As at	
	March 31, 2026	March 31, 2025
Current service cost	10.88	8.27
Net interest cost	6.34	6.65
Past service cost	27.53	-
Expenses recognized	**44.76**	**14.92**

Expenses recognized in the other comprehensive income (OCI) for current period

Particulars	As at	
	March 31, 2026	March 31, 2025
Actuarial (gains)/losses on obligation for the period	(11.37)	(3.71)
Net (income)/expense for the period recognized in OCI	**(11.37)**	**(3.71)**

Balance sheet reconciliation

Particulars	As at	
	March 31, 2026	March 31, 2025
Opening net liability	87.33	92.44
Expenses recognized in statement of profit or loss	44.76	14.92
Expenses recognized in OCI	(11.37)	(3.71)
(Benefits directly paid by employer)	(8.35)	(16.32)
Net liability/(asset) recognized in the balance sheet	**112.37**	**87.33**

Maturity analysis of the benefit payments:

Particulars	As at	
	March 31, 2026	March 31, 2025
Projected benefits payable in future years from the date of reporting		
1st following year	16.65	11.10
2nd following year	14.71	12.09
3rd following year	12.86	10.19
4th following year	13.62	11.74
5th following year	28.45	9.58
Sum of years 6 to 10	44.66	46.18
Sum of years 11 and above	23.92	19.76

Sensitivity analysis

Particulars	As at	
	March 31, 2026	March 31, 2025
Projected benefit obligation on current assumptions	112.37	87.33
Delta effect of +1% change in rate of discounting	(4.14)	(3.98)
Delta effect of -1% change in rate of discounting	4.48	4.47
Delta effect of +1% change in rate of salary increase	4.53	4.53
Delta effect of -1% change in rate of salary increase	(4.26)	(4.11)
Delta effect of +1% change in rate of employee turnover	0.11	0.64
Delta effect of -1% change in rate of employee turnover	(0.13)	(0.71)

The sensitivity analysis have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

The sensitivity analysis presented above may not be representative of the actual change in the Defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the Defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same method as applied in calculating the Defined benefit obligation as recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

Characteristics of defined benefit plan

The Company has a defined benefit gratuity plan in India which is unfunded. The company's defined benefit gratuity plan is a final salary plan for employees. Gratuity is paid from company as and when it becomes due and is paid as per company scheme for Gratuity.

Risks associated with defined benefit plan

Gratuity is a defined benefit plan and entity is exposed to the Following Risks:

Interest rate risk

A fall in the discount rate which is linked to the Government security rate will increase the present value of the liability requiring higher provision.

Salary risk

The present value of the defined benefit plan liability is calculated by reference to the future salaries of members. As such, an increase in the salary of the members more than assumed level will increase the plan's liability.

Asset-liability Matching Risk

The plan faces the ALM risk as to the matching cash flow. Company has to manage pay-out based on pay as you go basis from own funds.

Mortality risk

Since the benefits under the plan is not payable for life time and payable till retirement age only, plan does not have any longevity risk.

During the year, there were no plan amendments, curtailments and settlements.

Defined contribution plans

The Company operated defined benefits contribution retirement benefit plans for all qualifying employees.

The total expenses recognised in the statement of profit & loss is Rs. 30.51 lakhs (March 31, 2025: Rs. 29.76 lakhs) represents the contribution payable to these plans by the Company at the rates specified in the rules of the plan.

(ii) Equity Settled Share Based Payments Employee Stock Option Plan

On June 28, 2024, pursuant to approval by the shareholders of the Company in Extraordinary General Meeting held on March 27, 2024, the Nomination and Remuneration Committee of the Board of Directors of the Company has approved the grant of 8,97,800 stock options convertible to 8,97,800 equity shares of Rs. 2/- each to eligible employees of the Company under Lancor Holdings Limited Employee Stock Option Scheme 2024 at an exercise price of Rs.2/- per option. Out of the approved stock options, 3,42,800 options have been renounced by the employees. During the year the Company has allotted, balance options of 5,55,000 equity share at face value of Rs. 2/- each to the employees, pursuant to exercise of Employees Stock Option Scheme,

Terms of Vesting

The vested stock options shall be exercisable within 1.13 years from the date of the grant (i.e. June 28, 2024).

Movement of Options Granted

Particulars	As at			
	March 31, 2026		March 31, 2025	
	Average exercise price per share option	Number of Options	Average exercise price per share option	Number of Options
Opening Balance	-	5,55,000	-	-
Granted during the year	-	-	2.00	8,97,800
Cancelled during the year	-	-	-	3,42,800
Vested & Exercised during the year	2.00	5,55,000	-	-
Closing Balance		-		5,55,000

The model input for fair value of option granted as on the grant date

Particulars	As at	
	March 31, 2026	March 31, 2025
Exercise Price	2.00	2.00
Dividend Yield	0.47%	0.47%
Risk free Interest Rate	6.97%	6.97%
Expected Volatility	56.89%	56.89%
Fair Value per Option	40.08	40.08
Expected life (years)	1.13	1.13
Model Used	Black Scholes	Black Scholes

The current options can be exercised within a three month period provided by the company after the vesting date. This feature of the options, where employees can exercise their stock options only during a specific window after the vesting date.

The expected life of options is calculated based on the simplified method and is calculated as the average of the minimum life (vesting period) and the maximum life (i.e. vesting period + exercise period)

During the year ended March 31, 2026, the Company recorded an employee stock compensation expense of Rs. 50.95 Lakhs (March 31, 2025 - Rs. 160.39 lakhs) in the Statement of Profit & Loss and the balance in share options outstanding account as at March 31, 2026 is Rs. Nil lakhs (March 31, 2025 - Rs. Nil lakhs)

4.05 Disclosures as required by Ind AS 108 Operating segments

As the Company's business activity falls within a single business segment in terms of Ind AS 108 on "Operating Segments", the financial statement are reflective of information required by Ind AS 108.

4.06 Leases

I) Company as Lessee

a) The Company's leased assets primarily consists of lease of premises. The Company recorded the lease liability at the present value of the remaining lease payments discounted at the rate implicit in the lease as on the date of inception of such lease and has measured right of use asset an amount equal to lease liability adjusted for any related prepaid and accrued lease payments previously recognised.

b) Following is carrying value of right of use assets and the movements thereof

Particulars	As on March 31, 2026	As on March 31, 2025
	Category of Right of Use Asset	Category of Right of Use Asset
	Premises	Premises
Opening Balance	10.68	-
Additions during the year	-	19.69
Deletion during the year	-	-
Depreciation of Right of use assets	(8.55)	(9.01)
Closing Balance	**2.14**	**10.68**

c) Following is carrying value of Lease Liability and the movements thereof

Particulars	As on March 31, 2026	As on March 31, 2025
Opening Balance	10.53	-
Additions during the year	-	18.19
Finance cost accrued during the year	1.84	2.03
Payment/Deletion of lease liabilities during the year	(10.07)	(9.69)
Closing Balance	**2.31**	**10.53**

d) The following are the amounts recognised in the statement of profit and loss:

Particulars	As on March 31, 2026	As on March 31, 2025
Expenses		
Depreciation expense of right-of-use assets	8.55	9.01
Interest expense on lease liabilities	1.84	2.03
Expense relating to short-term leases (included in other expenses)	17.99	20.79
Net amount recognised in statement of profit and loss	28.38	31.83

* The implicit lease rate considered to arrive at the lease liability as on March 31, 2026 is 15.00% (March 31, 2025 - 15.00%)

e) Total cash outflow recorded during the year was Rs. 10.07 lakhs (March 31, 2025 - Rs. 9.69 lakhs) except for short term lease and low value assets

f) The maturity analysis of lease liabilities are disclosed in note 4.11. The Company does not face a significant liquidity risk with regard to its lease liabilities as the current assets are sufficient to meet the obligations related to lease liabilities as and when they fall due.

The lease payments in relation to short term leases having lease term less than 12 months amounting to Rs. 17.99 lakhs (March 31, 2025: Rs. 20.79 lakhs) accounted under the statement of Profit and loss. **(Refer note 3.08)**

II) Company as Lessor

The Company had entered into commercial property leases on its constructed premises. Rental income credited to statement of profit & loss is Rs.7.10 lakhs (March 31,2025: Rs. 4.69 lakhs).

Disclosure of future minimum lease receivables:

Maturity analysis of lease payments to be received	As at	
	March 31, 2026	March 31, 2025
1st following year	-	-
2nd following year	-	-
3rd following year	-	-
4th following year	-	-
5th following year	-	-
Sum of years 6 to 10	-	-

4.07 Details of amount outstanding to Micro and small enterprises based on the information available with the company is as under

Particulars	As at	
	March 31, 2026	March 31, 2025
(a) The principal amount remaining unpaid to any supplier at the end of accounting year;	41.92	219.76
(b) The interest due thereon remaining unpaid to any supplier at the end of accounting year;	29.46	14.53
(c) 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 accounting year;	0.01	2.00
(d) The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006;	-	-
(e) The amount of interest accrued and remaining unpaid at the end of each accounting year; and	29.46	14.53
(f) 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	-	0.01

The Company has complied the above information based on written confirmation collected by the Company from suppliers.

4.08 a) Title deeds of Immovable Properties not held in name of the Company

Relevant line item in the Balance Sheet	Description of item of property	Gross carrying value (Amount in Lakhs)	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative# of promoter* / director or employee of promoter / director	Property held since which date	Reason for not being held in the name of the company
Property Plant & Equipment	Land	90.87	M/s Evershine Garden City P Ltd & Other Individuals	No	09.09.2017	Sale Deed is yet to be registered
Investment Property	Land	13.41	M/s Evershine Garden City P Ltd & Other Individuals	No	09.09.2017	Operating through Power of Attorney

4.09 Capital Management

The Company's objective while managing capital is to maintain stable capital structure to support business stability and growth, ensure adherence to the covenants and restrictions imposed by lenders and / or relevant laws and regulations, and maintain an optimal and efficient capital structure so as to reduce the cost of capital that would enable to maximise the return to stakeholders.

The Company's capital requirement is mainly to fund its business expansion by developing various residential and commercial projects and repayment of borrowings obtained in those regard. The principal source of funding of the Company has been, and is expected to continue to be, cash generated from its operations supplemented by funding from bank, financial institutions and other lenders.

The Company has adhered to material externally imposed conditions relating to capital requirements and there has not been any delay or default with respect to payment of principal and interest during the year. No lender has raised any matter that may lead to breach of covenants stipulated in the underlying documents.

The Company monitors its capital using gearing ratio, which is net debt divided to total equity.

Particulars	As at	
	March 31, 2026	March 31, 2025
Net Debt	8,087.96	12,821.23
Total Equity	24,072.60	20,052.50
Debt Equity Ratio	**0.34**	**0.64**

* Net debt = non-current borrowings + current borrowings + current maturities of non-current borrowings + interest accrued – cash and cash equivalents.

4.10 Financial Instruments

(i) Methods & assumption used to estimates the fair values

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The following methods and assumptions were used to estimate the fair values:

a) The carrying amounts of receivables and payables which are short term in nature such as trade receivables including unbilled revenue, cash and cash equivalents, Bank Balances other than cash and cash equivalents, other Current Financial Assets (like Security Deposits, interest accrued but not due, loan to employees), Deposits with Banks, trade payables, short term borrowings from Banks, Financial Institutions, Related Parties and Others, Other Financial Liabilities (like Interest accrued but not due, Security & Rental Deposits, Refund due to Customers, and other payables) are considered to be the same as their fair values.

b) The fair values for long term loans given to various parties, and remaining non current financial assets (like Earnest Money paid to Landowners and the remaining) were calculated based on cash flows discounted using a effective interest lending rate. This is classified as level 3 fair values in the fair value hierarchy due to the inclusion of unobservable inputs.

c) The fair values of non-current borrowings are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy due to the use of unobservable inputs.

d) For financial assets and financial liabilities that are measured at fair value, the carrying amounts are equal to the fair values.

(ii) Categories of financial instruments

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique: Level 1: unadjusted quoted prices in active markets for identical assets or liabilities. Level 2: directly or indirectly observable market inputs, other than Level 1 inputs; and Level 3: inputs which are not based on observable market data

(iii) Fair value of financial instruments measured at amortised cost

Particulars	As at March 31, 2026		As at March 31, 2025	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial assets				
Trade receivables	1,430.79	1,430.79	2,489.12	2,489.12
Cash and bank balances	1,425.74	1,425.74	871.73	871.73
Other financial assets	1,225.25	1,225.25	2,022.84	2,022.84
Investment in partnership firm	412.29	412.29	409.46	409.46
Total financial assets	**4,494.06**	**4,494.06**	**5,793.16**	**5,793.16**

Particulars	As at March 31, 2026		As at March 31, 2025	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial liabilities				
Borrowings*	9,499.40	9,499.40	13,691.42	13,691.42
Trade Payables	1,646.81	1,646.81	1,903.48	1,903.48
Other financial liabilities	3,596.31	3,596.31	2,036.80	2,036.80
Total financial liabilities	**14,742.51**	**14,742.51**	**17,631.70**	**17,631.70**

* includes current maturities of long term debts

(iv) Fair value of instruments measured at fair value through profit or loss

Particulars	As at March 31, 2026	As at March 31, 2025	Level
Investments at FVTPL			
- In Equity Shares	1.70	68.64	Level 1

Investment in CSB Bank Ltd has been valued based on quoted market price considering the entity is listed on Bombay Stock Exchange

4.11 Financial Risk Management

The Company's financial risk management is an integral part of how to plan and execute its business strategies. The Company's financial risk management policy is set by the Board of Directors.

The Company activities expose it to financial risks namely credit risk, liquidity risk and market risk. The board of directors of the Company has overall responsibility for the establishment and oversight of the Company's risk management. The below mentioned notes explains various sources of risk Company is exposed to & the manner in which it manages such risk and its impact on the financial statements.

a) Credit Risk:

Credit risk arises from the possibility that counter party will cause financial loss to the Company by failing to discharge its obligation as agreed. The Company's exposure to credit risk arises mainly from the trade receivables including unbilled revenue, loans provided to various parties, earnest money deposit paid to land owners and other deposits including balances and deposits with the banks.

The company is exposed to credit risk with respect to contract entered into with the customers for sale of residential units. The Contract with customer includes milestone payment to be made by the customer. The possession of the property is handed over to the customers only on collection of entire payment. Similarly, the handing over of the property to the landowners where Company enters into agreement for joint development are also made only on collection of earnest money deposit given earlier. Accordingly, the Company does not have any credit risk except to the extent of time value of money due to delay in collection of customer dues basis which the expected credit loss is recorded. During the financial year, the Company has not made any write-offs of trade receivables.

The trade receivables on account of maintenance income are typically un-secured and derived from services provided to large number of independent customers. As the customer base is distributed economically there is no concentration of credit risk. The credit period provided by the Company to its end use customers generally ranges from 0 to 7 days.

The Company follows a simplified approach (i.e based on lifetime ECL) for recognition of impairment loss allowance on Trade receivables. For the purpose of measuring the lifetime ECL allowance for trade receivables, the Company uses a provision matrix which comprise a very large number of small balances grouped into homogenous groups and assessed for impairment collectively. Individual trade receivables are written off when management deems them not recoverable. Based on the industry practices and business environment in which the Company operates, management considers that the trade receivables are in default if the payment are more than 12 months past due.

Trade receivables consist of mainly customer balances relating to real estate and its allied activities with no significant concentration of credit risk. The outstanding trade receivables are regularly monitored, and appropriate action is taken for collection of overdue receivables.

Table showing age of gross trade receivables and movement in expected credit loss is as below.

Particulars	As at	
	March 31, 2026	March 31, 2025
Within credit period	291.68	374.88
1-90 days past due	882.14	881.40
91-180 days past due	34.73	673.37
181-270 days past due	22.88	192.87
271-365 days past due	0.67	119.93
1 - 2 years past due	33.64	24.33
2 - 3 years past due	0.80	18.85
morethan 3 years past due	196.40	223.36
Total	**1,462.94**	**2,509.00**

Reconciliation of changes in the loss allowances measured using life-time expected credit loss model - Trade receivables	**Amount**
As at April 1, 2024	**21.83**
Expected Credit Loss written off / (Reversal of provision)	(1.95)
As at March 31, 2025	**19.88**
Expected Credit Loss written off / (Reversal of provision)	12.27
As at March 31, 2026	**32.15**

Credit risks from balances and deposits with banks are managed in accordance with the Company policy. Considering the credit worthiness of the banks and market reputation of those institutions, management does not expect that the said institutions will not meet its obligation.

b) Liquidity Risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. The Company liquidity risk management policies includes, at all times to ensure sufficient liquidity to meet its liabilities when they are due, by maintaining adequate sources of financing from banks at an optimised cost. In addition, processes and policies related to such risks are overseen by senior management. The Company's senior management monitors the Company's net liquidity position through rolling forecasts on the basis of expected cash flows. The Company takes into account the liquidity of the market in which they operate.

Maturities of Financial Liabilities

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

As at March 31, 2026	Less than 1 year	1 to 5 years	More than 5 Years	Total
Trade Payables	1,257.79	389.02	-	1,646.81
Borrowings	5,383.16	4,116.24	-	9,499.40
Other Financial Liabilities	3,594.00	-	-	3,594.00
Lease Liability	2.31		-	2.31
	10,237.25	**4,505.26**	**-**	**14,742.51**

As at March 31, 2025	Less than 1 year	1 to 5 years	More than 5 Years	Total
Trade Payables	1,776.96	126.52	-	1,903.48
Borrowings	7,749.43	5,941.99	-	13,691.42
Other Financial Liabilities	2,026.27	-		2,026.27
Lease Liability	10.53	-	-	10.53
	11,563.19	**6,068.51**	**-**	**17,631.70**

Financing arrangements

The Company has sufficient sanctioned line of credit from its bankers / other financiers; commensurate to its business requirements. The Company reviews its line of credit available with bankers and other financiers from time to time to ensure that at all point of time there is sufficient availability of line of credit.

The Company pays special attention to the net operating working capital invested in the business. In this regard considerable work has been performed to control and reduce collection periods for trade receivables, as well as to optimise accounts payable with the support of banking arrangements to mobilise funds.

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. Companies exposure in relation to market risk is primarily in relation to Interest rate risk.

Interest Risk

The Company has both floating & fixed rate borrowings which are carried at amortised cost. The fixed rate borrowings are not subject to interest rate risk considering the future cash outflows will not fluctuate because of any change. The variable interest rate borrowings are subject to interest rate risk. The interest rate risk is managed by the Company by monitoring monthly cash flow which is reviewed by management to prevent loss.

The exposure of the company's borrowings to interest rate changes at the end of the reporting period are as follows

Particulars	As at	
	March 31, 2026	March 31, 2025
Variable rate borrowings	1,026.87	2,367.68
Fixed rate borrowings	8,472.53	11,323.74

Interest rate sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to interest rates on the variable interest rate borrowings at the end of the reporting period. For floating rate borrowings, the analysis is prepared considering all other variables remain constant.

	Impact on profit : Increase / (Decrease)		Impact on equity : (Increase) / Decrease	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
	1% Increase	1% Increase	1% Decrease	1% Decrease
Interest rates- increase by 100 basis points *	(14.72)	(32.02)	(14.72)	(32.02)
Interest rates - decrease by 100 basis points *	14.72	32.02	14.72	32.02

* assuming all other variables as constant

4.12 Expenditure towards Corporate Social Responsibility (CSR) activities

Particulars		As at March 31, 2026	As at March 31, 2025
i)	Gross amount required to be spent during the year as per Section 135 of the Companies Act, 2013 read with Schedule VII)	17.95	-
ii)	Amount approved by the Board to be spent during the year	-	-
iii)	Amount spent during the year	20.00	-
iv)	Shortfall at the end of the year	-	-
v)	Total of previous years shortfall	-	-
vi)	Reason for the shortfall	-	-
vii)	Provision amounting to Rs. Nil (March 31, 2025 - Rs. Nil)	-	-
viii)	Nature of the CSR Activities	-	-
ix)	The amount has been paid and utilised towards operational expenditure for skill development program for persons with disabilities.	-	-
x)	During the year, the company has been made the contribution to a related party i.e. Lancor Foundation amounting to Rs. 20 lakhs	-	-
xi)	There is no provision made with respect to a liability incurred by entering into a contractual obligation.	-	-

4.13 Details of Borrowing Cost Capitalised

	Year Ended March 31, 2026	Year Ended March 31, 2025
Borrowing Costs Capitalised during the year		
-as a part of work in progress for residential property development	1,221.93	894.37
-as a part of capital work in progress	-	21.76
-as a part of capital advance	-	3.85
	1,221.93	**919.97**

4.14 Related Party Transactions

A. Names of the Related Parties and Related Party Relationships.

i) Under Control of the Company

a) Control	Mr. R .V. Shekar
b) Wholly Owned Subsidiaries	Lancor Maintenance and Services Limited Central Park West Venture Lancor City Developer Limited (formerly known as Lancor Infinys Limited)
c) Entity under control of Key Managerial Personnel	Lancor Foundation
e) Key Managerial Personnel	**Managing Director** Mr. R.V. Shekar **Independent Directors** Mrs. Gowri Ramachandran Mr. K. Harishankar Mr. Srinivasan Vasudevan Mrs. Vinodhini Sendhill Manian **Other Non-Executive Directors** Mr. Seetharaman Sridharan
f) Relative of Key Managerial Personnel	Mr. Sriram Sridharan Mr. Sivaram Sridharan

Nature of the transaction	Name of the party	Relationship	Year ended	
			March 31, 2026	March 31, 2025
Expenditure				
Interest paid	Mr. R.V. Shekar	Control	73.18	-
	Mr. Seetharaman Sridharan	Key Managerial Personnel	21.00	18.87
	Lancor City Developer Limited	Subsidiary	212.15	154.76
Rent Paid	Central Park West Venture	Subsidiary	9.00	6.00
CSR Expenses	Lancor Foundation	Entity under control of KMP	20.00	-
Key Managerial Remuneration	(Refer below)*	Key Managerial Personnel	28.90	32.05
Income				
Project Management Fee	Lancor City Developer Limited	Subsidiary	-	500.00
Loans / advances given and (receipt) thereof (net)	Central Park West Venture	Subsidiary	6.95	26.89
	Lancor Maintenance & Services Limited	Subsidiary	(37.80)	23.16
	Lancor City Developer Limited	Subsidiary	768.09	-
	Lancor City Developer Limited	Subsidiary	(768.09)	-
Loans / advances (taken) and repaid thereof (net)	Mr. R.V. Shekar	Control	795.23	(247.32)
	Lancor City Developer Limited	Subsidiary	1,018.79	(1,812.06)
Advance received (Net)	Lancor Foundation	Entity under control of KMP	(2.44)	(168.00)
Reimbursements (net)	Lancor Maintenance & Services Limited	Subsidiary	1.26	0.16
	Lancor City Developer Limited	Subsidiary	-	(0.13)

Compensation to Key Managerial Personnel

Particulars	Year ended	
	March 31, 2026	March 31, 2025
Short term employee benefits	24.00	24.00
Post employment benefits	-	-
Sitting fees paid to Non executive directors	4.90	8.05
	28.90	**32.05**

Note:

a) As the post-employment benefits is provided on an actuarial basis for the Company as a whole, the amount pertaining to KMP is not ascertainable and therefore not included above.

b) The value of the related party transactions and balances reported are based on actual transactions and without giving effect to the notional Ind AS adjustment entries

Particulars	Name of the party	Relationship	As at	
			March 31, 2026	March 31, 2025
Closing balances				
Loans & advances	Central Park West Venture	Subsidiary	460.77	408.28
	Lancor Maintenance & Services Limited	Subsidiary	(10.44)	(11.70)
	Lancor City Developer Limited	Subsidiary	(793.27)	(1,812.06)
Closing balance of loans taken	Loan from Mr. R V Shekar	Control	529.87	1,325.10
	Loan from Mr. N. Vasudevan	Key Managerial Personnel	-	-
	Loan from Mr. S. Sridharan	Key Managerial Personnel	150.00	150.00
Closing balance of Trade Receivables	Lancor Maintenance & Services Limited	Subsidiary	208.72	246.52
Closing balance of Other Current Liabilities	Lancor Maintenance & Services Limited	Subsidiary	-	-
Closing balance of Other Current Liabilities	Lancor Foundation	Entity under control of KMP	4.74	7.17

4.15 Disclosure as per regulation 34 (3) read with para A of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015

Details of loans and advances in the nature of loans to subsidiaries and associates

Particulars	Year ended March 31, 2026		Year ended March 31, 2025	
	Closing balance	Maximum amount outstanding during the year	Closing balance	Maximum amount outstanding during the year
Subsidiaries				
Central Park West Venture	460.77	460.77	408.28	421.26

4.16 Disclosure pursuant to Ind AS 115 – Revenue from Contract with Customers

(a) Out of the total revenue recognised under Ind AS 115 during the year, Rs. 9,832.63 lakhs (March 31, 2025 - Rs. 16,360.82 lakhs) is recognised over a period of time, and Rs. 2,129.54 lakhs (March 31, 2025 - Rs. 2,092.38 lakhs) is recognised at the point of time.

(b) Contract Balances:

Movement in contract balances during the year:

Particulars	Contract Asset	Contract Liabilities
Opening Balance as on April 01, 2025	948.71	1,765.53
Closing Balance as on March 31, 2026	461.79	1,166.90
Net Increase/ (Decrease)	**(486.92)**	**(598.63)**

(c) During the year, the Company has recognised revenue of Rs. 1,041.79 lakhs (March 31,2025: Rs. 1,991.07 lakhs) in the reporting period out of the opening contract liability of Rs. 1,765.53 lakhs (March 2025: Rs. 3,347.41 lakhs)

(d) Cost to obtain the contract:

(i) Amount recognised as assets from cost incurred to obtain or fulfill a contract with a customer as at March 31, 2026 is Rs. 43.82 lakhs (March 31, 2025 : is Rs. 22.19 lakhs)

(ii) Amount of amortisation on account of cost incurred to obtain or fulfill a contract with a customer recognised in Profit and Loss during the year 2025-26 is Rs. 34.44 lakhs (March 31, 2025: Rs. 43.03 lakhs)

(e) Reconciliation of Revenue recognised in Statement of Profit & Loss with Contract Price

Particulars	As at	
	March 31, 2026	**March 31, 2025**
Contract Price	54,701.84	45,683.63
Less: Credit due to revision to contract	(501.44)	(503.44)
Add: Debit due to revision to contract	123.24	40.49
Add: Other Adjustments	(42,368.57)	(26,772.18)
Total	**11,955.07**	**18,448.51**

(f) Performance obligation in case of sale of residential plots is satisfied once the control over the plot is transferred to the customer. Further, performance obligation of the Company in case of contract with customers in relation to sale of residential villas and apartments is satisfied over the period of time in accordance with the contract with customers.

4.17 Relationship with Struck Off Companies

Name of the Struck off Company	Nature of Transactions with Struck off Company	Balance Outstanding as at March 31, 2026 (Rs. In Lakhs)	Relationship with Struck Off Company	Balance Outstanding as at March 31, 2025 (Rs. In Lakhs)	Relationship with Struck Off Company	Transaction Amount during the year
NIL	NIL	-	NIL	-	NIL	-

4.18 Distributions Proposed

Particulars	As at	
	March 31, 2026	**March 31, 2025**
Proposed dividends on Equity shares		
Final dividend for year ended March 31, 2026: Rs. 0.30 per Equity Share (March 31, 2025: Rs. 0.20 per Equity Share)	220.65	145.99

Proposed dividend on equity shares are subject to approval at the Annual General Meeting and are not recognised as a liability as at March 31, 2026.

4.19 Ratios

Nature of Ratio	As at					
	Numerator	Denominator	March 31, 2026	March 31, 2025	Percentage of Variance	Reason for Variance
Current Ratio	Current Assets	Current Liabilities	2.71	2.32	17%	
Debt - Equity Ratio	Total Debt = Current Borrowings+Non Current Borrowings	Shareholder's Equity	0.39	0.68	-42%	Change on account of repayment of loans and increase in share holders equity
Debt Service Coverage Ratio	Earnings available for debt service = Profit / (loss) for the period + depreciation + finance cost + (Profit) / loss on sale of Fixed assets	Debt Service = Interest + Lease Payments + Principal Repayments	(0.01)	0.07	-109%	Change on account of Operating Loss
Return on Equity	Net profits after Taxes	Average Shareholder's Equity	0.18	0.05	238%	Change on account of increase in profit
Inventory Turnover Ratio	Revenue from Operations	Average Inventory	0.42	0.79	-47%	Change on account of decrease in Revenue from Operations and increase in inventory
Trade Receivable Turnover Ratio	Revenue from Operations	Average Accounts Receivable (including unbilled revenue)	4.49	5.45	-18%	
Trade Payable Turnover Ratio	Cost of materials and construction expenses(excluding approval charges) + Related Other expenses	Average Trade payables	6.40	5.60	14%	
Net Capital Turnover Ratio	Revenue from Operations	Working Capital	0.56	0.99	-44%	Change on account of Decrease in Revenue from Operations
Net Profit Ratio	Net profits after Taxes	Revenue from Operations	0.34	0.05	581%	Change on account of Profit due to Sale of Asset
Return on Capital Employed	Earning before Interest and Taxes	Capital Employed = Tangible Net Worth+Total Debt+ Deferred tax liability	0.18	0.06	202%	Change on account of Profit due to Sale of Asset
Return on Investment	Gain on sale /fair valuation of investment	Average investments	1.00	0.04	2114%	change on account of gain on sale of investment
	Interest income	Average investment in fixed income investments	0.08	0.05	63%	Change on account of Increase in Interest Income

4.20 Disclosure in relation to utilisation of borrowed funds

a) No funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Company (Ultimate Beneficiaries). The Company has not received any fund from any party(s) (Funding Party) with the understanding that the Company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the

Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

a) No funds have been received by the company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

4.21 The accounting software has a feature of recording an audit trail (edit log), and the same was enabled and operated throughout the financial year for all relevant transactions recorded in the software. The audit trail functionality is available for changes made through the application interface; however, the software does not have the feature to capture direct changes, if any, made at the database level. Except for the period of year ended March 2024 where the audit trail feature was not enabled for accounting software and its databases, the Company has preserved the audit trail in accordance with statutory record retention requirements.

4.22 The Board of Directors of the Company at its meeting held on 1st March, 2024 had approved a Scheme of Merger of Lancor Maintenance and Services Limited, the wholly owned subsidiary, with the Company pursuant to the sections 230 to 232 and other applicable provisions of Companies Act, 2013. The Company filed a Application for Scheme of Amalgamation on 2nd February, 2025 with National Company Law Tribunal (NCLT). The appointed date of the Scheme is 1st April, 2024 and it will come into force on the Effective Date, i.e. the date of filing of NCLT's order with the Registrar of Companies, Chennai.

4.23 On November 21, 2025, the Government of India has notified the Code on Wages, 2019, the Code on Social Security,2020, the Industrial Relations Code, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 (collectively known as. 4 "Labour Codes") consolidating 29 existing labour laws. During the financial year, the Company has assessed the impact of these changes in the Labour codes (pending State and Central rules) and has accounted for the incremental impact amounting to Rs. 27.47 Lakhs and the same has been disclosed as "Exceptional items" in the financial statements.

4.24 The additional regulatory information detailed in clause 6L, of general instructions give in Part 1 of division II of Schedule III to the Companies Act are furnished to the extent applicable to the Company

As per our report of even date attached

For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

R V Shekar
Managing Director
DIN: 00259129

S. Sridharan
Director
DIN: 01773791

J.M. Chandrasekar
Chief Executive Officer

K Prakash
Chief Financial Officer

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LANCOR HOLDINGS LIMITED

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Lancor Holdings Limited (hereinafter referred to as "the Holding Company") and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), which comprise the Consolidated Balance Sheet as at March 31, 2026, the Consolidated Statement of Profit and Loss (including other comprehensive income / (loss)), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows for the year then ended, and notes to the consolidated financial statements, including a summary of the material accounting policies and other explanatory information. (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries referred to in the other matters section, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ('the Act') in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards ('Ind AS') specified 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 consolidated state of affairs (consolidated financial position) of the Group as at March 31, 2026, and its consolidated profit (consolidated financial performance including and other comprehensive income / (loss)), its consolidated changes in equity and its consolidated cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing 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 Consolidated Financial Statements section of our report. We are independent of the Group, in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the consolidated financial statements under the provisions of the Act and the rules made 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 obtained by us and the audit evidence obtained by the other auditors in terms of their reports referred to in the other matters paragraph below, is sufficient and appropriate to provide a basis for our opinion on the Consolidated 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 consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have determined the matters described below to be key audit matters to be communicated in our report.

Matter	Key Audit Matter	How the matter was addressed in our audit
Revenue Recognition	The Group derives revenue primarily form real estate activity. Based on terms of the contracts with the customers, performance obligations are satisfied over time for under-construction real-estate projects and accordingly revenue is recognized over time. For recognition of revenue as per the above stated policy, assumptions and estimations are made in relation to cost of completion of the projects under development. Considering significant judgments involved in the said process, it is considered as a key audit matter.	We reviewed the accounting policy in relation to revenue recognition and its compliance with the Ind AS 115 "Revenue from Contracts with Customers". We discussed with the management the principles, methods and assumptions based on which the budget estimates relating to the projects are made. We reviewed the project cost incurred as on the date of balance sheet date and completion percentage of the projects under development. We reviewed on test check basis revenue related transactions recorded based on the underlying contracts with the customers. We further reviewed the analysis made by the management relating to cost overrun and its impact on the project. We also assessed and reviewed the adequacy of disclosure made in the financial statements in accordance with Ind AS 115. (refer note 4.13).
Valuation of Inventory	The value of the inventory amounting to Rs. 30,152.89 lakhs forms a significant part, i.e., 70.92% of Group's total assets. Inventory comprises of work in progress for ongoing projects, constructed premises held for sale, land held for development and construction materials. The inventories are carried at the lower of the cost and net realizable value ('NRV'). The determination of the NRV involves estimates based on prevailing market conditions, current prices and expected date of commencement and completion of the project, the estimated future selling price, cost to complete projects. Considering significance of the amount of carrying value of inventories in the financial statements and the involvement of significant estimation and judgement in such assessment of NRV, the same has been considered as key audit matter.	We reviewed the accounting policy with respect to Inventory. We reviewed the reports of the engineering department on test check basis for different projects relating to the stage of completion which is corroborated with the cost incurred for the project. We reviewed various costs incurred for the ongoing projects with the supporting documents on test check basis. For completed projects, reviewed the completion certificate of the appropriate authority along with the management assessment and the budgeted cost. We reviewed on test check basis determination of NRV of the inventories; We reviewed the recent selling prices considered for arriving at the NRV for various ongoing projects and completed projects. We reviewed on sample basis by comparing the NRV of the inventories to its carrying value in books of accounts.
Claims, litigation and contingencies	The Company is having various ongoing legal disputes in the nature of tax matters and other legal matters. Management estimates the possible outflow of economic resources based on the legal status of the proceedings. Considering that the above matter involves judgement and estimation, it is considered as key audit matter.	We Reviewed the managements process of identification and analysis of the claims, litigations and contingencies We read the minutes of the board meetings and minutes of audit committee meetings in relation to such matters including the details of proceedings before relevant authority. We had discussion with the legal department and reviewed the status and development of the litigations during the year. We reviewed the provision made if any and its basis of determination. We reviewed the sufficiency of the disclosure made by the management in the note 4.02 in relation to contingent matter.

Information other than the Consolidated Financial Statements and Auditor's Report thereon

The Holding Company's management and the Board of Directors is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the consolidated and standalone financial statements and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this report.

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

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

When we read the Annual Report, if we conclude that there is a material misstatement of this other information, we are required to communicate those matter to Those Charged with Governance and take appropriate actions.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

The Holding Company's management and the Board of Directors are responsible for the matters stated in section 134(5) of the Act, 2013 ("the Act") with respect to the preparation of these consolidated financial statements that give a true and fair view of the consolidated state of affairs (consolidated financial position), consolidated profit or loss (consolidated financial performance including other comprehensive income / (loss)), consolidated changes in equity and consolidated cash flows of the Group in accordance with the accounting principles generally accepted in India, including the Ind AS specified under section 133 of the Act. The Holding Company's Board of Directors is also responsible for ensuring accuracy of records including financial information considered necessary for the preparation of consolidated Ind AS financial statements. Further, in terms of the provisions of the Act, the respective Board of Directors / management of the companies and governing bodies of the other entities included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets 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. These financial statements have been used for the purpose of preparation of the consolidated financial statements by the Management and Directors of the Holding Company, as aforesaid.

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

The respective Board of Directors of the Companies and governing bodies of the other entity included in the Group are also responsible for overseeing the financial reporting process of the group.

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

Our objectives are to obtain reasonable assurance about whether the consolidated 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 Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

a) Identify and assess the risks of material misstatement of the consolidated 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.

b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Companies Act, 2013, we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls system in place and the operating effectiveness of such controls.

c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

e) Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors 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 consolidated 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.

Other matters

(a) We did not audit the standalone financial statements of one of the subsidiary, whose financial statements (before eliminating intercompany balances) reflects Group's share of total assets of Rs. 900.34 Lakhs, Group's share of total revenue of Rs.0.85 lakhs , Group's share of total net profit of Rs. (0.63) lakhs, Group's share of total comprehensive loss of Rs. (0.63) lakhs and Group's share of total cash flow (net) of Rs. (0.39) lakhs for the year ended on that date as considered in the consolidated financial statements. This financial statements have been audited by other auditor whose report has been furnished to us by the management and our opinion on the consolidated financial statements,

in so far as it relates to the amounts and disclosures included in respect of this subsidiary, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiary, is based solely on the report of the other auditor.

Our opinion on the above Consolidated Financial Statements, and our report on Other Legal and Regulatory Requirements below, are not modified in respect of the above matter with respect to our reliance on the work done and the reports of other auditor.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditor on separate financial statements of the subsidiary referred to in other matter section we report, to the extent applicable, that:

(a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the aforesaid consolidated financial statements;

(b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditor except for the matters stated in the paragraph 2(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014;;

(c) The Consolidated balance sheet, the Consolidated Statement of Profit and Loss (including other Comprehensive income / (loss)), the Consolidated Statement of Changes in Equity, and the Consolidated statement of Cash Flows dealt with by this report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements;

(d) In our opinion, the aforesaid consolidated financial statements comply with Ind AS specified under Section 133 of the Act read with the relevant rules issued there under and relevant provisions of the Act;

(e) On the basis of the written representations received from the directors of the Holding Company and taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiaries, which are companies incorporated in India, none of the directors of the Group companies incorporated in India are disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act.

(f) The observations relating to the maintenance of accounts and other matters connected there with are as stated in paragraph (b) above.

(g) With respect to the adequacy of the internal financial controls over financial reporting of the Holding Company, and its Subsidiaries covered under the Act, and the operating effectiveness of such controls, we give 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 financial statements of those companies.

(h) With respect to 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 explanation as provided to us, and also based on the auditor's report of subsidiaries, which are covered under the Act, the remuneration paid by the Holding Company to its directors and such Subsidiaries, to their respective directors during the year is in accordance with the provisions of section 197 of the Act,

(i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditor on separate financial statements of the subsidiaries:

i. The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group. Refer Note 4.02 to the consolidated financial statements.

ii. The Group has made adequate provision in the consolidated financial statements as required under the applicable law or accounting standards for material foreseeable losses if any on the long-term contracts including derivative contracts.

iii. The Company has transferred the required amount of Rs. 0.54 Lakhs for the financial year 2017-18 to the Investor Education and Protection Fund on November 12, 2025.

iv. **(a)** As stated in Note 4.15 (a) to consolidated financial statement, the respective management of the Holding Company and its subsidiaries whose financial statements have been audited under the Act have represented that, to the best of it's 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 Holding Company or its Subsidiaries, which are Companies incorporated in India to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding company or its Subsidiaries, which are Companies incorporated in India ("Ultimate Beneficiaries") or provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(b) As stated in Note 4.15 (b) to consolidated financial statement, The respective management of the Holding Company and its subsidiaries, whose financial statements have been audited under the Act have represented that, to the best of it's knowledge and belief, no funds have been received by the Holding Company or its Subsidiaries, which are Companies incorporated in India from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding company or its Subsidiaries, which are Companies incorporated in India, shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like from or on behalf of the Ultimate Beneficiaries; and

(c) Based on our audit procedures that are considered reasonable and appropriate in the circumstances, nothing has come to our and other auditor's notice that has caused us to believe that above representations under sub-clause iv(a) and iv(b) contain any material mis-statement.

v. As stated in Note 4.14 to the Consolidated Financial Statements,

a. The Holding Company has paid the dividend during the year and are in compliance with the provision of Section 123 of the Companies Act, 2013.

b. The Board of Directors of the Holding Company has proposed final dividend for the year which is subject to the approval of members at the ensuing annual general meeting. The dividend proposed is in accordance with provisions of Section 123 of the Act to the extent it applies to declaration of dividend.

c. The subsidiaries which are Companies incorporated in India have neither declared nor paid any dividend during the year and hence the question of compliance under this clause does not arise.

vi. **(a)** As stated in Note 4.16 of the accompanying consolidated financial statements and based on our examination which included test checks, the company has used an accounting software for maintaining its books of accounts which has a feature of recording audit trial (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. However, the software have no feature of recording audit trail for direct data changes at the data base level. Further, during the course of our audit we did not come across any instances of audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention.

(b) In respect to one of its subsidiaries which has been audited by other auditor, such subsidiary has used accounting software(s) for maintaining its books of accounts for the financial year ended March 31, 2026 which have the feauture of recording audit trail (edit log) facility and the same has operated throughout the year for all the relevant transactions recoded in the software systems. Further, during the course of audit, the other auditor did not come across any instance of the audit trail feauture being tampered with and the audit trail has been preserved by such subsidiary as per the statutory requirements for record retention.

2. With respect to matters specified in clause (xxi) of paragraph 3 and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("CARO"/ "the Order") issued by the Central Government in terms of Section 143(11) of the Act, to be included in the auditor's report, according to the information and explanations given to us, and based on the CARO

reports issued by us and the auditors of the subsidiaries, which are Companies incorporated in India, included in the consolidated financial statements to which reporting under CARO is applicable, provided to us by the management of the Company and based on the identification of matters of qualifications or adverse remarks in their CARO reports by the respective component auditors and provided to us, we report that the auditors of such companies have reported qualifications or adverse remarks in their CARO reports As referred in 'Annexure A'

For G. M. Kapadia & Co.,
Chartered Accountants
Firm Registration No. 104767W

Satya Ranjan Dhall
Partner
Membership No. 214046
UDIN: 26214046DWDPPS7740

Place: Chennai
Date: May 29, 2026

ANNEXURE 'A' TO THE INDEPENDENT AUDITORS'S REPORT:

Referred to paragraph 2 under the heading "Report on Other Legal and Regulatory Requirements" of our Independent Auditor's report of even date, to the members of Lancor holdings Limited ("the Parent") on the Consolidated Financial Statements for the year ended March 31, 2026.

In terms of the information and explanations sought by us and given by the Parent the books of accounts and records examined by us in the normal course of audit and to the best of our knowledge and belief, and based on the consideration of reports of auditors in respect of Subsidiaries, we state that the adverse remarks made by the auditor of the Subsidiary in their report on Companies (Auditor's Report) Order, 2020 of the companies included in the Consolidated Financial Statements are:

SI. No	Name	CIN	Subsidiary / Associate/ Joint venture	Clause number of CARO report which is adverse
1.	Lancor City Developers Limited	U70109TN2021PLC145787	Subsidiary	Clause xvii

For G. M. Kapadia & Co.,
Chartered Accountants
Firm Registration No. 104767W

Satya Ranjan Dhall
Partner
Membership No. 214046
UDIN: 26214046DWDPPS7740

Place: Chennai
Date: May 29, 2026

ANNEXURE 'B' TO THE INDEPENDENT AUDITOR'S REPORT

Referred to paragraph 1(g) under the heading 'Report on other Legal and Regulatory Requirements' of our report on even date, to the members of Lancor Holdings Limited ('the Holding Company')

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

Opinion

In conjunction with our audit of Consolidated Financial Statements of the Holding Company, as of and for the year ended March 31, 2026, we have audited the Internal Financial Controls with reference to financial statements of Lancor **Holdings Limited** ('the Holding Company') and its subsidiaries which are Companies incorporated in India, as of that date.

In our opinion, the Holding Company and its Subsidiaries which are Companies incorporated in India, have in all material respects, adequate internal financial control with reference to financial statements and such internal financial controls with reference to financial statements were operating effectively as at March 31, 2026, based on the internal controls with reference to financial statements criteria established by the Holding Company, its Subsidiaries, which are Companies incorporated in India, as aforesaid, considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting ('Guidance Note') issued by the Institute of Chartered Accountants of India ('ICAI').

Management's Responsibility for Internal Financial Controls

The respective Board of Directors of the Holding Company, its Subsidiaries, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls based on the internal control with reference to financial statements criteria established by the Holding Company and Subsidiaries Companies, which are incorporated in India, considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Control Over Financial Reporting issued by 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 the company's business, including adherence to the company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditors' Responsibility

Our responsibility is to express an opinion on the Internal financial controls with reference to financial statements of the Holding Company and its Subsidiaries, which are companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance note on Audit of Internal Financial Control Over Financial Reporting (Guidance Note) issued by ICAI and the Standards on Auditing, issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of Internal financial controls. 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 control with reference to financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the Internal financial controls with reference to Consolidated financial statements and their operating effectiveness.

Our audit of Internal financial controls with reference to Consolidated financial statements included obtaining an understanding of Internal financial controls with reference to Consolidated 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 Consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors of the Subsidiaries, companies which are incorporated in India, in terms of their reports referred to in the Other Matter paragraph below, is

sufficient and appropriate to provide a basis for our audit opinion on the Internal financial controls with reference to Consolidated financial statements of the Holding Company.

Meaning of Internal Financial Controls with reference to consolidated financial statements

A Company's Internal financial controls with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Company's Internal financial controls with reference to consolidated 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 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 with reference to consolidated financial statements

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

Other matter

Our aforesaid report under section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements in so far as it relates to two of the subsidiaries, which are Companies incorporated in India, is based solely on the corresponding report of the auditor of such Companies incorporated in India.

For G. M. Kapadia & Co.,
Chartered Accountants
Firm Registration No. 104767W

Satya Ranjan Dhall
Partner
Membership No. 214046
UDIN: 26214046DWDPPS7740

Place: Chennai
Date: May 29, 2026

CONSOLIDATED BALANCE SHEET AS AT MARCH 31, 2026

(Figures in Lakhs)

	Particulars	Note	As at March 31, 2026	As at March 31, 2025
	ASSETS			
I.	**Non-Current Assets**			
	a. Property, Plant and Equipment	2.01	2,486.09	2,655.42
	b. Right of Use Asset	2.02	2.14	10.68
	c. Capital Work-in-Progress	2.03	-	22.44
	d. Investment Property	2.04	81.70	2,917.22
	e. Intangible Assets	2.05	13.35	4.15
	f. Financial Assets			
	i. Investments	2.06	1.70	68.64
	ii. Other Financial Assets	2.07	529.10	668.94
	g. Deferred Tax Assets (Net)	2.08	1,473.55	1,189.97
	h. Non Current Tax Assets	2.09	58.33	57.74
	i. Other Non-Current Assets	2.10	645.78	577.62
	Total Non-Current Assets		**5,291.74**	**8,172.83**
II.	**Current Assets**			
	a. Inventories	2.11	30,152.89	27,343.13
	b. Financial Assets			
	i. Trade Receivables	2.12	1,245.86	2,412.36
	ii. Cash and Cash Equivalents	2.13	2,062.91	1,531.91
	iii. Bank Balances other than Cash & Cash Equivalents	2.14	14.33	1.58
	iv. Other Financial Assets	2.15	649.20	1,577.59
	c. Current Tax Assets (Net)	2.16	69.33	28.68
	d. Other Current Assets	2.17	933.80	1,044.63
	Total Current Assets		**35,128.32**	**33,939.87**
III.	**Non-Current Asset held for sale**	**2.04**	**2,093.74**	**-**
	TOTAL ASSETS		**42,513.81**	**42,112.71**
I.	**EQUITY AND LIABILITIES**			
	Equity			
	a. Equity Share Capital	2.18	1,471.01	1,459.91
	b. Other Equity	2.19	22,462.11	18,109.49
	Equity attributable to the Equity Holders of the Company		**23,933.12**	**19,569.40**
	Non Controlling Interest	-	-	
	Total Equity		**23,933.12**	**19,569.40**

	Particulars	Note	As at March 31, 2026	As at March 31, 2025
	LIABILITIES			
II.	**Non Current Liabilities**			
	a. Financial Liabilities			
	i. Borrowings	2.20	6,062.57	9,367.91
	ii. Trade Payables			
	Total Outstanding Dues of Micro Enterprises and Small Enterprises	2.21	-	22.40
	Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises	2.21	234.54	106.80
	b. Provisions	2.22	95.72	76.23
	c. Other Non-Current Liabilities	2.23	1.15	18.99
	Total Non Current Liabilities		**6,393.97**	**9,592.33**
III.	**Current Liabilities**			
	a. Financial Liabilities			
	i. Borrowings	2.24	4,595.70	5,937.37
	ii. Trade Payables			
	Total Outstanding Dues of Micro Enterprises and Small Enterprises	2.25	72.20	223.19
	Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises	2.25	1,458.79	1,630.95
	iii. Other Financial Liabilities	2.26	3,587.81	2,028.30
	b. Other Current Liabilities	2.27	1,695.49	2,760.02
	c. Short-Term Provisions	2.28	16.65	149.10
	d. Current Tax Liabilities (Net)	2.29	760.08	222.05
	Total Current Liabilities		**12,186.72**	**12,950.97**
	Total Equity and Liabilities		**42,513.81**	**42,112.71**
	Summary of Material Accounting Policies	**1**		
	The accompanying Notes are an integral part of the Consolidated Financial Statements			

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

R V Shekar
Managing Director
DIN: 00259129

S. Sridharan
Director
DIN: 01773791

J.M. Chandrasekar
Chief Executive Officer

K Prakash
Chief Financial Officer

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

CONSOLIDATED STATEMENT OF PROFIT & LOSS FOR THE YEAR ENDED MARCH 31, 2026

(Figures in Lakhs)

Particulars	Note	For the Year Ended	
		March 31, 2026	March 31, 2025
I. Revenue			
a. Revenue from Operations	3.01	13,128.94	19,030.03
b. Other Income	3.02	7,410.55	185.06
Total Income		**20,539.49**	**19,215.09**
II. Expenses			
a. Land and Land related Expenses		1,283.14	8,233.59
b. Cost of Materials and Construction Expenses	3.03	11,197.86	12,112.55
c. Changes in Inventories of Constructed Premises, Construction Work-in-Progress and Construction Materials	3.04	(2,980.03)	(7,862.12)
d. Employee Benefits Expenses	3.05	1,138.44	1,310.45
e. Finance Costs	3.06	2,447.25	2,024.49
f. Depreciation and Amortization Expenses	3.07	359.21	305.39
g. Other Expenses	3.08	2,415.14	2,071.14
Total Expenses		**15,861.01**	**18,195.48**
III. Profit/(Loss) before Exceptional Items & Tax		**4,678.48**	**1,019.60**
IV. Exceptional Items (Net)	4.17	**(24.98)**	**-**
V. Profit/(Loss) before Tax		**4,653.51**	**1,019.60**
IV. Tax Expense			
a. Current Tax (including earlier year's)	3.09	892.78	464.72
b. Deferred Tax	3.09	(284.35)	87.80
V. Profit/(Loss) for the Year		**4,045.07**	**467.09**
VI. Other Comprehensive Income / (Loss) (Net of Taxes)			
Items that will not be reclassified to profit or loss			
(a) Remeasurements of Defined Benefit Plans		2.78	3.71
(b) Income tax effect relating to items that will not be reclassified to Profit or Loss	3.09	(0.77)	(1.03)
VII. Total Other Comprehensive Income, Net of Tax		**2.01**	**2.68**
VIII. Total Comprehensive Income for the Year		**4,047.08**	**469.76**
Profit / (Loss) for the Year attributable to			
Owners of the Parent		4,045.07	467.09
Non Controlling Interest		-	-
		4,045.07	**467.09**
Other Comprehensive Income/ (Losses) for the Year attributable to			
Owners of the Parent		2.01	2.68
Non Controlling Interest		-	-
		2.01	**2.68**

Particulars	Note	For the Year Ended	
		March 31, 2026	March 31, 2025
Total Comprehensive Income/ (Losses) attributable to			
Owners of the Parent		4,047.08	469.76
Non Controlling Interest		-	-
		4,047.08	**469.76**
Earnings per Equity Share (Amount in Rupees)			
Basic	4.01	5.52	0.64
Diluted		5.52	0.64
Summary of Material Accounting Policies	**1**		
Refer accompanying notes. These notes are integral part of the consolidated financial statements.			

As per our report of even date attached

For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

R V Shekar
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DIN: 00259129

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Chief Financial Officer

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

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

(Figures in Lakhs)

	Particulars	Year ended March 31, 2026	Year ended March 31, 2025
I.	**Cash Flow from Operating Activities**		
	Net Profit Before Tax	**4,678.48**	**1,019.60**
	Adjustment of Non Cash items		
	Interest Income on Fair Valuation of Loan to Related Parties & Employees	(0.32)	(13.49)
	Provision for Gain in Fair Valuation of Investment	(44.77)	(3.02)
	Provision for Expected Credit Loss and Other Impairment	50.87	-
	Depreciation and Amortisation	359.21	305.85
	Gain on Sale of Property, Plant and Equipment	(7,009.26)	-
	Interest Income	(74.54)	(28.16)
	Finance Costs	2,447.25	1,130.12
	Provision for Employees Benefits	46.08	18.13
	Property, Plant and Equipment Written Off / Sundry Balances Written Off / Trade Payables Written Back	1.22	(4.02)
	Operating Profit before Working Capital changes	**454.22**	**2,425.01**
	Changes in Assets and Liabilities		
	(Increase) in Inventories	(1,268.42)	(6,769.37)
	(Increase) / Decrease in Trade and Other Receivables	1,154.24	(1,004.09)
	Decrease in Other Financial Assets	976.89	413.75
	(Increase) / Decrease in Other Assets	93.53	(325.19)
	(Decrease) / Increase in Provisions and Employee Benefits	(136.25)	116.89
	Increase in Other Financial Liabilities	1,391.43	44.46
	(Decrease) in Other Current Liabilities	(1,082.36)	(940.40)
	(Decrease) in Trade Payables	(203.18)	(641.24)
	Cash generated from operations	**1,380.09**	**(6,680.18)**
	Less: Income Taxes Paid (Net of Refunds)	(396.32)	(181.99)
	Net Cash Flows from Operating Activities (A)	**983.77**	**(6,862.17)**
II.	**Cash Flow from Investing Activities**		
	Payment for acquisition of Property, Plant and Equipment / Capital Work in Progress / Intangible Assets	(1,103.53)	(569.68)
	Proceeds from Sale of Property, Plant and Equipment	8,599.62	-
	Investment in / Redemption of Fixed Deposit	126.86	(302.88)
	Proceeds from Sale of Investments	111.71	-
	Interest Received	20.78	5.19
	Net Cash Flows from Investing Activities (B)	**7,755.45**	**(867.36)**
III.	**Cash Flow from Financing Activities**		
	Proceeds from Non Current Borrowings	3,628.12	13,185.38
	Repayment of Non Current Borrowings	(6,934.83)	(7,100.01)
	Increase / (Decrease) in Current Borrowings	(1,341.67)	(258.74)
	Proceeds from Issue of Preferential Issue of Shares	-	5,547.24
	Payment towards Expenses relating to Bonus Issue / Preferential Issue	-	(12.79)
	Proceeds from Issue of Warrants	250.00	-
	Proceeds from ESOP Allotment	11.10	-
	Payment towards Expenses relating to ESOP / Convertible Warrants	(8.71)	-
	Dividend Paid	(133.48)	(145.99)

Particulars	Year ended	
	March 31, 2026	March 31, 2025
Payment towards Lease Liability	(10.07)	-
Finance Charges paid	(3,667.81)	(2,362.63)
Unpaid Dividend transfer to IEPF	(0.86)	(0.17)
Net Cash Flows from Financing Activities (C)	**(8,208.22)**	**8,852.29**
Net Increase / (Decrease) in Cash and Cash Equivalents	**531.00**	**1,122.76**
Cash and Cash Equivalents at the beginning of the year	1,531.91	409.15
Cash and Cash Equivalents at the end of the year	**2,062.91**	**1,531.91**
Reconciliation of Cash and Cash Equivalents as per the Cash Flow Statement		
Components of Cash and Cash Equivalent		
Balances with Banks under Various Accounts	2,062.84	1,531.81
Cash on Hand	0.07	0.10
Cash and Cash Equivalents reported in Balance Sheet	**2,062.91**	**1,531.91**
Cash and Cash Equivalents reported in Cash Flow Statement	**2,062.91**	**1,531.91**

Change in Liability arising from Financing Activities

Particulars	As at			
	March 31, 2025	Cash flow	Non cash changes - Fair value changes	March 31, 2026
Non-Current Borrowings (Refer note no 2.20)	9,367.91	(3,306.71)	1.37	6,062.57
Current Borrowings (Refer note no 2.23)	5,937.37	(1,341.67)	-	4,595.70
	15,305.29	**(4,648.39)**	**1.37**	**10,658.27**

Change in Liability arising from Financing Activities

Particulars	As at			
	March 31, 2024	Cash flow	Non cash changes - Fair value changes	March 31, 2025
Non Current Borrowings (Refer note 2.20)	3,308.25	6,076.24	(16.58)	9,367.91
Current Borrowings (Refer note 2.24)	6,194.09	(256.71)	-	5,937.37
	9,502.34	**5,819.53**	**(16.58)**	**15,305.29**

Note: Above statement has been prepared by using Indirect method as per Ind AS 7 on Statement of Cash flows
The accompanying notes form an integral part of the Consolidated Financial Statements.

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

R V Shekar
Managing Director
DIN: 00259129

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Chief Executive Officer

K Prakash
Chief Financial Officer

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

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Date: 29th May, 2026

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED MARCH 31, 2026

A. Equity Share Capital

(Figures in Lakhs)

Particulars	Note	Amount
Balance as at April 1, 2024	**2.18**	**1,215.00**
Changes in Equity Share Capital		244.91
Balance as at March 31, 2025	**2.18**	**1,459.91**
Changes in Equity Share Capital		11.10
Balance as at March 31, 2026	**2.18**	**1,471.01**

B. Other Equity

	Reserves & Surplus					Amount Attributable to Owners of the parent	Non Controlling Interest	Total
	Capital Reserve	Securities Premium account	General Reserve	Retained Earnings	Money received against share warrants			
Balance at April 1, 2024	38.31	829.71	1,725.72	9,902.45	-	12,496.19	-	**12,496.19**
Add: Profit/(Loss) for the year	-	-	-	467.09	-	467.09	-	467.09
Add: Other Comprehensive Income / (Loss) for the year	-	-	-	2.68	-	2.68	-	2.68
Add:- Amount received for Issue of Preferential Issue A/c	-	5,302.33	-	-	-	5,302.33	-	5,302.33
Less:- Expenses Incurred in relation to issuance of Preferential Issue of shares	-	(12.79)	-	-	-	(12.79)	-	(12.79)
Total Comprehensive Income / (Loss) for the year	**-**	**5,289.53**	**-**	**469.76**	**-**	**5,759.29**	**-**	**5,759.29**
Transactions with owners in their capacity as owners	**-**	**-**	**-**					
Less: Equity dividend	-	-	-	145.99	-	145.99	-	145.99
Balance as at March 31, 2025	**38.31**	**6,119.25**	**1,725.72**	**10,226.22**	**-**	**18,109.49**	**-**	**18,109.49**
Add: Profit/(loss) for the year	-	-	-	4,045.07	-	4,045.07	-	4,045.07
Add: Other Comprehensive Income / (loss) for the year	-	-	-	2.01	-	2.01	-	2.01
Add:- Amount received for Issue of Convertible Warrants A/c	-	-	-	-	250.00	250.00	-	250.00
Add:- Amount transferred from ESOP Liability a/c	-	211.34	-	-	-	211.34	-	211.34
Less: Expenses Incurred in relation to Convertible Warrants Issue	-	-	-	-	(8.71)	(8.71)	-	(8.71)

	Reserves & Surplus					Amount Attributable to Owners of the parent	Non Controlling Interest	Total
	Capital Reserve	Securities Premium account	General Reserve	Retained Earnings	Money received against share warrants			
Total Comprehensive Income for the year	**-**	**211.34**	**-**	**4,047.08**	**241.29**	**4,499.72**	**-**	**4,499.72**
Transactions with owners in their capacity as owners								
Less: Equity Dividend	-	-	-	147.10	-	147.10	-	147.10
Balance as at March 31, 2026	**38.31**	**6,330.59**	**1,725.72**	**14,126.20**	**241.29**	**22,462.11**	**-**	**22,462.11**
Summary of Material Accounting Policies: Refer Note 1								
Refer accompanying notes. These notes are integral part of the consolidated financial statements.								

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
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R V Shekar
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Company Secretary

Place: Chennai
Date: 29th May, 2026

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MATERIAL ACCOUNTING POLICIES AND NOTES ON ACCOUNTS TO CONSOLIDATED FINANCIAL STATEMENTS

1.01 Corporate information

Lancor Holdings Limited (the Company) is a public Company domiciled in India and incorporated under the provisions of the Companies Act, 1956. It's equity share are listed in the BSE Ltd (Bombay Stock Exchange) & NSE (National Stock Exchange) in India. The Company is engaged in the business of real estate development, leasing of commercial properties and allied activities.

1.02 Authorization of Consolidated financial statements

The Consolidated financial statements were authorized for issue in accordance with a resolution of the directors on May 29, 2026

1.03 Summary of Material Accounting Policies

The financial statements have been prepared using the significant accounting policies and measurement basis summarised below. These were used throughout all periods presented in the financial statements.

1.04 Changes in Accounting policy

The accounting policies applied to the year ended March 31, 2026 consolidated financial statements are identical to those applied to and described in the financial statement year ended March 31, 2025.

1.05 Compliance with Ind AS

The consolidated financial statements comply in all material aspects with Indian Accounting Standards ("Ind AS") notified under Section 133 of the Companies Act, 2013 ("the Act"), and relevant rules issued thereunder. In accordance with proviso to the Rule 4A of the Companies (Accounts) Rules, 2014 (as amended), the terms used in these financial statements are in accordance with the definitions and other requirements specified in the applicable Accounting standards.

1.06 Basis of preparation

The financial statements have been prepared on going concern basis in accordance with accounting principles generally accepted in India. Further, the financial statements have been prepared on historical cost basis except for certain financial assets and financial liabilities which are measured at fair values as explained in relevant accounting policies.

1.07 Recent accounting pronouncement

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. As on March 31, 2026, there is no new standard notified or amendment to any of the existing standards under Companies (Indian Accounting Standards) Rules, 2015.

1.08 Rounding of Amounts

All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest lakhs, except where otherwise indicated.

1.09 Current and Non-Current Classification

The Group presents assets and liabilities in the balance sheet based on current/ non-current classification. An asset is classified as current if:

(i) it is expected to be realised or intended to be sold or consumed in normal operating cycle

(ii) it is held primarily for the purpose of trading

(iii) it is expected to be realised within twelve months after the reporting period, or

(iv) cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period All other assets are classified as non-current.

A liability is classified as current if:

(i) it is expected to be settled in normal operating cycle

(ii) it is held primarily for the purpose of trading

(iii) it is due to be settled within twelve months after the reporting period, or

(iv) there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

All other liabilities are classified as non-current.

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

All assets and liabilities have been classified as current or non-current as per Group's normal operating cycle. Based on the nature of operations, the Group has ascertained its operating cycle as twelve months for the purpose of current and non-current classification of assets and liabilities.

1.10 Use of judgements, estimates and assumptions

While preparing consolidated financial statements in conformity with Ind AS, the management makes certain estimates and assumptions that require subjective and complex judgments. These judgments affect the application of accounting policies and the reported amount of assets, liabilities, income and expenses, disclosure of contingent liabilities at the statement of financial position date and the reported amount of income and expenses for the reporting period. Financial reporting results rely on our estimate of the effect of certain matters that are inherently uncertain. Future events rarely develop exactly as forecast and the best estimates require adjustments, as actual results may differ from these estimates under different assumptions or conditions. The management continually evaluate these estimates and assumptions based on the most recently available information.

Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognized in the consolidated financial statements are as below:

Key sources of estimation uncertainty

(i) Financial instruments; (Refer note 4.08)

(ii) Useful lives of Property, Plant and Equipment and intangible assets; (Refer note 1.12 and 1.16)

(iii) Valuation of inventories; (Refer note 1.20)

(iv) Assets and obligations relating to employee benefits; (Refer note 4.04)

(v) Evaluation of recoverability of deferred tax assets; (Refer note 1.24)

(vi) Contingencies (Refer note 4.02).

(vii) Impairment of financial assets (Refer note 1.18)

(viii) Revenue and cost recognition (Refer note 1.21)

1.11 Basis of Consolidation

(i) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group combines the financial statements of the parent and its subsidiaries line by line adding together like items of assets, liabilities, equity, income and expenses. Intergroup transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit and loss, consolidated statement of changes in equity and balance sheet respectively. Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the noncontrolling interests even if this results in the noncontrolling interests having a deficit balance.

1.12 Property, Plant and Equipment

Recognition and initial measurement Property, plant and equipment are stated at their cost of acquisition. The cost comprises purchase price, borrowing cost if capitalization criteria are met and directly attributable cost of bringing the asset to the location and condition for it to be capable of operating in a manner intended by the management and initial estimation of any decommissioning obligation if any. Any trade discount and rebates are deducted in arriving at the purchase price.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to statement of profit and loss during the reporting period in which they are incurred.

Similarly, when major inspection is performed, cost is recognised in the carrying amount of the item of the plant and equipment and remaining carrying amount of the previous inspection is derecognised.

Spares and stand by equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Subsequent measurement (depreciation and useful lives) Property, plant and equipment are subsequently measured at cost less accumulated depreciation and impairment losses. Depreciation on property, plant and equipment are provided based on the rates and manner prescribed in Schedule II to the Companies Act, 2013 except for certain assets where it has identified the useful life on the internal assessments as mentioned below.

Asset	Based on internal assessment (useful life)	Based on Companies Act (useful life)
Furniture & Fixtures	15 years	10 years
Air Conditioners	5-25 years	5 years
Genset	15 years	10 years
Electrical Equipment's	5-25 years	5-10 years
Plant and Machinery	4-20 years	9-15 years

Depreciation in the case of building is provided on straight-line method and the manner as per schedule II to the Act.

The residual values, useful lives and method of depreciation are reviewed at the end of each financial year.

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

Land which was re-valued is stated at the values determined by the valuer

1.13 Capital work-in-progress Capital work-in-progress represents expenditure incurred in respect of capital projects are carried at cost. Cost includes land, related acquisition expenses, development/ construction costs, borrowing costs and other direct expenditure.

1.14 Investment properties

Recognition and initial measurement

Investment properties are properties held to earn rentals or for capital appreciation, or both. Investment properties are measured initially at their cost of acquisition. The cost comprises purchase price, borrowing cost, if capitalization criteria are met and directly attributable cost of bringing the asset to its working condition for the intended use. Any trade discount and rebates are deducted in arriving at the purchase price.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group. All other repair and maintenance costs are recognized in statement of profit or loss as incurred.

Subsequent measurement (depreciation and useful lives)

Investment properties are subsequently measured at cost less accumulated depreciation and impairment losses. Depreciation on investment properties is provided on the straight-line method in respect of buildings and on written down value for plant and equipment's, furniture and fixtures based on the internal assessment as mentioned below:

Asset	Based on internal assessment (useful life)	Based on Companies Act (useful life)
Furniture & Fixtures	15 years	10 years
Air Conditioners	5-25 years	5 years
Genset	15 years	10 years
Electrical Equipment's	5-25 years	5-10 years
Plant and Machinery	4-20 years	9-15 years

The residual values, useful lives and method of depreciation are reviewed at the end of each financial year.

De-recognition Investment properties are de-recognized either when they have been disposed off or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in profit or loss in the period of de-recognition.

1.15 Asset held for Sale

Non-current assets or disposal groups are classified as held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. To classify as held for sale, the asset must be available for immediate sale in its present condition, its sale must be highly probable and is marketed for sale at a price that is reasonable in relation to its current fair value. The Group must also be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying value and fair value less costs to sell.

1.16 Intangible assets

Recognition and initial measurement

Intangible assets are stated at their cost of acquisition. The cost comprises purchase price, borrowing cost, if capitalization criteria are met and directly attributable cost of bringing the asset to its working condition for the intended use.

Intangible assets comprises of computer software and customer acquisition cost

Subsequent measurement (amortisation)

Computer Software

The cost of capitalized software is amortized over a period of 5 years from the date of its acquisition.

Customer Acquisition Costs The cost of brokerage or referral incentive is paid for identifying the customers of projects is amortized over a period of life of the project from the date of incurring such expenditure. If the customer acquisition cost is incurred for a completed property, the same is charged to expenses.

Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in statement of profit and loss when the asset is derecognised.

1.17 Borrowing cost Borrowing cost includes interest, amortisation of ancillary costs incurred in connection with the arrangement of borrowings and exchange differences arising from foreign currency borrowings to the extent they are regarded as an adjustment to the interest cost.

Borrowing costs directly attributable to the acquisition, production or construction of the qualifying assets are considered as direct cost and are capitalised. The qualifying asset is an asset that necessarily takes substantial period of time to get ready for its intended use or sale. All other borrowings cost are recognised as expense in the period in which they are incurred. Where borrowings are specifically for obtaining a qualifying asset for developments, the amount capitalised is borrowing cost incurred less any income on temporary investment of these borrowings.

Capitalisation of borrowing cost is suspended during the extended period in which the active development is interrupted. Capitalisation of borrowing cost is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale is complete.

Borrowing cost is not capitalised on the purchase of land for development unless activities necessary to prepare the land for development are in progress.

1.18 Impairment of assets Carrying amount of tangible assets, intangible assets, investments are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and risks specific to that asset. In determining fair value less cost of disposal, recent market transactions are taken in to account. If no transactions can be identified, an appropriate valuation model is being used.

For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or group of assets (cash generating units)

Non -financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at the end of the each reporting period. When an impairment loss subsequently reverses, the carrying amount of the asset (or cash generating unit) is increased to its recoverable amount, to the extent the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss is recognised immediately in statement of profit and loss.

1.19 Financial instruments Financial assets and financial liabilities are recognised when a Group becomes a party to the contractual provisions of the instruments.

a) Initial Recognition and Measurement Financial Assets: All financial assets are recognized initially at fair value plus or minus, in the case of financial assets not recognized at fair value through profit and loss, transaction costs that are attributable to the acquisition of the financial asset. However, trade receivables that do not contain

a significant financing component are measured at transaction price. Financial Liabilities: All financial liabilities are recognized initially at fair value, in the case of loans, borrowings and payables, net of directly attributable transaction costs.

b) Classification and subsequent measurement : Financial assets The Group classifies financial assets as subsequently measured at amortised cost, fair value through other comprehensive Income ("FVTOCI") or fair value through profit or loss ("FVTPL") on the basis of following : – the entity's business model for managing the financial assets and – the contractual cash flow characteristics of the financial asset.

(i) Amortised cost

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

– the financial asset is held within a business model whose objective is to hold financial assets in order to collect 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 on the principal amount outstanding.

(ii) FVTOCI

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

– the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

– the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

c) Impairment of financial assets

The Group assesses on a forward looking basis the expected credit losses associated with its assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade receivables only, the Group applies the simplified approach permitted by Ind AS 109 Financial Instruments, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

d) Classification and Subsequent measurement : Financial liabilities

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

(i) Financial Liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is held for trading or are designated upon initial recognition as FVTPL. Gains or losses on financial liabilities held for trading are recognised in the Statement of Profit and Loss.

(ii) Other Financial Liabilities

The Group financial liabilities include trade and other payables, security deposits, loans and borrowings and other financial liabilities. Financial liabilities in the nature of loans and borrowings are subsequently measured at amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

e) Derecognition of Financial Assets and Financial Liabilities

The Group de-recognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred. If the Group enters into transactions

whereby it transfers assets recognised on its balance sheet, but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognised.

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

f) Offsetting Financial Instruments

Financial asset and financial liabilities are offset and the net amount is reported in the balance sheets when, the entity currently has a legal enforceable right to set off the recognised amounts and it intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.20 Inventories Inventories comprise of property held for sale, property under construction (construction work in progress) and stock of construction materials. a) Unsold premises held as inventory are valued at lower of cost and net realizable value. b) Construction work-in-progress comprises of cost of acquisition of land, if any, construction & development expenses, and borrowing cost and is valued at lower of cost (net of indirect taxes, wherever applicable) and net realisable value. c) Inventory of construction materials is valued at lower of cost (net of indirect taxes, wherever recoverable) and net realizable value. Cost is determined on FIFO basis.

Net realisable value is the estimated selling price in the ordinary course of business less estimated costs of completion and estimated costs necessary to make the sale.

1.21 Revenue Recognition

The Group derives revenues primarily from the business of real estate development. It also earns revenue from the allied activities such as renting of property and maintenance income.

Revenue is recognized on satisfaction of performance obligations upon transfer of control of promised works or services to customers in an amount that reflects the consideration the Group expects to receive in exchange for those works or services.

1. The customer simultaneously receives and consumes the benefits provided by the Group's performance; or
2. The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
3. The Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

For performance obligations where one of the above conditions are not met, revenue is recognised at the point in time at which the performance obligation is satisfied.

In case of real estate development where revenue is recognised over the time, the amount is determined from the financial year in which the agreement to sell is executed. The period over which revenue is recognised is based on right to payment for performance completed. In determining whether the group has right to payment, the group shall consider whether it would have an enforceable right to demand or retain payment for performance completed to date if the contract were to be terminated before completion for reasons other than Group's failure to perform as per the terms of the contract.

The revenue recognition of Real estate property under development requires forecasts to be made of total budgeted costs with the outcomes of underlying construction contracts, which further require assessments and judgements to be made on changes in work scopes and other payments to the extent they are probable and they are capable of being reliably measured. However, where the total project cost is estimated to exceed total revenues from the project, the loss is recognized immediately in the Statement of Profit and Loss.

The expenditure incurred in relation to the projects under development is accumulated under the head Construction work-in-progress. The estimated project cost includes construction cost, construction materials, other direct cost, borrowing cost and other overheads of such projects.

Amount of Revenue recognised is determined on the basis of project expenses incurred in relation to estimated project expenses.

A Contract asset is the Group's right to consideration in exchange for products or services that it has transferred to a customer. The Group assess a contract asset for impairment in accordance with Ind AS 109.

A Contract liability is the Group's obligation to transfer products or services to a customer for which it has received consideration from the customer.

Rental Income

Income earned by way of leasing or renting commercial or residential premises is recognized as income. Initial direct costs such as brokerage, etc. is recognized as expenses on accrual basis in statement of profit and loss in the year of lease.

Maintenance Income

Revenue in respect of maintenance services is recognised on an accrual basis, in accordance with the terms of the respective contract as and when the group satisfies performance obligations by delivering the services as per contractual agreed terms.

Dividend Income

Dividends are recognised in the Statement of Profit and Loss only when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of the dividend can be measured reliably.

Interest Income

Interest income from debt instruments is recognised using the effective interest rate method.

Share of Profit / Loss of the Partnership Firm

Share of profit / loss from Partnership firm is recognised in the Statement of Profit and Loss in respect of the financial year of the Partnership firm ending on or before the balance sheet date, on the basis of its audited accounts.

1.22 Employee Benefit Expense

Short-Term Obligations

Short term employee benefits are recognised as an expense at an undiscounted amount in the Statement of profit & loss of the year in which the related services are rendered.

Post-Employment Obligations

The Group operates the following post-employment schemes:

- defined benefit plans such as gratuity; and
- defined contribution plans such as provident fund

Gratuity Obligations

The liability or asset recognised in the balance sheet in respect of defined benefit gratuity plans is the present value of the defined benefit obligation at the end of the reporting period. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method.

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

Remeasurement gains and losses arising from changes in actuarial assumptions are recognised at amount in the period in which they occur, directly in other comprehensive income.

Defined Contribution Plans

Contributions to provident fund, a defined contribution plan, are made in accordance with the rules of the statute and are recognized as expenses when employees render service entitling them to the contributions. The Group has no obligation, other than contribution payable to the provident fund.

The obligations are presented as current liabilities in the balance sheet if the entity does no have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

Employee Stock Option Plan (ESOP)

Equity settled share-based payments to employees are measured at fair value of the equity instruments at grant date.

The fair value determined at the grant date of the equity settled share-based payment is expensed on a straight-line basis over the vesting period, based on the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity.

At the end of each reporting period, the Company revises its estimates of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any is, recognised in Statement of Profit and Loss such that the cumulative expenses reflects the revised estimate, with a corresponding adjustment to the Employee Stock Option Plan outstanding account.

No expense is recognised for options that do not ultimately vest because non market performance and/or service conditions have not been met.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

Upon exercise of share options, the proceeds received are allocated to share capital up to the par value of the shares issued with any excess being recorded as securities premium.

1.23 Leases

As a Lessee

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether : (i) the contract involves the use of an identified asset (ii) the Group has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Group has the right to direct the use of the asset.

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. For these short-term leases, the Group recognises the lease payments as an expense on a straight-line basis over the term of the lease or another systematic basis. The Group recognises lease liabilities to make lease payments and Right of Use assets representing the right to use the underlying assets as below.

Right of Use (ROU) Assets

The Group recognises Right of Use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right of Use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of Right of Use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right of Use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

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

Lease Liabilities

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. Lease liabilities are remeasured with a corresponding adjustment to the related ROU assets.

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

As a Lessor

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

Commercial properties which are subject to operating lease are disclosed as Investment Property. Costs including depreciation are recognised as expense in the statement of profit and loss. Initial direct costs such as legal costs, brokerage costs, etc. are recognised immediately in the statement of profit and loss.

1.24 Taxes on Income

Income tax expense represents the sum of the tax currently payable and deferred tax.

Current Tax

The tax currently payable is based on the taxable profit for the current year. Taxable profit differs from 'profit before tax' as reported in statement of profit and loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's current tax is determined based on the relevant provisions of the regulatory tax laws.

Minimum Alternate Tax

Minimum alternate tax ('MAT') credit entitlement is recognized as an asset only when and to the extent there is convincing evidence that normal income tax will be paid during the specified period. In the year in which MAT credit becomes eligible to be recognized as an asset, the said asset is created by way of a credit to the statement of profit and loss and shown as MAT credit entitlement under Deferred Tax Assets. This is reviewed at each balance sheet date and the carrying amount of MAT credit entitlement is written down to the extent it is not reasonably certain that normal income tax will be paid during the specified period.

Deferred Tax

Deferred tax is recognized on temporary differences between carrying amounts of assets and liabilities in financial statements and corresponding tax basis used in computation of taxable profits. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized.

Deferred tax assets on unrealised tax loss are recognised to the extent that is probable that the underlying tax loss will be utilised against future taxable income.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences would follow from the manner in which the Group expects, at the end of the reporting period, to recover the carrying amounts of its assets and liabilities.

Deferred tax relating to items recognised outside statement of profit and loss is recognised outside statement of profit and loss (either in other comprehensive income or other equity)

1.25 Earnings Per Share (EPS)

Basic earnings per share are calculated by dividing the net profit or loss for the period attributable to equity shareholders (after deducting attributable taxes) by the weighted average number of equity shares outstanding

during the period. For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders is adjusted for after income tax effect of interest and other financing cost associated with dilutive potential equity shares and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

1.26 Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognized when the Group has a present (legal or constructive) obligation as a result of past event, it is probable that the Group will be required to settle the present obligation, and reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a current pre-tax rate. The increase in the provision due to passage of time is recognised as interest expense.

Contingent liabilities are stated separately by way of a note. Contingent liabilities are disclosed when the Group has a possible obligation arising from past events, unless the probability of outflow of resources is remote or a present obligation arising from past events where no reliable estimate is possible and it is not probable that the cash outflow will be required to settle the obligation. Contingent assets are neither recognized nor disclosed except when inflow of economic benefits are probable.

1.27 Cash and Cash Equivalents

For the purpose of presentation in statement of cash flows, cash and cash equivalents include cash on hand, deposits held at call with bank and financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdraft having positive balance. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

1.28 Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM). The operating segments have been identified on the basis of nature of products/service. The CODM is responsible for allocating resources and assessing the performance of the operating segments of the Group.

2.01 Property, Plant & Equipment

(Figures in Lakhs)

The changes in the carrying value of Property, Plant and Equipment for the Year Ended March 31, 2026 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition *	Adjustment	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustment	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025
Own assets												
Freehold Land*	687.80	-	-	-	687.80	-	-	-	-	-	687.80	687.80
Buildings*	1,544.92	56.22	-	-	1,601.14	148.33	26.17	-	-	174.49	1,426.65	1,396.60
Plant & equipment	486.18	8.95	-	6.33	488.81	260.92	89.40	-	4.11	346.21	142.60	225.26
Vehicles	173.37	0.50	-	-	173.88	98.79	22.62	-	-	121.41	52.47	74.59
Computers	32.73	2.20	-	-	34.93	21.32	7.14	-	-	28.46	6.47	11.41
Office equipment	16.62	3.70	-	-	20.32	9.40	1.11	-	-	10.51	9.81	7.22
Furniture & fixtures	211.16	4.84	-	-	216.00	85.84	50.12	-	-	135.96	80.05	125.33
Air conditioners	92.77	1.24	-	-	94.01	62.28	13.51	-	-	75.79	18.22	30.49
Electrical fittings	158.22	4.50	-	-	162.73	61.50	39.19	-	-	100.69	62.03	96.72
	3,403.79	**82.15**	**-**	**6.33**	**3,479.61**	**748.37**	**249.26**	**-**	**4.11**	**993.52**	**2,486.09**	**2,655.42**

The changes in the carrying value of property, plant and equipment for the year ended March 31, 2025 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2024	Addition	Adjustment	Disposal	As at March 31, 2025	As at April 1, 2024	For the year	Adjustment	Disposal	As at March 31, 2025	As at March 31, 2025	As at March 31, 2024
Own assets												
Freehold Land*	422.14	265.66	-	-	687.80	-	-	-	-	-	687.80	422.14
Buildings*	1,103.13	441.79	-	-	1,544.92	127.65	20.67	-	-	148.33	1,396.60	975.48
Plant & equipment	337.26	148.92	-	-	486.18	177.09	83.83	-	-	260.92	225.26	160.17
Vehicles	157.40	15.97	-	-	173.37	71.29	27.50	-	-	98.79	74.59	86.11
Computers	17.61	15.13	-	-	32.73	12.46	8.86	-	-	21.32	11.41	5.15
Office equipment	10.56	6.06	-	-	16.62	7.54	1.86	-	-	9.40	7.22	3.02
Furniture & fixtures	90.91	120.26	-	-	211.16	69.24	16.59	-	-	85.84	125.33	21.66
Air conditioners	63.71	29.07	-	-	92.77	56.07	6.21	-	-	62.28	30.49	7.63
Electrical fittings	66.18	92.04	-	-	158.22	47.95	13.55	-	-	61.50	96.72	18.23
	2,268.90	**1,134.89**	**-**	**-**	**3,403.79**	**569.30**	**179.07**	**-**	**-**	**748.37**	**2,655.42**	**1,699.60**

* Freehold Land and Building has been pledged as security for borrowings, refer note 2.20 and 2.24 for details

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2.02 The changes in the carrying value of Right of Use Asset for the year ended March 31, 2026 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition *	Adjustment	Disposal	As at March 31, 2026	As at April 1, 2025	For the Year	Adjustment	Disposal	As at March 31, 2026	As at March 31, 2026	As at March 31, 2025
Right of use*	19.69	-	-	-	19.69	9.01	8.55	-	-	17.56	2.14	10.68
	19.69	**-**	**-**	**-**	**19.69**	**9.01**	**8.55**	**-**	**-**	**17.56**	**2.14**	**10.68**

The changes in the carrying value of Right of Use Asset for the year ended March 31, 2025 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2024	Addition *	Adjustment	Disposal	As at March 31, 2025	As at April 1, 2024	For the year	Adjustment	Disposal	As at March 31, 2025	As at March 31, 2025	As at March 31, 2024
Right of use	-	19.69	-	-	19.69	-	9.01	-	-	9.01	10.68	-
	-	**19.69**	**-**	**-**	**19.69**	**-**	**9.01**	**-**	**-**	**9.01**	**10.68**	

*Refer note 4.06 in relation to relation to leases.

2.03 Capital Work In Progress

Particulars	As at Mar. 31, 2026	As at March 31, 2025
Opening Capital Work in Progress	22.44	609.85
Add :- Additions during the year	40.10	463.39
Less :- Transfer to Property, Plant & Equipment/Invesment Property	62.54	1,050.80
Closing Capital Work in Progress	**0.00**	**22.44**

* Contractual commitments for acquisition of Property, plant and equipment , Refer note 4.03 for details

Borrowing costs capitalised for the year ended March 31, 2026 for Rs. Nil (March 31, 2025 - Rs. 21.76 lakhs)

(a) Ageing Schedule for Capital Work-in-progress as on March 31, 2026

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

(b) Ageing Schedule for Capital Work-in-progress as on March 31, 2025

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	22.44	-	-	-	**22.44**
Projects temporarily suspended	-	-	-	-	-
Total	**22.44**	**-**	**-**	**-**	**22.44**

There is no project in progress under Capital Work in Progress, whose completion is overdue or has exceeded its costs compared to it original plann

2.04 Investment Property

The changes in the carrying value of Investment Property for the Year ended March 31, 2026 are as follows: (Figures in Lakhs)

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition	Adjustments / Assets Held for Sale	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustments / Assets Held for Sale	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025.
Freehold Land*	307.15	-	293.74	-	13.41	-	-	-	-	-	13.41	307.15
Buildings* #	3,072.60	1,000.00	3,995.48	-	77.12	571.97	58.55	620.74	-	9.77	67.35	2,500.64
Plant & equipment	139.66	-	138.54	-	1.12	105.72	1.17	105.84	-	1.06	0.06	33.93
Furniture & fixtures	5.16	-	2.03	-	3.14	4.55	0.12	1.82	-	2.85	0.29	0.61
Air conditioners	94.99	-	94.36	-	0.63	63.80	3.35	66.56	-	0.60	0.03	31.18
Electrical fittings	110.06	-	103.84	-	6.22	66.35	3.59	64.28	-	5.66	0.57	43.71
Closing Balance	**3,729.62**	**1,000.00**	**4,627.99**	**-**	**101.64**	**812.40**	**66.78**	**859.25**	**-**	**19.94**	**81.70**	**2,917.22**

(ii) Assets Held for Sale

(Figures in Lakhs)

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition	Adjustments	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustments	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025
Freehold Land*	-	293.74	-	130.55	163.19	-	-	-	-	-	163.19	-
Buildings*	-	3,374.74	-	1,499.88	1,874.85	-	-	-	-	-	1,874.85	-
Plant & equipment	-	32.70	-	14.53	18.17	-	-	-	-	-	18.17	-
Furniture & fixtures	-	0.21	-	0.09	0.12	-	-	-	-	-	0.12	-
Air conditioners	-	27.80	-	12.35	15.44	-	-	-	-	-	15.44	-
Electrical fittings	-	39.55	-	17.58	21.97	-	-	-	-	-	21.97	-
Closing Balance	**-**	**3,768.74**	**-**	**1,674.99**	**2,093.74**	**-**	**-**	**-**	**-**	**-**	**2,093.74**	**-**

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The changes in the carrying value of Investment Property for the year ended March 31, 2025 are as follows: **(Figures in Lakhs)**

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2024	Addition	Adjustments	Disposal	As at Mar. 31, 2025	As at April 1, 2024	For the Year	Adjustment	Disposal	As at Mar. 31, 2025	As at Mar. 31, 2025	As at Mar. 31, 2024
Freehold Land*	307.15	-	-	-	307.15	-	-	-	-	-	307.15	307.15
Buildings*	3,072.60	-	-	-	3,072.60	508.16	63.80	-	-	571.97	2,500.64	2,564.44
Plant & equipment	139.66	-	-	-	139.66	104.25	1.48	-	-	105.72	33.93	35.41
Furniture & fixtures	5.16	-	-	-	5.16	4.42	0.13	-	-	4.55	0.61	0.74
Air conditioners	94.99	-	-	-	94.99	59.48	4.33	-	-	63.80	31.18	35.51
Electrical fittings	110.06	-	-	-	110.06	61.69	4.66	-	-	66.35	43.71	48.37
Closing Balance	**3,729.62**	**-**	**-**	**-**	**3,729.62**	**737.99**	**74.41**	**-**	**-**	**812.40**	**2,917.22**	**2,991.63**

Payment made to landowners on confirmation of the title of the commercial property, "Menon Eternity" in favour of the Company vide order dated October 31, 2025 by the Hon'ble Supreme Court of India.

* Freehold Land and Building has been pledged as security for borrowings, refer note no 2.24 & 2.20 for details.

During the Financial year, the Board of Directors have given their consent to dispose of the commercial building known as "Menon Eternity" located in Alwarpet, Chennai. These assets have been classified as Non-current assets held for sale in accordance with Ind AS 105 "Non-current Assets Held for Sale and Discontinued Operations". The above stated property have been measured at the lower of their carrying amount and fair value less costs to sell. Out of these properties, part of the property has been sold during the financial year and management expects sale to be completed for the balance portion of the properties within one year from the date of this classification.

In compliance with Ind AS 105, no deprecation has been charged on assets following their classification as held for sale

2.04 A Amount recognised in statement of Profit and Loss for Investment Properties

Particulars	Year ended	
	March 31, 2026	March 31, 2025
Rental income derived from investment properties (including other operating income)	-	-
Less : Direct operating expenses (including repairs and maintenance) generating rental income	-	-
Less : Direct operating expenses (including repairs and maintenance) that did not generate rental income	185.06	98.09
Profit arising from investment properties before depreciation and indirect expenses	(185.06)	(98.09)
Less : Depreciation	66.78	74.41
Profit arising from investment properties before indirect expenses	(251.84)	(172.50)

Fair value

Particulars	As at	
	March 31, 2026	March 31, 2025
Fair Value	-	-

Fair value hierarchy and valuation technique

Considering valuation has not been carried out for the commercial properties having written down value of Rs. 81.70 lakhs (Gross cost Rs. 101.63 lakhs) by a registered valuer, no value has been disclosed.

2.05 Intangible Asset

The changes in the carrying value of Intangible Assets for the Year ended March 31, 2026 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2025	Addition	Adjustments	Disposal	As at Mar. 31, 2026	As at April 1, 2025	For the Year	Adjustment	Disposal	As at Mar. 31, 2026	As at Mar. 31, 2026	As at Mar. 31, 2025
Computer Software	5.55	-	-	-	5.55	4.93	0.18	-	-	5.11	0.43	0.61
Customer Acquisition Cost	122.07	43.82	-	-	165.89	118.53	34.44	-	-	152.97	12.92	3.54
Closing Balance	**127.62**	**43.82**	**-**	**-**	**171.44**	**123.47**	**34.62**	**-**	**-**	**158.08**	**13.35**	**4.15**

The changes in the carrying value of Intangible Assets for the Year ended March 31, 2025 are as follows:

Particulars	Gross carrying amount					Depreciation					Net Block	
	As at April 1, 2024	Addition	Adjustments	Disposal	As at March 31, 2025	As at April 1, 2024	For the Year	Adjustment	Disposal	As at March 31, 2025	As at March 31, 2025	As at March 31,2024
Computer Software	5.55	-	-	-	5.55	4.61	0.33	-	-	4.93	0.61	0.94
Customer Acquisition Cost	99.87	22.19	-	-	122.07	75.50	43.03	-	-	118.53	3.54	24.37
Closing Balance	**105.42**	**22.19**	**-**	**-**	**127.62**	**80.11**	**43.36**	**-**	**-**	**123.47**	**4.15**	**25.31**

Range of remaining period of amortisation as at March 31, 2026 of Intangible Assets is as below:

Assets	0-5 years	6-10 years	More than 10 years	Net Block as at March 31, 2026
Computer Software	0.43	-	-	0.43
Customer Acquisition Cost	12.92	-	-	12.92

2.06 Non-Current Investments

(Figures in Lakhs)

Particulars	Face Value Rs. per unit	As at March 31, 2026 Quantity	As at March 31, 2026 Amount	As at March 31, 2025 Quantity	As at March 31, 2025 Amount
Investments in Equity Instruments (Fully paid up)					
Investment in Equity Instruments of Other Companies (Measured at Fair value through profit or loss) - QuotedCompanies (designated as FVTPL) - Quoted					
CSB Bank Limited	10.00	500	1.70	22,711	68.64
Total (A)			**1.70**		**68.64**
Aggregate amount of quoted investments at market value			**1.70**		**68.64**

Refer Note no.4.08 for further details

2.07 Other Non Current Financial Assets

(Figures in Lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Security Deposit	19.57	**19.57**
Bank Deposits with more than 12 months maturity (refer note 2.14)*	509.53	**636.39**
Due from subsidiary	-	12.98
	529.10	**668.94**

*Deposit amounting to Rs. 75.00 lakhs (March 31, 2025 - Rs. 75.00 lakhs) held on account of guarantee given by the bank in relation to a legal matter against the Holding Company. (Refer Note No. 4.02(b))

*Deposit amounting to Rs. 423.42 lakhs (March 31, 2025 - Rs. 388.40 lakhs) held as Security against borrowings from Banks / Financial Institutions (Refer Note 2.20 (j) (k) (l) (m) & 2.13)

*Deposit amounting to Rs. 11.12 lakhs (March 31, 2025 - Rs. 11.12 lakhs) held as Security for Corporate credit card availed by the Company

2.08 Deferred Tax Assets/ Liabilities (Net)

Particulars	As at March 31, 2026	As at March 31, 2025
Deferred Tax Asset		
Employee Benefits	31.67	24.30
Provision for Impairment of Assets	29.63	10.86
Provision for Expected Credit Loss of Financial Asset	16.33	12.92
Unabsorbed Business Loss & Unabsorbed Depreciation	20.66	-
Delay in making payments to Micro, Medium & Small Enterprises	-	65.74
Interest expense (Adjustment on account of Income Computation Disclosure standards)	546.01	488.46
Deferred Tax Liability	**644.29**	**602.27**
Property, Plant & Equipment (Depreciation)	61.87	79.77
Employee Benefits	0.26	0.26
Customer Acquisition Cost	3.59	0.98
	65.73	**81.02**
	578.56	**521.25**
Minimum Alternative Tax Credit Entitlement	894.98	668.72
Net Deferred Tax Asset	**1,473.55**	**1,189.97**

Movement in Deferred Tax Assets (Net)

Particulars	As at March 31, 2025	Recognised in OCI	Recognised in profit or loss	Utilisation	March 31, 2026
Deferred Tax Asset					
Employee Benefits	24.30	(0.52)	7.89	-	31.67
Provision for Impairment of Assets	10.86	-	18.77	-	29.63
Provision for Expected Credit Loss of Financial Asset	12.92	-	3.41	-	16.33
Provision for Inventory	-	-	-	-	-
Delay in making payments to Micro, Medium & Small Enterprises	65.74	-	(65.74)	-	-
Unabsorbed Business Loss & Unabsorbed Depreciation	-	-	20.66	-	20.66
Interest Expense (Adjustment on account of Income Computation Disclosure Standards)	488.46	-	57.55	-	546.01
	602.27	**(0.52)**	**42.54**	**-**	**644.29**
Deferred Tax Liability					
Property, Plant & Equipment (Depreciation)	79.77	-	(17.90)	-	61.87
Employee Benefits	0.26	-	-	-	0.26
Customer Acquisition Cost	0.98	-	2.61	-	3.59
	81.02	**-**	**84.79**	**-**	**65.73**
	521.25	**(0.52)**	**(42.25)**	**-**	**578.56**
Minimum Alternative Tax Credit Entitlement	668.72	-	226.26	-	894.98
Net Deferred Tax Asset	**1,189.97**	**(0.52)**	**184.01**	**-**	**1,473.55**

Movement in Deferred Tax Assets (Net)

Particulars	As at March 31, 2024	Recognised in OCI	Recognised in profit or loss	Utilisation	March 31, 2025
Deferred Tax Asset					
Employee Benefits	25.87	(1.03)	(0.54)	-	24.30
Provision for Impairment of Assets	-	-	10.86	-	10.86
Provision for Expected Credit Loss of Financial Asset	13.46	-	(0.54)	-	12.92
Provision for Inventory	-	-	-	-	
Delay in making payments to Micro, Medium & Small Enterprises	-	-	65.74	-	65.74
Unabsorbed business loss & Unabsorbed depreciation	-	-	-	-	
Interest Expense (Adjustment on account of Income Computation Disclosure Standards)	764.25	-	(275.79)	-	488.46
	803.59	**(1.03)**	**(200.28)**	**-**	**602.27**
Deferred Tax Liability					
Property, Plant & Equipment (Depreciation)	81.64	-	(1.86)	-	79.77
Employee Benefits	-	-	0.26	-	0.26
Customer Acquisition Cost	6.78	-	(5.80)	-	0.98
	88.42	**-**	**(7.40)**	**-**	**81.02**
	715.17	**(1.03)**	**(192.89)**	**-**	**521.25**
Minimum Alternative Tax Credit Entitlement	713.04	-	105.09	149.40	668.72
Net Deferred Tax Asset	**1,428.21**	**(1.03)**	**(87.80)**	**149.40**	**1,189.97**

2.09 Non Current Tax Asset

Particulars	As at	
	March 31, 2026	March 31, 2025
Income Tax Paid (Net of Provisions)	58.33	57.74
	58.33	**57.74**

2.10 Other Non Current Assets

Particulars	As at	
	March 31, 2026	March 31, 2025
Capital Advances		
Advance paid for the Purchase of Property*#^	374.43	355.65
Advances other than capital advances		
Advances to contractors and suppliers	0.10	-
Security deposit	271.25	221.97
Unsecured, considered good		
	645.78	**577.62**

*Capital advance for purchase of property held as security for borrowings from banks (refer note no. 2.20) # Borrowing costs capitalised for the year ended March 31, 2026 for Rs. Nil (March 31, 2025 - Rs. 3.85 lakhs) Refer Note no. 4.10 for details

^ Pursuant to the Order of the Presiding Officer, DRT-II, Delhi, setting aside of the Sale Certificate issued in favour of the Company, in respect of the 1st Floor Office Space at VTN Square, T Nagar, Chennai, the Company has filed an appeal before the DRAT, Delhi, which has been transferred to DRAT, Mumbai. The DRAT, Mumbai has set-aside the order of the Presiding Officer. Thus, the Sale Certificate issued in favour of the Company has been confirmed, which has resulted in the company becoming the absolute owner of the said Office Space and efforts are being undertaken by the Company to obtain vacant possession of the property from Bank of India.

2.11 Inventories (at lower of cost and net realisable value) ^*

Particulars	As at	
	March 31, 2026	March 31, 2025
a) Construction materials	191.70	321.53
b) Work-in-progress **	29,356.83	26,427.10
c) Constructed premises Held for sale	372.74	580.88
d) Land held for property development	231.62	13.61
	30,152.89	**27,343.13**

^ During the year ended March 31, 2026, the Group has capitalised borrowing cost to the extent of Rs. 1,221.93 lakhs (March 31, 2025: Rs. 894.37 lakhs) to the cost of real estate project under development. Refer Note No. 4.10 for the details

*Inventories have been pledged as security for borrowings, refer note no 2.20 for details

2.12 Trade Receivables

Particulars	As at	
	March 31, 2026	March 31, 2025
Unsecured, Considered Good*	1,290.45	2,444.69
Less: Trade Receivables - Credit Impaired	(44.59)	(32.33)
	1,245.86	**2,412.36**

* Disclosure related to credit risk, impairment of trade receivables under expected credit loss model and related financial instrument disclosures, Refer note no. 4.09 for details.

* The receivables have been pledged as security for borrowings, refer note no 2.20 for details

Ageing for Trade Receivables - Current Outstanding as at March 31, 2026 is as Follows :

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Trade Receivables - Billed							
Undisputed Trade Receivable							
– considered good	320.06	914.61	9.08	0.61	1.50	-	1,245.86
– which have significant increase in credit risk	-	-	-	-	-	-	-
– credit impaired	-	6.00	4.03	10.48	2.53	21.56	44.59
Disputed Trade Receivable							
– considered good	-	-	-	-	-	-	-
– which have significant increase in credit risk	-	-	-	-	-	-	-
– credit impaired	-	-	-	-	-	-	-
Total	**320.06**	**920.61**	**13.11**	**11.09**	**4.03**	**21.56**	**1,290.45**
Less:- Allowance for Expected Credit Loss							(44.59)
Net Trade Receivables							**1,245.86**
Add: Unbilled Revenue - (Refer Note No. 2.15)							461.79
Total							**1,707.65**

Ageing for Trade Receivables - Current Outstanding as at March 31, 2025 is as Follows :

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Trade Receivables - Billed							
Undisputed Trade Receivable							
– considered good	374.88	1,671.18	313.24	27.14	0.28	25.63	2,412.36
– which have significant increase in credit risk	-	-	-	-	-	.	-
– credit impaired	-	0.72	0.17	0.42	0.31	30.70	32.33
Disputed Trade Receivable							
– considered good	-	-	-	-	-	-	-
– which have significant increase in credit risk	-	-	-	-	-	-	-
– credit impaired	-	-	-	-	-	-	-
Total	**374.88**	**1,671.90**	**313.42**	**27.56**	**0.59**	**56.34**	**2,444.69**
Less:- Allowance for Expected Credit Loss							(32.33)
Net Trade Receivables							**2,412.36**
Add: Unbilled Revenue - (Refer Note No. 2.15)							1,177.93
Total							**3,590.29**

2.13 Cash and Cash Equivalents

Particulars	As at	
	March 31, 2026	March 31, 2025
Balances with Banks		
In current accounts * #	2,062.84	1,531.81
Cash in hand	0.07	0.10
	2,062.91	**1,531.91**

* includes Rs. 671.47 lakhs (March 31, 2025 Rs. 1,309.68 lakhs) held in escrow accounts for projects under Real Estate (Regulation and Development) Act, 2016 ("RERA"). The money can be utilised for payments of the specified projects.
# includes Overdraft account having positive balance amounting to Rs. 1,259.57 lakhs (March 31, 2025 - Rs. Nil lakhs)

2.14 Bank Balances other than Cash & Cash Equivalents

Particulars	As at	
	March 31, 2026	March 31, 2025
Unpaid Dividend Account Earmarked	14.30	1.55
Bank Deposits with more than 12 months maturity	509.53	474.52
Bank Deposits with less than 12 months maturity	0.03	0.03
	523.87	**476.09**
Less: Amount disclosed under the head "other non current financial asset" (Refer note no 2.07)	509.53	474.52
	14.33	**1.58**

2.15 Other Current Financial Assets

Particulars	As at	
	March 31, 2026	March 31, 2025
Unsecured, Considered Good		
Security Deposit	23.12	40.32
EMD paid to Landowners	30.00	100.00
Unbilled Revenue	461.79	1,177.93
Interest accrued but not due on deposits	96.02	65.77
Other Advances	38.27	193.57
	649.20	**1,577.59**

2.16 Current Tax Assets (Net)

Particulars	As at	
	March 31, 2026	March 31, 2025
Income Tax Refund Receivables	43.42	2.77
Income Tax Paid under Protest	25.91	25.91
	69.33	**28.68**

2.17 Other Current Assets

Particulars	As at	
	March 31, 2026	March 31, 2025
Unsecured, Considered Good		
Advances other than capital advances		
Security Deposit	19.60	26.64
Advances to Contractors & Suppliers	887.96	926.13
Prepaid Expenses	16.73	15.45
Advance (including expenses incurred) for Land	96.50	96.92
Statutory Inputs	15.64	16.57
Other Advances	3.88	30.81
Advance for purchase of property	-	-
	1,040.30	**1,112.52**
Less: Impairment of non financial assets	(106.50)	(67.90)
	933.80	**1,044.63**

2.18 Equity share Capital

(Figures in Lakhs)

Particulars	As at	
	March 31, 2026	March 31, 2025
Issued, Subscribed & Fully paid up Capital		
7,35,50,560 (March 31, 2025: 7,29,95,560) equity shares of face value of Rs.2/- each fully paid up	1,471.01	1,459.91
	1,471.01	**1,459.91**

a. Reconciliation of shares outstanding as at the beginning and at the end of the reporting period

Particulars	As at			
	March 31, 2026		March 31, 2025	
	No. of Shares	Amount	No. of Shares	Amount
Equity shares				
Equity shares as at the beginning of the year	7,29,95,560	1,459.91	6,07,50,000	1,215.00
Add: Shares issued during the period	5,55,000	11.10	1,22,45,560	244.91
Shares outstanding at the end of the year	**7,35,50,560**	**1,471.01**	**7,29,95,560**	**1,459.91**

b. Rights/ preference/ restrictions attached to equity shares

Equity shares

The Group has only one class of equity shares having a par value of Rs.2 per share. Each holder of equity shares is entitled to one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing annual general meeting, except in case of interim dividend.

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

c. Details of shareholders holding more than 5% of shares in the holding company

Name of the Share Holder	As at			
	March 31, 2026		March 31, 2025	
	No. of Shares	% of holding	No. of Shares	% of holding
Equity shares of Rs. 2 each fully paid				
R.V.Shekar	1,77,58,557	24.14%	1,77,34,821	24.30%
Shyamala Shekar	1,49,16,725	20.28%	1,49,16,725	20.44%
Sangeetha Shekar	9,30,550	1.27%	9,30,550	1.27%
Shwetha Shekar	41,30,400	5.62%	41,30,400	5.66%

Note : The above share holding is as per the records of the Company, including its register of share holders/members.

d. Disclosure of Shareholding of Promoters as at March 31, 2026 is as follows:

Promoter name	Share held by promoters				% Change during the year
	As at March 31, 2026		As at March 31, 2025		
	No. of shares	% of Total shares	No. of shares	% of Total shares	
R.V.Shekar	1,77,58,557	24.14%	1,77,34,821	24.30%	-0.15%
Shyamala Shekar	1,49,16,725	20.28%	1,49,16,725	20.44%	-0.15%
Sangeetha Shekar	9,30,550	1.27%	9,30,550	1.27%	-0.01%
Shwetha Shekar	41,30,400	5.62%	41,30,400	5.66%	-0.04%
	3,77,36,232	**51.31%**	**3,77,12,496**	**51.66%**	**-0.36%**

Disclosure of Shareholding of Promoters as at March 31, 2025 is as follows:

Promoter name	Share held by promoters				% Change during the year
	As at March 31, 2025		As at March 31, 2024		
	No.of shares	% of Total shares	No.of shares	% of Total shares	
R.V.Shekar	1,77,34,821	24.30%	1,77,34,821	29.19%	-4.90%
Shyamala Shekar	1,49,16,725	20.44%	1,17,16,725	19.29%	1.15%
Sangeetha Shekar	9,30,550	1.27%	41,30,550	6.80%	-5.52%
hwetha Shekar	41,30,400	5.66%	41,30,400	6.80%	-1.14%
	3,77,12,496	**51.66%**	**3,77,12,496**	**62.08%**	**-10.41%**

2.19 Other Equity

Particulars	As at	
	March 31, 2026	March 31, 2025
Capital Reserve on Consolidation	38.31	38.31
Securities Premium account	6,330.59	6,119.25
General Reserve	1,725.72	1,725.72
Retained earnings	14,126.20	10,226.22
Money received against Share Warrants	241.29	-
Total	**22,462.11**	**18,109.49**

Nature and purpose of reserves

Capital Reserve

Capital reserve is created on account of consolidation.

Securities Premium

Securities premium reserve is used to record the premium on issue of shares. The reserve will be utilised in accordance with provisions of the Companies Act 2013

General Reserve

The Company had transferred a portion of the net profit of the Company before declaring dividend to the general reserve pursuant to the earlier provisions of the Companies Act, 1956. Mandatory transfer to general reserve before declaration of dividend is not required under the Companies Act, 2013.

Retained Earnings

Retained earnings are the net profits, the Company has earned till date and is net of amount transferred to other reserves such as general reserves, amount distributed as dividend and adjustments in terms of Ind AS 101.

Money received against Share Warrants

Application money received from warrant holders comprises of the convertible warrants into equity shares, allotted to warrant holders upon receipt of 25% of the consideration amount pursuant to the provisions of Sections 42, 62(1)(c) of the Companies Act, 2013, the Companies (Prospectus and Allotment of Securities) Rules, 2014, the Companies (Share Capital and Debentures) Rules, 2014 and other applicable rules made thereunder (including any statutory modification(s) or reenactment(s) thereof for the time being in force), the provisions of the Memorandum of Association and Articles of Association of the Company, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended (the "SEBI ICDR Regulations") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

2.20 Non-Current Borrowings

Particulars	As at			
	Non Current Portion		Current Portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Secured				
From Bank / Financial Institutions	1,384.15	392.85	148.66	1,944.97
Non Convertible Debentures				
Unlisted, Secured, Non Convertible Debentures of Rs. 1,00,000/- each	2,726.28	5,549.13	3,417.17	1,500.00
Unlisted, Secured, Non Convertible Debentures of Rs. 1,00,000/- each	-	-	-	-
Unlisted, Secured, Non Convertible Debentures of Rs. 10,00,000/- each	1,952.14	3,425.93	-	-
Total	**6,062.57**	**9,367.91**	**3,565.83**	**3,444.97**
Less : Current Maturities of Long Term Borrowing shown as Current Borrowings (Refer note no: 2.24)	**-**	**-**	**3,565.83**	**3,444.97**
	6,062.57	**9,367.91**	**-**	**-**

During the year, the Group has not been declared as wilful defaulter by any banks, financial institutions or any other lenders.

Terms and Conditions for Repayment of Borrowings:

a. Guaranteed Emergency Credit Line from LIC Housing Finance Limited I

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
LIC Housing Finance Limited I	-	-	-	290.21

i. The total loan sanctioned to the Group is amounting to Rs. 1,035.00 lakhs. The term loan is repayable in 60 monthly installments of Rs. 21.56 lakhs commencing from April, 2021 including moratorium period of 12 months. The Loan is fully repaid.

ii. The term loan from LIC Housing Finance Limited is secured by Second charge by way of : (a) Equitable Mortgage of the project land of 3.575 acres located in Model school road, off OMR, Sholingnallur including construction thereon and excluding land and saleable area already conveyed (b) Assignment / Hypothecation of receivables from the project "TCP Altura" (c) Personal Guarantee of Promoter, Mr R.V. Shekar

b. City Union Bank Term Loan I

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan I	876.39	-	97.15	-

i. The total amount of loan sanctioned to the Group was amounting to Rs. 1,000.00 lakhs. The loan is repayable in 84 monthly installments at Rs. 18.14 lakhs per month from January 2026.

ii. The loan is secured by: (a) Land and Building at TCP Altura, Club House E Block, Model School Road, Sholinganallur, Chennai.

(b) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai

('c) Land and building at The Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai, immovable property owned by one of the subsidiary

(d) Land and Building - 6 Nos. of Unsold Flats at Townsville project @ Sriperumbudur, Kancheepuram District

c. City Union Bank Term Loan II

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan II	-	0.86	-	2.12

i. The total amount of loan sanctioned to the Group was amounting to Rs. 100.00 lakhs. However the Company has availed 1st Tranch of Rs. 6.00 lakhs which is repayable in 36 monthly installments of Rs. 0.20 lakhs with repayment to be made by August 2026. The Loan is fully repaid.

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai.

(b) Land and building at M/s Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai comprised in S. No's 602/1A3B, 602/1A3C Part, 602/1B1,602/1B2 part, 602/1C2 and 602/1C3

('c) Land and Building at VTN square, First Floor, No 58, GN Chetty Road, T Nagar, Chennai (Refer Note No. 2.10)

(d) Land and Building - 8 Nos. of Unsold Flats at Townsville project @ Sriperumbudur, Kancheepuram District

d. City Union Bank Term Loan III

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan III	-	5.19	-	9.44

i. The total amount of loan sanctioned to the Group was amounting to Rs. 100.00 lakhs. However the Company has availed 2nd Tranch of Rs. 25.50 lakhs which is repayable in 34 monthly installments of Rs. 0.90 lakhs with repayment to be made by September 2026. The Loan is fully repaid.

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai.

(b) Land and building at M/s Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai comprised in S. No's 602/1A3B, 602/1A3C Part, 602/1B1,602/1B2 part, 602/1C2 and 602/1C3

('c) Land and Building at VTN square, First Floor, No 58, GN Chetty Road, T Nagar, Chennai (Refer Note No. 2.10)

(d) Land and Building - 8 Nos. of Unsold Flats at Townsville project @ Sriperumbudur, Kancheepuram District

e. City Union Bank Term Loan IV

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan IV	-	-	-	500.00

i. The additional facility amount of loan sanctioned to the Group was amounting to Rs.500.00 lakhs, with repayment to be made by January, 2026. The Loan is fully repaid.

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai.

(b) Land and building at M/s Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai comprised in S. No's 602/1A3B, 602/1A3C Part, 602/1B1,602/1B2 part, 602/1C2 and 602/1C3

('c) Land and Building at VTN square, First Floor, No 58, GN Chetty Road, T Nagar, Chennai (Refer Note No. 2.10)

(d) Land and Building - 8 Nos. of Unsold Flats at Townsville project @ Sriperumbudur, Kancheepuram District

f. Under Guaranteed Emergency Credit Line from City Union Bank Term Loan V

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan V	-	-	-	59.31

i. The total amount of loan sanctioned to the Group was amounting to Rs. 247.00 lakhs. The loan is repayable in 60 monthly installments at Rs. 515 lakhs each from March 2021 including moratorium of 12 months. The Loan is fully repaid

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai.

g. Under Guaranteed Emergency Credit Line from City Union Bank Term Loan VI

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
City Union Bank Term Loan VI	22.45	53.81	30.88	30.88

i. The total amount of loan sanctioned to the Group was amounting to Rs. 123.00 lakhs. The loan is repayable in 72 monthly installments at Rs. 2.57 lakhs each from December 2021 including moratorium of 24 months

ii. The loan is secured by: (a) Land and Building at VTN square, Corporate Office, No 58, GN Chetty Road, T Nagar, Chennai. (b) Land and building at M/s Central Park South, club house block M, Kumaraswamy Nagar main road, Elcot Avenue, Shollinganallur, Chennai comprised in S. No's 602/1A3B, 602/1A3C Part, 602/1B1,602/1B2 part, 602/1C2 and 602/1C3

h. Working Capital Term Loan from CSB Bank Limited Term Loan I

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
CSB Bank Limited Term Loan I	-	-	-	120.64

i. The Loan is sanctioned by conversion of ECLGS into WCTL to the Group was amounting to Rs. 343.00 lakhs. The loan is repayable in 30 monthly installments at Rs. 11.96 lakhs each month.at Rs. 11.96 lakhs each month. The Loan is fully repaid.

ii. The loan is secured by : (a) Land and Building at Menon Eternity situated at 165, St. Mary's Road, Alwarpet, Chennai. (b) 3 acres Dry Land at Sriperumbudur Taluk, Kancheepuram District.

i. Working Capital Term Loan from CSB Bank Limited Term Loan II

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
CSB Bank Limited Term Loan II	-	120.56	-	71.76

i. The Loan is sanctioned by conversion of ECLGS into WCTL to the Group was amounting to Rs. 287.00 lakhs. The loan is repayable in 48 monthly installments at Rs. 5.98 lakhs each month. The Loan is fully repaid.

ii. The loan is secured by : (a) Land and Building at Menon Eternity situated at 165, St. Mary's Road, Alwarpet, Chennai. (b) 3 acres Dry Land at Sriperumbudur Taluk, Kancheepuram District.

j. Sundaram Home Finance Limited - Term Loan 1

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Sundaram Home Finance Limited - Term Loan 1	-	167.23	-	833.33

i. The total loan sanctioned to the Group is amounting to Rs. 2,500.00 lakhs. The tenure of the term loan not exceeding 48 months including Principal Moratorium of 12 months, is repayable in equated quarterly installments. Principal repayment will start from March 31, 2023 on quarterly basis till December 31, 2026. The Loan is fully repaid.

ii. The term loan from Sundaram Home Finance Limited is secured by: (a) Equitable Mortgage of the project land in respect of their on-going residential project, "Lumina" situate at Nellikuppam Road, Guduvanchery, Pincode - 603 202, comprised in Survey Nos. 11/1, 11/2, 11/3, 11/4, 11/5A, 13/1A, 13/1B1, 16/1A1, 16/2A1, 16/2B1, 17/1A1, 17/1A2, 17/1A3, 17/1B1, 17/1B2 and 29/5 in Kayarambedu Village, Chengalpet Taluk, Kancheepuram District (b) Assignment / Hypothecation of receivables from the project "Lumina Project".

iii. Interest Service Reserve Account (ISRA) equivalent to 1 quarter coupon which shall be maintained as a Fixed Deposit by the Group

k. Sundaram Home Finance Limited - Term Loan II

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Sundaram Home Finance Limited - Term Loan II	466.55	-	-	-

i. The term loan sanctioned to the group is amounting to Rs. 2,000.00 lakhs. The tenure of the term loan not exceeding 48 months including Principal Moratorium of 12 months, is repayable in equated quarterly installments. Principal repayment is starting from March 31, 2027 and is repayable by December 31, 2029

ii. The term loan from Sundaram Home Finance Limited is secured by: (a) Equitable Mortgage of the project land in respect of their on-going residential project, "Harmonia Pavilion" situate at Old Survey Nos. 1288/2 (Part), 1314/1 (Part), 1314/2 (Part), New S.No. 1288/2A (Part), 1334/1A1 (Part), and 1314/2A1 (Part), Plot Nos. 1, 2, 17, 18, 19 in DTCP Approved layout No. LP/DTCP No. 29/2009 of Sriperumbudur C Village, Sriperumbudur Taluk, Kancheepuram District (b) Assignment / Hypothecation of receivables from the project "Harmonia Pavilion".

iii. Interest Service Reserve Account (ISRA) equivalent to 1 quarter coupon which shall be maintained as a Fixed Deposit by the Group.

iv. Personal guarantee of the promoter

v. Un-sold units as available on the date of the loan documentation will be mortgaged to Sundaram Home Finance Limited subject to having security cover of at least 1.5x times from remaining cash flows of projects Harmonia Pavillion

l. Unlisted Non-Convertible Debentures from Sundaram Alternative Opp Series - Real Estate Secured Fund - IV

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Sundaram Alternative Opp Series - Real Estate Secured Fund IV	2,720.47	5,549.13	2,839.14	1,500.00

i. The Group has offered amounting to Rs. 6,000.00 lakhs through 6,000 Non - Convertible Debenture of Rs. 1,00,000/- each @ 16.50% Interest per annum cash coupon, compounded monthly and payable quarterly by Private Placement to Sundaram Alternative Opp Series - Real Estate Secured Fund IV. The Debentures is redeemable in 12 equal Quarterly installments post the Principal Moratorium period of 12 months from the date of allotment of the debentures.

ii. The Group has additionally offered amounting to Rs. 2,500.00 lakhs through 2,500 Non - Convertible Debenture of Rs. 1,00,000/- each during February, 2025 @ 16.50% Interest per annum cash coupon, compounded monthly and payable quarterly by Private Placement to Sundaram Alternative Opp Series - Real Estate Secured Fund IV.. The Debentures is redeemable in 12 equal Quarterly installments post the Principal Moratorium period of 12 months from the date of allotment of the debentures as Co-Terminus with series 1 NCD Investment.

a. The loan is secured by:

1) Exclusively first charge by way of mortgage of undivided share of land measuring 8,90,211 sq.ft in Town & Country project

2) Second Charge by way of mortgage of undivided share of land measuring 2,78,633 Sq.Ft in Harmonia & Town & Country Projects

3) Third Charge by way of mortgage of the Project Infinys having land of 1.49 acres

b. First charge by way of hypothecation on receivables of developer share of projects through escrow a/c & Unattested Deeds of Hypothecation pertaining to the Receivables from the Additional Projects

c. Personal guarantee of promoter

d. The facility shall provide security of atleast two times of the facility outstanding and a cash flow escrow of atleast two times the facility outstanding at all the times during the tenor of the facility

e. Interest Service Reserve Account (ISRA) equivalent to 1 quarter coupon which shall be maintained as a Fixed Deposit by the Group

m. Unlisted Non-Convertible Debentures from Sundaram Alternative Opp Series - High Yield Secured Real Estate Fund III

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Sundaram Alternative Opp Series - High Yield Secured Real Estate Fund III	-	-	578.02	-

i. The Group has offered amounting to Rs. 1,500.00 lakhs through 1,500 Non - Convertible Debenture of Rs. 1,00,000/- each @ 16.50% Interest per annum, compounded monthly and payable quarterly by Private Placement to Sundaram Alternative Opp Series - High Yield Secured Real Estate Fund III. The Debentures is redeemable in 8 quarters including principal moratorium period of 2 quarters.

a. The loan is secured by:

1) Exclusive first charge by way of registered equitable mortgage by way of deposit of title deeds created over the developer's share of Land in the project Lumina

2) Residual Charge by way of registered equitable mortgage of undivided share of land in Harmonia & Town & Country Projects

b. First charge by way of hypothecation on receivables of developer share of projects through escrow a/c

c. Personal guarantee of promoter

d. The facility shall provide security of atleast two times of the facility outstanding and a cash flow escrow of atleast two times the facility outstanding at all the times during the tenor of the facility

e. Interest Service Reserve Account (ISRA) equivalent to 1 quarter coupon which shall be maintained as a Fixed Deposit by the Group.

n. Unlisted Non-Convertible Debentures from WSB Real Estate Debt Fund - III

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
WSB Real Estate Debt Fund - III	1,952.14	3,425.93	-	-

i. The Group has offered amounting to Rs. 3,500.00 lakhs through 350 Non - Convertible Debenture of Rs. 10,00,000/- each @ 18.50% Interest per annum, payable monthly by Private Placement to WSB Real Estate

Debt Fund - III. The Debentures is redeemable in 24 equal Monthly Installments post the Principal Moratorium period of 24 months from the date of allotment of the debentures.

a. The loan is secured by:

Exclusively first charge by way of mortgage of the following projects:

1) "TEMPLE TOWN", being the land measuring an extent of 9.08 Acres, comprised in Survey Nos. 1337/2, 1337/3, 1338/1B, 1338/2, 1339/1, 1339/2, 1326/1B, 1326/2A1, 1326/2B and 1326/3A, of Sriperumbudur C Village, Sriperumbudur Taluk, Kancheepuram District, covered under Patta No. 2921 falling under the Sub Registration District of Sriperumbudur and Registration District of Chenglepet,

2) "THE SUMMIT", being the land measuring an extent of 30,310 sq.ft (as per Patta 29,588.13 sq.ft) bearing Plot Nos. 1A, 2A, 3A and 4A at Classic Farms Main Road, Sholinganallur, Chennai – 600 119, comprised in Old Survey Nos. 602/2L Part and 602/2K Part, New Survey Nos. 602/212B, 602/2B1F, 602/2B1G and 602/2B1J of Sholinganallur Village, Sholinganallur Taluk, Chennai District

3) ANANDA", being the land measuring an extent of 4,784 square feet (1 Ground and 2384 square feet), comprised in Collector's Certificate No. 1478 and forming part of Old Survey No.3416, Old Re Survey No. 69/51-A, as per Patta New Re Survey No. 69/81 of Block No. 0004 of Mylapore Village (Guideline Village Teynampet Village), Mylapore Taluk, Chennai District

4) BAGYA", being the land measuring an extent of 2 Grounds and 1,264 sqft or 6,064 square feet comprised in Old Town Survey Nos. 7 Part and 8 Part, as per Patta New Town Survey No. 8/13, Block No. 40, Urur Village, Velachery Taluk, Chennai District, situate at 10th Cross Street, Besant Nagar, Chennai – 600 090

5) SANKALP", being the land measuring an extent of 1 Ground and 2,100 sq.ft or 4,500 square feet comprised in Old Door No.14, New Door No. 27, 7th Cross Street, Shastri Nagar, Adyar, Chennai – 600 020

b. First charge by way of hypothecation on receivables of developer share of projects through escrow a/c

c. 100% share pledge of the company

d. Personal guarantee of promoter

e. Corporate Guarantee of Lancor Holdings Limited (a parant company)

o. Loan from HDFC Bank Limited

	As at			
	Non current portion		Current portion	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
HDFC Bank Ltd - Term Loan - Car Loans	24.57	45.20	20.63	27.28

i. The total amount of loan sanctioned was amounting to Rs. 128.09 lakhs (upto March 31, 2025 - Rs. 135.29 lakhs). The term loans are repayable in 47 to 60 monthly equal installments.

ii. The loan is secured by exclusive charge on vehicles.

Additional Disclosures **(Figures in Lakhs)**

a. Details of delay in payment of interest and principal during the year

The Group has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender.

b. Borrowings secured against current assets

The Group has borrowings from banks / financial institutions on the basis of security of current assets. As per the sanction letter or renewal of sanction letter, the company is required to submit the quarterly returns or statement of current asset. Such statement or return is submitted with the banks / Financial Institutions are in agreement with the books of accounts.

c. Details of Debentures - Contractual Principal repayment value

Redeemable Non-Convertible Debentures (In India) - Redeemable at par.

Sl.No	No. of Debentures	Face Value	Name of the Debenture Holder	Balance as at 31st March 2026	Balance as at 31st March 2025
1	350	10,00,000	WSB Real Estate Debt Fund III	1,952.14	3,425.93
2	8,500	1,00,000	Sundaram Alternative Opp Series - Real Estate Secured Fund - IV	5,559.61	7,049.13
3	1,500	1,00,000	Sundaram Alternative Opp Series - High Yield Secured Real Estate Fund III	578.02	-

2.21 Trade Payables (Non Current)^

(Figures in Lakhs)

Particulars	As at	
	March 31, 2026	March 31, 2025
Total Outstanding Dues of Micro and Small Enterprises	-	22.40
Total Outstanding Dues of Creditors other than Micro and Small Enterprises	234.54	106.80
	234.54	**129.20**

^ Refer note no:2.25 for ageing of Trade Payables

2.22 Provisions (Non-Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Provision for Employee Benefits		
Provision for Gratuity*	95.72	76.23
	95.72	**76.23**

* Refer note no: 4.04 for details on employee benefits.

2.23 Other Liabilities (Non-Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Deposit from Customers	1.15	18.99
	1.15	**18.99**

2.24 Current Borrowings

Particulars	As at	
	March 31, 2026	March 31, 2025
Secured		
Overdraft Facilities from Bank **	-	392.55
Current Maturities of Long Term Secured Borrowings (Refer note no: 2.20) **	3,565.83	3,444.97
Total	**3,565.83**	**3,837.52**
Unsecured		
Loans and Advances from Related Parties	679.87	1,475.10
Inter-Corporate Loans	350.00	624.75
	1,029.87	**2,099.85**
	4,595.70	**5,937.37**

** There is no delay in payment of interest to banks/ financial institution Refer note no. 2.20

Security Disclosure for the Outstanding Short-Term Borrowings as at March 31, 2025

Overdraft Facility from Banks:

i. The Overdraft from City Union Bank Limited I

	As at	
	March 31, 2026	**March 31, 2025**
City Union Bank-I	-	392.55

The loan from City Union Bank Limited is secured by mortgage of 1) commercial building on II Floor at "VTN Square" building owned by the company. 2) All that piece and parcel of Non residential super structures (Elcot Avenue , Lancor sports & Recreation centre) inclusive of common areas together with undivided share of land situated in "The Central Park South" in Sholinganallur village, Tambaram Taluk, Kancheepuram district.

ii. Loan from Related Parties

	As at	
	March 31, 2026	**March 31, 2025**
Loan from Director *	679.87	1,475.10
	679.87	**1,475.10**

* The loan is repayable on demand. The loan is received from directors and the same is unsecured.

iii. Inter Corporate Loans

	As at	
	March 31, 2026	**March 31, 2025**
Inter Corporate Loans *	350.00	624.75
	350.00	**624.75**

* The amount received is towards Inter Corporate Loan, which is repayable in 10 equal monthly installments and the rate of interest is between 15% to 18%

2.25 Trade Payable (Current) ^

Particulars	As at	
	March 31, 2026	**March 31, 2025**
Total outstanding dues of Micro and Small enterprises	72.20	223.19
Total outstanding dues of Creditors other than Micro Enterprises and Small Enterprises	1,458.79	1,630.95
	1,530.99	**1,854.14**

Ageing for trade payables outstanding as at March 31, 2026 is as Follows :

Particulars	No Due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2 - 3 years	More than 3 years	
(i) Micro & Small Enterprises	21.40	29.19	21.32	0.29	-	72.20
(ii) Others	368.83	960.66	205.31	120.56	37.96	1,693.32
(iii) Disputed dues – Micro & Small Enterprises	-	-	-	-	-	-
(iv) Disputed dues – Others	-	-	-	-	-	-
	390.23	**989.85**	**226.63**	**120.85**	**37.96**	**1,765.52**
Add: Unbilled dues						-
Total trade payable						**1,765.52**

Ageing for trade payables outstanding as at March 31, 2025 is as Follows :

Particulars	No Due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2 - 3 years	More than 3 years	
(i) Micro & Small Enterprises	7.94	235.73	1.91	-	-	245.58
(ii) Others	402.33	1,090.58	176.92	43.62	24.29	1,737.75
(iii) Disputed dues – Micro & Small Enterprises	-	-	-	-	-	-
(iv) Disputed dues – Others	-	-	-	-	-	-
	410.27	**1,326.32**	**178.83**	**43.62**	**24.29**	**1,983.33**
Add: Unbilled dues						-
Total trade payable						**1,983.33**

2.26 Other Financial Liabilities (Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Unclaimed Dividend^	14.30	1.55
Security Deposits	24.33	24.33
Rental Deposits	5.98	6.42
Contractually Reimbursable Expenses	14.12	16.02
Refund Due to Customers	3,369.99	1,756.02
Lease Liability	2.31	10.53
Other Payables	156.79	213.44
	3,587.81	**2,028.30**

^ Not due for credit to 'Investor Education and Protection Fund'

2.27 Other Liabilities (Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Advance received from Customers *	463.85	497.64
Unearned Revenue *	975.54	1,759.70
Employees Stock Option Payable	-	160.39
Statutory Dues Payables	256.08	326.37
Other Payables	0.02	15.92
	1,695.49	**2,760.02**

* Refer Note no.4.13 for other disclosures

2.28 Provisions (Current)

Particulars	As at	
	March 31, 2026	March 31, 2025
Provision for Employee Benefits*		
Provision for Gratuity*	16.65	11.10
Provision for Project Expenses	-	137.99
	16.65	**149.10**

2.29 Current Tax Liabilities (Net)

Particulars	As at	
	March 31, 2026	March 31, 2025
Provision for Tax (Net of Advance Income Tax)	760.08	222.05
	760.08	**222.05**

3.01 Revenue from Operations * (Figures in Lakhs)

Particulars	As at	
	March 31, 2026	March 31, 2025
Revenue from Real Estate Development	12,839.71	18,837.25
Rental Income	7.10	4.69
Maintenance Income	213.70	118.30
Other Operating Revenue	68.44	69.79
	13,128.94	**19,030.03**

* Refer Note No.4.13 for details

3.02 Other Income

Particulars	As at	
	March 31, 2026	March 31, 2025
Interest income on		
Bank Deposits	56.49	22.97
Financial Assets (measured at amortised cost)	0.32	13.49
Income Tax Refund Due	-	2.62
Customer balances	20.16	1.67
Others	0.63	0.90
Liabilities no longer required written back	7.32	18.23
Other Non - Operating Income *		
Change in Fair Value of Investment	35.04	18.37
Reversal of Provision for Expected Credit Loss	-	1.95
Miscellaneous Income	271.61	104.85
Profit on Sale of Investment	9.73	-
Profit on Sale of Investment Property	7,009.26	-
	7,410.55	**185.06**

3.03 Cost of Materials and Construction Expenses

Particulars	As at	
	March 31, 2026	March 31, 2025
Purchase of Materials	6,238.56	6,946.55
Approval Charges	1,208.48	1,084.12
Construction Expenses	3,399.91	3,766.32
Professional Charges	114.24	70.68
Power and Fuel	115.05	88.55
Other Expenses	121.61	156.33
	11,197.86	**12,112.55**

3.04 Changes in Inventories of Constructed Premises, Construction Work-in-Progress and Construction Materials

Particulars	As at	
	March 31, 2026	March 31, 2025
Inventories at the beginning of the year		
Construction Materials	321.53	127.58
Work-in-Progress	26,427.10	18,959.36
Land held for Property Development	13.61	13.61
Constructed Premises for Sale	580.88	578.83
	27,343.13	19,679.39
Less: Cost incurred for projects assigned to subsidiary	170.27	198.38
	27,172.86	**19,481.01**
Inventories at the end of the year		
Construction Materials	191.70	321.53
Work-in-Progress	29,356.83	26,427.10
Land held for Property Development	231.62	13.61
Constructed Premises for Sale	372.74	580.88
	30,152.89	**27,343.13**
Change in Inventory	**(2,980.03)**	**(7,862.12)**

3.05 Employee Benefit Expenses

Particulars	As at	
	March 31, 2026	March 31, 2025
Salaries and Wages	1,018.93	1,079.01
Contribution to Provident and Other Funds	30.51	29.77
Share based payments to Employees *	50.95	160.39
Staff Welfare Expenses	38.04	41.28
	1,138.43	**1,310.45**

* Refer note no: 4.04 for details of share based payments to Employees

3.06 Finance Cost

Particulars	As at	
	March 31, 2026	March 31, 2025
Interest on		
Overdraft	51.04	40.97
Debentures	1,594.66	551.27
Term Loan	555.68	1,362.40
Intercorporate loan	118.86	13.99
Loan from related party	94.18	23.92
Interest on Lease Liability	1.84	2.03
Interest on delayed payment of Statutory Dues	28.98	9.84
Interest on payment made to Landowners	-	16.16
Bank and Processing Charges	2.01	3.88
Other Finance Cost	0.00	0.03
	2,447.25	**2,024.49**

3.07 Depreciation & Amortisation

Particulars	As at	
	March 31, 2026	March 31, 2025
Depreciation on Property, Plant and Equipment	249.26	179.07
Depreciation on Investment Property	66.78	74.41
Amortisation on Intangible Assets	34.62	43.36
Depreciation on Right of Use Assets	8.55	8.55
	359.21	**305.39**

3.08 Other Expenses

Particulars	Year ended	
	March 31, 2026	March 31, 2025
Power & Fuel	43.79	32.63
Rates & Taxes	81.09	107.35
Repairs & Maintenance		
- Completed Projects	107.12	83.73
- Others	129.51	57.21
Maintenance Expenses	243.30	130.59
Vehicle Maintenance	14.06	11.61
Software Maintenance	12.42	4.85
Travel & Conveyance	29.23	30.27
Communication Costs	7.22	9.42
Printing and Stationery	20.32	19.95
Purchase of Water for Pool	-	0.54
Bank Charges	13.74	3.87
Legal and Professional Fees	374.47	381.19
Payment to Auditors	29.62	35.75
Tax Audit Fee	6.40	0.10
Directors Sitting Fees	5.78	9.50
Advertisement and Sales Promotion	752.71	738.29
Rental Expense	17.99	20.79
Insurance	39.24	20.56
Brokerage	150.46	74.80
Donation	6.00	7.50
Provision for Expected Credit Loss	12.27	-
Loss on Fair Valuation of Investment	-	15.35
CSR expenses	20.00	-
Advances/ Deposits/ Property, Plant & Equipments written off	8.54	14.09
Claims & Compensations	45.70	80.37
Miscellaneous Expenses	244.16	180.85
	2,415.14	**2,071.14**

3.09 Tax Expense

Particulars	Year ended	
	March 31, 2026	March 31, 2025
a) Income Tax expenses		
Current Tax		
In respect of the current year	791.88	464.72
In respect of the earlier years	100.90	(0.00)
Deferred Tax		
In respect of the current year	(283.57)	88.83
Total income tax expense recognised in the current year	**609.21**	**553.55**
b) Reconciliation of tax expense and the accounting profit multiplied by statutory income tax rate for the year indicated are as follows		
Profit/(loss) before tax	4,527.40	1,567.79
Effective tax rate applicable to the company	27.82%	27.82%
Tax expense as the enacted income tax rate	1,333.91	436.56
Tax in relation to expenses not deducted / income not taxable / notional income considered in determining taxable profits	68.60	27.90
Tax impact on account of differential tax rate with respect to sale of capital asset	(610.07)	-
Impact in relation to current tax of earlier years	100.90	-
Tax impact on creation of minimum alternate tax	(226.26)	(105.09)
Difference in Tax Rate of Subsidiary	-	-
Tax in relation to earlier years	-	(0.00)
Tax impact on account of employee benefits	(7.37)	1.84
Tax impact on account of impairment of Financial Assets	(18.77)	(10.86)
Tax impact on account of provision for expected credit loss	(3.41)	0.54
Tax impact on account of revaluation of Investment property	-	-
Tax impact on account of unabsorbed business loss	(15.30)	-
Tax impact on account of Delay in making payments to Micro, Medium & Small Enterprises	65.18	(65.74)
Tax impact on depreciation of property, plant and equipment & amortisation of Intangible assets	(15.29)	(7.40)
Tax impact on account of Interest expense (ICDS)	(62.90)	275.79
Income tax expense	**609.21**	**553.55**

4.01 Earning per Equity Share

(Figures in Lakhs)

Particulars	Year Ended	
	March 31, 2026	March 31, 2025
Net Profit attributable to Equity Shareholders		
Net profit for the year	**4,045.07**	**467.09**
Nominal value of the equity share	2.00	2.00
Total number of equity shares outstanding at the beginning of the year	7,29,95,560	6,07,50,000
Total number of equity shares outstanding at the end of the year	7,35,50,560	7,29,95,560
Weighted-average number of equity shares	7,33,33,122	7,24,25,219
Basic EPS	**5.52**	**0.64**
Nominal value of equity share	2.00	2.00
Weighted average number of equity shares used to compute diluted earning per share	**7,33,33,122**	**7,28,08,015**
Diluted EPS	**5.52**	**0.64**
Weighted-average number of Equity shares for basic EPS	**7,33,33,122**	**7,24,25,219**
Weighted-average number of Equity shares adjusted for the effect of dilution	**7,33,33,122**	**7,28,08,015**
Reconciliation of Weighted-average number of equity shares to Weighted-average number of diluted equity shares		
Weighted-average number of equity shares	7,33,33,122	7,24,25,219
Add: Stock Option	-	3,82,797
Weighted-average number of diluted equity shares	7,33,33,122	7,28,08,015

On June 28, 2024, pursuant to approval by the shareholders of the Holding Company in Extraordinary General Meeting held on March 27, 2024, the Nomination and Remuneration Committee of the Board of Directors of the Group has approved the grant of 8,97,800 stock options convertible to 8,97,800 equity shares of Rs. 2/- each to eligible employees of the Group under Lancor Holdings Limited Employee Stock Option Scheme 2024 at an exercise price of Rs.2/- per option. Out of the approved stock options, 3,42,800 options have been renounced by the employees. The balance options will vest in favour of the grantees over a period of 1 years from the date of grant i.e., June 28, 2024.

Pursuant to approval by the shareholders in the Extraordinary General Meeting held on April 26, 2025, the company has issued 33,33,330 warrants of Rs.30.00 per warrant on 26.04.2025 amounting to Rs. 999.99 Lakhs to be convertible into fully paid up equity shares of the company in the ratio of 1:1 within 18 months from the date of allotment. Share warrants that could potentially dilute Basic Earnings Per Share in future, however we have not included in the calculation of Diluted Earnings Per Share considering their anti-dilutive for the year ended March 31, 2026.

4.02 Contingent liabilities

The Group's pending litigations comprise of claims against the Group primarily by the customers and proceedings pending with Income Tax / Service Tax / VAT and other government authorities. The Group has reviewed all its pending litigations and proceedings and has adequately provided for where Provisions are required and disclosed the contingent liabilities where applicable, in its financial statements. The Group does not expect the outcome of these proceedings to have a materially adverse effect on its financial results.

a) In view of the premature termination of the lease by one of the Lessees in the Menon Eternity Building, a dispute had arisen between the Company and the said lessee. Therefore, the Company had forfeited the Rental Deposit. The lessee had demanded a refund of the rental deposit of Rs. 218.36 lakhs along with interest and damages. A suit has been filed by the Lessee before the Hon'ble High Court of Madras. The said suit was decreed in favour of the Lessee, by payment of an amount of Rs. 424.15 Lakhs along with interest. The Company has filed an appeal before the Division Bench of the Hon'ble High Court of Madras and the same is pending.

b) In pursuance to the increased demand on premium FSI and OSR charges by the Chennai Metropolitan Development Authority (CMDA) over and above the normal FSI charges paid by the Company as per the guideline value prevailing at the time of filing the application with respect to one of the project, the Company has filed a writ petition before the Hon'ble High Court of Madras. As per the interim direction of the Hon'ble court the differential amount of Rs. 74.84 lakhs has been furnished by way of a bank guarantee renewed periodically. The said writ petition has been disposed off as prayed by the Company. The CMDA has filed an appeal against the order and is pending before the division bench of the Hon'ble High Court of Madras. In view of the management the increased demand is based on the revision in the guideline value which was not prevailing at the time of approval, accordingly the claims are not acknowledged as debt.

c) The Income tax authorities have raised a demand for an amount of Rs. 466.75 lakhs (excluding penalty) for the Assessment year 2024-25 on account of various additions made during the course of the assessment. The Company has preferred an appeal against the demand and the matter is pending. The Company has been advised that these demands do not likely result in to any actual liability.

d) The service tax department has raised a demand of Rs. 156.10 lakhs towards penalty on Lancor GST Developments Limited (merged with Lancor Holdings Limited with an appointed date, April 1, 2013) for wrong availment of Cenvat Credit. The erstwhile holding Company of Lancor GST Developments Limited has undertaken to reimburse to the Company to the extent of Rs. 39.03 lakhs in the event the Company is made liable to pay the demand. The matter is pending before the Appellate Tribunal. The Company has been advised that these proceedings are not likely to result into any liability as the Company had reversed it without utilising the same.

4.03 a. Capital and Other Commitments

Particulars	As at	
	March 31, 2026	March 31, 2025
Capital Commitments	-	48.02
Other Commitments	-	-

b. Corporate Guarantee - The Group has given Corporate Guarantee of Rs. 3,500 lakhs to M/s Catalyst Trusteeship Limited, who are the Debenture Trustees for the benefit of the Debenture holders i.e. WSB Real Estate Debt Fund III in compliance with the debenture trust deed between the one of the group Company and debenture trustees.

4.04 Employee Benefit Expense

(i) The Present value of the defined benefit obligations and related current service cost were measured using the Projected Unit Credit Method, with actuarial valuation being carried out at each Balance Sheet date

The principal assumptions used for the purpose of actuarial valuation were as follows:

Particulars	As at	
	March 31, 2026	March 31, 2025
Discount rate	6.61%	7.19%
Rate of increase in compensation levels	5%	5%
Rate of employee turnover	13% p.a for all service groups	13% p.a for all service groups
Mortality rate during employment	Indian Assured Lives Mortality 2012-14 (Urban)	Indian Assured Lives Mortality 2012-14 (Urban)
Mortality rate after employment	NA	NA

Table showing changes in present value of projected benefit obligation

Particulars	As at	
	March 31, 2026	March 31, 2025
Present value of obligations at beginning of the year	87.33	92.44
Interest expense	6.34	6.65
Current service cost	10.88	8.27
Past Service cost	27.53	-
Benefits paid	(8.35)	(16.32)
Actuarial (Gains)/Losses on Obligations - Due to Change in Demographic Assumptions	-	-
Actuarial (Gains)/Losses on Obligations - Due to Change in Financial Assumptions	(2.42)	2.08
Actuarial (Gains)/Losses on Obligations - Due to Experience	(8.96)	(5.78)
Present value of obligations at the end of the period	**112.37**	**87.33**

Amount recognised in balance sheet

Particulars	As at	
	March 31, 2026	March 31, 2025
Present value of obligation as at the end of the period	(112.37)	(87.33)
Funded status (surplus/ (deficit))	(112.37)	(87.33)
Net asset/(liability) recognised in the balance sheet	**(112.37)**	**(87.33)**

Net interest cost for current period

Particulars	As at	
	March 31, 2026	March 31, 2025
Present value of benefit obligation at the beginning of the period	87.33	92.44
(Fair value of plan assets at the beginning of the period)		
Net liability/(asset) at the beginning	87.33	92.44
Interest cost	6.34	6.65
Net interest cost for current period	**6.34**	**6.65**

Expenses recognized in the statement of profit or loss for current period

Particulars	As at	
	March 31, 2026	March 31, 2025
Current service cost	10.88	8.27
Net interest cost	6.34	6.65
Past service cost	27.53	-
Expenses recognized	**44.76**	**14.92**

Expenses recognized in the other comprehensive income (OCI) for current period

Particulars	As at	
	March 31, 2026	March 31, 2025
Actuarial (gains)/losses on obligation for the period	(11.37)	(3.71)
Net (income)/expense for the period recognized in OCI	**(11.37)**	**(3.71)**

Balance sheet reconciliation

Particulars	As at	
	March 31, 2026	March 31, 2025
Opening net liability	87.33	92.44
Expenses recognized in statement of profit or loss	44.76	14.92
Expenses recognized in OCI	(11.37)	(3.71)
(Benefits directly paid by employer)	(8.35)	(16.32)
Net liability/(asset) recognized in the balance sheet	**112.37**	**87.33**

Maturity analysis of the benefit payments:

Particulars	As at	
	March 31, 2026	March 31, 2025
Projected benefits payable in future years from the date of reporting		
1st following year	16.65	11.10
2nd following year	14.71	12.09
3rd following year	12.86	10.19
4th following year	13.62	11.74
5th following year	28.45	9.58
Sum of years 6 to 10	44.66	46.18
Sum of years 11 and above	23.92	19.76

Sensitivity analysis

Particulars	As at	
	March 31, 2026	March 31, 2025
Projected benefit obligation on current assumptions	112.37	87.33
Delta effect of +1% change in rate of discounting	(4.14)	(3.98)
Delta effect of -1% change in rate of discounting	4.48	4.47
Delta effect of +1% change in rate of salary increase	4.53	4.53
Delta effect of -1% change in rate of salary increase	(4.26)	(4.11)
Delta effect of +1% change in rate of employee turnover	0.11	0.64
Delta effect of -1% change in rate of employee turnover	(0.13)	(0.71)

The sensitivity analysis have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

The sensitivity analysis presented above may not be representative of the actual change in the projected benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the projected benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same method as applied in calculating the projected benefit obligation as recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

Characteristics of defined benefit plan

The Group has a defined benefit gratuity plan in India (unfunded). The Group's defined benefit gratuity plan is a final salary plan for employees. Gratuity is paid from entity as and when it becomes due and is paid as per entity scheme for Gratuity

Risks associated with defined benefit plan

Gratuity is a defined benefit plan and The Group is exposed to the Following Risks:

Interest rate risk

A fall in the discount rate which is linked to the Government security rate will increase the present value of the liability requiring higher provision.

Salary risk

The present value of the defined benefit plan liability is calculated by reference to the future salaries of members. As such, an increase in the salary of the members more than assumed level will increase the plan's liability.

Asset-liability Matching Risk

The plan faces the ALM risk as to the matching cash flow. Company has to manage pay-out based on pay as you go basis from own funds.

Mortality risk

Since the benefits under the plan is not payable for life time and payable till retirement age only, plan does not have any longevity risk.

During the year, there were no plan amendments, curtailments and settlements.

Defined contribution plans

The Group operated defined benefits contribution retirement benefit plans for all qualifying employees.

The total expenses recognised in the statement of profit & loss is Rs. 30.51 lakhs (March 31, 2025: Rs. 29.76 lakhs) represents the contribution payable to these plans by the Company at the rates specified in the rules of the plan.

(ii) Equity Settled Share Based Payments Employee Stock Option Plan

On June 28, 2024, pursuant to approval by the shareholders of the Holding Company in Extraordinary General Meeting held on March 27, 2024, the Nomination and Remuneration Committee of the Board of Directors of the Group has approved the grant of 8,97,800 stock options convertible to 8,97,800 equity shares of Rs. 2/- each to eligible employees of the Holding Company under Lancor Holdings Limited Employee Stock Option Scheme 2024 at an exercise price of Rs.2/- per option. Out of the approved stock options, 3,42,800 options have been renounced by the employees. During the year the Group has allotted, balance options of 5,55,000 equity share at face value of Rs. 2/- each to the employees, pursuant to exercise of Employees Stock Option Scheme.

Terms of Vesting

The vested stock options shall be exercisable within 1.13 years from the date of the grant (i.e. June 28, 2024).

Movement of Options Granted

Particulars	As at			
	March 31, 2026		March 31, 2025	
	Average exercise price per share option	Number of Options	Average exercise price per share option	Number of Options
Opening Balance	-	5,55,000	-	-
Granted during the year	-	-	2.00	8,97,800
Cancelled during the year	-	-	-	3,42,800
Vested & Exercised during the year	2.00	5,55,000	-	-
Closing Balance		**-**		**5,55,000**

The model input for fair value of option granted as on the grant date

Particulars	As at	
	March 31, 2026	March 31, 2025
Exercise Price	2.00	2.00
Dividend Yield	0.470%	0.470%
Risk free Interest Rate	6.973%	6.973%
Expected Volatility	56.89%	56.89%
Fair Value per Option	40.08	40.08
Expected life (years)	1.13	1.13
Model Used	Black Scholes	Black Scholes

The current options can be exercised within a three month period provided by the company after the vesting date. This feature of the options, where employees can exercise their stock options only during a specific window after the vesting date.

The expected life of options is calculated based on the simplified method and is calculated as the average of the minimum life (vesting period) and the maximum life (i.e. vesting period + exercise period)

During the year ended March 31, 2026, the Company recorded an employee stock compensation expense of Rs. 50.95 Lakhs (March 31, 2025 - Rs. 160.39 lakhs) in the Statement of Profit & Loss and the balance in share options outstanding account as at March 31, 2026 is Rs. Nil lakhs (March 31, 2025 - Rs. Nil lakhs)

4.05 Disclosures as required by Ind AS 108 Operating segments

As the Group's business activity falls within a single business segment in terms of Ind AS 108 on "Operating Segments", the financial statement are reflective of information required by Ind AS 108.

4.06 Leases

I) Group as Lessee

a) The Group leased assets primarily consists of lease of premises. The Group recorded the lease liability at the present value of the remaining lease payments discounted at the rate implicit in the lease as on the date of inception of such lease and has measured right of use asset an amount equal to lease liability adjusted for any related prepaid and accrued lease payments previously recognised.

b) Following is carrying value of right of use assets and the movements thereof

Particulars	As on March 31, 2026	As on March 31, 2025
	Category of Right of Use Asset	Category of Right of Use Asset
	Premises	Premises
Opening Balance	10.68	-
Additions during the year	-	19.69
Deletion during the year	-	-
Depreciation of Right of use assets	(8.55)	(9.01)
Closing Balance	**2.14**	**10.68**

c) Following is carrying value of Lease Liability and the movements thereof

Particulars	As on March 31, 2026	As on March 31, 2025
Opening Balance	10.53	-
Lease liability as on date of transition*	-	-
Additions during the year	-	18.19
Finance cost accrued during the year	1.84	2.03
Payment/Deletion of lease liabilities during the year	(10.07)	(9.69)
Closing Balance	**2.31**	**10.53**

d) The following are the amounts recognised in the statement of profit and loss:

Particulars	As on March 31, 2026	As on March 31, 2025
Expenses		
Depreciation expense of right-of-use assets	8.55	9.01
Interest expense on lease liabilities	1.84	2.03
Expense relating to short-term leases (included in other expenses)	17.99	20.79
Net amount recognised in statement of profit and loss	28.38	31.83

* The implicit lease rate considered to arrive at the lease liability as on March 31, 2026 is 15.00% (March 31, 2025 - 15.00%)

e) Total cash outflow recorded during the year was Rs. 10.07 lakhs (March 31, 2025 - Rs. 9.69 lakhs) except for short term lease and low value assets

f) The maturity analysis of lease liabilities are disclosed in note 4.09. The Company does not face a significant liquidity risk with regard to its lease liabilities as the current assets are sufficient to meet the obligations related to lease liabilities as and when they fall due.

The lease payments in relation to short term leases having lease term less than 12 months amounting to Rs. 17.99 lakhs (March 31, 2025: Rs. 20.79 lakhs) accounted under the statement of Profit and loss. (Refer note 3.08)

II) Company as Lessor

a) The Company had entered into commercial property leases on its constructed premises. Rental income credited to statement of profit & loss is Rs. 7.10 lakhs (March 31,2025: 4.69 lakhs).

Disclosure of future minimum lease receivables:

Maturity analysis of lease payments to be received	As at March 31, 2026	As at March 31, 2025
1st following year	-	-
2nd following year	-	-
3rd following year	-	-
4th following year	-	-
5th following year	-	-
Sum of years 6 to 10	-	-

4.07 Capital Management

The Group's objective while managing capital is to maintain stable capital structure to support business stability and growth, ensure adherence to the covenants and restrictions imposed by lenders and / or relevant laws and regulations, and maintain an optimal and efficient capital structure so as to reduce the cost of capital that would enable to maximise the return to stakeholders.

The Group's capital requirement is mainly to fund its business expansion by developing various residential and commercial projects and repayment of borrowings obtained in this regard. The principal source of funding of the Group has been, and is expected to continue to be, cash generated from its operations supplemented by funding from bank borrowings.

The Group has adhered to material externally imposed conditions relating to capital requirements and there has not been any delay or default during the period except as stated in note no. 2.20 covered under these financial statements with respect to payment of principal and interest during the year. No lender has raised any matter that may lead to breach of covenants stipulated in the underlying documents.

The Group monitors its capital using gearing ratio, which is net debt divided to total equity.

Particulars	As at	
	March 31, 2026	March 31, 2025
Net Debt	8,595.36	13,773.38
Total Equity	23,933.12	19,569.40
Debt Equity Ratio	**0.36**	**0.70**

* Net debt = non-current borrowings + current borrowings + current maturities of non-current borrowings + interest accrued – cash and cash equivalents.

4.08 Financial instruments

(i) Methods & assumption used to estimates the fair values

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The following methods and assumptions were used to estimate the fair values:

a) The carrying amounts of receivables and payables which are short term in nature such as trade receivables including unbilled revenue, cash and cash equivalents, Bank Balances other than cash and cash equivalents, other Current Financial Assets (like Security Deposits, interest accrued, loan to employees), Deposits with Banks, trade payables, short term borrowings from Banks and Financial Institutions, Other Financial Liabilities (like Interest accrued but not due, Security & Rental Deposits, Refund due to Customers, and other payables) are considered to be the same as their fair values.

b) The fair values for long term loans given to various parties, and remaining non current financial assets (like Security Deposits, Earnest Money paid to Landowners) were calculated based on cash flows discounted using a effective interest lending rate. This is classified as level 3 fair values in the fair value hierarchy due to the inclusion of unobservable inputs.

c) The fair values of non-current borrowings are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy due to the use of unobservable inputs.

d) For financial assets and financial liabilities that are measured at fair value, the carrying amounts are equal to the fair values.

(ii) Categories of financial instruments

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique: Level 1: unadjusted quoted prices in active markets for identical assets or liabilities. Level 2: directly or indirectly observable market inputs, other than Level 1 inputs; and Level 3: inputs which are not based on observable market data

(iii) Fair value of financial instruments measured at amortised cost

Particulars	As at March 31, 2026		As at March 31, 2025	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial assets				
Trade receivables	1,245.86	1,245.86	2,412.36	2,412.36
Cash and bank balances	2,077.25	2,077.25	1,533.48	1,533.48
Other financial assets	1,178.30	1,178.30	2,246.53	2,246.53
Total financial assets	**4,501.41**	**4,501.41**	**6,192.38**	**6,192.38**
Financial liabilities				
Borrowings*	10,658.27	10,658.27	15,305.29	15,305.29
Trade Payables	1,765.52	1,765.52	1,983.33	1,983.33
Other financial liabilities	3,587.81	3,587.81	2,028.30	2,028.30
Lease Liability	-	-	-	-
Total financial liabilities	**16,011.60**	**16,011.60**	**19,316.92**	**19,316.92**

* includes current maturities of long term debts

(iv) Fair value of instruments measured at fair value through profit or loss

Particulars	As at March 31, 2026	As at March 31, 2025	Level
Investments at FVTPL			
- In Equity Shares	1.70	68.64	Level 1

Investment in CSB Bank Ltd has been valued based on quoted market price considering the entity is listed on Bombay Stock Exchange

4.09 Financial Risk Management

The Group's financial risk management is an integral part of how to plan and execute its business strategies. The Group's financial risk management policy is set by the Board of Directors.

The Group's activities expose it to financial risks namely credit risk, liquidity risk and market risk. The board of directors of the Group has overall responsibility for the establishment and oversight of the Group's risk management. The below mentioned notes explains various sources of risk Group is exposed to & the manner in which it manages such risk and its impact on the financial statements.

a) Credit risk:

Credit risk arises from the possibility that counter party will cause financial loss to the Group by failing to discharge its obligation as agreed. The Group's exposure to credit risk arises mainly from the trade receivables including unbilled revenue, loans provided to various parties, earnest money deposit paid to land owners and other deposits including balances and deposits with the banks.

The Group is exposed to credit risk with respect to contract entered into with the customers for sale of residential units. The Contract with customer includes milestone payment to be made by the customer. The possession of the property is handed over to the customers only on collection of entire payment. Similarly, the handing over of the property to the landowners where Company enters into agreement for joint development are also made only on collection of earnest money deposit given earlier. Accordingly, the Company does not have any credit risk except to the extent of time value of money due to delay in collection of customer dues basis which the expected credit loss is recorded. During the financial year, the Company has not made any write-offs of trade receivables.

The trade receivables on account of maintenance income are typically un-secured and derived from services provided to large number of independent customers. As the customer base is distributed economically there is no

concentration of credit risk. The credit period provided by the Company to its end use customers generally ranges from 0 to 7 days.

The Group follows a simplified approach (i.e. based on lifetime ECL) for recognition of impairment loss allowance on Trade receivables. For the purpose of measuring the lifetime ECL allowance for trade receivables, the Company uses a provision matrix which comprise a very large number of small balances grouped into homogenous groups and assessed for impairment collectively. Individual trade receivables are written off when management deems them not recoverable. Based on the industry practices and business environment in which the Company operates, management considers that the trade receivables are in default if the payment are more than 12 months past due.

Trade receivables consist of mainly customer balances relating to real estate and its allied activities with no significant concentration of credit risk. The outstanding trade receivables are regularly monitored, and appropriate action is taken for collection of overdue receivables.

Table showing age of gross trade receivables and movement in expected credit loss is as below.

Particulars	As at	
	March 31, 2026	March 31, 2025
Within credit period	320.06	374.88
1-90 days past due	883.32	1,021.69
91-180 days past due	37.29	650.21
181-270 days past due	12.44	193.12
271-365 days past due	0.67	120.30
1 - 2 years past due	11.09	27.56
2 - 3 years past due	4.03	0.59
morethan 3 years past due	21.56	56.34
Total	**1,290.45**	**2,444.69**

Reconciliation of changes in the loss allowances measured using life-time expected credit loss model - Trade receivables	**Amount**
As at April 1, 2024	**34.28**
Expected Credit Loss written off / (Reversal of provision)	(1.95)
As at March 31, 2025	**32.33**
Expected Credit Loss written off / (Reversal of provision)	12.27
As at March 31, 2026	**44.59**

Credit risks from balances and deposits with banks are managed in accordance with the Company policy. Considering the credit worthiness of the banks and market reputation of those institutions, management does not expect that the said institutions will not meet its obligation.

b) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. The Group liquidity risk management policies include to, at all times ensure sufficient liquidity to meet its liabilities when they are due, by maintaining adequate sources of financing from domestic banks at an optimised cost. In addition, processes and policies related to such risks are overseen by senior management. The Group's senior management monitors the Group's net liquidity position through rolling forecasts on the basis of expected cash flows. The Group takes into account the liquidity of the market in which they operate.

Maturities of Financial Liabilities

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

As at March 31, 2026	Less than 1 year	1 to 5 years	More than 5 Years	Total
Trade Payables	1,530.99	234.54	-	1,765.52
Borrowings	4,595.70	6,062.57	-	10.658.27
Other Financial Liabilities	3,585.50	-	-	3,585.50
Lease Liability	2.31	-	-	2.31
	9,714.50	**6,297.10**	**-**	**16,011.60**

As at March 31, 2025	Less than 1 year	1 to 5 years	More than 5 Years	Total
Trade Payables	1,854.14	129.20	-	1,983.33
Borrowings	5,937.37	9,367.91	-	15,305.29
Other Financial Liabilities	2,017.77	-	-	2,017.77
Lease Liability	10.53		-	10.53
	9,819.81	**9,497.11**	**-**	**19,316.92**

Financing arrangements

The Group has sufficient sanctioned line of credit from its bankers / financiers; commensurate to its business requirements. The Group reviews its line of credit available with bankers and lenders from time to time to ensure that at all point of time there is sufficient availability of line of credit.

The Group pays special attention to the net operating working capital invested in the business. In this regard considerable work has been performed to control and reduce collection periods for trade receivables, as well as to optimise accounts payable with the support of banking arrangements to mobilise funds.

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. Companies exposure in relation to market risk is primarily in relation to Interest rate risk and equity price risk.

I. Interest risk

The Group has both floating & fixed rate borrowings which are carried at amortised cost. The fixed rate borrowings are not subject to interest rate risk considering the future cash outflows will not fluctuate because of any change. The variable interest rate borrowings are subject to interest rate risk. The interest rate risk is managed by the Group by monitoring monthly cash flow which is reviewed by management to prevent loss.

The exposure of the Company's borrowings to interest rate changes at the end of the reporting period are as follows

Particulars	As at	
	March 31, 2026	March 31, 2025
Variable rate borrowings	1,026.87	2,367.68
Fixed rate borrowings	9,631.40	12,937.61

Interest rate sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to interest rates on the variable interest rate borrowings at the end of the reporting period. For floating rate borrowings, the analysis is prepared considering all other variables remain constant.

	Impact on profit : Increase / (Decrease)		Impact on equity : (Increase) / Decrease	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
	1% Increase	1% Increase	1% Decrease	1% Decrease
Interest rates- increase by 100 basis points *	(14.72)	(32.02)	(14.72)	(32.02)
Interest rates - decrease by 100 basis points *	14.72	32.02	14.72	32.02

* assuming all other variables as constant

II. Equity Price Risk

The Group's listed and non-listed market securities are susceptible to market price risk arising from uncertainties about future values of the investment securities. The Group manages such risk within the acceptable parameters set by the Board of directors.

Particulars	As at	
	March 31, 2026	March 31, 2025
Borrowing costs capitalised during the year		
-as a part of work in progress for residential property development	1,221.93	894.37
-as a part of capital work in progress	-	21.76
-as a part of capital advance	-	3.85
	1,221.93	**919.97**

4.11 Related Party Transactions

A. Names of the Related Parties and Related Party Relationships.

i) Under Control of the Group

a) Key Managerial Personnel

Managing Director
Mr. R.V. Shekar

Independent Directors
Mrs. Gowri Ramachandran
Mr. K. Harishankar
Mr. Srinivasan Vasudevan
Mrs. Vinodhini Sendhill Manian

Other Non-Executive Director
Mr. Seetharaman Sridharan

b) Entity under control of Key Managerial Personnel — **Lancor Foundation**

c) Relative of Key Managerial Personnel — Mr. Sriram Sridharan
Mr. Sivaram Sridharan

Nature of the transaction	Name of the party	Relationship	Year ended	
			March 31, 2026	March 31, 2025
Expenditure				
Interest paid	Mr. R.V. Shekar	Control	73.18	-
	Mr. Seetharaman Sridharan	Key Managerial Personnel	21.00	18.87
CSR Expenses	Lancor Foundation	Entity under control of KMP	20.00	-
Key Managerial Remuneration	(Refer below)*	Key Managerial Personnel	28.90	32.05
Loans / advances (taken) and repaid thereof (net)				
	Mr. R.V. Shekar	Control	795.23	(247.32)
Advance for purchase of property	Lancor Foundation	Entity under control of KMP	(2.44)	(168.00)

Compensation to Key Managerial Personnel

Particulars	Year ended	
	March 31, 2026	March 31, 2025
Short term employee benefits	24.00	24.00
Post employment benefits	-	-
Sitting fees paid to Non executive directors	4.90	8.05
	28.90	**32.05**

Note:

a) As the post-employment benefits is provided on an actuarial basis for the Group as a whole, the amount pertaining to KMP is not ascertainable and therefore not included above. However the post employment benefit in the nature of gratuity is included on payment basis by the Group.

b) The value of the related party transactions and balances reported are based on actual transactions and without giving effect to the notional Ind AS adjustment entries.

Particulars	Name of the party	Relationship	As at	
			March 31, 2026	March 31, 2025
Closing balances				
Closing balance of loans taken	Loan from R V Shekar	Control	529.87	1,325.10
	Loan from S Sridharan	Key Managerial Personnel	150.00	150.00
Closing balance of Other Current Liabilities				
	Lancor Foundation	Entity under control of KMP	4.74	7.17

4.12 Interest in Other Entities

Consolidated financial statements comprise the financial statements of Lancor Holdings Limited and its subsidiaries.

a) Subsidiaries

Name of the subsidiary	Principal activity	Principal place of incorporation & operation	Proportion of ownership interest and voting power held by them	
			March 31, 2026	March 31, 2025
Lancor Maintenance & Services Limited	Maintenance Services	India	100.00%	100.00%
Central Park West Venture	Club Membership Fee	India	100.00%	100.00%
Lancor City Developers Limited (formerly Lancor Infinys Limited)	Property Developments	India	100.00%	100.00%

b) Non-controlling interest

The Group does not have any material non controlling interests warranting a disclosure as per Ind AS 112 (12).

4.13 Disclosure pursuant to Ind AS 115 – Revenue from Contract with Customers

(a) Out of the total revenue recognised under Ind AS 115 during the year, Rs. 10,930.97 lakhs (March 31, 2025 : Rs. 17,367.86 lakhs) is recognised over a period of time and Rs. 2,197.98 lakhs (March 31, 2025 - Rs. 1,662.17 lakhs) is recognised at the point of time.

(b) Contract Balances:

Movement in contract balances during the year:

Particulars	Contract Asset	Contract Liabilities
Opening Balance as on April 01, 2025	1,177.93	2,257.34
Closing Balance as on March 31, 2026	461.79	1,439.39
Net Increase/ (Decrease)	**(716.13)**	**(817.95)**

(c) During the year, the Company has recognised revenue of Rs. 1,443.08 lakhs (March 31, 2025: Rs. 2,060.86 lakhs) in the reporting period out of the opening contract liability of Rs. 2,257.34 lakhs (March 31, 2025: Rs. 3,423.04 lakhs)

(d) Cost to obtain the contract:

(i) Amount recognised as assets from cost incurred to obtain or fulfill a contract with a customer as at March 31, 2026 is Rs. 43.82 lakhs (March 31, 2025 : is Rs. 22.19 lakhs)

(ii) Amount of amortisation on account of cost incurred to obtain or fulfill a contract with a customer recognised in Profit and Loss during the year 2025-26 is Rs. 34.44 lakhs (March 31, 2025: Rs. 43.03 lakhs)

(e) Reconciliation of Revenue from operations

Particulars	As at	
	March 31, 2026	March 31, 2025
Contract Price	57,683.34	47,784.10
Less: Credit due to revision to contract	(501.44)	(503.44)
Add: Debit due to revision to contract	123.24	40.49
Add: Other Adjustments	(44,251.73)	(28,365.61)
Total	**13,053.41**	**18,955.55**

(f) Performance obligation in case of sale of residential plots is satisfied once the control over the plot is transferred to the customer. Further, performance obligation of the Company in case of contract with customers in relation to sale of residential villas and apartments is satisfied over the period of time in accordance with the contract with customers.

4.14 Distributions Proposed

Particulars	As at	
	March 31, 2026	March 31, 2025
Proposed dividends on Equity shares		
Final dividend for year ended March 31, 2026: Rs. 0.30 per Equity Share (March 31, 2025: Rs. 0.20 per Equity Share)	220.65	145.99

Proposed dividend on equity shares are subject to approval at the Annual General Meeting and are not recognised as a liability as at March 31, 2026.

4.15 Disclosure in relation to utilisation of borrowed funds

a) 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 Group to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Group (Ultimate Beneficiaries). The Group has not received any fund from any party(s) (Funding Party) with the understanding that the Group shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Group ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

b) No funds have been received by the Group from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Group shall,

whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

4.16 **a.** The accounting software used by the Holding Company and one of the subsidiary has a feature of recording an audit trail (edit log), and the same was enabled and operated throughout the financial year for all relevant transactions recorded in the software.

The audit trail functionality is available for changes made through the application interface; however, the software does not have the feature to capture direct changes, if any, made at the database level. Except for the year ended March 31, 2024, where the audit trail feature was not enabled for accounting software and its databases, the Holding Company and one of the subsidiaries have preserved the audit trail in accordance with statutory record retention requirements.

b. With respect of another subsidiary, it is using an accounting software which has a feature of recording an audit trail (edit log), and the same was enabled and operated throughout the financial year for all relevant transactions recorded in the software and has preserved the audit trail in accordance with statutory record retention requirements.

4.17 On November 21, 2025, the Government of India has notified the Code on Wages, 2019, the Code on Social Security,2020, the Industrial Relations Code, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 (collectively known as. 4 "Labour Codes") consolidating 29 existing labour laws. During the financial year, the Group has assessed the impact of these changes in the Labour codes (pending State and Central rules) and has accounted for the incremental impact amounting to Rs. 27.47 Lakhs and the same has been disclosed as "Exceptional items" in the financial statements.

4.18 The additional regulatory information detailed in clause 6L, of general instructions give in Part 1 of division II of Schedule III to the Companies Act are furnished to the extent applicable to the Group

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

R V Shekar
Managing Director
DIN: 00259129

S. Sridharan
Director
DIN: 01773791

J.M. Chandrasekar
Chief Executive Officer

K Prakash
Chief Financial Officer

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

4.19 Additional Information as required under Schedule III to the Companies Act, 2013, of entities consolidated as subsidiaries, joint Ventures and associates

Name of the entity in the group	Net assets (total assets minus total liabilities)		Share in profit / (loss)		Share in other comprehensive income / (loss)		Share in total comprehensive income / (loss)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated other comprehensive income	Amount	As % of consolidated total comprehensive income	Amount
Parant Company								
Lancor Holdings Limited	100.65%	24,087.73	104.18%	4,214.09	100.00%	2.01	104.18%	4,216.09
Subsidiary								
Lancor Maintenance & Services Limited	0.33%	79.88	-0.02%	(0.63)	-	-	-0.02%	(0.63)
Lancor City Developer Limited	-3.78%	(905.26)	-4.89%	(197.88)	-	-	-4.89%	(197.88)
Central Park West Venture	2.80%	670.77	0.73%	29.49	-	-	0.73%	29.49
Total		**23,933.12**		**4,045.07**		**2.01**		**4,047.08**

As per our report of even date attached
For G.M. Kapadia & Co.
Chartered Accountants
Firms Registration No: 104767W

For and on behalf of Board of Directors

Satya Ranjan Dhall
Partner
Membership No. 214046

R V Shekar
Managing Director
DIN: 00259129

S. Sridharan
Director
DIN: 01773791

J.M. Chandrasekar
Chief Executive Officer

K Prakash
Chief Financial Officer

Kaushani Chatterjee
Company Secretary

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

Place: Chennai
Date: 29th May, 2026

NOTICE OF THE 41st ANNUAL GENERAL MEETING

(Pursuant to Section 101 of the Companies Act, 2013)

Notice is hereby given that the 41st (Forty First) Annual General Meeting ("AGM") of the members of Lancor Holdings Limited ("the Company") will be held on **Monday, 28th September, 2026 at 11.30 AM (IST)** through Video Conference ("VC")/ Other Audio Visual Means ("OAVM") to transact the following business:

Ordinary Business:

1. Adoption of Standalone and Consolidated Financial Statements by way of an ***ordinary resolution***:

a. To consider and adopt the **Audited Standalone Financial Statements** of the Company for the financial year ended March 31, 2026, together with the Reports of the Board of Directors and the Auditors thereon; and

b. To consider and adopt the Audited Consolidated Financial Statements of the Company for the financial year ended March 31, 2026, together with the Report of the Auditors thereon.

2. To appoint a Director in place of Mr. S. Sridharan (DIN: 01773791), who retires by rotation in terms of section 152(6) of the Companies Act, 2013 and being eligible, offers himself for re-appointment, by way of an ***ordinary resolution***.

3. To Declare Final Dividend of Rs. 0.30/- (Rupee Thirty paise) per equity share for the Financial Year 2025-26, by way of an ***ordinary resolution***.

Special Business:

4. To ratify the remuneration of M/s. BY & Associates, as Cost Auditor of the Company

To consider, and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") read with the Companies (Audit and Auditors) Rules, 2014 and the Companies (Cost Records and Audit) Rules, 2014, (including any statutory modification or re-enactment thereof for the time being in force), **M/s. BY & Associates, Cost Accountants (Firm Registration No. 003498),** appointed as the Cost Auditors of the Company by the Board of Directors on the recommendation of the Audit Committee of the Board, to conduct the cost audit for the financial year 2026-27, be paid a remuneration of Rs. 1,25,000/-(Rupees One Lakh Twenty Five Thousand only) plus applicable service tax, as may be authorized by the Board."

5. To re-appoint of Mr. S. Vasudevan (DIN: 01567080) as an Independent Director for a second term of 5 (five) consecutive years

To consider and if thought fit, to pass, the following resolution as a ***Special Resolution***:

"**RESOLVED THAT** pursuant to the provisions of Sections 149, 150, 152, 160 and other applicable provisions, if any, of the Companies Act, 2013, ("the Act"), the Companies (Appointment and Qualification of Directors) Rules, 2014 and other applicable Rules if any, read with Schedule IV to the Act (including any statutory modification(s) or re-enactment thereof for the time being in force), notifications, circulars and orders issued from time to time thereunder and applicable provisions of Securities and Exchange Board India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations") and based on recommendation of the Nomination and Remuneration Committee and the Board of Directors of the Company, Mr. S. Vasudevan (DIN 01567080), holding office as an independent director, who in the opinion of the Board of Directors of the Company is a person of integrity and possesses relevant expertise and experience and has given his declaration to the effect that he meets the criteria of independence as provided in sub-section (6) of Section 149 of the Act, and the Listing Regulations, being eligible to be re-appointed for second term under the provisions of the Act and rules made thereunder, be and is hereby re-appointed as an Independent Director of the Company, not liable to retire by rotation, for the second term of 5 (five) consecutive years with effect from 13th November, 2026 to 12th November, 2031.

"RESOLVED THAT pursuant to the provisions of Regulation 17(1A) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, read with the applicable provisions of the Companies Act, 2013 and rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof), the approval of the Members of the

Company be and is hereby accorded for continuation of Mr. S. Vasudevan (DIN 01567080), as a Non-Executive Independent Director of the Company, beyond the age of 75 years, not liable to retire by rotation."

"RESOLVED FURTHER THAT The Board of Directors of the Company or any Committee thereof be and are hereby severally authorised to do all such acts, deeds, matters and things as may be considered necessary, desirable and expedient to give effect to this resolution."

Place: Chennai
Date : 12th August, 2026

By order of the Board of Directors
For Lancor Holdings Limited

RV Shekar,
(DIN: 00259129)
Chairman

Registered Office:
Lancor Holdings Limited
"VTN Square" No. 58,
G.N. Chetty Road, T. Nagar, Chennai-600 017, Tamilnadu, India.
E-Mail ID: comsecy@lancor.in Website: www.lancor.in
CIN: L65921TN1985PLC049092

NOTES TO MEMBERS:

(i) Pursuant to General Circular No. 03/2025 dated September 22, 2025 read together with General Circular No.09/2024 dated September 19, 2024 read with Circular No.20/2020 dated May 05, 2020 and the Securities and Exchange Board of India (SEBI) vide its Circular No. SEBI/HO/CFD/CFD-PoD- 2/P/CIR/2024/133 dated October 03, 2024, SEBI/HO/DDHS/DDHS-PoD-1/P/ CIR/2025/83 dated June 05, 2025 read with Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024 & updated SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 (collectively referred to as "**the Circulars**")- (i) permitted the holding of the Annual General Meeting ("AGM") through Video Conference (VC) / Other Audio Visual Means (OAVM), without the physical presence of the Members at a common venue; (ii) relaxed from sending physical copies of Annual Report to the Shareholders, for General Meetings; and (iii) dispensed with the requirement of sending proxy forms for General Meetings held only through electronic mode. In compliance with the provisions of the Companies Act, 2013 (Act), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, (Listing Regulations) and aforesaid Circulars, the 41st AGM of the Company is being held through VC/OAVM on **Monday, 28th September, 2026 at 11.30 a.m.(IST).** The deemed venue for the 41st AGM shall be the Registered office of the Company.

(ii) The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013, setting out the material facts concerning the business under Item No. 4 & 5of the Notice are annexed hereto. The matter under Special Business of the AGM Notice are considered to be unavoidable by the Board of Directors of the Company and hence included.

(iii) In accordance with the aforesaid MCA and SEBI Circulars, the Notice of the AGM along with the Annual Report for the financial year 2025-26 is being sent by electronic mode to those Members whose Email addresses are registered with the Company / National Securities Depository Limited (NSDL) and the Central Depository Services (India) Limited (CDSL) (referred to as Depositories). However, the Members desirous of getting the physical copy of the Annual Report, may place their request with the Company.

(iv) The relevant details of the directors proposed to be appointed / re-appointed, nature of their expertise in specific functional areas, names of companies in which they hold directorships and memberships / chairmanships of Board Committees, shareholding and relationships between directors inter-se as stipulated under Regulation 36(3) of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015, and Clause 1.2.5 of Secretarial Standards-2 on General Meetings, are provided in the annexure to the notice.

(v) A MEMBER ENTITLED TO ATTEND AND VOTE IS ENTITLED TO APPOINT A PROXY AND SUCH A PROXY

NEED NOT BE A MEMBER. However, as per the permission granted by MCA and SEBI, the entitlement for appointment of proxy has been dispensed with for the AGM to be conducted in electronic mode. Accordingly, the Attendance Slip and Proxy Form have not been annexed to this Notice of AGM.

However, in terms of the provisions of Section 112 and 113 of the Act read with MCA Circulars, Corporate Shareholders are entitled to appoint their authorized representatives to attend the AGM through VC/OAVM on their behalf and participate thereat, including cast votes by electronic means (details of which are provided separately, herein below). Such Corporate Shareholders are requested to send a certified copy of the Board Resolution authorizing their representatives to attend and vote at the Annual General Meeting through VC/OAVM. Since the 41st AGM is being held through VC/OAVM, the Route Map is not annexed to this Notice.

(vi) The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Act. In case of joint holders attending the AGM through VC/ OAVM, only such joint holder who is higher in the order of names will be entitled to vote.

(vii) The Register of Members and the Share Transfer books of the Company will remain closed from **Tuesday, 22nd September, 2026 to Monday, 28th September, 2026 (both days inclusive).**

(viii) The Dividend on Equity Shares as recommended by the Board of Directors, will be paid to those Members whose names appear in the Register of Members on **Monday, 21st September, 2026.** As per the recommendation of the Board the Final Dividend is Rs. 0.30/-per share i.e. @ 15% of face value of equity share of the company.

(ix) Members are requested to notify change in address, if any, in case of shares held in Electronic form to the concerned Depository Participant quoting their ID No. and in case of physical share members are requested to advise any change of communication address immediately to the Registrar and Transfer Agent, viz. M/s. Cameo Corporate Services Ltd. "Subramanian Building" No.1, Club House Road, Chennai, 600002, Tel : Phone No.044-28460390 - 94, online investor portal: https://wisdom.cameoindia.com/

(x) The queries on the accounts and operations of the Company, if any, may please be sent to the Company at Registered Office No. 58, Arihant VTN, Square, 2nd Floor, G N Chetty Road T Nagar, Chennai, Tamil Nadu, 600017 or through email to compsecy@lancor.in (marked to the attention of CS/CFO) at least 7 (seven) days prior to the date of AGM i.e. **Monday, September 21, 2026**

(xi) In accordance with the provision of Section 108 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 and amendments thereto and Regulation 44 of SEBI (Listing Obligations And Disclosure Requirements) Regulations, 2015 the Company is pleased to provide its members the facility to cast their vote by electronic means on all resolutions set forth in the Notice. The instructions for e-voting is set forth in the Notice. The cut-off date for determining the eligibility to vote by electronic means & Record date for the purpose of determining the entitlement of shareholders shall be **Monday, 21st September, 2026.**

(xii) The Company has engaged the services of **Central Depository Services (India) Limited (CDSL)** to provide facility of voting through electronic means to all the members to enable them to cast their votes electronically in respect of all the businesses to be transacted at the AGM. The facility of voting through electronic voting system will be available during the AGM also. Members who have casted their vote by remote e-voting may attend the AGM, but shall not be able to vote electronically at the AGM. Such members will also not be allowed to change or cast vote again. The Company shall be providing the facility of voting through e-voting and members attending the AGM who have not already casted their vote by remote e-voting shall be able to exercise their right during the AGM.

(xiii) In keeping with the Green Initiative measures, the Company hereby requests members who have not registered their email addresses so far, to register their email addresses for receiving all communication including annual report, notices, circulars, etc. from the Company electronically.

(xiv) The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Companies Act, 2013 and Register of Contracts or Arrangements in which the Directors are interested, maintained under Section 189 of the Companies Act, 2013 will be available for inspection by the members. Other documents referred to in the notice, if any, will also be available for inspection. The members seeking to inspect such documents can send e-mail to compsecy@lancor.in.

(xv) Your Company has obtained a Certificate from Mr. Mohan Kumar, Company Secretary in whole time practice, having ICSI Membership No. FCS-4347 and COP No. 19145, the Secretarial Auditor of the Company, that the LANCOR EMPLOYEE STOCK OPTION SCHEME – 2024, for grant of stock options has been implemented in accordance with Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SEBI (SBEB & SE) Regulations") and the resolution passed by the members in their Extraordinary General Meeting held on March 27, 2024. The said Certificate would be placed at the ensuing annual general meeting for inspection by the members and be made available in the company's website.

(xvi) The details under SEBI Listing Regulations in respect of the Directors seeking appointment/ re-appointment at the AGM, forms integral part of the notice. The Directors have furnished the requisite declarations for their appointment/ re-appointment.

(xvii) Transfer of Unclaimed/Unpaid Dividend to Investor Education Protection Fund (IEPF):

Pursuant to Sections 124 and 125 of the Act, read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ('IEPF Rules'), all unclaimed/unpaid dividend remaining unclaimed / unpaid for a period of seven (7) years from the date they became due for payment, have been transferred to the IEPF established by the Central Government. No claim shall be entertained against the Company for the amounts so transferred. As per Section 124(6) of the Act read with the IEPF Rules as amended, all the shares in respect of which dividend has remained unclaimed or unpaid for seven consecutive years or more are required to be transferred to an IEPF Demat Account. Please note that no claim shall lie against the Company in respect of

the shares so transferred to IEPF. However, Members are entitled to claim their shares and uncashed dividends so transferred by the Company from IEPF Authority by submitting an online application in the prescribed Form IEPF-5 available on the website www.iepf.gov.in / https://www.mca.gov.in/ and sending a physical copy of the same duly signed to the Company along with the requisite documents enumerated in the Form IEPF-5. Members can file only one consolidated claim in a financial year as per the IEPF Rules. Members' attention is particularly drawn to the "Corporate Governance" section of the Annual Report in respect of unclaimed dividend.

The Company has uploaded the details of the unclaimed dividends in respect of the financial years on the website of the IEPF - www.iepf.gov.in and on the website of the Company – www.lancor.in, under 'Investor' Section'.

Information of Final Dividend:

- Final Dividend - The Board at its meeting held on May 29, 2026, has recommended a Final Dividend of Rs. 0.30 per equity share of face value of Rs. 2 each. The record date for the purpose of final dividend for financial year 2025-26 shall be September 21, 2026. The final dividend, once approved by the members in the 41st Annual General Meeting, will be paid, electronically through various online transfer modes within 30 days from the date of declaration as per the provisions of the Companies Act 2013, to those members who have updated their bank account details etc. With effect from April 1, 2024, dividend to security holders (holding securities in physical form), shall be paid only through electronic mode. Such payment shall be made upon folio being KYC compliant i.e. the PAN, contact details including mobile no., bank account details and specimen signature are registered with the RTA/Company. *[SEBI Master Circular No. SEBI/HO/MIRSD/POD- 1/P/CIR/2024/37 dated May 7, 2024, read with SEBI Circular No. SE IRSD/ POD-1/P/CIR/2024/81 dated June 10, 2024, updated vide SEBI Master Circular No. SEBI/HO/MIRSD/MIRSD- POD/P/CIR/2025/91 dated June 23, 2025 and Consolidated into Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026].*
- Pursuant to the recent amendments made by the Securities and Exchange Board of India (SEBI) to Regulation 12 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the facility of payment of dividend through physical dividend warrants/cheques has been discontinued. Consequently, dividends shall henceforth be remitted only through electronic modes to the Bank account registered with the Depository Participant (for shares held in demat form) or with the Registrar to an Issue and Share Transfer Agent (for shares held in physical form). Shareholders are, therefore, requested to ensure that their KYC particulars, including bank account details, are complete and up to date. Timely updation of these details will facilitate seamless electronic credit of dividend and avoid any delay, rejection or non-credit of dividend arising from incomplete or outdated records.
- In accordance with the provisions of the Income Tax Act, 2025 ('the Tax Act') as amended by and read with the provisions of the Finance Act, 2026, dividend declared and paid by the Company is taxable in the hands of the shareholders. The Company shall, therefore, be required to deduct tax at source ('TDS') from dividend paid to the shareholders at the applicable rates. The TDS rate would vary depending on the residential status of the shareholder, constitution, and the documents submitted by them and accepted by the Company. Further, higher rate of TDS would be applicable, pursuant to Section 397 of the Tax Act, if valid Permanent Account Number (PAN) has not been provided by shareholder. Accordingly, the dividend will be paid by the Company after deducting tax at source, as applicable, as explained herein.

Accordingly, the dividend will be paid by the Company after deducting tax at source, as applicable, as explained herein.

A. Resident Shareholders

1. For Resident Shareholders, TDS will be applicable at 10% on the amount of dividend. In case, valid and operative PAN is not provided, then the TDS will be applicable at 20% of the amount of dividend. Accordingly, shareholders who have not provided their PAN are requested to provide the same to the Company or its Registrar and Share Transfer Agent, viz., M/s Cameo Corporate Services Limited (in respect of shares held in physical form) or to the Depository Participant (in respect of shares held in electronic form), immediately. Any submission/ updation of PAN after **September 21, 2026, 05:00 PM (IST)** will not be considered for the purpose of processing the dividend for the FY 2025-26.

No tax shall be deducted on the dividend payable if either of the below two conditions are fulfilled:

(i) Total dividend payable to a resident individual shareholder does not exceed ₹ 10,000 per year OR

(ii) The shareholder has provided duly filled and signed **Form 121** with valid & operative PAN and provided that all the required eligibility conditions are met.

2. The following Resident Shareholders should be eligible for Nil/Lower Rate of TDS upon providing the documents to the Company mentioned hereunder to the satisfaction of the Company:

Sr. No.	Particulars	Applicable Rate of TDS	Documents Required
1	Insurance Companies: Public and Other Insurance Companies	NIL	Self-attested Documentary evidence that the provisions of section 393(1) (Table: SI. NO. 7) as per Income Tax Act, 2025 are not applicable to them: **1.** PAN **2.** Registration certificate; along with **3.** Self-declaration
2	Mutual Funds specified in Schedule VII Table Sl N.20 or 21 read with Section 11 of the Income Tax Act, 2025	NIL	Self-attested Documentary evidence (e.g., relevant copy of registration, PAN) to prove that the mutual fund is a mutual fund specified in Schedule VII Table Sl No. 20 or 21 read with Section 11 of the Income Tax Act, 2025 and is covered under Section 393 (5) of the Income Tax Act, 2025 along with Self-declaration.
3	Alternative Investment Fund('AIF') established/ incorporated in India, whose income is exempt under Schedule V read with Section 11 of the Income Tax Act, 2025	NIL	Self-Attested Documentary evidence that the person is covered by Notification No. 51/2015 dated 25 June 2015 (and) Self-declaration that its income is exempt under Schedule V read with Section 11 of the Income Tax Act, 2025, and they are governed by SEBI regulations as Category I or Category II AIF along with the following documents **1.** Self-attested copy of the PAN card **2.** Registration certificate **3.** Self-declaration
4	New Pension System Trust	NIL	Self-attested Documentary evidence (e.g., relevant copy of registration, notification, order, etc.) that the Trust is established in India and are the beneficial owner of the share/ shares held in the Company and income is exempt under Schedule VII (41) read with Section 11 of the Income Tax Act, 2025 and being regulated by the provisions of the Indian Trusts Act, 1882 along with self-attested copy of the PAN card and Self-declaration.
5	Entities exempt under Section 11 of the Income Tax Act, 2025	NIL	If the income is exempt under the Act, the authorized signatory shall submit the declaration given in "Annexure-2" duly signed with stamp affixed for the purpose of claiming exemption from TDS (entities as provided in CBDT Circular No.18 of 2017) Documentary evidence that the person is covered under CBDT Circular No. 18/2017 dated May 29, 2017.
6	Recognized Provident funds/ Approved Superannuation fund/ Approved Gratuity Fund (Schedule VII Table Sl No.22 or 23 or 24) of the Income Tax Act, 2025).	NIL	Self-attested copy of valid approval granted by the Commissioner of the Income Tax needs to be submitted: **a)** defined under Section 2(10) of the Income Tax Act, 2025 and approved as per Part B of Schedule XI (In case of Approved Superannuation Fund) **b)** defined under Section 2(9) of the Income Tax Act, 2025 and approved as per Part B of Schedule XI (In case of Approved Gratuity Fund) along with Self-declaration. Documentary evidence that the person is covered by Circular No. 18/2017 dated May 29, 2017

Sr. No.	Particulars	Applicable Rate of TDS	Documents Required
7	Corporation established by or under a Central Act/ State Act which is, under any law for the time being in force, exempt from income- tax on its income including entities in which such corporations are the beneficial shareholders	NIL	Documentary evidence that the person is covered under Section 393 (5) of the Income Tax Act, 2025 along with a self-declaration.
8	Benefit under Rule 203(2) of the Income tax Rules, 2026	Rates based on the status of the beneficial owners	In case where shares are held by Clearing Member/ Intermediaries/ Stock Brokers and TDS is to be applied by the Company in the PAN of the beneficial shareholders, then Intermediaries/ Stock Brokers and beneficial shareholders will have to provide a declaration.

Non-Resident Shareholders

Sr. No.	Particulars	Applicable Rate of TDS	Exemption applicability and documentation requirements
1	Any Non-Resident Shareholder, Foreign Institutional Investors, Foreign Portfolio Investors (FII, FPI) u/s 393(2) Table SI. No 17 of the Income Tax Act, 2025	20% (plus applicable surcharge & Cess) OR Double Taxation Avoidance Agreement ("Tax Treaty") rate whichever is lower	Non-resident shareholders may opt for a tax rate under the Tax Treaty. The Tax Treaty rate shall be applied for tax deduction at source on submission of the following documents to the Company: **I.** Self-attested copy of PAN, if any, allotted by the Indian Income Tax Authorities; or Declaration as per Rule 217 of the Income Tax Rules- 2026. **II.** Self-attested copy of Tax Residency Certificate (TRC) issued by the revenue authorities of the country of which shareholder is tax resident, evidencing and certifying shareholder's tax residency status during the Tax Year 2026-27. **III.** Mandatorily required Copy of Form 41 duly filed electronically on the Indian Income Tax web portal pursuant to Notification no. 03/2022 dated 16th July 2022 to claim tax treaty benefit. **IV.** Self-declaration by the non-resident shareholder of having no Permanent Establishment in India in accordance with the applicable Tax Treaty. **V.** Self-declaration of beneficial ownership by the non-resident shareholder. **VI.** In case of Foreign Institutional Investors and Foreign Portfolio Investors, self-attested copy of SEBI registration certificate. **VII.** In case of shareholder being tax resident of Singapore, proof demonstrating the non-applicability of Article 24 - Limitation of Relief under India-Singapore Tax Treaty should be provided. TDS shall be recovered at 20% (plus applicable surcharge and cess), if any, of the above-mentioned documents are not provided or if documents are not in order. The Company is not obligated to apply the Tax Treaty rates at the time of tax deduction/withholding on dividend amounts. Application of Tax Treaty rate shall depend upon the completeness of the documents submitted by the non-resident shareholder and are in accordance with the provisions of the Act.

Sr. No.	Particulars	Applicable Rate of TDS	Exemption applicability and documentation requirements
2	Submitting Certificate under Section 395 as per Income tax Act, 2025	Rate provided in the Certificate	Lower/NIL withholding tax certificate obtained from Income Tax authorities.
3	Non-Resident Shareholders who are tax residents of Notified Jurisdictional Area as defined u/s 176 of the Income Tax Act, 2025	30% Plus surcharge and education cess	NA
4	Sovereign Wealth Funds and Pension funds notified by Central Government under Schedule V (7) of Section 11 of the Income Tax Act, 2025	NIL	Copy of the notification issued by CBDT substantiating the applicability of Schedule V (7) of Section 11 of the Income Tax Act, 2025 issued by the Government of India. Self-Declaration that the conditions specified in Schedule V (7) of Section 11 of the Income Tax Act, 2025 have been complied with.
5	Subsidiary of Abu Dhabi Investment Authority (ADIA) as prescribed under Schedule V (7) of Section 11 of the Income Tax Act, 2025	NIL	Self-Declaration substantiating the fulfilment of conditions prescribed under Schedule V (7) of Section 11 of the Income Tax Act, 2025.

Please note that in case of non-resident shareholders Self Declaration of no Permanent Establishment and Beneficial ownership should be on the letterhead of the shareholder for claiming tax treaty benefits.

Further, the Shareholders holding shares under multiple accounts under different status / category and single PAN, may note that, higher of the tax as applicable to the status in which shares held under a PAN will be considered on their entire holding in different accounts

Please note that the Company at its sole and absolute discretion reserves the right to call for any further information and/or to apply domestic law/tax treaty for TDS.

General Instructions in relation to deduction of TDS:

1. All the above referred TDS rates shall be duly enhanced by applicable surcharge and cess, wherever applicable. However, if the TDS rate as per DTAA is applied, no surcharge or cess is leviable.
2. Shareholders, holding shares in dematerialized mode, are requested to update their records such as tax residential status, PAN, address, bank account details, email addresses and mobile numbers with their Depository Participants. Shareholders holding shares in physical mode are requested to furnish their details to the Company or Company's RTA. Please note that for the purpose of complying with the applicable TDS provisions, the Company will rely on the above mentioned information as on record date i.e. 21st September, 2026, 05:00 PM (IST) as per the details available with the Depositories/ Company's RTA.
3. The Forms/Declarations can be submitted in the website of Company's RTA viz., M/s. Cameo Corporate Services Limited at https://cameoindia.com/ order to enable the Company to determine the appropriate tax rate at which tax has to be deducted at source under the respective provisions of the Act, Shareholders are requested to provide/submit the documents as applicable to them on or before 21st September, 2026, 05:00 PM (IST).

4. The dividend will be paid after deduction of tax at source as determined on the basis of the documents provided by the respective shareholders as applicable to them and being found to be complete and satisfactory in accordance with the Act. The Company shall arrange to dispatch the TDS certificate to the shareholder.
5. No communication on the tax determination/ deduction in respect of the said dividend shall be entertained post the above-mentioned date and time. It may be further noted that in case the tax is deducted at a higher rate in absence of receipt of, or satisfactory completeness of the aforementioned details/documents by the Company before dividend processing period, option is available with you to file the return of the Income as per the Act and claim an appropriate refund, if eligible. No claim shall, however, lie against the Company for such taxes deducted.
6. All communications/queries in this respect should be sent to the Company/ RTA at investor@cameoindia.com In the event of any income tax demand (including interest, penalty, etc.) arising from any misrepresentation, inaccuracy or omission of information provided/to be provided by the Shareholder(s); such Shareholder(s) will be responsible to indemnify the Company and also, provide the Company with all information/documents and cooperation in any appellate proceedings.
7. **This communication shall not be treated as an advice from the Company. Shareholders should obtain tax advice related to their tax matters from a tax professional.**
8. The Company will be relying on the information verified from the functionality or facility available on the Income Tax website for ascertaining the income tax compliance.
9. Shareholders will also be able to see the credit of TDS in Form 168, which can be downloaded from their e-filing account at https://www.incometax.gov.in/iec/foportal/

Important Shareholders Communication:

- The Ministry of Corporate Affairs ("Ministry"), Government of India, has taken a "Green Initiative in Corporate Governance" by allowing paperless compliances by companies through electronic mode. As per the Circular No.17/2011, dated 21st April, 2011 and Circular No.18/2011, dated 29th April, 2011 issued by the Ministry of Corporate Affairs, Companies can now send various notices/documents (including notice calling Annual General Meeting, Audited Financial Statements, Board's Report, Auditors Report etc.) to the share- holders through electronic mode, to their registered email addresses. In case you are desirous of having the digital version of the Annual Report, you may write to us at compsecy@lancor.in or at the registered Office of the Company. The Annual report of the Company can be accessed at Annual Report category of Investor information in the website of Company www.lancor.in.
- Electronic copy of the Notice of the 41st AGM and Annual Report for the financial year 2025-26 of the Company inter alia indicating the process and manner of voting through electronic means is being sent to all the Members whose email IDs are registered with the Company's Registrar and Share Transfer Agents/ Depository Participants(s) for communication purposes.
- As per the relaxation provided by the aforementioned MCA and SEBI circulars and regulations of SEBI (LODR) Regulations, 2015, the Company will not be sending physical copies of AGM Notice and Annual Report to the shareholders and debenture holders. Further in compliance with the provisions of Regulation 36 of SEBI (LODR) Regulations, 2015, a letter providing the web-link including the exact path, where complete details of the Annual Report are available will be send to those shareholders who have not registered their email address with the Company / RTA/ Depository Participants. Members can register their e-mail addresses with RTA for obtaining the AGM Notice & Annual Report in the following URL: **https://wisdom.cameoindia.com/**
- Pursuant to Section 72 of the Companies Act, 2013, shareholders are entitled to make nomination in respect of shares held by them. Shareholders desirous of making nominations are requested to submit their requests in Form SH-13.The said Form can be downloaded from the website of the company **https://lancor.in/investors/** [under "Shareholders Information" under Other information section]. Shareholders holding shares in physical form and electronic form may submit the same to the RTA, M/s. Cameo Corporate Services Limited and to their respective depository participant respectively.

- Members holding shares of the Company in physical form are required to furnish/ update their PAN, KYC details and Nomination pursuant to the above SEBI Circular in Form ISR-1. The Form ISR-1 is also available on the web-site of the Company at https://lancor.in/investors/ (Under Shareholders information). Attention of the members holding shares of the Company in physical form is invited to go through and submit the said Form ISR–1. Members are requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/mobile numbers, PAN, registering of nomination, power of attorney registration, bank mandate details, etc., to their DPs in case the shares are held in electronic form and to the RTA in pre- scribed Form ISR-1 and other forms pursuant to the above SEBI Circular. Further, members may note that SEBI has mandated the submission of PAN by every participant in securities market.
- Since transfer of securities of listed companies in physical mode has been discontinued with effect from, April 01, 2019, except in case of request received for transmission of securities, shares of the Company are traded on the stock exchanges compulsorily in demat mode and to eliminate all risks associated with physical shares, members holding shares in physical form are requested to consider converting their holdings to dematerialized form. In order to facilitate ease of investing for investors and to secure the rights of investors, a special window only for re-lodgement of transfer deeds which were lodged prior to the deadline of April 01, 2019, and rejected/returned/not attended due to deficiency in the documents/process/or otherwise, was opened for a period of six months from July 07, 2025 till January 06, 2026. The securities that were relodged for transfer during this period was issued only in demat mode.
- Further, with reference to SEBI Circular HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026 dated January 30, 2026, another special window for transfer and dematerialisation ("demat") of physical securities which were sold/ purchased prior to April 01, 2019 and for such transfer requests which were submitted earlier and were rejected/ returned/not attended to due to deficiency in the documents/process/or otherwise, has been opened for a period of one year from February 05, 2026 to February 04, 2027. The securities so transferred under this window shall be mandatorily credited to the transferee only in demat mode and shall be under lock-in for a period of one year from the date of registration of transfer and such securities shall not be transferred/lien-marked/pledged during the said lock-in period. Members can contact the Company or Company's Registrar to an Issue and Share Transfer Agent (RTA), M/s. Cameo Corporate Services Limited., for assistance, if any, in this regard.
- The shareholders may note that, pursuant to the SEBI (Listing Obligations and Disclosure Requirements) (Fifth Amendment) Regulations, dated November 18, 2025, the first and second provisos to Regulation 12 relating to payment through physical instruments such as warrants and cheques were omitted. Additionally, SEBI vide Circular No. HO/38/13/ (3)2026-MIRSD-POD/I/3763/2026 dated January 30, 2026 has dispensed with the issuance of Letter of Confirmation and provided for direct credit of securities to investors' demat accounts with effect from April 2, 2026. Presently the investors with a demat account shall submit a duly filled in demat conversion request form to the RTA along with the latest Client Master List ("CML") of the demat account, not older than two months and duly attested by the Depository Participant ("DP").
- The RTA/Company shall verify and process the service requests and thereafter issue securities to the securities holder/claimant in demat form, directly in the demat account of the securities holder/claimant, within 30 days of its receipt of such request after removing objections, if any. Any LOC issued before April 02, 2026, may be submitted by the investors to DP for dematerialisation within the specified timeline i.e. 120 days from the date of issuance of LOC.
- Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_ RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the listed companies to issue securities in dematerialized form in case of processing service requests viz. Issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate; endorsement; sub-division/splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition etc. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the Company's website at httpwww.lancor.in and on the website of the Company's Registrar and Transfer Agents, Company at https://cameoindia.com/wp-content/uploads/2022/03/Form- ISR-4.pdf. It may be noted that any service request can be processed only after the folio is KYC Compliant.

- In case the securities were held by the deceased holder in a single name and in physical mode, then after verifying and processing the documents submitted along with the request for transmission of securities in Form ISR-5, the RTAs/Issuer companies shall transmit the securities directly in the demat account of the claimant(s) and intimate the claimant(s) about its execution as may be applicable, within 30 days of the receipt of such request.
- The Members who are holding shares in demat form and have not yet registered their e-mail IDs, mobile numbers and other KYC Details are requested to register the same with their Depository Participant at the earliest, to enable the Company to use the same for their contacts and serving documents to them electronically, hereinafter.

Other Instructions:

(i) Pursuant to Section 108 of the Companies Act, 2013, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as may be amended from time to time and Regulation 44 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, and MCA Circulars dated April 8, 2020,April 13, 2020, May 5, 2020, January 13, 2021, December 8, 2021, December 14, 2021, May 5, 2022, December 28, 2022, September 25, 2023 & October 03, 2024 the Company is pleased to provide e-voting facility to the members to cast their votes electronically on all resolutions set forth in this Notice.

(ii) The Board of Directors has appointed Mr. A. Mohan Kumar, [FCS 4347, COP No. 19145] Practicing Company Secretary, as the Scrutinizer for conducting the voting process (Remote e-Voting and e-Voting at AGM) in a fair and transparent manner.

(iii) The Scrutinizer shall within a period not exceeding 2 (two) working days from the conclusion of the e-voting period unblock the votes casted through remote e-voting and shall make, not later than two (2) working days of the conclusion of the AGM, a consolidated Scrutinizer's report of the total votes casted in favor or against, if any, to the Chairman of the meeting who shall countersign the same and declare the result of the voting.

(iv) The results shall be declared by the Chairman or by any person authorised by him in this regard on or before **30th September, 2026.** The result along with the Scrutinizer's report shall be communicated to BSE Limited & NSE Limited and placed on Company's website @ www.lancor.in and on the website of CDSL within two days of passing of the resolutions at the AGM of the Company. The resolution, if approved will be taken as passed effectively on the date of declaration of the result, explained as above.

(v) SEBI vide Circular Nos. SEBI/HO/OIAE/ OIAE_IAD-1/P/CIR/2023/131 dated July 31, 2023, and SEBI/HO/ OIAE/ OIAE_IAD-1/P/ CIR/2023/135 dated August 04, 2023, read with Master Circular No. SEBI/HO/ OIAE/ OIAE_IAD- 1/P/CIR/2023/145 dated July 31, 2023 (updated as on August 11, 2023), has established a common Online Dispute Resolution Portal ("ODR Portal") for resolution of disputes arising in the Indian Securities Market. Pursuant to above-mentioned circulars, post exhausting the option to resolve their grievances with the RTA/ Company directly and through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal (https://smartodr.in/ login) and the same can also be accessed through the Company's website at [under "SMART ODR" section]/ https://smartodr.in/login

(vi) The Audited Accounts of the Company and its subsidiary Companies are available on the Company's website at https://lancor.in/investors/

(vii) Since the AGM will be held through VC/OAVM in accordance with the Circulars, the route map, proxy form and attendance slip are not attached to this Notice.

(viii) In this Notice and Annexure(s) thereto the terms "Shareholders" and "Members" are used interchangeably.

INSTRUCTIONS FOR E-VOTING:

CDSL e-Voting System – For e-voting and Joining Virtual meetings.

1. As you are aware, the general meetings of the listed companies shall be conducted as per the guidelines issued by the Ministry of Corporate Affairs (MCA) vide Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020 and Circular No. 20/2020 dated May 05, 2020. The forthcoming AGM will thus be held through video

conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate in the ensuing AGM through VC/OAVM.

2. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), and MCA Circulars dated April 08, 2020, April 13, 2020 and May 05, 2020 the Company is providing facility of remote e-voting to its Members in respect of the business to be transacted at the AGM/EGM. For this purpose, the Company has entered into an agreement with Central Depository Services (India) Limited (CDSL) for facilitating voting through electronic means, as the authorized e-Voting's agency. The facility of casting votes by a member using remote e-voting as well as the e-voting system on the date of the EGM/ AGM will be provided by CDSL.

3. The Members can join the EGM/AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the EGM/AGM through VC/OAVM will be made available to at least 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the EGM/AGM without restriction on account of first come first served basis.

4. The attendance of the Members attending the AGM/EGM through VC/OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Companies Act, 2013.

5. Pursuant to MCA Circular No. 14/2020 dated April 08, 2020, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM/EGM. However, in pursuance of Section 112 and Section 113 of the Companies Act, 2013, representatives of the members such as the President of India or the Governor of a State or body corporate can attend the AGM/EGM through VC/OAVM and cast their votes through e-voting.

6. In line with the Ministry of Corporate Affairs (MCA) Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM/EGM has been uploaded on the website of the Company at www.lancor.in . The Notice can also be accessed from the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively. The AGM/EGM Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM/EGM) i.e. www.evotingindia.com.

7. The AGM/EGM has been convened through VC/OAVM in compliance with applicable provisions of the Companies Act, 2013 read with MCA Circular No. 14/2020 dated April 8, 2020 and MCA Circular No. 17/2020 dated April 13, 2020 and MCA Circular No. 20/2020 dated May 05, 2020.

8. In continuation to this Ministry's **General Circular No. 20/2020** dated 05.05.2020, General Circular No. 02/2022 dated 05.05.2022 and General Circular No. 10/2022 dated 28.12.2022 and after due examination, it has been decided to allow companies whose AGMs are due in the Year 2023 or 2024, to conduct their AGMs through VC or OAVM on or before 30th September, 2024 in accordance with the requirements laid down in Para 3 and Para 4 of the General Circular No. 20/2020 dated 05.05.2020.

THE INTRUCTIONS OF SHAREHOLDERS FOR E-VOTING AND JOINING VIRTUAL MEETINGS ARE AS UNDER:

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

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

(i) The voting period begins on 23rd September, 2026 at 9.00 AM (IST) and ends on 27th September, 2026, at 5.00 PM (IST). During this period shareholders' of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date (record date) of Monday, 21st September, 2026 may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.

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

(iii) Pursuant to SEBI Circular No. **SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 09.12.2020,** under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to **all the demat account holders, by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants**. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

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

In terms of **SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020** on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Pursuant to abovesaid SEBI Circular**,** Login method for e-Voting and joining virtual meetings **for Individual shareholders holding securities in Demat mode CDSL/NSDL** is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with **CDSL Depository**	**1.** Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login to Easi / Easiest are requested to visit cdsl website www.cdslindia.com and click on login icon & My Easi New (Token) Tab. **2.** After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. **3.** If the user is not registered for Easi/Easiest, option to register is available at cdsl website www.cdslindia.com and click on login & My Easi New (Token) Tab and then click on registration option. **4.** Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders holding securities in demat mode with **NSDL Depository**	**1.** If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Type of shareholders	Login Method
	2. If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS "Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp **3.** Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting **4.** For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on **company name or e-Voting service provider name** and you will be re-directed to **e-Voting service provider website** for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
Individual Shareholders (holding securities in demat mode) login through their **Depository Participants (DP)**	**1.** You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911
Individual Shareholders holding securities in Demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at : 022 - 4886 7000 and 022 - 2499 7000

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

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

1. The shareholders should log on to the e-voting website www.evotingindia.com.

2. Click on "Shareholders" module.

3. Now enter your User ID

a. For CDSL: 16 digits beneficiary ID,

b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,

c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.

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

5. If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.

6. If you are a first-time user follow the steps given below:

	For Physical shareholders and other than individual shareholders holding shares in Demat.
PAN	Enter your 10 digit alpha-numeric *PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders) Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details **OR** Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login. If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

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

(vii) Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

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

(ix) Click on the EVSN for the relevant <Company Name> on which you choose to vote.

(x) On the voting page, you will see "RESOLUTION DESCRIPTION" and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.

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

(xii) After selecting the resolution, you have decided to vote on, click on "SUBMIT". A confirmation box will be displayed. If you wish to confirm your vote, click on "OK", else to change your vote, click on "CANCEL" and accordingly modify your vote.

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

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

(xv) If a demat account holder has forgotten the login password then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

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

(xvii) Additional Facility for Non – Individual Shareholders and Custodians –For Remote Voting only.

- Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "Corporates" module.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.

- After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.
- It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- Alternatively Non Individual shareholders are required mandatory to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer and to the Company at the email address viz; compsecy@lancor.in , if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

INSTRUCTIONS FOR SHAREHOLDERS ATTENDING THE AGM/EGM THROUGH VC/OAVM & E-VOTING DURING MEETING ARE AS UNDER:

1. The procedure for attending meeting & e-Voting on the day of the AGM/ EGM is same as the instructions mentioned above for e-voting.

2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.

Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM/EGM.

3. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.

4. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.

5. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

6. Shareholders who would like to express their views/ask questions during the meeting may register themselves as a speaker by sending their request in advance atleast **7 days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at compsecy@lancor.in . The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance **7days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at compsecy@lancor.in .These queries will be replied to by the company suitably by email.

7. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.

8. Only those shareholders, who are present in the AGM/EGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available during the EGM/AGM.

9. If any Votes are cast by the shareholders through the e-voting available during the EGM/AGM and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-voting during the meeting is available only to the shareholders attending the meeting.

PROCESS FOR THOSE SHAREHOLDERS WHOSE EMAIL/MOBILE NO. ARE NOT REGISTERED WITH THE COMPANY/DEPOSITORIES.

1. For Physical shareholders- please provide necessary details like Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to **Company/RTA email id**.

2. For Demat shareholders -Please update your email id & mobile no. with your respective **Depository Participant (DP)**
3. **For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.**

If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, AVP, (CDSL,) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

Place: Chennai
Date : 12th August, 2026

By order of the Board of Directors
For Lancor Holdings Limited

RV Shekar,
(DIN: 00259129)
Chairman

EXPLANATORY STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013

Pursuant to the provisions of Section 102 of the Companies Act, 2013 ("the Act") and Regulation 17(11) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the following Explanatory Statement sets out the material facts and rationale in respect of each item of business set forth in the accompanying Notice dated 12th August, 2026.

ITEM No. 4

To ratify the remuneration of M/s. B Y & Associates, as Cost Auditor of the Company

The Company is required under Section 148 of the Act, read with the Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, to have the audit of its cost records for products covered under the aforesaid Rules conducted by a Cost Accountant in practice. The Board of Directors of the Company had based on the recommendation of the Audit Committee approved the appointment and remuneration of **M/s. B Y & Associates, Cost Accountants (Firm Registration Number 003498)** as the Cost Auditors to examine and conduct audit of cost records of the Company for the year ending 31st March, 2027, at a remuneration of Rs. 1,25,000/-(Rupees One Lakh Twenty Five Thousand) plus applicable taxes in accordance with the provisions of Section 148 of the Act, read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditors has to be ratified by the Members of the Company.

M/s. B Y & Associates, Cost Accountants have the necessary experience in the field of cost audit and have submitted a certificate regarding their eligibility for appointment as Cost Auditors of the Company.

Accordingly, consent of the Members is being sought for passing an Ordinary Resolution as set out in Item No.4 of the Notice for ratification of the remuneration payable to the Cost Auditors for the year ending 31st March, 2027.

The Board recommends the Resolution at Item No. 4 of the Notice for approval by the Members. None of the Directors or Key Managerial Personnel of the Company and their respective relatives are, in any way, concerned or interested, financially or otherwise, in the Resolution as set out at Item No. 4 of the accompanying Notice.

ITEM No. 5

The first five year tenure of Mr. S. Vasudevan (DIN: 01567080) who had been appointed as Independent Directors of the Company will expire on November 12, 2026. Mr. S. Vasudevan (DIN: 08217157) is eligible for re-appointment as Independent Directors for a second term and given his consent in this effect.

The Company has also received declarations from him confirming that he is not disqualified from being appointed as Director of the Company in terms of Section 164 of the Companies Act, 2013 and he has not been debarred or disqualified from being appointed or continuing as Director of any Companies by the Securities Exchange Board of India, Ministry of Corporate Affairs, or any such statutory authority and declaration that he meet the criteria of independence as provided under Section 149(6) read with Schedule IV of the said Act as well as Regulation 16(1) (b) of the SEBI LODR. In terms of Regulation 25(8) of the SEBI Regulation, he has confirmed that he is not aware of any circumstances or situation that exists or may be reasonably anticipated that could impair or impact his ability to discharge his duties.

Accordingly, the Nomination & Remuneration Committee at its meeting held on 11th August, 2026, based on the performance evaluation, has recommended the re-appointment of Mr. S. Vasudevan (DIN: 01567080) for a second term of 5 (Five) consecutive years. The performance evaluation of Mr. S. Vasudevan (DIN: 01567080) was based on various criteria, including skills, experience, knowledge, attendance at Board and Committee Meetings and substantial contribution made by them during his tenure. Pursuant to the recommendation of the Nomination and Remuneration Committee (NRC) Committee, the Board of Directors of the Company at its meeting held on 12th August, 2026 approved the proposal to re-appoint Mr. S. Vasudevan (DIN: 01567080) as Independent Directors for a second term of 5 (Five) consecutive years after the expiry of the present term subject to the approval of shareholders in this AGM.

In terms of provisions under Section 152 of the Companies Act, 2013, re-appointment of Independent Directors for a second term requires approval of the members by way of special resolution. The Board of Directors is of the opinion that the above Directors fulfils the conditions specified in the Companies Act, 2013 and the Rules made there under and

Listing Regulation and that he is independent of the management. Copy of letter of appointment, setting out the terms and conditions of appointment is available for inspection by the members. He will be paid remuneration by way of sitting fees for attending each meeting of the Board and/or Committees. Accordingly, the Board recommends the re-appointment of the aforesaid Independent Directors, as set out in the Item No.5 of the Notice for the approval by the members by way of Special resolution. A brief profile of proposed Independent Director, including nature of his expertise, is provided in the Notice.

Mr. S. Vasudevan (DIN: 01567080) is not debarred from holding the office of Director pursuant to any SEBI order or any such Statutory Authority. Additional information as required under Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 and other applicable provisions are enclosed and forms part of this Notice.

ANNEXURE TO ITEM NO. 2 & 5

Pursuant to Regulation 36(3) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standards on General Meeting (SS-2) issued by The Institute of Company Secretaries of India (ICSI), the details of Director seeking appointment / re-appointment at the Annual General Meeting are given below:

A. Brief Resume of the Director, Qualification, Experience and Expertise:

1. Mr. S. Sridharan, a Chartered Accountant, was with Ernst & Young, Middle East for 30 years of which he was a partner for nearly 15 years. He retired as the Managing Partner of Muscat office. He has advised many of the global corporations in Oil & Gas, Construction, Technology, Financial Institutions, and Industrial Companies operating in the Middle East. He is also a director in Shree Renuka Sugars Ltd. a listed company along with several other companies. He spends his time on educational charitable activities.
2. Mr. S. Vasudevan is a chartered accountant having over forty years of experience in the field of Finance, Accounts & Real Estate. Mr. S. Vasudevan started the first integrated township project in Chennai, as Director (Operations) with Embassy Group and was responsible for the projects under implementation and other company operations in Chennai and fund raising/ restructuring of debts in all his assignments. Further he was responsible for the launch of the IT / ITES SEZ of DLF Group in Chennai, as Chief Executive (Southern Region). Earlier he was part of the core team of professionals that launched the property development business of Sanmar Group. Mr. Vasudevan was Managing Director of Group Company in SICAL and was instrumental in major initiative of the Company, before joining DLF.

B. Other Details:

S. No	CATEGORY	DETAILS	
1.	Director Identification Number (DIN)	01773791	01567080
2.	Name of the Director	Mr. S.Sridharan	Mr. S. Vasudevan
3.	Type of Directorship/Designation	Non-Executive - Non Independent Director	Non-Executive- Independent Director
4.	Age	73 years	72 years
5.	Nationality	Indian	Indian
6.	Qualification, brief resume and nature of expertise in specific functional areas	He is a Chartered Accountant. He is having a vast experience in the field of Audit, Taxation & Strategic Planning	He is a Chartered Accountant. He is having a vast experience in the field of Audit, Taxation & Strategic Planning Finance & Accounts and Real Estate.
7.	Date of first appointment to the Board	13/11/2014	13/11/2021
8.	Terms and conditions Appointment/ Re-appointment	Item No. 2	Item No. 5
9.	Details of remuneration sought to be paid	NA	NA

S. No	CATEGORY	DETAILS	
10.	Remuneration for FY 2025-26	Rs. 80,000(Sitting Fees)	Rs. 1,40,000 (Sitting Fees)
11.	Shareholding in this Company, including shareholding as a beneficial owner	16,49877 Equity shares (These Shares are held jointly by Mrs. Rajeshwari Sridharan W/o. Mr. S. Sridharan and Mr. S. Sridharan) Beneficial ownership - NIL	Nil
12.	Relationship with other directors and KMP	Relationship with directors: Nil Relationship with Manager: Nil Relationship with Key Managerial Personnel: Nil	Relationship with directors: Nil Relationship with Manager: Nil Relationship with Key Managerial Personnel: Nil
13.	No of Board meetings attended and held during the year	7 out of 7 meetings	7 out of 7 meetings
14.	Directorship in other Indian listed entities	**1.** Shree Renuka Sugars Ltd.	**1.** Rajshree Sugars & Chemicals Limited
15.	Name(s) of other entities in which holding of directorship	**2.** Integrated Enterprises (India) Private Limited **3.** Galfar Engineering & Contracting (India) Private Limited. **4.** Ashadiya Foundation. **5.** Geri Care Health Services Private Limited **6.** Investors Financial Education Academy **7.** MFAR Constructions Pvt. Ltd. **8.** Shree Renuka Sugars Ltd. **9.** Galfar Engineering & Contracting SAOG(Omani Company)	**1.** Rajshree Sugars & Chemicals Limited **2.** Lancor City Developer Limited **3.** EL Forge Limited
16.	Chairpersonship/ Membership in committees of other Entities	**Shree Renuka Sugars Limited** Audit Committee- Member **Galfar Engineering & Contracting SAOG(Omani Company)** Audit & Risk Committee	**Rajshree Sugars & Chemicals Limited** Nomination & Remuneration Committee- Chairman Audit Committee- Member **EL Forge Limited** Nomination & Remuneration Committee- Member Audit Committee- Member Independent Director Committee - Member
17.	Names of listed entities from which she/he/Director has resigned in the past 3(three) years	NA	NA

RERA No: TNRERA/29/BLG/0194/2026 Dated 08.06.2026
www.rera.tn.gov.in

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@Mylapore

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CREATING ENDURING VALUE

Filter Coffee & Landmark Buildings

Both Are Our Signature

JV and Redevelopment Partnerships Invited

Drop by for a cup of strong filter coffee and let's talk about transforming your land into a city landmark.

- Transparent Documentation
- Maximum Realisation
- Win-Win Partnerships
- Quick Turnaround

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