
MUNJAL SHOWA LIMITED

Registered Office & Works : 9-11, Maruti Industrial Area, Sector - 18, Gurugram - 122 015 (Haryana) INDIA
E-mail : msladmin@munjalshowa.net Website : www.munjalshowa.net
Corporate Identity Number : L34101HR1985PLC020934
Phone : 0124-4783000

July 30, 2026

The D.G.M. (Listing)
Corporate Relation Department
BSE Ltd
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai-400 001
Security Code: 520043

The Asst. Vice President
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Plot No. C/1, G Block,
Bandra-Kurla Complex
Bandra (E), Mumbai – 400 051
Security Code: MUNJALSHOW

Sub: Submission of Annual Report for the FY 2025-26 and Notice of Annual General Meeting under Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Dear Sir/ Madam,

With reference to the captioned subject, please find attached herewith the Annual Report for the financial year 2025-26 along with the Notice of 41st Annual General Meeting as required under Regulation 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and sent to the shareholders of the Company.

Link of Annual report 2025-26 is as under:

<https://munjalshowa.net/wp-content/uploads/Munjal-Showa-AR-2025-26.pdf>

This is for your information and records.

Thanking You,

For MUNJAL SHOWA LIMITED

(Ravinder Sharma)
Company Secretary & Compliance Officer
M.No. A72077
Encl.: As above

**MUNJAL
SHOWA**



www.munjalshowa.net

2025-26 ANNUAL REPORT

MUNJAL SHOWA LIMITED

CORPORATE INFORMATION

BOARD OF DIRECTORS

Mr. Yogesh Chander Munjal (Chairman & Managing Director)
Mr. Hitoshi Fukagawa (Joint Managing Director)
Mr. Neeraj Munjal (Appointed w.e.f May 26, 2025)
Mr. Katsumata Tetsuya (Appointed w.e.f May 26, 2025)
Mr. Abhaya Shankar (Appointed w.e.f May 26, 2025)
Mr. Ashok Kumar Munjal
Mrs. Kavita Venugopal
Dr. Neetika Batra
Mr. Kazuhiro Nishioka (upto April 08, 2025)

AUDIT COMMITTEE

Dr. Neetika Batra- Chairperson
Mr. Ashok Kumar Munjal- Member
Mrs. Kavita Venugopal –Member
Mr. Neeraj Munjal – Member (Appointed w.e.f. August 04, 2025)

SHARE TRANSFER/ STAKEHOLDERS RELATIONSHIP COMMITTEE

Dr. Neetika Batra- Chairperson
Mr. Ashok Kumar Munjal-Member
Mr. Yogesh Chander Munjal-Member
Mr. Hitoshi Fukagawa–Member

NOMINATION AND REMUNERATION COMMITTEE

Mr. Ashok Kumar Munjal –Chairman
Ms. Neetika Batra –Member
Mrs. Kavita Venugopal –Member
Mr. Yogesh Chander Munjal-Member

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Mr. Yogesh Chander Munjal- Chairman
Mr. Ashok Kumar Munjal –Member (Appointed w.e.f. April 01, 2024)
Mr. Hitoshi Fukagawa –Member (Appointed w.e.f May 29, 2024)

RISK MANAGEMENT COMMITTEE

Mr. Yogesh Chander Munjal- Chairman
Mr. Ashok Kumar Munjal –Member
Mr. Hitoshi Fukagawa –Member
Mrs. Kavita Venugopal

CHIEF FINANCIAL OFFICER

Mr. Pankaj Gupta

COMPANY SECRETARY & COMPLIANCE OFFICER

Mr. Ravinder Sharma (Appointed w.e.f. November 14, 2025)
Mrs. Neha Bansal (upto August 23, 2025)

STATUTORY & TAX AUDITORS

M/s Deloitte Haskins & Sells LLP, Gurugram

INTERNAL AUDITOR

M/s Vaish & Associates, Chartered Accountants, New Delhi

SECRETARIAL AUDITOR

M/s AKU & Associates, Practicing Company Secretaries, Delhi

BANKERS

State Bank of India
Citi Bank N.A.
Kotak Mahindra Bank Limited

SHARE TRANSFER AGENT

MCS Share Transfer Agent Limited
F 179-180 DSIDC SHED 3rd floor
Okhla industrial area phase I
New Delhi 110020
Tel: 011-41406149-52; Fax; 41709881
Email: helpdeskdelhi@mcsregistrars.com

TECHNICAL & FINANCIAL COLLABORATOR

Astemo Ltd. Japan (erstwhile Hitachi Astemo Limited)
1-14-1, Fujiwara –Cho Gyoda- shi Saitama-361-8506, Japan

REGISTERED OFFICE & WORKS

Gurugram Plant & Registered Office

9-11, Maruti Industrial Area, Sector-18 Gurugram-122015
Haryana

Manesar Plant

Plot No. 26 E & F, Sector 3, IMT Manesar, Gurugram- 122050
Haryana

Haridwar Plant

Plot No. 1, Industrial Park-2, Phase-1,
Salempur Mehdood, Haridwar- 249403 Uttarakhand

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From the desk of
**Chairman &
 Managing Director**

Dear Stakeholders,

Every enterprise is tested not by the years when growth comes easily, but by how it responds when conditions turn demanding. FY 2025–26 was such a year for Munjal Showa. We delivered steady revenue growth and continued to invest in strengthening the capabilities that will support the Company's long-term competitiveness. These investments—across manufacturing, engineering, and digital infrastructure—reflect our belief that enduring value is created by building a stronger business, not simply by delivering short-term results.

Our Performance

Revenue from operations for the year grew 5.2% to ₹ 1,315.42 crore, compared with ₹ 1,250.45 crore in the previous year. While the combined impact of input-cost volatility, fixed cost of technology, and investments made during the year to strengthen our digital infrastructure affected profitability in the short term, they represent the

efforts the Company has undertaken in building a more efficient, resilient and future-ready organisation.

Reflecting our confidence in the Company's underlying fundamentals and long-term prospects, your Board has recommended a dividend of ₹ 4.50 per equity share, maintaining the same level as the previous year.

Strengthening the Core

The strength of Munjal Showa has always been built on disciplined execution and manufacturing excellence.

We have further strengthened our presence in the premium motorcycle segment while enhancing our manufacturing capabilities through lean manufacturing, Total Productive Maintenance (TPM) principles, in-house automation, and continuous process improvement. This reflects our philosophy of developing robust, practical, and low-cost automation solutions that improve productivity, simplify maintenance and support sustainable cost competitiveness.

The successful transition from SAP ECC to SAP S/4HANA during the year marked an important milestone in our digital transformation journey, strengthening process integration, operational visibility and data-driven decision-making while providing a scalable foundation for future growth.

Building Future Capabilities

Alongside operational excellence, we continued to strengthen our engineering capabilities through our strategic technology collaborations with Astemo (Japan), Soben (France) and TFX Suspension (Netherlands). These partnerships expand our access to advanced premium suspension technologies and enhance our ability to offer differentiated solutions to Indian OEMs as demand shifts towards EVs and premium vehicle platforms.

While the collaborations with Soben and TFX are still at an early stage and have yet to translate into commercial supplies, they provide an important platform for capability development in a segment that has historically been served through imports. We believe these relationships will strengthen our product portfolio and support our continued move towards higher-value engineering solutions over time.

At the same time, our R&D efforts remain focused on strengthening indigenous engineering and product development capabilities, particularly for emerging mobility applications, including electric vehicles. As the industry evolves, these capabilities will enable us to respond more quickly to changing customer requirements, compete across a wider range of opportunities and create greater long-term value that complement our existing technology strengths.

Industry Context

The Indian automotive industry demonstrated resilience during the year. Following a relatively subdued first half, demand recovered meaningfully after the GST rate rationalisation announced in September 2025, resulting in a strong festive season and a record year for the Indian auto component industry, which surpassed ₹ 7.6 lakh crore in turnover.

At the same time, consumer preferences continue to evolve towards premium vehicle segments, while electric mobility is steadily gaining momentum, particularly in the two-wheeler market. These structural shifts are creating new opportunities for suppliers with strong engineering

capabilities, manufacturing discipline, and the ability to develop differentiated products for changing customer requirements.

Engineering Ahead

As we look ahead, we remain focused on the capabilities that will define Munjal Showa's competitiveness in the years ahead. We will continue to strengthen our operational excellence, deepen our engineering capabilities, continued digitalisation and disciplined investment in product development that supports the evolving needs of the automotive industry.

By remaining focused on these fundamentals, we are positioning Munjal Showa to respond to changing customer expectations, strengthen our competitive position and create sustainable long-term value.

Sustainability

Sustainability remains an important part of our long-term approach to building the business. We continue to invest in energy-efficient manufacturing, responsible resource use, and operational practices that improve both environmental performance and business resilience. At the same time, we remain committed to strengthening our ESG disclosures and transparency year after year, recognising that responsible business practices are integral to creating sustainable long-term value.

In Closing

The resilience and commitment of our employees have been central to everything the Company achieved this year. Their dedication, together with the continued trust of our customers, business partners, our joint venture partner and our shareholders, has enabled us to navigate a challenging operating environment while continuing to strengthen the foundations of the business.

While the financial outcome this year did not fully reflect the efforts we have made, I am confident they are strengthening the foundations of the Company for the years ahead. Thank you for your continued trust and confidence. We remain committed to building a stronger Munjal Showa. On that foundation, we will continue to build with the same discipline, engineering excellence and long-term perspective that have defined Munjal Showa for decades.

Yogesh Chander Munjal
Chairman & Managing Director

Yearly Financial Results at a Glance

(₹ In lakhs)

	Mar-26	Mar-25	Mar-24	Mar-23	Mar-22	Mar-21	Mar-20	Mar-19
Share Capital	799.93	799.93	799.93	799.93	799.93	799.93	799.93	799.93
Reserve & Surplus	67,002.78	66,647.41	65,625.10	64,323.90	62,938.77	63,339.56	62,455.22	60,262.86
Total Shareholder's Funds	67,802.71	67,447.34	66,425.03	65,123.83	63,738.70	64,139.49	63,255.15	61,062.79
Liabilities & Provisions	18,690.87	15,396.67	14,630.5	15,936.99	14,847.05	16,002.29	12,856.76	18,085.08
Total Assets / Liabilities	86,493.58	82,844.01	81,055.53	81,060.82	78,585.75	80,141.78	76,111.91	79,147.87
Revenue from operations (Net GST)	1,31,542.15	1,25,044.73	1,17,272.84	1,24,053.90	1,07,810.61	1,10,935.48	1,31,277.29	1,69,269.32
(% Change year on year)	5.20	6.22	(7.51)	13.09	(2.90)	(15.50)	(22.44)	5.65
Profit Before Interest Depreciation & Tax (PBDIT)	4,250.29	4,718.91	4,859.27	5,401.97	2,639.27	4,785.77	7,925.32	11,158.80
Profit Before Interest Depreciation & Tax (PBDIT) in %	3.23	3.77	4.14	4.35	2.45	4.31	6.04	6.59
Interest	13.51	1.73	1.25	4.87	5.99	14.77	42.53	10.32
Depreciation	1,059.01	1,200.73	1,228.99	1,178.36	1,245.67	1,626.74	2,037.66	2,594.18
Profit Before Tax (PBT)	2,957.75	3,516.45	3,629.03	4,218.74	1,387.61	3,144.26	5,845.13	8,554.30
Profit After Tax (PAT)	2,187.17	2,886.98	3,076.61	3,190.32	1,215.02	2,614.02	4,253.70	6,259.50
Earnings per Share (EPS) (₹)	5.47	7.22	7.69	7.98	3.04	6.54	10.64	15.65
Book Value per Share (₹)	169.52	168.63	166.08	162.82	159.36	160.36	158.15	152.68
Dividend payout %	225*	225	225	225	225	225	225	225
Dividend per share	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50

*Recommended by the Board of Directors

Notice

NOTICE IS HEREBY GIVEN THAT THE 41ST ANNUAL GENERAL MEETING ("AGM") OF THE MEMBERS OF MUNJAL SHOWA LIMITED ("THE COMPANY") WILL BE HELD ON MONDAY THE 24TH DAY OF AUGUST, 2026 AT 11:00 A.M. (IST) THROUGH VIDEO CONFERENCING/OTHER AUDIO-VISUAL MEANS ("VC/OAVM") AT THE REGISTERED OFFICE OF THE COMPANY LOCATED AT 9-11, MARUTI INDUSTRIAL AREA, SECTOR-18, GURUGRAM-122015 (DEEMED VENUE) TO TRANSACT THE FOLLOWING BUSINESS(ES):

ORDINARY BUSINESS(ES):

1. **To receive, consider and adopt the Audited Financial Statements of the Company including Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, Statement of change in equity and Cash Flow Statement and notes thereon for the Financial Year ended March 31, 2026 together with the reports of the Board of Directors and Auditors thereon:**

To consider and, if thought fit, to pass the following Resolution as an Ordinary Resolution:

"RESOLVED THAT the Audited Financial Statements of the Company including Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, Statement of change in equity and Cash Flow Statement and notes thereon for the Financial year ended March 31, 2026 together with the reports of the Board of Directors and Auditors thereon be and are hereby received, considered and adopted."

2. **To consider, approve and declare final dividend on equity shares for the Financial Year 2025-26.**

To consider and, if thought fit, to pass the following Resolution as an Ordinary Resolution:

"RESOLVED THAT final dividend of INR 4.50/- per equity share of INR 2.00 each fully paid up for the Financial Year 2025-26 be and is hereby approved and declared."

3. **To appoint a Director in place of Mr. Neeraj Munjal (DIN: 00037792), who retires by rotation and, being eligible, offers himself for re-appointment.**

To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to the provisions of Section 152 and other applicable provisions, if any, of the Companies Act, 2013 and the rules made thereunder

(including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), Mr. Neeraj Munjal (DIN: 00037792) who retires by rotation and being eligible, offers himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

4. **To appoint a Director in place of Mr. Tetsuya Katsumata (DIN: 11096018), who retires by rotation and, being eligible, offers himself for re-appointment.**

To consider and, if thought fit, to pass the following Resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to the provisions of Section 152 and other applicable provisions, if any, of the Companies Act, 2013 and the rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), Mr. Tetsuya Katsumata (DIN: 11096018), who retires by rotation and being eligible, offers himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

SPECIAL BUSINESS:

5. **Re-appointment of Mr. Yogesh Chander Munjal (DIN 00003491) as Chairman & Managing Director of the Company**

To consider and, if thought fit, to pass the following Resolution as a Special Resolution:

"RESOLVED THAT pursuant to the provisions of Sections 188, 190, 196, 197, 198, 203 read with Schedule V and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") and the rules made thereunder, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") (including any statutory modification(s) or re-enactment(s) thereof,

for the time being in force), the Articles of Association of the Company and based on recommendation of the Nomination and Remuneration Committee, Audit Committee, Board of Directors of the Company and in accordance with the Nomination and Remuneration Policy of the Company, consent of the members of the Company be and is hereby accorded for the re-appointment of Mr. Yogesh Chander Munjal (DIN 00003491), as Chairman & Managing Director, categorized as "Key Managerial Person" of the Company, for a further period of five (5) years with effect from September 01, 2026 to August 31, 2031 on such terms of employment as agreed between the Company and Mr. Yogesh Chander Munjal and set out in the Explanatory Statement annexed to the notice convening this meeting.

RESOLVED FURTHER THAT, pursuant to Section 196(3) and other applicable provisions, if any, of the Act and the rules made thereunder, applicable regulations of Listing Regulations (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), approval of the members of the Company be and is hereby accorded for continuation of Mr. Yogesh Chander Munjal who has attained the age of 70 years on February 13, 2010 shall continue as Chairman & Managing Director till the expiry of his tenure upto August 31, 2031.

RESOLVED FURTHER THAT Mr. Yogesh Chander Munjal shall be liable to retire by rotation in pursuance of Section 152 and any other provisions of the Act.

RESOLVED FURTHER THAT in accordance with the provisions of Sections 196, 197, 198 and 203 read with Schedule V and other applicable provisions, if any, of the Act read with Rules framed thereunder and the Listing Regulations (including any statutory modification(s) or re-enactment thereof to the Act and SEBI Listing Regulations), consent of the Members of the company be and is hereby accorded that if in any financial year during the tenure of Mr. Yogesh

Chander Munjal, the Company has no profits, or its profits are inadequate the Company shall pay the remuneration to Mr. Yogesh Chander Munjal, as set out in the Explanatory Statement, annexed to the notice convening this meeting as the minimum remuneration for a period of three (3) years effective from September 01, 2026 till August 31, 2029.

RESOLVED FURTHER THAT the Board of Directors of the Company (including its committee thereof) and Company Secretary of the Company, be and are hereby severally authorized to do all such acts, deeds and things and execute all such documents, instruments and writings as may be required including, to alter and vary the terms and conditions of appointment and / or remuneration including designation, subject to the same not exceeding the limits as specified in section 197 read with Schedule V to the Companies Act, 2013 or other statutory modification(s) or re-enactment thereof and to delegate all or any of its powers herein conferred to any Committee of Directors to give effect to the aforesaid resolution."

**By Order of the Board of Directors,
For MUNJAL SHOWA LIMITED**

Sd/-

(Ravinder Sharma)

Company Secretary

Membership No. A72077

Email: cs@munjalshowa.net

Phone: +91 124 4783000

Place: Gurugram

Date: May 29, 2026

Registered Office:

9-11, Maruti Industrial Area

Sector- 18, Gurugram, Haryana – 122 015

Email: msladmin@munjalshowa.net

Website: www.munjalshowa.net

CIN: L34101HR1985PLC020934

IMPORTANT NOTES:

1. The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 ("the Act") setting out material facts concerning the special business under Item No. 5 of the accompanying Notice, is annexed hereto.
2. **General instructions for accessing and participating in the 41st AGM through VC/OAVM Facility and voting through electronic means including remote e-Voting:**
 1. In view of General Circular Nos. 14/ 2020 dated April 8, 2020, Circular No. 17/2020 dated April 13, 2020, General Circular Nos. 20/2020 dated May 5, 2020, Circular No. 22/2020 dated June 15, 2020, Circular No. 33/2020 dated September 28, 2020, Circular No. 39/2020 dated December 31, 2020, General Circular No. 02/2021 dated January 13, 2021, General Circular No. 19/2021 dated December 8, 2021 General Circular No. 21/2021 dated December 14, 2021, General Circular No. 2/2022 dated May 05, 2022, Circular No. 11 (2022) dated December 28, 2022, General Circular No. 09/2023 dated September 25, 2023, General Circular No. 09/2024 dated September 19, 2024 and last extended vide General Circular No. 03/2025 dated September 22, 2025 respectively (Collectively referred as "MCA Circulars"), issued by the Ministry of Corporate Affairs (MCA) and Circular No. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020, SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated January 15, 2021, SEBI/HO/CFD/CMD2/CIR/P/2022/62 dated May 13, 2022, SEBI/HO/CFD/PoD-2/P/CIR/2023/4 dated January 5, 2023, SEBI/HO/CFD/CFD-PoD-2/P/CIR/2023/167 dated October 07, 2023 and SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated October 03, 2024 (Collectively referred as "SEBI Circulars") issued by the Securities and Exchange Board of India (SEBI) (MCA Circulars and SEBI Circulars are hereinafter collectively referred to as "the Circulars") and in compliance with the provisions of the Act and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI (LODR) Regulations, 2015"), the Notice of the 41st AGM along with the Annual Report for the Financial Year 2025-26 is being sent by electronic mode to those Members whose e-mail addresses are registered with the Company/Depositories Participant.
 2. Additionally, in accordance with Regulation 36(1) (b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company is also sending a letter to Shareholders whose e-mail addresses are not registered with Company/Depositories Participant, providing the weblink of Company's website from where the Annual Report for the Financial year 2025-26 can be accessed. 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.
 3. 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 the circulars, the Company is providing facility of remote e-voting to its Members in respect of the business(es) to be transacted at the AGM. 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 AGM will be provided by CDSL.
 4. The Members can join the AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available to atleast 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.
 5. 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 Companies Act, 2013.

5. Pursuant to the Circulars, the facility to appoint a proxy to attend and cast vote for the members is not available for this AGM. 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 through VC/OAVM and cast their votes through e-voting.
6. In line with the Circulars, the Notice calling the AGM has been uploaded on the website of the Company at www.munjalshowa.net. 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 Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM) i.e. www.evotingindia.com.
7. The Board of Directors of the Company ("the Board") has appointed Mr. Arun Kumar (Membership No. F11553, COP No. 17196), Proprietor of M/s AKU & Associates, Practicing Company Secretaries (ICSI firm registration No. S2016DE428500) as the Scrutinizer, to scrutinize the remote e-Voting process as well as e-Voting process during the AGM in a fair & transparent manner.
8. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, unblock the votes cast through e-Voting (i.e. votes cast during the AGM and votes cast through remote e-Voting) and will submit a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, to the Chairman or any other person authorized by him in writing, who shall countersign the same. The results will be announced within 2 working days or 3 days, whichever is earlier, from the conclusion of the 41st AGM.
9. The Results declared along with the report of the Scrutinizer shall be placed on the website of the Company at www.munjalshowa.net, and on the website of CDSL at www.evotingindia.com and also shall be communicated to BSE Limited and National Stock Exchange of India Limited, where

the Company's equity shares are listed and be made available on their respective websites. The Company will also display the results at its Registered Office.

10. Details as required in sub-regulation (3) of Regulation 36 of the SEBI (LODR) Regulations, 2015 and Secretarial Standard on General Meeting ("SS-2") of ICSI, in respect of the Directors seeking appointment/re-appointment at the 41st AGM, forms integral part of the Notice of the 41st AGM as Annexure-A.

THE INSTRUCTIONS 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 **Friday, August 21, 2026 at 09:00 A.M IST** and ends on **Sunday, August 23, 2026 at 5:00 P.M IST**. During this period shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date **Monday, August 17, 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 shareholder's/retail shareholders is at a negligible level.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords

by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to **all the demat account holders, by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants**. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

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

- (iv) In terms of **SEBI circular no. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020** on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Pursuant to abovesaid SEBI Circular, Login method for e-Voting and joining virtual meetings **for Individual shareholders holding securities in Demat mode CDSL/NSDL** is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with CDSL Depository	1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login to Easi / Easiest are requested to visit cdsi website www.cdsiindia.com and click on login icon & My Easi New (Token) Tab.

Type of shareholders	Login Method
	2) After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3) If the user is not registered for Easi/Easiest, option to register is available at cdsi website www.cdsiindia.com and click on login & My Easi New (Token) Tab and then click on registration option. 4) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdsiindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL Depository	1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2) If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS" Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp

Type of shareholders	Login Method
	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

Type of shareholders	Login Method
	email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
Individual Shareholders (holding securities in demat mode) login through their Depository Participants (DP)	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at 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; csarunkumar10@gmail.com, cs@munjalshowa.net, 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.
3. Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM/EGM.
4. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
5. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
6. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop

connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

7. 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 **07 (Seven) days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at (company email id). The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance **09 (Nine) days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at (company email id). These queries will be replied to by the company suitably by email.
8. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.
9. Only those shareholders, who are present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available during the AGM.
10. If any Votes are cast by the shareholders through the e-voting available during the /AGM and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-voting during the meeting is available only to the shareholders attending the meeting.

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.

3. Pursuant to the MCA Circulars and SEBI Circulars, the Notice of the 41st AGM and the Annual Report for the financial year 2025-26 including therein the Audited Financial Statements for the financial year 2025-26, are being sent only by email to the Members. Therefore, those Members, whose email address is not registered with the Company or with their respective Depository Participant/s, and who wish to receive the Notice of the 41st AGM and the Annual Report for the financial year 2025-26 and all other communication sent by the Company, from time to time, can get their email address registered by following the steps as given below:
 - a. For Members holding shares in physical form, please send scan copy of a signed request letter mentioning your folio number, complete address, email address to be registered along with scanned self-attested copy of the PAN and any document (such as Driving License, Passport, Bank Statement, AADHAR) supporting the registered address of the Member, by email to the Company's email address cs@munjalshowa.net

munjalshowa.net or at RTA email address at helpdeskdelhi@mcsregistrars.com.

- b. For the Members holding shares in demat form, please update your email address through your respective Depository Participant/s.
4. The Notice of the 41st AGM and the Annual Report for the financial year 2025-26 including therein the Audited Financial Statements for the financial year 2025-26 , will be available on the website of the Company at www.munjalshowa.net and on the website of National Stock Exchange of India Limited at www.nseindia.com, on the website of BSE Limited at www.bseindia.com and also on the website of CDSL at www.evotingindia.com
5. The Register of Members and the Share Transfer books of the Company will remain closed from Thursday, August 06, 2026 to Monday, August 24, 2026, both days inclusive, for closing and determining the entitlement of the Members to the Dividend for the financial year 2025-26.
6. The Board of Directors has recommended Dividend of INR 4.50/- per Equity Share of INR 2.00 each for the year financial ended March 31, 2026 that is proposed to be paid subject to the approval of the shareholders at the 41st AGM.
7. The Company has fixed the 'Record date' on Wednesday, August 05, 2026 for determining entitlement of members to dividend for the financial year 2025-2026, if approved at the AGM.
8. Pursuant to the amendments in the Income Tax Act, dividend income is taxable in the hands of the shareholders from April 01, 2021 and the Company is required to deduct tax at source ("TDS") from dividend paid to the Members at prescribed rates in the Income Tax Act, 2025 ("the IT Act"). In general, to enable compliance with TDS requirements, Members are requested to complete and / or update their Residential Status, PAN, Category as per the IT Act with their Depository Participants or in case shares are held in physical form, with the Company by sending email to the Company's email address at cs@munjalshowa.net.

9. The dividend/s, if any, approved by the Members or declared by the Board of Directors of the Company from time to time, will be paid as per the mandate registered with the Company or with their respective Depository Participants as under:
 - a. To all Beneficial Owners in respect of shares held in dematerialized form as per the data as may be made available by the National Securities Depository Limited ("NSDL") and the Central Depository Services (India) Limited ("CDSL"), collectively "Depositories", as of the close of business hours on Wednesday, August 05, 2026.
 - b. To all Members whose names stand in the Register of Members in respect of shares held in physical form after giving effect to valid transmission or transposition requests lodged with the Company as of the close of business hours on Wednesday, August 05, 2026.
10. Further, in order to receive dividend/s in a timely manner, Members holding shares in physical form who have not updated their mandate for receiving the dividends directly in their bank accounts through Electronic Clearing Service or any other means ("Electronic Bank Mandate"), can register their Electronic Bank Mandate to receive dividends directly into their bank account electronically or any other means, by sending scanned copy of the following details/documents by email to reach the Company's email address cs@munjalshowa.net by Tuesday, August 11, 2026.
 - a. signed request letter mentioning your name, folio number, complete address and following details relating to bank account in which the dividend is to be received:
 - i) Name and Branch of Bank and Bank Account type;
 - ii) Bank Account Number allotted by your bank after implementation of Core Banking Solutions;
 - iii) 11-digit IFSC Code;
 - b. self-attested scanned copy of cancelled cheque bearing the name of the Member or first holder, in case shares are held jointly;
 - c. self-attested scanned copy of the PAN Card; and
 - d. self-attested scanned copy of any document (such as AADHAR Card, Driving Licence, Election Identity Card, Passport) in support of the address of the Member, as registered with the Company.
11. For the Members holding shares in demat form, please update your Electronic Bank Mandate through your Depository Participant/s.
12. In the event the Company is unable to pay the dividend to any Member directly in their bank accounts through Electronic Clearing Service or any other means, due to non-registration of the Electronic Bank Mandate, the Company shall dispatch the dividend warrant/ Bankers' cheque/ demand draft to such Member, as soon as possible.

Pursuant to the provisions of Section 124 of the Act, Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules") read with the relevant circulars and amendments thereto, the amount of dividend remaining unpaid or unclaimed for a period of seven years from the date of transfer to Unpaid Dividend Account of the Company, is required to be transferred to the Investor Education and Protection Fund ("IEPF"), constituted by the Central Government. The Company had, accordingly transferred ₹ 10,10,255 being the unpaid and unclaimed dividend amounts pertaining to Dividend for the financial year 2017-18, on October 28, 2025.
13. The Company has been sending reminders to Members having unpaid/ unclaimed dividends before transfer of such dividend(s) to IEPF. Details of the unpaid/unclaimed dividend are also uploaded on the website of the Company at www.munjalshowa.net Members who have not encashed dividend for the financial year 2018-19 or any subsequent dividends declared by the Company, are advised to write to the Company immediately.
14. Pursuant to the provisions of IEPF Rules, all shares in respect of which dividend has not been paid or claimed for seven consecutive years shall be transferred by the Company to the designated

Demat Account of the IEPF Authority ("IEPF Account") within a period of thirty days of such shares becoming due to be transferred to the IEPF Account. Accordingly, 13,473 Equity Shares for financial year 2017-18 of ₹ 2.00 each on which the dividend remained unpaid or unclaimed for seven consecutive years, were transferred during the financial year 2025-26, to the IEPF Account, after following the prescribed procedure.

15. The Members, whose unclaimed dividends/shares have been transferred to IEPF, may claim the same by making an online application to the IEPF Authority in web Form No. IEPF-5 available on [www.mca.gov.in /www.iepf.gov.in](http://www.mca.gov.in/www.iepf.gov.in).
16. Further, Members who have not claimed/encashed their dividends in the last seven consecutive years from Financial Year 2018-2019 are advised to claim the same at earliest. In case valid claim is not received, the Company will proceed to transfer the respective shares to the IEPF Account in accordance with the procedure prescribed under the IEPF Rules.
17. To prevent fraudulent transactions, Members are advised to exercise due diligence and notify the Company of any change in address or demise of any Member as soon as possible. Members are also advised to not leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned Depository Participant and holdings should be verified from time to time.
18. The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN) by every participant in securities market. Members holding shares in electronic form are, therefore, requested to submit the PAN to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form can submit their PAN details to the Company.
19. In terms of Regulation 40 of Listing Regulations, securities of listed Companies can only be transferred in dematerialized form with effect

from April 01, 2019 except in case of request received for transmission or transposition of securities. In view of the above, Members are advised to dematerialize shares held by them in physical form.

20. All documents referred in the Notice and explanatory statement and Statutory Registers i.e. Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act and the Register of Contracts or Arrangements in which Directors are interested maintained under Section 189 of the Act, will be available for inspection in electronic mode from the date of circulation of this Notice upto the date of AGM and will also be available for inspection during the AGM. Members may request the same by sending an email at cs@munjalshowa.net from their registered email addresses.
21. Details, as required in sub-regulation (3) of Regulation 36 of the SEBI Listing Regulations and Secretarial Standard on General Meeting (SS-2) of ICSI, in respect of the Director seeking appointment/re-appointment at the 41st AGM, forms integral part of the Notice of the 41st AGM. Requisite declarations have been received from the Director for seeking appointment/re-appointment.

**By Order of the Board of Directors,
For MUNJAL SHOWA LIMITED**

Sd/-

(Ravinder Sharma)

Company Secretary

Membership No. A72077

Email: cs@munjalshowa.net

Phone: +91 124 4783000

Place: Gurugram

Date: May 29, 2026

Registered Office:

9-11, Maruti Industrial Area

Sector- 18, Gurugram, Haryana – 122 015

Email: msladmin@munjalshowa.net

Website: www.munjalshowa.net

CIN: L34101HR1985PLC020934

EXPLANATORY STATEMENT IN RESPECT OF THE SPECIAL BUSINESS PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013 ("THE ACT")

As per the requirement of Section 102 of the Companies Act, 2013 (Act), the following explanatory statement sets out all the material facts relating to the business mentioned under Item No. 5 of the accompanying Notice:

Item No. 5

Re-appointment of Mr. Yogesh Chander Munjal (DIN 00003491) as Chairman & Managing Director of the Company

Mr. Yogesh Chander Munjal, aged 86 years, is an eminent personality in the corporate world. He graduated in the field of Architecture from the IIT, Roorkee. Ever since he finished his formal education, he was associated with many of the Hero Group companies in the capacity of CEO and contributed for making the companies as world leaders.

He was Chairman of CII, TPM Club of India, Founder Chairman of QCFI- Delhi Chapter, President of Gurgaon Industrial Association, Chairman of Confederation of Indian Industry (Haryana Committee), Regional Council Member of Confederation of Indian Industry, an Executive Committee Member of Automotive Component Association of India, President of the Rotary Club of Delhi Southend during the year 1991-92 & Vice Chairman of Rotary Education Foundation R.I. District-3010 and was on the Board of PANIIT Alumni Association.

Currently, he is Emeritus Chairman of Quality Circle Forum of India (Delhi Chapter), Chairman of Indian National Suggestion Schemes' Association (INSSAN), Northern India Chapter, Chairman of CII- Cluster of Competitiveness Committee, Executive Committee Member of Alumni Association of Roorkee, Patron of Arya Samaj, Greater Kailash-I, New Delhi, Patron of Alumni Association of National Institute of Technology, Life Member of Indian Institute of Public Administration, Member of National Safety Council, India Habitat Center, All India Management Association, Senior Active Member of Rotary Club of Delhi Southend and Vice Chairman of DAV School and Lala Diwan Chand Trust, Trustee in Vedic Sadhan Ashram, Dehradun and also working President of Shri Maharish Dayanand Saraswati Samarak Trust, Tankara.

Throughout his career, he has received numerous awards including TPM Excellence Consistency Award from JIPM, Japan for Gurugram and Manesar plant and Life Time Achievement Award from Rotary Club (Delhi Chapter) and from Alumni Association of Roorkee, he has also received the Best Client Award from Leadership Management Institute, USA.

He strongly believes in promoting education and is actively involved in corporate social activities of Educational institute, Hospitals, Spiritual & Religious institutions. His motto is to spread happiness and peace in the universe.

Mr. Yogesh Chander Munjal, who was appointed as Managing Director of the Company by the members to hold the office upto August 31, 2026, has attained the age of 70 years on February 13, 2010 and hence continuation of his employment as Managing Director requires the approval of members by way of a special resolution under Section 196(3) of the Act.

Keeping in view that Mr. Yogesh Chander Munjal has rich and varied experience in the Industry and has been involved in the operations of the Company over a long period of time, it would be in the interest of the Company to consider and continue the employment of Mr. Yogesh Chander Munjal as Chairman & Managing Director of the Company.

In terms of the Corporate Governance Guidelines of the Company and pursuant to the recommendation of the Nomination and Remuneration Committee and Audit Committee the Board of Directors of the Company, passed a resolution on May 29, 2026 approving re-appointment of Mr. Yogesh Chander Munjal, as Chairman & Managing Director of the Company for a further period of five years with effect from September 01, 2026 to August 31, 2031. This is subject to the approval of the shareholders at this Annual General Meeting.

The Company has received requisite disclosures/declaration from Mr. Yogesh Chander Munjal for being appointed as Chairman & Managing Director of the Company. As per the circular of BSE Limited and National Stock Exchange of India Limited relating to the 'Enforcement of SEBI Orders regarding appointment of Directors by the listed companies dated June 20, 2018, Mr. Yogesh Chander Munjal is not debarred from holding the office of Director pursuant to any SEBI order or any other such statutory authority.

The Board has recommended the following remuneration to Mr. Yogesh Chander Munjal, which is in line with industry standards for a similar role:

1. **Basic Salary:** ₹ 32,50,000/- (Rupees Thirty-Two Lakhs Fifty Thousand only) per month which is eligible for revision on a date to be determined by the Nomination and Remuneration Committee.
2. **Special Pay:** ₹ 3,00,000/- (Rupees. Three Lakhs only) per month.
3. **Commission:** He shall also be allowed to a commission in addition to Basic Salary & Special Pay, perquisites and any other allowances, benefits, or amenities subject to the condition that the amount of commission shall not exceed 1% of the net profits of the Company in a particular financial year as computed in the manner referred to in Section 198 and any other applicable provisions of the Act.
4. **Perquisites and Allowances:** In addition to the above Basic Salary, Special Pay and Commission, he shall be entitled to the following perquisites and allowances:
 - a) **Residential Accommodation:** He shall be entitled to 60% of the basic salary relevant for the concerned period as and by way of House Rent Allowance with free use of all the facilities and amenities including deploy of security guards which shall be provided by the Company;
 - b) **Medical Reimbursement:** Reimbursement of actual medical insurance premium and medical expenses incurred by him and his family;
 - c) **Leave Travel Concession:** Once in a year incurred in accordance with the Rules specified by the Company;
 - d) **Club Fees:** Actual fees of clubs will be reimbursed;
 - e) **Gas, Electricity & Water:** Actual Expenses on Gas, Electricity and Water will be paid by the Company;
 - f) **Personal Accident Insurance:** Actual premium to be paid by the Company;
 - g) **Insurance of Household goods:** Actual premium to be paid by the Company;
 - h) **Car:** Facility of car(s) with driver;
 - i) **Telephone:** Free telephone facility at Residence including mobile phone facility;
 - j) **Provision for servants at residence:** The Company shall provide the service of servants not exceeding two at the residence of appointee.
 - k) **Leave:** One month's leave with full salary for every 11 months of service subject to the condition that the leave accumulated but not availed will not be en-cashed;
 - l) **Reimbursement of other expenses:** Reimbursement of entertainment, traveling, hotel and other expenses actually and properly incurred for the business of the Company;
 - m) **Contribution to Provident and Superannuation Funds:** Company's contribution to Provident and Superannuation funds will be as per the Rules of the Company; and
 - n) **Gratuity:** Not exceeding half month's salary for each completed year of service, as per the Rules of the Company.
5. **Minimum Remuneration**

In terms of the applicable provisions of Section 196, 197 and Schedule V of the Act, where in any financial year during the tenure of Mr. Yogesh Chander Munjal, the Company has no profits, or its profits are inadequate, the Company shall pay Mr. Yogesh Chander Munjal, the remuneration as specified in this explanatory statement, as the minimum remuneration for a period of three (3) years effective from September 01, 2026 till August 31, 2029.

However, he shall not be entitled to any sitting fee for attending meetings of the Board or Committee thereof.

Explanation: For the aforesaid purposes "Family" means the spouse and the dependent children.

Memorandum of Interest/Concern:

Mr. Yogesh Chander Munjal shall be liable to retire by rotation in pursuance of Section 152 and any other provisions of the Act.

The terms of appointment and remuneration including minimum remuneration as detailed in the resolution

read with Explanatory Statement may be regarded as an abstract of the terms of Appointment and Memorandum of Interest under section 190 of the Act.

In compliance with the provisions of Secretarial Standard 2 and SEBI Listing Regulations, the details of the director are attached with the notice as Annexure A.

Except Mr. Yogesh Chander Munjal, Mr. Neeraj Munjal and his relatives, none of the Director, Key Managerial Personnel (KMPs) and their relatives are interested / concerned either financially or otherwise, except to the extent of their shareholding in the Company, in the Resolution under Item No. 5 of the notice.

As at date of this notice, Mr. Yogesh Chander Munjal does not hold any shares in the Company.

Information as required under Schedule V of the Companies Act, 2013 is enclosed as **Annexure B**.

The Board recommends the resolution as set out in Item No. 5, to the members for their approval as Special Resolution.

**By Order of the Board of Directors,
For MUNJAL SHOWA LIMITED**

Sd/-

(Ravinder Sharma)

Company Secretary

Membership No. A72077

Email: cs@munjalshowa.net

Phone: +91 124 4783000

Place: Gurugram

Date: May 29, 2026

Registered Office:

9-11, Maruti Industrial Area

Sector- 18, Gurugram, Haryana – 122 015

Email: msladmin@munjalshowa.net

Website: www.munjalshowa.net

CIN: L34101HR1985PLC020934

Annexure A

Details of the Directors seeking appointment/re-appointment in the 41st Annual General Meeting/, in pursuance of Regulation 36(3) SEBI Listing Regulations and Secretarial Standard-2 on General Meeting issued by the Institute of Company Secretaries of India (ICSI):

Name of the Director	Mr. Yogesh Chander Munjal	Mr. Neeraj Munjal	Mr. Tetsuya Katsumata
DIN	00003491	00037792	11096018
Date of Birth & age	13/02/1940 86 Years	01-07-1967 59 Years	08-02-1967 59 Years
Qualification	B. Arch.	Business Management from Bradford College, England	Chiba Institute of Technology, Faculty of Engineering
Experience and Expertise/ Brief resume	61 years of experience in the field of engineering industry, investment, finance and auto component	26 years of rich experience in auto-component sector. He has vast experience in precision and value engineering , proficient to lead a team of engineers to evolve solution to complex manufacturing problems	36 years of rich experience in auto-component sector. He has vast experience in 1. Production Control skills and expertise 2. Factory Line production planning
Remuneration proposed to be paid	Provided in Explanatory Statement of the Notice		
Date of first appointment on the Board	16/05/1985	26/05/2025	26/05/2025
Number of Meetings of Board attended during the year	4	2	1
Directorships held in other companies	1. Dayanand Munjal Investments Private Limited 2. Shivam Autotech Limited	1. Dayanand Munjal Investments Private Limited 2. Shivam Autotech Limited	NIL
Listed entities in which director has resigned in past 3 years	Nil	Nil	Nil
Board Membership of Listed Companies as on March 31, 2026	1. Munjal Showa Limited 2. Shivam Autotech Limited.	1. Munjal Showa Limited 2. Shivam Autotech Limited	1. Munjal Showa Limited

Name of the Director	Mr. Yogesh Chander Munjal	Mr. Neeraj Munjal	Mr. Tetsuya Katsumata
Chairman/ Member of the Committee of the Board of directors as on March 31, 2026	Munjal Showa Limited – Member of Stakeholders Relationship Committee & Chairman of CSR Committee Member of Nomination and Remuneration Committee Member of Risk Management Committee Shivam Autotech Limited- Member of Audit Committee Member of Nomination and Remuneration Committee Member of Stakeholder Relationship Committee.	Munjal Showa Limited - Member of Audit Committee Shivam Autotech Limited - Member of Stakeholder Relationship Committee	Nil
Number of Shares held in the Company as on March 31, 2026	NIL	NIL	NIL
Relationship with other directors, manager and other Key Managerial Personnel of the company	Father of Mr. Neeraj Munjal Non-executive Director	Son of Mr. Yogesh Chander Munjal, Managing Director	NIL
Terms and Conditions of appointment or re-appointment along with details of remuneration last drawn by such person	As per Nomination and Remuneration Policy of the Company as displayed on the Company's website www.munjalshowa.net Details of the remuneration drawn is mentioned in the Corporate Governance Report.	As per Nomination and Remuneration Policy of the Company as displayed on the Company's website www.munjalshowa.net Remuneration drawn not applicable	As per Nomination and Remuneration Policy of the Company as displayed on the Company's website www.munjalshowa.net Remuneration drawn not applicable

Annexure B

Information as required under Schedule V of the Companies Act, 2013 is provided below

I. GENERAL INFORMATION

S. No	Particulars/Subject	Information
1.	Nature of industry	Manufacturer of Auto Components
2.	Date or expected date of commencement of commercial Production	March 11, 1987
3.	In case of new companies, expected date of commencement of activities as per project approved by financial institutions appearing in the prospectus	NA
4.	Financial performance based on given indicators	In the Financial year 2025-26, the Company made a turnover of ₹ 1,31,542 lakhs (Gross) and Profit of ₹ 2,187.17 lakhs after tax.
5.	Export performance and net foreign exchange Collections	₹ 20.73 Lakhs

II. INFORMATION ABOUT THE APPOINTEE

S.No.	Particulars /Subject	Mr. Yogesh Chander Munjal
1.	Background Details	As mentioned in explanatory statement under Item No. 5.
2.	Past remuneration	
3.	Recognition or awards	
4.	Job profile and his suitability	
5.	Remuneration proposed	
6.	Comparative remuneration profile with respect to industry, size of the company, profile of the position and person	
7.	Pecuniary relationship directly or indirectly with the company, or relation with the managerial personnel or other director, if any.	Mr. Yogesh Chander Munjal does not have any pecuniary relationship with the Company, other than the remuneration he received as Executive Director of the Company and he is not related to any director/ managerial personnel except Mr. Neeraj Munjal, Non-Executive Director, Mr. Avi Munjal, President (Business Development Department), Mr. Yajan Kant Munjal, General Manager (Business Development and Excellence department) of the Company.

III. OTHER INFORMATION

S. No.	Particular/Subject	Information
1.	Reason of loss or inadequate profits	The Company is currently profitable and the Board expects this trend to continue in the coming years. However, the net profits of the Company, as computed in accordance with Section 198 of the Companies Act, 2013, are not adequate to cover the managerial remuneration within the limits prescribed under sub-section (1) of Section 197 of the Companies Act, 2013. This Special Resolution is therefore proposed pursuant to sub-section (1) of Section 197 read with Section II of Part II of Schedule V to the Companies Act, 2013, to enable the Company to pay the said remuneration to Mr. Yogesh Chander Munjal, notwithstanding that the profits of the Company are inadequate for the said purpose.
2.	Steps taken or proposed to be taken for improvement	Reducing the expenditure to the extent possible. Searching for new customers and doing active discussion with proposed customers. Company has been aggressively pursuing and implementing its strategies to improve financial performance.
3.	Expected increase in the productivity and profits in measurable terms	The Company has taken various initiatives to maintain its leadership, improve market share and financial performance. It has been aggressively pursuing and implementing its strategies to improve financial performance. But it is difficult to forecast the productivity and profitability in measurable terms. However, the Company expects that productivity and profitability may improve and would be comparable with the industry average.

IV. DISCLOSURES

Pursuant to Clause IV of Part II of Schedule V to the Companies Act, 2013, certain disclosures are required to be made under the heading 'Corporate Governance' forming part of the Board's Report, including all elements of remuneration package of directors, details of fixed and performance-linked components along with performance criteria, service contracts, notice period and severance fees, and stock option details, if any. The said information has been disclosed in the Corporate Governance Report forming part of the Annual Report of the Company for the Financial Year 2025-26.

Board's Report

Dear Members,

The Board of Directors of your Company present the **Forty First (41st)** Board Report on the business and operations of Munjal Showa Limited ("**the Company**") together with the Audited Financial Statements and the Auditors' Report thereon for the financial year ended **March 31, 2026** ("**year under review**").

FINANCIAL SUMMARY AND HIGHLIGHTS

The salient features of the Company's financial performance for the year ended March 31, 2026 are as follows:

(INR in lakhs)

	Year Ended 31.03.26	Year Ended 31.03.25
Sales and other Income (Net of GST)	1,33,497.21	1,28,071.97
Profit before Interest, Depreciation & Tax	4,030.27	4,718.91
Financial Cost	13.51	1.73
Depreciation	1,059.01	1,200.73
Profit before Tax	2,957.75	3,516.45
Tax Expenses		
-Current tax	642.39	988.48
-Tax Adjustment for earlier year	36.95	7.89
-Deferred tax	91.24	-366.90
Total Tax Expense	770.58	629.47
Profit after Tax	2,187.17	2,886.98
Other comprehensive income net of taxes	-32.02	-64.89
Total Comprehensive Income	2,155.15	2,822.09
Surplus brought forward including items of other comprehensive income	30,739.56	29,717.25
Profit available for appropriation	32,894.71	32,539.34
Dividend payment	1,799.78	1,799.78
Transfer to General Reserve	-	-
Surplus available including items of other comprehensive income	31,094.93	30,739.56

OPERATIONS & STATE OF THE COMPANY'S AFFAIRS

The Company has achieved a sales turnover (Net of GST) including other income of INR 1,33,497.21 lakhs as compared to INR 1,28,071.97 lakhs in the previous year. The profit before tax in the current year was INR 2,957.75 lakhs as compared to INR 3,516.45 lakhs in the previous year.

The State of affairs of the Company is detailed in the "Management Discussion & Analysis Report" annexed as **Annexure-A** and forms part of this report.

CREDIT RATING

The Company's financial discipline and prudence is reflected in the credit ratings ascribed by CRISIL rating agency as given below:

Long-Term Rating	CRISIL A-/Stable
INR (in crores)	
INR 80.75 Long-Term Loans	CRISIL A-/Stable
INR 10 Cash Credit	CRISIL A-/Stable
INR 53.50 Letter of Credit	CRISIL A-/Stable
INR 6 Commercial Paper	CRISIL A2+ and withdrawal due to no amount outstanding against Commercial Paper

TRANSFER TO GENERAL RESERVE

The Company has not transferred any amount to General Reserve during the financial year 2025-2026. The balance amount of INR 31,094.93 lakhs (Previous Year INR 30,739.56 lakhs) will be retained as surplus in the statement of Profit and Loss.

DIVIDEND

Your Board of Directors are pleased to recommend a final dividend of 225% (i.e., INR. 4.50/- per equity share of INR. 2.00/- each fully paid up) on the paid-up Equity Share Capital of the Company for the financial year ended March 31, 2026 amounting to INR. 1,799.78 lakhs.

As per Regulation 43A of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") read with SEBI (Listing Obligations and Disclosure Requirements) (Second Amendment) Regulations, 2021 dated May 05, 2021, the Company has formulated the Dividend Distribution Policy of the Company and the Dividend recommendation is in accordance with the Dividend Distribution Policy of the Company, and such policy is available at the Company's website at <https://www.munjalshowa.net/wp-content/uploads/2021/06/Dividend-Distribution-Policy.pdf>

In view of the changes made under the Income Tax Act, 2025, by the Finance Act, 2020, Dividend Distribution Tax (DDT) which used to be payable by the Company has been abolished and the dividend paid or distributed by the Company shall be taxable in the hands of the Shareholders. Your Company shall, accordingly, make the payment of the Dividend after deduction of tax at source. The final dividend, if approved by the shareholders, at the 41st Annual General Meeting shall be payable to the eligible shareholders registered in the books of the Company and the beneficial owners whose names are furnished by the depositories, as on the cut-off date for determining the name of shareholder for paying dividend i.e. Wednesday, August 05, 2026.

SHARE CAPITAL

The authorized share capital of the Company is ₹ 15,00,00,000 (INR Fifteen Crores only) divided into 7,50,00,000 (Seven Crores Fifty Lakh) equity shares of face value of INR 2 (Rupees Two) each. The paid-up Share Capital of the Company as on March 31, 2026 was INR 7,99,90,000 (Rupees Seven Crore Ninety-Nine Lakh Ninety Thousand only) divided into 3,99,95,000 (Three Crore Ninety-Nine Lakh Ninety-Five thousand) equity shares of face value of INR 2 (Rupees Two) each.

During the year under review, there was no change in the authorised, subscribed and paid-up share capital of the Company from the last financial year.

During the year under review, the Company has not issued any shares with differential voting rights nor granted any stock options or sweat equity shares. The Company has not issued or repaid any Debentures, Preference Shares, Bonds and Security during the financial year. None of the Directors of the Company hold any shares or security of the Company. The Company does not have any Debentures or Preference Shares as on March 31, 2026.

FINANCE

Cash and cash equivalent as at March 31, 2026 was INR 98.08 Lakhs. The Company continues to focus on judicious management of its working capital. Receivables, inventories and other working capital parameters were kept under strict check through continuous monitoring.

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

During the year under review, the Company has neither given any guarantee nor provided any security covered under the provision of Section 186 of the Companies Act, 2013 ("the Act").

The Company has made investments in Mutual funds, Alternative Investment Funds, Commercial paper & Market linked debentures and has given loans/advances to its vendors in the ordinary course of business. The details of investments made, and loans given are provided in Note No. 5A & 5B of the financial statements for the year ended March 31, 2026.

CORPORATE GOVERNANCE

Your Company has been practicing the principles of good Corporate Governance over the years. The Company has complied with the Corporate Governance requirements as stipulated under the Listing Regulations. In terms of Regulation 34 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, a separate section on Corporate

Governance along with a Certificate from M/s. Deloitte Haskins & Sells LLP, Chartered Accountants, Statutory Auditors of your Company confirming the compliance of Corporate Governance is annexed as **Annexure-B** and forms an integral part of the Annual Report.

TRANSFER TO INVESTOR EDUCATION AND PROTECTION FUND

Pursuant to the provisions of Section 124 of the Act read with Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules") and subsequent amendment thereof, the amount of dividends, which remained unpaid or unclaimed for a period of seven consecutive years from the date of transfer to Unpaid Dividend Account of the Company, and underlying equity shares on which dividend has not been paid or claimed by the members for seven consecutive years are required to be transferred to the Investor Education and Protection Fund (IEPF) Authority established by the Central Government.

The amount of unclaimed dividend of ₹ 10,10,255 was transferred into IEPF account in respect of financial year 2017-18 on October 28, 2025.

The Company has transferred 13,473 Equity Shares of ₹ 2.00 each on which the dividend remained unpaid or unclaimed for seven consecutive years, on November 25, 2025 to the IEPF Account, after following the prescribed procedure.

STATUTORY AUDITORS

Pursuant to Section 139 of the Act, read with the Companies (Audit and Auditors) Rules, 2014, the Members of the Company in 37th Annual General Meeting ("AGM") approved the appointment of M/s Deloitte Haskins & Sells LLP, Chartered Accountants (ICAI Registration No. 117366W/W-100018) as the Statutory Auditors of the Company for the period of 5 years, whose term of office will come to an end after conclusion of 42nd Annual General Meeting (AGM) of the Company. The shareholders of the Company in its meeting held on 12th August, 2022, approved the re-appointment of M/s Deloitte Haskins & Sells LLP, Chartered Accountants (ICAI Registration No. 117366W/W-100018) as the Statutory Auditor of the Company for a second term of 5 consecutive years and who shall hold office up to the

conclusion of the 42nd AGM of the Company to be held in Year 2027.

There are no qualifications, reservation, adverse remark, observations, comments or disclaimer given by the Auditors in their Report.

SECRETARIAL AUDITORS

Pursuant to the provisions of Section 204 of the Act and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the members of the Company in 40th Annual General Meeting ("AGM") approved the appointment of M/s AKU & Associates, Company Secretaries, New Delhi (Certificate of Practice No17196) and FRN is S2016DE428500 as the Secretarial Auditor for a term of 5 consecutive years and who shall hold the office from financial year 2025-26 till the Financial year 2029-30. The Company had received their written consent that the appointment will be in accordance with the applicable provisions of the Act and rules framed thereunder.

The Secretarial Audit Report is self-explanatory and do not call for any further comments. There are no qualifications, reservations, adverse remark, observations, comments or disclaimer given by the Auditors in their Report except:

1. *The Company falls under the category of top 2000 listed entities pursuant to Regulation 3(2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and consequent upon the resignation of Mr. Kazuhiro Nishioka (DIN: 00602255) from the position of Non-Executive-Non-Independent Director, the Company did not have minimum number of Six (6) Directors as prescribed in Regulation 17(1)(c) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 from April 08, 2025 till May 26, 2025.*
2. *There was an instance of a delayed submission under Regulation 30 read with Schedule III of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Master circular issued by Securities and Exchange Board of India (SEBI) on November 11, 2024 read with circular dated December 31, 2024 and Industry Standards Note on Regulation 30 of the LODR Regulations, concerning outcome of the Board Meeting held on May 26, 2025 with*

National Stock Exchange of India Limited (NSE) by about 3 hours 58 minutes.

3. *The Company has in place a Structured Digital Database (SDD) pursuant to the requirements of Regulation 3(5) & 3(6) of the SEBI (Prohibition of Insider Trading) Regulations, 2015. However, during the course of our review, it was observed that some instances relating to sharing of Unpublished Price Sensitive Information (UPSI) were not fully captured in the SDD maintained by the Company. The management has represented that necessary steps are being undertaken to further strengthen the process and controls for comprehensive recording and monitoring of UPSI sharing in the SDD.*
4. *The Company in adherence to the provisions of the Companies Act, 2013 and rules made thereunder, along with Rule 7(2A) & (2B) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, had duly approved the appointment of Mr. Pankaj Gupta (CFO) as the Nodal Officer of the Company. However, the statutory filing of e-Form IEPF-2 being e-Form for filing details of Nodal Officer was submitted/ filed beyond the prescribed timeframe. Based on the records and information/explanation/justification furnished before us by the company the delay was technical in nature and occurred due to technical glitches on the Ministry of Corporate Affairs (MCA) portal.*
5. *The company's adherence to the Secretarial Standards prescribed by the Institute of Company Secretaries of India (ICSI) relating to the Board, General and Committee Meeting(s) including the Notice, Agenda and maintenance of the Minute Book for Board, General and Committee meeting(s) was observed to be satisfactory. The company to endeavour adherence with the applicable Secretarial Standards (SS) issued by the ICSI in respect of circulation of Minutes of the meetings of the Board of Directors and its Committee(s).*

MANAGEMENT RESPONSE:

1. The Company, being a top 2,000 listed entity, is required to maintain a minimum of six (6) Directors on its Board under Regulation 17(1)(c) of the SEBI (LODR) Regulations, 2015. Following the resignation of Mr. Kazuhiro Nishioka (DIN: 00602255) with effect from April 08, 2025, the Board strength temporarily fell below

the prescribed minimum for a period of approximately 48 days till May 26, 2025. The Company was actively engaged in identifying a suitable candidate during the intervening period, and the shortfall was entirely attributable to the time required for identification, due diligence and completion of requisite appointment formalities. The Board strength was duly restored to the requisite minimum on May 26, 2025, and the Company has since ensured full compliance with the said requirement.

2. The outcome of the Board Meeting held on May 26, 2025 necessitated disclosures to NSE under multiple sub-categories under Regulation 30 read with Schedule III of the SEBI (LODR) Regulations, 2015. While the submission under the Dividend sub-category was made within the stipulated timeframe, the submission under the Outcome of Board Meeting sub-category was inadvertently delayed by approximately 3 hours and 58 minutes. The Company acknowledges the said delay and has since strengthened its internal compliance mechanisms to ensure timely and accurate submissions across all applicable sub-categories to both stock exchanges going forward.
3. While the Company has a duly established SDD in compliance with Regulation 3(5) and 3(6) of the SEBI (PIT) Regulations, 2015, the Secretarial Auditors observed that certain instances of UPSI sharing during the period under review were not fully captured therein. The management has taken cognizance of the observation, and corrective steps including personnel sensitization and strengthening of internal controls are being undertaken to ensure comprehensive recording and monitoring of UPSI sharing in the SDD.
4. While the Company had duly obtained Board approval for the appointment of Mr. Pankaj Gupta, CFO, as Nodal Officer under the applicable IEPF Rules, the statutory filing of e-Form IEPF-2 was delayed due to technical glitches on the MCA portal, which were beyond the control of the Company. The form was filed at the earliest opportunity upon resolution of the said technical issue.
5. The overall adherence to applicable Secretarial Standards with respect to Board, General and

Committee Meetings has been observed to be satisfactory by the Secretarial Auditors. With respect to the specific observation regarding timely circulation of draft Minutes, the Company Secretary has assured that strict adherence to the prescribed timelines for circulation of Minutes shall be ensured going forward.

The Report given by the Secretarial Auditor for the financial year ended on March 31, 2026 is annexed as **Annexure-D** and forms an integral part of Annual report.

Further, no fraud has been reported by the Auditors in terms of Section 143(12) of the Act during the financial year.

INTERNAL AUDITORS

M/s Vaish & Associates, Chartered Accountants perform the duties of internal auditors of the Company and their performance and reports are reviewed by the Audit Committee.

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

The details pursuant to Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014 regarding Conservation of Energy, Technology Absorption and Foreign Exchange earnings & outgo is annexed as **Annexure-E** and forms an integral part of this report.

ANNUAL RETURN

In terms of provisions of Section 92(3), 134(3)(a) of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the copy of annual return of the Company for the Financial Year ended March 31, 2026 has been placed on the website of the company and the same can be accessed by the any person through below given web-link. <https://munjalshowa.net/annual-return-3/>.

PARTICULARS OF EMPLOYEES

The statement of particulars of employees as per Section 197 of the Act read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, for the year ended March 31, 2026 is annexed as **Annexure-F** and forms an integral part of this report.

CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

In terms of provisions of Section 135 of the Act and the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Corporate Social Responsibility (hereinafter referred as 'CSR') Committee has formulated a CSR Policy indicating the activities to be undertaken by the Company. The constitution of CSR Committee is disclosed in Corporate Governance Report which forms an integral part of Annual Report.

The CSR policy may be accessed on the Company's website i.e. <https://munjalshowa.net/wp-content/uploads/2024/04/CSR-POLICY.pdf>

As part of its initiatives under CSR, the Company has undertaken projects in the areas of Education, Health, Water and Sanitation. These projects are largely in accordance with Schedule VII of the Act and CSR Policy of the Company. The annual report on CSR activities as required under the Companies (CSR Policy) Rules, 2014 is set out as **Annexure-G** and forms an integral part of this report.

Munjal Showa Limited considers Corporate Social Responsibility as an integral part of its business activities and endeavors to utilize the allocated CSR budget for the benefit of the society.

The Company has incurred the CSR expenditure as follows:

Sl. No.	Particular	Amount (INR)
(i)	Two percent of average net profit of the Company as per section 135(5)	72,43,000
(ii)	Total amount spent for the financial year	74,12,974
(iii)	Excess amount spent for the financial year [(ii)-(i)]	1,69,974
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	1,69,974

** The Company has spent excess of ₹ 1,69,974 for CSR Expenses in the financial year 2025-26. In the Year 2025-26, the Company Adjusted INR 5,88,708 (excess expenditure done in FY 2024-25)*

against CSR Expenses liability of the said year. Therefore, INR 7,58,682 will be available for set off in succeeding financial years.

For the subsequent years, the Company endeavors to spend the budgeted CSR expenditure in accordance with the statutory requirements.

MATERIAL CHANGES AND COMMITMENTS

There are no material changes and commitments affecting the financial position of the Company that have occurred between the end of financial year and the date of the report.

ENVIRONMENT COMPLIANCE

We believe that “waste is a precious resource kept in a wrong place”. We further believe that “there is no waste as per the law of the nature”. Hence from the solid waste like Iron & Steel from old scrap machines, we are collecting the raw material and we are manufacturing “Lean and Low cost” machines with a philosophy of Easy to run, Easy to maintain, Easy to clean and Zero accident by meeting all the quality and productivity standard. Everything is done in-house starting from design up to finishing the machine. This concept of reuse of metallic waste is highly appreciated by CII, ACMA and international experts of our Japanese Collaborator. By Regular training for workers and staff to prevent accident related to mechanical, electrical, chemical, physiological, and psychological safety the Company has made “Zero incidents” as acceptable standard. Hazard Identification and Risk Assessment (HIRA) is our primary focus to mitigate and prevent the abnormalities. Because of our dedicated and committed efforts in continual improvement of Safety, Health, and Environment area, we had received two National Awards from Ministry of Labour and Employment, Government of India for safety. The Company is a regular member of Haryana Environment Management Society.

The Company has started Green Vendor Development Programme (GVDP) since 2009-10. The aim of the project is to conserve water and energy, minimize generation of waste, terminate hazardous chemicals with non-hazardous chemicals, minimize carbon footprint and generate pollution prevention awareness throughout the plant and to achieve 100 percent legal compliance. The Company is rigorously improving to create a better place for our next generation.

TOTAL PRODUCTIVE MAINTENANCE

The Company has taken up the journey of Total Productive Maintenance (TPM) with the help of JIPM (Japan Institute of Plant Maintenance) Japan and CII, TPM Club India. Major objectives of TPM are to increase (PQCDSME) Productivity, to improve Quality, to reduce Costs, to ensure in time Delivery, to increase Safety, to increase profitability, to build Morale and to protect environment by formation of small cross functional work groups and to improve overall Plant efficiency. The other objectives are to procure and install maintenance free plant and machinery; and to achieve zero defects, zero breakdown, zero losses and zero accidents. In nutshell, TPM is to identify 21 types of Losses & converts them into Profit. We are able to reduce Repair & Maintenance Cost and working very aggressively towards reduction in Inventory Loss.

We have achieved TPM Excellency Award “Category A” for Gurugram and Manesar Plants in the years 2008 and 2010 respectively from Japan Institute of Plant Maintenance. We have been awarded by JIPM TPM Excellence Consistency Award for both Gurugram & Manesar Plants in the year 2013. Now we have started TPM Journey in our Haridwar Plant also & we had TPM Kick-Off Ceremony in November 2015.

LEAN TPM ACTIVITIES

We have clubbed TPM with lean manufacturing system. Through Lean we are able to focus & control 8 types of wastes. Now we are giving more focus on 3 M’s – Muda, Mura & Muri. Our Company has conducted Lean Manufacturing System (Value Stream Mapping) Workshop through JMAC Japan. We have converted huge & complicated machines by using TPM & Lean Concepts. These machines consume very less Electricity, occupy less space, take very less inputs like consumables, manpower, tools, oils, compressed air, less set-up time, less cycle time, etc. These machines are 10S Machines (Safe, Simple, Small, Slim, Speed, Smart, Sturdy, Superb, Sushil & Sunder) and help us in reducing Cost of manufacturing. As on date we have built & rebuild 1162 machines.

Low-Cost Automation is the need of hour. In this area we have achieved great success in a very short span of time by manufacturing 16 numbers 2W Rod CNC machines from manual to Automatic mode. Besides this Automation

has been achieved in most of Damper case & Bottom tube Welding process in all the 3 Plants. Many other machines in different lines. Resulting into Quality & Productivity improvements in many folds. Another 7 major Projects are there in pipeline & very soon we will achieve them. We are also working towards Introduction & implementation of Material Flow Cost Accounting.

Major breakthrough achieved by in-house manufacturing of 27 SPM Machines for Floating Piston Technology in Rear Cushion segment. Which has been successfully launched with ADLA Hero Model. Also, we have successfully manufactured 24 SPM machines for Front Inverted Technology. Both the Floating Piston as well as the Inverted Technology all the machines confirm to Industry 4.0 configuration. Inverted Front Fork Technology shock absorbers for the prime segment Motorcycles.

Fully Automatic Valves counting & Dispensing Machine has been developed In-house with a very high level of accuracy. This is another breakthrough achievement besides this was the requirement of all the Customers. And the 2nd Auto Valve counting machine for the Honda & Maruti Segment will be launched by June 2026 end.

ISO/TS 16949/LATF16949 ACCREDITATION

Your Company's manufacturing facilities are located at Gurugram, Haridwar and Manesar and we continue to maintain and uphold the prestigious ISO/TS 16949:2009, ISO 14001:2015 and OHSAS 18001: 2007 (Occupational Health & Safety Assessment Series) certifications from reputed leading Indian and International Certification Institutions.

Further your Company is now an "ISO-45001" certified Company. This Certificate for Safety Management System is approved by the International Standard Organization. This is an International Standard that specifies requirements for an occupational health and safety (OH&S) management system.

These certifications help in continuous improvements, besides emphasis being laid on prevention of defects, reduction of waste, prevention of near misses and to ensure maximized customer delight.

LISTING

The shares of your Company are listed on the National Stock

Exchange of India Limited (NSE) and BSE Limited (BSE), and pursuant to Clause C (9)(d) of Schedule V of SEBI Listing Regulations, the annual Listing fees for the year 2026-27 has been paid to them well before the due date i.e. April 06, 2026. Annual Custody/Issuer fee for the year 2026-27 has been paid by the Company to the depositories viz. NSDL and CDSL.

HUMAN RESOURCES

Promoting Human Resources management is the strength of our Company and over a period of time, we have changed our vision of employees from "Human Resources Management" to "Human Capital Management".

Your Company believes that employees form the fulcrum of growth and differentiation for the organization. The Company recognizes that people are its principal assets and that its continued growth is dependent upon the Company's ability to attract and retain quality people. The total headcounts were 2299 at the end of the year as compared to 2088 of the previous year. The Company encourages long-term commitment to the Company by rewarding its people for the opportunities they create, and the value generated for customers and shareholders. The Company conducts several employee engagement and training Programmes to upgrade the skills of the workforce and generate specialist in quality, maintenance and manufacturing. As desired by the Government of India we have started NEEM Scheme and NAPS Scheme in order to enhance the technical skill level of our unemployed youths.

Many initiatives have been taken to support business through organizational efficiency, process change support and various employee engagement Programmes which have helped the organization achieve higher productivity levels. A significant effort has also been undertaken to develop leadership as well as technical/ functional capabilities in order to meet future talent requirement.

BUSINESS RISK MANAGEMENT

The Company has a Risk Management Policy to identify, evaluate business risks and opportunities. This framework seeks to create transparency, minimize adverse impact on the business objectives and enhance the competitive advantage of the company. The business risk framework

defines the risk management approach across the enterprise at various levels including documentation and reporting.

The Company regularly conducts a study to develop a comprehensive 360° view on the opportunities, risks and threats to the business. These include areas such as market trends, new competition, changing customer preferences, disruptions in supplies, product development, talent management etc.

The Board has identified following risks: -

Intensifying Competition, Declining margins, Imposition of strict environmental / safety / regulatory regulations, Increase in raw material/component prices, Dependence on Collaborators, Over dependence on limited user segment base, Economic downturn, Risk of natural or manmade disasters, Product liability / recall, Single vendor dependence for critical components , Investment risks in expansion projects, Sales Catering only to Domestic Market, Over Dependence on few customers base, Retention & development of personnel and Inappropriate addressing of customer grievances. We through qualitative products and brand image, import only in case of cost advantage, regular improvement in productivity, controls over overhead and Labour cost through a robust control of approvals, internal audit of environmental safety and regulatory compliance, localization of components, insurance, TS 16949 certification, TPM certification, regular development of alternate vendors where only single source, capturing customer complaints and response to them, have effective risk mitigating plans.

The website link is given below:

<https://www.munjalshowa.net/wp-content/uploads/2021/06/Risk-Management-Policy.pdf>

VIGIL MECHANISM / WHISTLE BLOWER POLICY

The Company has established a vigil mechanism for the Directors and Employees of the Company by adopting the Whistle Blower Policy to report about the genuine concerns, unethical behaviour, fraud or violation of Company's Code of Conduct. Your Company hereby affirms that no Director/ Employee of the Company have been denied access to the Chairman of the Audit Committee. The details of the Whistle

Blower Policy are explained in the Corporate Governance Report which form an integral part of this Report and is also posted on the website of the Company.

The website link is given below:

<https://munjalshowa.net/wp-content/uploads/2025/05/VIGIL-MECHANISM-POLICY.pdf>

RECOMMENDATION OF THE AUDIT COMMITTEE

During the year, all the recommendations made by the Audit Committee were accepted by the Board.

CHANGES IN THE NATURE OF BUSINESS

There is no change in the nature of the business of the Company during the Financial Year 2025-26.

DIRECTORS AND KEY MANAGERIAL PERSONNEL

During the financial year 2025-26, following changes took place in the composition of Board of Directors and Key Managerial Personnel of the company:

1. Mr. Kazuhiro Nishioka (DIN: 00602255) ceased to be a Non-Executive Non-Independent Director of the Company consequent upon his resignation with effect from April 08, 2025.
2. Mr. Yogesh Chander Munjal (DIN: 00003491) and Mr. Hitoshi Fukagawa (DIN: 10611378), Directors liable to retire by rotation, retired at the 40th Annual General Meeting of the Company held on August 20, 2025 and being eligible, offered themselves for re-appointment and were re-appointed as Directors of the Company at the said meeting.
3. The Board of Directors, on recommendation of the Nomination and Remuneration Committee and approval by members of the Company in 40th Annual General Meeting (Remote E-voting) dated August 20, 2025 (being the last date of Remote E-voting), approved the appointment of Mr. Abhaya Shankar (DIN: 00008378) as a Non-Executive Independent Director to hold office for a term of five consecutive years, i.e. up to May 25, 2030, not liable to retire by rotation and Mr. Neeraj Munjal (DIN: 00037792) and Mr. Tetsuya Katsumata (DIN: 11096018) as a Non-Executive Director, of the Company w.e.f. May 26, 2025, liable

to retire by rotation on such terms and conditions as agreed between the Company and the concerned Directors.

4. Mrs. Neha Bansal resigned from the position of Company Secretary & Compliance Officer of the Company effective as of the close of business hours on August 23, 2025.
5. The Board of Directors, on recommendation of the Nomination and Remuneration Committee appointed Mr. Ravinder Sharma as the Company Secretary & Compliance Officer w.e.f. November 14, 2025.

In accordance with the provisions of the Companies Act, 2013 not less than 2/3rd (Two-third) of the total number of Directors (other than Independent Directors) shall be liable to retire by rotation. Accordingly, pursuant to the Act read with the Articles of Association of the Company, Mr. Neeraj Munjal, Non - Executive Director and Mr. Tetsuya Katsumata, Non - Executive Director are liable to retire by rotation at the ensuing 41st AGM and being eligible they have offered themselves for re-appointment.

During the year under review, apart from the above-stated facts, there is no change in the composition of Board of Directors. Further, there was no change in the office of the Key Managerial Personnel of the company except as mentioned above.

Pursuant to the provisions of the SEBI Listing Regulations and the Act, the profiles of all the Directors, seeking appointment/re-appointment at the ensuing AGM, have been provided in the Notice of 41st AGM of the Company.

All Independent Directors have given individual declarations that they meet the criteria of independence as laid down under Section 149(6) of the Act and Listing Regulations. All the Independent Directors have registered themselves under data bank of Independent Directors created and maintained by Indian Institute of Corporate Affairs.

With regard to integrity, expertise and experience (including the proficiency) of the Independent Directors, the Board of Directors is of the opinion that all the Independent Directors are persons of integrity and possess relevant expertise and experience and their continued association as Directors

will be of immense benefit and in the best interest of the Company.

All Directors of the Company have also given declarations that they are not debarred from holding the office of Director by virtue of any SEBI order or any other such statutory authority as required under the Circular dated 20th June, 2018 issued by BSE Limited and National Stock Exchange of India Limited.

The Company appreciates the dedicated and valuable guidance given by all the Directors of the Company.

COMMITTEES OF THE BOARD

The Company has several Committees which have been established in compliance with the requirement of the relevant provisions of applicable laws and statutes. As on March 31, 2026, the Board has five committees: The Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee, Share Transfer/Stakeholders Relationship Committee and Risk Management Committee. A detailed note on the composition of the Board and its committees is provided in the Corporate Governance Report, which forms an integral part of the Board Report.

SUBSIDIARY COMPANIES, JOINT VENTURES OR ASSOCIATE COMPANIES

During the year under review, the Company is not having any subsidiary, joint venture, Associate Company. Further, no Company became or ceased to be a Subsidiary/Joint Venture/Associate of the Company.

BOARD EVALUATION

Pursuant to the provisions of the Act and Listing Regulations, the Board in consultation with Nomination and Remuneration Committee has carried out an annual performance evaluation of its own, the Directors individually as well as its various committees and the Chairman on the criteria as recommended by the Nomination and Remuneration Committee of the Company. The manner in which the formal annual evaluation has been carried out has been explained in the Corporate Governance Report, which forms an integral part of this report. The performance evaluation was found satisfactory.

NOMINATION AND REMUNERATION POLICY AND REMUNERATION TO THE DIRECTORS

The Board on the recommendation of the Nomination & Remuneration Committee has framed a policy for selection and appointment of Directors, Senior Management Personnel including Key Management Personnel and affixing their remuneration. The salient features of the Nomination and Remuneration Policy are mentioned below:

- The Nomination and Remuneration Policy of the Company is designed to attract, motivate, improve productivity and retain manpower by creating a congenial work environment, encouraging initiatives, personal growth, team work and inculcating a sense of belongingness and involvement, besides offering appropriate remuneration packages and superannuation benefits.
- The Committee shall comprise at least three (3) Directors, all of whom shall be non-executive Directors and at least two-third shall be Independent.
- The Nomination and Remuneration Committee shall meet at least once in a financial year.
- Quorum of the meeting shall be either two members or one-third of the members of the committee, whichever is greater, including at least one independent director in attendance.
- The Role of the Committee includes: Periodically reviewing the size and composition of the Board to have an appropriate mix of executive and independent Directors to maintain its independence and separate its functions of governance and management and to ensure that it is structured to make appropriate decisions, with a variety of perspectives and skills, in the best interests of the Company;
- Formulate the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board, relating to the remuneration for the Director, key managerial personnel and other employees.
- Establishing and reviewing Board, KMP and Senior Management succession plans in order to ensure and

maintain an appropriate balance of skills, experience and expertise on the Board and Senior Management.

- The Board as per the criteria approved by the Nomination and Remuneration Committee shall carry out evaluation of performance of its own, its committees, and individual Directors and the Chairman.

The Nomination and Remuneration Policy is available on the website of the Company at:

<https://munjalshowa.net/wp-content/uploads/2025/07/NRC-POLICY.pdf>

The details of remuneration under Section 197 of the Act paid to Directors are given in point No. IV of Corporate Governance Report which forms an integral part of this Report.

BOARD DIVERSITY POLICY

The Company recognizes and embraces the importance of a diverse Board in its success. We believe that a truly diverse board will leverage differences in thought, perspective, knowledge, skill, regional and industry experience, cultural and geographical background, age, ethnicity, race and gender, which will help us, retain our competitive advantage. The Board has adopted the Board Diversity Policy which sets out the approach to diversity of the Board of Directors.

The Board Diversity Policy is available on our website at:

<https://www.munjalshowa.net/wp-content/uploads/2016/02/Boards-Diversity-Policy.pdf>

MEETINGS OF BOARD OF DIRECTORS

A calendar of Meetings is prepared and circulated in advance to the Directors. During the financial year, four (4) Board Meetings were convened and held on May 26, 2025, August 04, 2025, November 14, 2025, and February 07, 2026. The details of Board and Committee Meetings and Board members and Committee members who have attended the meetings are given in the Corporate Governance Report forming part of this Report.

DIRECTORS' RESPONSIBILITY STATEMENT

Your Directors make the following statement in terms of Section 134(3)(c) & (5) of the Act, which is to the best of their

knowledge and belief and according to the information and explanations obtained by them:

- a. In the preparation of the annual accounts for the Financial Year ended March 31, 2026, the applicable accounting standards had been followed and no material departures were made from the same;
- b. Appropriate accounting policies have been selected and applied 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 financial year ended March 31, 2026 and of the profits of your Company for that period;
- c. Proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of your Company and for preventing and detecting fraud and other irregularities;
- d. The annual accounts have been prepared on a going concern basis;
- e. They have laid down Internal Financial Controls to be followed by the Company and that such Internal Financial Controls are adequate and were operating effectively; and
- f. They have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

RELATED PARTY TRANSACTIONS

During the year under review, all transactions entered by the Company with Related Parties as defined under the Act and Listing Regulations were in the ordinary course of business and on an arm's length pricing basis and do not attract the provisions of Section 188 of the Act. Hence, the requirement of Form AOC-2 as required under Section 188(1) of the Act is not applicable to the Company.

The Company has not entered into any material related party transactions, i.e., transactions exceeding 10% of the annual consolidated turnover or ₹ 1000 Crore, whichever is lower, as per the last audited financial statements.

All transactions with related parties were periodically placed before Audit Committee and committee has also given omnibus approval for repetitive and foreseen transactions. The Board and Audit Committee also noted these related party transactions on a quarterly basis. The details of related party transactions are given in Note No. 33 of Audited Financial Statements.

The Related Party Transactions Policy is available on the website of the Company at:

<https://munjalshowa.net/wp-content/uploads/2025/11/FINAL-RPT-POLICY.pdf>

MAINTENANCE OF COST RECORDS

The provisions of Section 148 of the Act are not applicable to the Company so the Company is not required to maintain cost records under the aforesaid section.

INTERNAL CONTROL SYSTEM AND THEIR ADEQUACY

The Company has a comprehensive system of internal control to safeguard the Company's assets against any loss from unauthorized use and ensure proper authorization of financial transactions.

The Company has internal control systems commensurate with the size and nature of the business and has experienced personnel positioned adequately in the organization to ensure internal control processes and compliances. The Company takes abundant care in designing, reviewing and monitoring regularly the working of internal control systems and their compliances for all important financial internal control processes. The Audit findings are reported on a quarterly basis to the Audit Committee of the Board headed by a Non-Executive Independent Director.

The Company has robust ERP systems based on SAP platform. This ensures high degree of systems-based checks and controls. The Company has also upgraded from SAP ECC to S4/ Hana w.e.f. January, 2026

The Company maintains a system of internal controls designed to provide a high degree of assurance regarding the effectiveness and efficiency of operations, the reliability of financial controls and compliance with laws and regulations.

Section 143(3)(i) of the Act requires the statutory auditors to include in their audit report whether the Company has adequate internal financial controls system in place and the operating effectiveness of such controls in addition to the reporting by Board of Directors in director's responsibility statement. This reporting requirement has thrown up many challenges. The Company has developed the internal financial control processes and that was vetted by the internal auditors during the year. The same has also been verified by the statutory auditors, who have reported that all the material Internal financial controls exist during the financial year 2025-26.

The Company has developed a compliance tool for the purpose of legal compliance of all the applicable Acts to the Company.

COMPLIANCE OF THE SECRETARIAL STANDARDS

The Directors have devised proper systems to ensure compliance with the provisions of all applicable Secretarial Standards on Board and General meetings (SS-1 & SS-2) issued by the Institute of Company Secretaries of India (ICSI) and that such systems are adequate and operating effectively. The board has complied with all the Secretarial Standards applicable to the Company.

MANAGEMENT DISCUSSION & ANALYSIS

The Management Discussion & Analysis Report for the year under review as stipulated under Regulation 34 of the Listing Regulations is presented in a separate section forming part of this Annual Report.

GENERAL

Your Directors state that no disclosure or reporting is required in respect of the following items during the year under review, except as stated below:

1. Details relating to deposits covered under Chapter V of the Act – **The Company did not invite/accept any deposit within the meaning of Chapter V of the Act, and the rules made thereunder.**
2. No significant or material orders were passed by the Regulators or Courts or Tribunals which impact the going concern status and Company's operations in future, except that the Registrar of Companies,

Haryana, passed an Adjudication Order dated May 21, 2026 under Section 454 of the Companies Act, 2013, imposing a penalty of INR 16,000/- each on the Company and its Officers in default, in relation to a delay in filing of e-Form MR-2 pertaining to the appointment of Mr. Hitoshi Fukagawa (DIN: 10611378) as Joint Managing Director of the Company under Rule 7(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014. The said penalty has been duly paid by the Company and the concerned Officers in default.

SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION & REDRESSAL), ACT, 2013

The Company has in place a Policy on prevention of Sexual Harassment at workplace in line with the requirements of The Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013. Internal Complaints Committee (ICC) has been set up to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary, trainees) are covered under this policy.

Your Directors further state that during the year under review, no complaints were received, disposed off and pending pursuant to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Sr. No.	Number of Complaints of Sexual Harassment received in the year	Number of Complaints disposed off during the year	Number of cases pending for more than ninety days
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NIL

Various workshops and awareness Programmes w.r.t., prevention of sexual harassment has been carried out during the F.Y. 2025-26.

PROCEEDING UNDER INSOLVENCY AND BANKRUPTCY CODE, 2016

The Company has not made any application or any proceeding pending under the Insolvency and Bankruptcy Code, 2016 (31 of 2016) ("IBC Code") during the year. Further, at the end of the year, Company does not have any proceedings related to IBC Code.

THE DETAILS OF DIFFERENCE BETWEEN AMOUNT OF THE VALUATION DONE AT THE TIME OF ONE TIME SETTLEMENT AND THE VALUATION DONE WHILE TAKING LOAN FROM THE BANKS OR FINANCIAL INSTITUTIONS ALONG WITH THE REASONS THEREOF

During the year under review, the Company has not made one-time settlement therefore, the same is not applicable.

MATERNITY BENEFIT ACT, 1961

The Company recognizes the importance of supporting women employees at the workplace and remains committed to fostering an inclusive and supportive work environment. During the financial year 2025-26, the Company has complied with all the applicable provisions of the Maternity Benefit Act, 1961, as amended from time to time.

POLICIES

We seek to promote and follow the highest level of ethical standards in all our business transactions guided by our value system. The SEBI Listing Regulations mandated the formulation of certain policies for all listed companies. All our corporate governance policies are available on website of the company i.e. www.munjalshowa.net

Policy	Web-link
Policy for Determination of Materiality of Information or Events	https://munjalshowa.net/wp-content/uploads/2025/02/POLICY-ON-DETERMINATION-OF-MATERIALITY-OF-INFORMATION-OR-EVENT.pdf
Boards Diversity Policy	https://www.munjalshowa.net/wp-content/uploads/2016/02/Boards-Diversity-Policy.pdf
Corporate Social Responsibility Policy	https://munjalshowa.net/wp-content/uploads/2024/04/CSR-POLICY.pdf
Vigil Mechanism / Whistle Blower Policy	https://munjalshowa.net/wp-content/uploads/2025/05/VIGIL-MECHANISM-POLICY.pdf
Nomination and Remuneration Policy	https://munjalshowa.net/wp-content/uploads/2025/07/NRC-POLICY.pdf
Records and Archives Management Policy	https://munjalshowa.net/wp-content/uploads/2025/02/RECORD-AND-ARCHIVES-MANAGEMENT-POLICY.pdf
Related Party Transaction Policy	https://munjalshowa.net/wp-content/uploads/2025/11/FINAL-RPT-POLICY.pdf
Code of Conduct for Regulating, Monitoring and Reporting of Trading by Designated Persons	https://munjalshowa.net/wp-content/uploads/Code_of_Conduct.pdf
Code of Conduct for Directors and Senior Management Personnel	https://www.munjalshowa.net/wp-content/uploads/2016/02/Code-of-conduct.pdf
Policy on prevention of Sexual Harassment at workplace	https://munjalshowa.net/wp-content/uploads/2026/01/POSH_Policy.pdf
Quality Policy	https://www.munjalshowa.net/wp-content/uploads/2021/02/Quality-Policy.pdf
Occupational Health and Safety Policy	https://www.munjalshowa.net/wp-content/uploads/2021/02/Occupational-Health-and-Safety-Policy.pdf
Environment Policy	https://www.munjalshowa.net/wp-content/uploads/2021/02/Environment-Policy.pdf
Risk Management Policy	https://www.munjalshowa.net/wp-content/uploads/2021/06/Risk-Management-Policy.pdf
Dividend Distribution Policy	https://www.munjalshowa.net/wp-content/uploads/2021/06/Dividend-Distribution-Policy.pdf

ACKNOWLEDGEMENT

Your Directors place on record their appreciation of the co-operation and support extended to the Company by Government of India, State Governments of Haryana and Uttarakhand, other local authorities, bankers, suppliers, customers and other stakeholders whose continued support has been a source of strength to the Company. The continued dedication and sense of commitment shown by the employees at all levels during the year deserve special mention.

The Directors also place on record their appreciation for the valuable assistance and guidance extended to the Company by Astemo Ltd., (earlier Hitachi Astemo Limited) Japan and for the encouragement and assurance, which our collaborator has provided from time to time for the growth and development of the Company.

The Directors also take this opportunity to express their deep gratitude for the continued co-operation and support received from its valued shareholders.

For and on behalf of the Board

Place: Gurugram
Date: May 29, 2026

Sd/-
Yogesh Chander Munjal
(Chairman & Managing Director)
(DIN 00003491)

ANNEXURE-A TO THE BOARD'S REPORT

Management Discussion and Analysis Report

Industry Structure and Development

The **automotive industry in India** is one of the largest and fastest-growing automobile markets globally. As of 2026, India has emerged as the world's third-largest automobile market in terms of sales and the fourth-largest in vehicle production. The industry contributes significantly to the country's manufacturing output, exports, employment generation, and GDP growth. Driven by rising domestic demand, rapid urbanisation, increasing income levels, strong policy support, and growing investments in electric mobility, the Indian automobile sector continues to be recognised as a major "sunrise industry" with strong long-term growth potential.

As of 2026, India's automobile industry is valued at over US\$250 billion and contributes around 6.8%–7% to the country's GDP and nearly 8% of total exports. India is the

world's largest manufacturer of two-wheelers and three-wheelers and the third-largest automobile market in terms of sales. The sector has witnessed strong growth in the production of passenger vehicles, commercial vehicles, and electric vehicles. Supported by rising demand, government initiatives, and technological advancements, the Indian automobile industry continues to be one of the fastest-growing sectors of the Indian economy.

Domestic automobiles production: The Indian automobile industry produced a total of 3,47,08,984 vehicles, including Passenger Vehicles, Commercial Vehicles, Three-Wheelers, Two-Wheelers, and Quadricycles, during April 2025 to March 2026, as against 3,10,34,174 units produced during April 2024 to March 2025, registering strong growth in overall vehicle production driven by rising domestic demand and improved market sentiment.

Automobile Domestic Sales Trends

Category	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Passenger Vehicles	27,11,457	30,69,523	38,90,114	42,18,746	43,01,848	46,43,439
Commercial Vehicles	5,68,559	7,16,566	9,62,468	9,67,878	9,56,671	10,79,871
Three Wheelers	2,19,446	2,61,385	4,88,768	6,91,749	7,41,420	8,36,231
Two Wheelers	1,51,20,783	1,35,70,008	1,58,62,087	1,79,74,365	1,96,07,332	2,17,05,974
Quadricycles	12	124	725	725	120	-
Grand Total	1,86,20,233	1,76,17,606	2,12,04,162	2,38,53,463	2,56,07,391	2,82,65,515

Exports:

During April 2025 to March 2026, Passenger Vehicle exports increased from 7,70,364 units to 9,05,487 units, while Commercial Vehicle exports rose from 80,986 units to 95,215 units. Three-Wheeler exports increased from 3,06,914 units to 4,61,487 units and Two-Wheeler exports grew from 41,98,403 units to 51,82,314 units over the corresponding period of the previous year.

While the nation continues to progress towards the vision of 'Atmanirbhar Bharat', the automotive sector has emerged as a key beneficiary, though certain challenges still persist.

The Government has encouraged Indian auto component manufacturers to enhance localisation levels and strengthen domestic manufacturing capabilities in order to reinforce the overall automotive supply chain.

In the present environment, most automobile manufacturers have expressed their willingness to support the Government's localisation initiative; however, they continue to seek support in areas such as infrastructure development, skilled workforce availability, industry expansion policies, access to advanced technology and global practices, cost competitiveness, and availability of affordable capital. The industry is also witnessing rapid

technological transformation, requiring higher investments in research and development. From a trade policy perspective, key concerns for Indian manufacturers include slowdown in investments in the OEM auto sector, import duties on certain auto components, and increasing imports, particularly from ASEAN countries.

Advantages in India

1. Robust Demand

- India continues to remain one of the world's largest automobile markets, supported by favourable demographics, rising income levels, and increasing urbanisation.
- The Electric Vehicle (EV) segment is expected to witness significant growth, supported by government incentives and increasing consumer adoption.
- The Government's focus on reducing import dependence is creating substantial opportunities for domestic auto component manufacturers.

2. Competitive Advantage

- India offers a manufacturing cost advantage of around 10–25% compared to several developed markets.
- The country has a large pool of skilled and semi-skilled manpower supported by a strong technical education ecosystem.
- India remains one of the world's largest steel producers, providing cost competitiveness in raw material sourcing.
- Strategic geographic proximity to ASEAN countries, Japan, Korea, and Europe enhances India's position as a preferred global sourcing hub.

3. Export Opportunities

- India exports over 25% of its auto component production.
- In FY25, India's auto component exports increased from US\$ 21.2 billion to approximately US\$ 22.9 billion, with the industry continuing to maintain a trade surplus.
- Export growth continues to benefit from rising

global sourcing demand and the China+1 manufacturing strategy.

- The industry plans to invest around US\$ 7 billion by FY28 towards localisation of advanced technologies including EV components and automatic transmissions.

4. Policy Support

- The Government continues to support the EV ecosystem through schemes such as FAME-II and other incentive programmes.
- 100% Foreign Direct Investment (FDI) continues to be permitted under the automatic route for the auto component sector.
- The Production Linked Incentive (PLI) Scheme for automobiles and auto components is expected to drive significant investments and technological advancement in the sector.
- Initiatives such as Bharat NCAP are expected to increase demand for technologically advanced and safety-oriented automotive components.

Market Size

The Indian auto component industry is broadly classified into organised and unorganised segments. The organised sector primarily caters to Original Equipment Manufacturers (OEMs) and manufactures high-value precision components, whereas the unorganised sector mainly serves the aftermarket with relatively low-value products.

To cater to the rising demand, automobile manufacturers have continued to invest significantly across various segments of the industry in recent years. The automobile sector attracted cumulative Foreign Direct Investment (FDI) equity inflows of around US\$ 39.7 billion during April 2000 to December 2025, accounting for a significant share of the total FDI inflows into the country during the period.

Opportunities and Threats

- India continues to strengthen its position as a preferred global sourcing hub for auto components, supported by competitive manufacturing costs, an expanding industrial base, and improving supply chain capabilities.
- The country enjoys a favourable geographical advantage with access to key automotive markets

including Europe, the Middle East, and ASEAN countries, thereby enhancing export potential for domestic manufacturers.

- The Automotive Mission Plan 2016–26 has provided strategic direction for the long-term development and competitiveness of the Indian automotive industry.
- Government initiatives such as the National Automotive Testing and R&D Infrastructure Project (NATRIP) and other policy measures continue to support research & development, innovation, and technological advancement in the sector.
- The auto component sector continues to benefit from 100% Foreign Direct Investment (FDI) permitted under the automatic route, encouraging global participation and technology transfer.
- Various policy initiatives aimed at promoting electric mobility, localisation, and advanced manufacturing are expected to create significant long-term growth opportunities for the industry.

At the same time, the automotive industry is undergoing a significant technological transition with increasing focus on electric mobility and sustainable transportation solutions. The gradual shift from internal combustion engine (ICE) vehicles to electric vehicles may impact the demand for certain conventional auto components over the medium to long term, particularly components associated with engine and transmission systems.

In view of the evolving industry landscape, manufacturers, especially small and medium enterprises (SMEs), may be required to undertake substantial investments towards technology upgradation, product diversification, and development of EV-compatible components. The pace of technological transformation, changing regulatory requirements, and evolving customer preferences may continue to pose operational and strategic challenges for industry participants.

Nevertheless, the Indian automotive and auto component industry continues to offer strong long-term growth prospects driven by increasing domestic consumption, export opportunities, favourable policy support, localisation initiatives, and integration with global supply chains.

Government Initiatives

The Government of India's Automotive Mission Plan

(AMP) 2016–26 has significantly contributed towards the development and growth of the Indian automotive sector by providing a long-term policy roadmap focused on innovation, competitiveness, sustainability, and manufacturing excellence. The Indian automobile industry continues to remain a key contributor to the country's manufacturing output and economic growth, supported by rising domestic demand, increasing exports, and favourable policy initiatives.

The Government has undertaken several initiatives to accelerate the transition towards clean and sustainable mobility. The Production Linked Incentive (PLI) Scheme for Automobile and Auto Components, with an approved outlay of ₹25,938 crore, continues to encourage investments in advanced automotive technologies and domestic manufacturing capabilities. Further, under the Union Budget 2026–27, the allocation for the auto PLI scheme was increased to approximately ₹5,940 crore to support localisation, electric mobility, and next-generation automotive manufacturing.

In addition, the PM E-DRIVE Scheme, launched with an outlay of approximately ₹10,900 crore, aims to promote electric mobility through incentives for electric two-wheelers, three-wheelers, buses, charging infrastructure, and localisation of EV supply chains. The scheme is expected to provide further impetus to the development of the domestic EV ecosystem and advanced automotive manufacturing in India.

The Automotive Mission Plan (AMP) 2016–26 also envisages enhancing the contribution of the automotive industry to the Indian economy through increased production, employment generation, exports, technology adoption, and improved global competitiveness. Government initiatives such as "Make in India", FAME-II, PM E-DRIVE, Bharat NCAP, and proposed CAFÉ-III norms are expected to further strengthen the sector's long-term growth prospects.

Achievements

Following are some of the key achievements and developments in the automobile sector during FY 2025–26:

- As per SIAM data, domestic sales of Passenger Vehicles, Commercial Vehicles, Three-Wheelers and Two-Wheelers reached record levels of 46.43 lakh units, 10.80 lakh units, 8.36 lakh units and 217.06 lakh units respectively during FY 2025–26, reflecting strong growth across all major vehicle segments.

- Under the National Automotive Testing and R&D Infrastructure Project (NATRIP), advanced testing, homologation and validation facilities established at centres such as ICAT-Manesar and ARAI-Pune continued to support vehicle safety, emission compliance, research & development, and product testing requirements of the automotive industry.
- The Government continued to strengthen the electric mobility ecosystem through initiatives such as the PM E-DRIVE Scheme, FAME-II and localisation-focused policies aimed at promoting adoption of electric vehicles, development of charging infrastructure, and domestic manufacturing of EV components and advanced automotive technologies.
- Policy measures such as the Production Linked Incentive (PLI) Scheme for Automobile and Auto Components, Bharat NCAP, and various localisation initiatives continued to provide impetus to investments, technological advancement, and sustainable growth within the automotive sector during the year.

Road Ahead

The automotive and auto component industry is expected to continue benefiting from strong policy support, improving domestic demand, increasing localisation, and growing integration with global supply chains. The Government's continued focus on initiatives such as "Make in India", the Production Linked Incentive (PLI) Scheme for Automobile and Auto Components, PM E-DRIVE Scheme, vehicle scrappage policy, and localisation of advanced automotive technologies is expected to strengthen India's position as a global automotive manufacturing hub.

The industry is also witnessing significant transformation driven by rapid adoption of electric mobility, connected technologies, digitisation, and sustainable manufacturing practices. Increasing demand for electric vehicles, advanced electronics, battery systems, lightweight components, and safety technologies is expected to create new growth opportunities for auto component manufacturers. Industry participants are increasingly focusing on technology upgradation, product diversification, and research & development to align with evolving market requirements.

India continues to emerge as a preferred global sourcing destination under the "China+1" supply chain diversification strategy. According to a joint report by the Automotive

Component Manufacturers Association of India (ACMA) and McKinsey, India's auto component exports are projected to reach US\$ 70–100 billion by FY 2030, underpinned by the country's growing competitiveness in global supply chains. Export revenues, which stood at US\$ 21 billion in 2024, are expected to grow at a CAGR of approximately 30%, with key target markets spanning North America, Europe, and Latin America. Supported by this export-led momentum, India's overall auto component industry is poised to reach a market size of US\$ 200 billion by 2030.

The sector is also expected to witness substantial investments in advanced automotive technologies, EV components, electronics, battery manufacturing, and localisation initiatives over the coming years. Continued collaboration between the Government, industry bodies, OEMs, and component manufacturers is likely to support long-term sustainable growth and improve the global competitiveness of the Indian automotive industry.

Product Wise Performance

All products of the Company come under single primary business segment i.e. Shock Absorber. Its variants are Front Forks, Rear Cushions, Struts and Gas Spring/Rear Door Lifters etc. Therefore, requirement for analyzing segment-wise or product wise performance does not arise.

Outlook

The Indian auto component industry continued to demonstrate resilient growth during FY 2025–26, supported by strong domestic vehicle demand, increasing localisation, rising exports, and sustained policy support. According to the Automotive Component Manufacturers Association of India (ACMA), the industry recorded a turnover of ₹6.73 lakh crore (US\$ 80.2 billion) in FY 2024–25, registering a growth of 9.6% over the previous year and achieving a CAGR of 14% over FY20–FY25.

The automotive industry is presently undergoing a structural transformation driven by electrification, digitalisation, connected mobility, advanced electronics, and evolving regulatory standards relating to safety and emissions. As the industry gradually transitions towards electric and hybrid mobility solutions, auto component manufacturers are expected to increasingly align their product portfolios with emerging technologies and evolving customer requirements.

The shift towards electric mobility is expected to reduce dependence on certain conventional internal combustion engine (ICE)-related components over the medium to long term, particularly engine and transmission systems. Consequently, manufacturers are accelerating investments in EV-compatible components, battery management systems, power electronics, lightweight materials, telematics, and advanced safety technologies. The industry is also expected to witness consolidation and rationalisation across selected conventional product segments as technology adoption accelerates.

At the same time, rapid advancements in vehicle electrification, autonomous technologies, software integration, and connected vehicle architecture are expected to create significant opportunities for technologically advanced and value-added automotive components. Government initiatives such as the Production Linked Incentive (PLI) Scheme for Automobile and Auto Components, PM E-DRIVE Scheme, Bharat NCAP, vehicle scrappage policy, and localisation programmes are expected to further strengthen the domestic manufacturing ecosystem and support investments in next-generation automotive technologies.

India also continues to strengthen its position within global automotive supply chains under the "China+1" sourcing strategy. During FY 2024-25, auto component exports increased by 8% to US\$ 22.9 billion, while the industry reported a trade surplus of US\$ 453 million for the second consecutive year, reflecting improving global competitiveness of Indian manufacturers.

Going forward, increasing focus on sustainability, localisation, premiumisation, and advanced mobility solutions is expected to accelerate the adoption of higher-value automotive components and advanced electrical and electronic architectures across vehicle categories. Continuous investment in technology, innovation, research & development, and supply chain resilience will remain critical for long-term growth and competitiveness of the Indian auto component industry.

Risks and Concerns

Risk management continues to remain an integral part of the Company's overall business strategy and governance framework. The Company has established a comprehensive risk management mechanism for identification, assessment, monitoring, and mitigation of strategic, operational,

financial, technological, and regulatory risks that may impact its business operations and long-term sustainability. The automotive industry continues to operate in a dynamic environment influenced by changing mobility trends, increasing electrification, and evolving regulatory requirements.

One of the key challenges for the industry continues to be the accelerated transition towards electric mobility and advanced automotive technologies. Increasing adoption of electric vehicles is expected to gradually alter demand patterns for conventional internal combustion engine (ICE)-related components, particularly engine and transmission systems, thereby requiring substantial investments in technology upgradation, product diversification, localisation, and research & development.

The industry also faces risks arising from volatility in raw material prices, supply chain disruptions, semiconductor availability, logistics constraints, fluctuations in foreign exchange rates, inflationary pressures, and rising energy and transportation costs. Further, implementation of stricter emission norms, Bharat NCAP safety regulations, and evolving environmental compliance requirements may lead to higher capital expenditure and operational costs for automotive manufacturers and component suppliers.

To remain future-ready, the industry would continue to focus on the following key areas:

- Investment in advanced technologies, research & development, and product innovation through strategic alliances, technical collaborations, and joint ventures;
- Expansion of EV-compatible product portfolios including electronics, battery systems, lightweight components, telematics, and advanced safety technologies;
- Strengthening localisation and supply chain resilience to reduce dependence on imports and global supply disruptions;
- Skill development initiatives through industry-academia partnerships, training programmes, and workforce reskilling to address evolving technological requirements;
- Enhancing manufacturing flexibility, operational efficiency, quality systems, and digital integration to meet changing customer and regulatory expectations;

- Managing risks associated with changing consumer preferences, financing costs, fuel prices, and overall macroeconomic conditions.

The Company continues to undertake appropriate measures to mitigate the impact of these risks through cost optimisation initiatives, liquidity management, vendor diversification, supply chain monitoring, operational efficiency enhancement, and continuous review of business processes. The Company has a well-defined Risk Management Policy supported by an established governance framework under which risks are periodically reviewed by the management and the Risk Management Committee to strengthen overall business resilience and sustainability.

Internal Control System and its Adequacy

The Company has established adequate internal control systems commensurate with the nature, size, and complexity of its operations. The Company continues to operate on an integrated SAP ERP platform and successfully upgraded to SAP S/4 HANA with effect from January 2026 to enhance operational efficiency, reporting capabilities, and process controls. Financial powers across various management levels are clearly defined through an established delegation matrix. The effectiveness of internal controls is regularly reviewed through internal audits, statutory audits, and management reviews. The Company has appointed an independent firm of Chartered Accountants to conduct internal audits covering internal financial controls, operational processes, GST and TDS compliances, and other risk-based areas. The Internal Auditor reports directly to the Audit Committee, which periodically reviews the adequacy and effectiveness of the internal control environment, audit observations, and implementation status of corrective actions and recommendations.

Discussion on financial performance with respect to operational performance

The Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Companies Act, 2013 ("the Act") with respect to the preparation of these Ind AS financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the Indian Accounting Standards (Ind AS) prescribed under Section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, and other accounting principles

generally accepted in India. The financials have been prepared considering the above requirements of applicable laws.

The Company has achieved turnover (net of GST) of ₹ 1,31,542.15 lakhs as against ₹ 1,25,044.73 lakhs during the previous year. The profit before tax was ₹ 2,957.75 lakhs as against ₹ 3,516.45 lakhs of previous year. The decrease in profit before tax was 15.89 percent and profit after tax was decrease by 23.63 percent at 2,155.15 lakhs as against 2,822.09 lakhs in the previous year.

Key financial Ratios:

Ratio	2025-26	2024-25	Change %	Reason for Variance above 25%
Net capital turnover Ratio	2.81	2.81	0	
Net profit Ratio	0.017	0.023	-28	Refer note (i) below
Return on capital employed	4.73	5.27	-10	
Debtor Turnover Ratio	6.54	7.12	-8	
Inventory Turnover Ratio	16.39	16.66	-2	
Interest Coverage Ratio	0.00	0.00	0	
Current Ratio	3.72	4.25	-13	
Debt to Equity Ratio	0.00	0.00	0	
Return on Equity Ratio	0.03	0.04	-25	
Trade payables turnover Ratio	7.39	8.28	-11	

- Net Profit Ratio recorded during the year is lower as compared to the previous year due to decrease in other income.
- Since the Company does not have any outstanding debt/borrowing as on March 31, 2026 and March 31, 2025, debt equity ratio and debt service coverage ratio are not applicable.

Material Development in Human Resources/Industrial Relations, including number of people employed

The strategic purpose of Human Resources is to be a catalyst and change agent for creating the Human Capital transformation required to ensure sustained business outperformance, while simultaneously addressing the needs of its multiple stakeholders (starting with customers

and employees) and strengthening the core values of the Company. In the long run, the ultimate metric for success is continuous improvement in the total factor productivity, while addressing the business imperatives of cash, cost, competence and confidence. The emphasis has been on aligning all the HR levers towards achieving these goals.

Focus continued to be on the Talent Management and Leadership Development processes which included Development Centers, Individual Development Planning, e-learning, up-skilling programs, Leadership Lifecycle programs and Action-Learning Projects etc.

The Company's strength of employees stood at 2299 as on March 31, 2026.

Cautionary Statement

Certain statements in the Management Discussion and Analysis Report describing the Company's objectives, projections, estimates, expectations or predictions may be "forward looking statements" within the meaning of applicable securities laws and regulations. Actual results could differ from those expressed or implied. Important factors that could make a difference to the Company's operations include raw material availability and prices, cyclical demand and pricing in the markets, exchange rate variations, global economic, social & demographic factors, changes in Government regulations, tax regimes, economic developments within India and the countries in which the Company conducts business and other incidental factors.

FOR AND ON BEHALF OF THE BOARD

Place: Gurugram
Date: May 29, 2026

Sd/-
Yogesh Chander Munjal
(Chairman & Managing Director)
(DIN 00003491)

ANNEXURE-B TO THE BOARD'S REPORT

Corporate Governance Report

I. REPORT ON CORPORATE GOVERNANCE

The Directors have pleasure in presenting the Corporate Governance Report of Munjal Showa Limited ("the Company") for the year ended March 31, 2026.

Company's Philosophy on Corporate Governance

Corporate Governance is about commitment to values and ethical business conduct. We look upon good Corporate Governance practices as a key driver of sustainable corporate growth and long-term shareholders value creation. Good Corporate Governance is about enhancing value for all our stakeholders. The Company is committed to adopt best practices in Corporate Governance and disclosures thereunder. This includes its corporate structures, its culture, policies and the manner in which it deals with its various stakeholders. Timely and accurate disclosure of information regarding the financial situation, performance, ownership and governance of the Company are an important part of Corporate Governance.

The Company believes that sound Corporate Governance is critical to enhance and retain investors' trust. This is demonstrated in shareholder returns, high credit ratings, governance processes and an entrepreneurial, performance focused work environment. Our customers have benefited from high quality products delivered at the most competitive prices. The basic ingredients of corporate governance require professionals to raise their competency and capability levels to meet the expectations in managing the enterprise and its resources effectively with the highest standards of ethics.

Governance Structure

Munjal Showa Limited's governance structure broadly comprises the Board of Directors, Key Managerial Personnel and the Committees of the Board at the apex level and the Management structure at the operational level. The layered structure brings about a harmonious

blend in governance as the Board sets the overall corporate objectives and gives direction and freedom to the Management to achieve these corporate objectives within a given framework, thereby bringing about an enabling environment for value creation through sustainable profitable growth. This attitude of Munjal Showa Limited has strengthened the bond of trust with its stakeholders including the society at large.

II. BOARD OF DIRECTORS

A. Composition of Board

The Board plays a pivotal role in ensuring that the Company runs on sound and ethical business practices and that its resources are utilized for creating sustainable growth and societal wealth. The Board operates within the framework of a well-defined responsibility matrix which enables it to discharge its fiduciary duties of safeguarding the interests of the Company, ensuring fairness in the decision-making process, integrity and transparency in the Company's dealing with its members and other stakeholders.

As on March 31, 2026, the Board of Directors of the Company consists of Eight (8) Directors including 2 (Two) Executive Directors; 2 (Two) Non-Executive Non-Independent Directors and 4 (Four) Non-Executive Independent Directors. As per Regulation 17 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), since the Chairman of the Board is an Executive Director, half of the total strength of the Board should comprise of Independent Directors. As on March 31, 2026 the Company is having 4 (Four) Independent Directors on its Board. However, the Composition of Board of Directors underwent change consequent to the resignation of Mr. Kazuhiro Nishioka as Director of the Company pursuant to receipt of his resignation

email dated April 08, 2025. The resignation letter attached in the email was dated March 31, 2025, however the effective date of resignation is considered by the Company as April 08, 2025 in accordance with the provisions of Section 168 of the Companies Act, 2013, being the date of receipt of email.

Mr. Abhaya Shankar (DIN: 00008378) was appointed as Non-Executive Independent Director, Mr. Neeraj Munjal (DIN: 00037792) and Mr. Tetsuya Katsumata (DIN: 11096018) were appointed as Non-Executive Director, w.e.f May 26, 2025.

The Board has a pool of collective knowledge from various disciplines like Engineering, Finance, Taxation, Treasury, Business Management, Corporate Planning, etc. The Board has been constituted in a manner resulting in an appropriate composition of Executive, Non-Executive and Independent Directors. The Non-Executive Directors play an active role in the meetings of the Board and are associated with the various Board Committees. They also bring independent judgment in the Board's deliberations and decisions. The Board meets regularly and is responsible for the proper management of the Company. The Chairman of the Board is a Promoter & Executive Director.

The Board and its Committees formulate policy decisions, so as to lead and control the affairs of the Company. The Composition of the Board is in conformity with the provisions of the Companies Act, 2013 ("the Act") and SEBI Listing Regulations.

The details of the composition and category of Directors, attendance of each Director at the Board Meetings and the last Annual General Meeting, number of other Board of Directors or Committees in which a Director is a member or chairperson as on March 31, 2026 are as follows:

Name of Director, Category, Designation and DIN	Board Meetings held during his/ her tenure and attended		Attendance at the last AGM on August 21, 2025	Memberships*	Chairperson*	No. of Directorships held in other Companies ^^	Date of joining the Board
	Held	Attended					
Executive & Promoter Directors							
Mr. Yogesh Chander Munjal (Chairman & Managing Director) (DIN: 00003491)	4	4	Yes	3	None	2 ²	16/05/1985
Mr. Hitoshi Fukagawa (Joint Managing Director) (DIN: 10611378)	4	4	Yes	1	None	1	29/05/2024
Non-Executive Non-Independent Directors							
Mr. Kazuhiro Nishioka (DIN: 00602255)#	4	0	No	None	None	1 ⁶	23/06/2021
Mr. Neeraj Munjal (DIN: 00037792)	4	2	Yes	2	None	2 ⁷	26/05/2025
Mr. Tetsuya Katsumata (DIN: 11096018)	4	1	No	None	None	1 ⁸	26/05/2025
Non-Executive Independent Directors							
Mr. Ashok Kumar Munjal (DIN: 00003843)	4	2	Yes	2	0	1	02/01/1989
Mrs. Kavita Venugopal (DIN: 07551521)	4	4	Yes	5	1	5 ³	17/05/2022
Mrs. Neetika Batra (DIN: 10219725)	4	4	Yes	5	2	3 ⁴	01/04/2024
Mr. Abhaya Shankar (DIN: 00008378)	4	4	Yes	4	2	5 ⁵	26/05/2025

1. Includes only Audit committee and Stakeholders' Relationship Committee of Indian Public Companies including Munjal Showa Limited.
2. Mr. Yogesh Chander Munjal is Non-Executive Director and Chairman of Shivam Autotech limited other than Munjal Showa Limited.
3. Mrs. Kavita Venugopal holds the Independent directorship in Pipeline Infrastructure Limited, Rockman Industries Limited, PNB Metlife India Insurance Company Limited and Oracle Financial Services Software Limited other than Munjal Showa Limited.
4. Dr. Neetika Batra is director in Shivam Autotech Limited and Metalman Auto Limited. She is the Chairperson of Audit Committee and Stakeholder Relationship Committee in Munjal Showa limited.
5. Mr. Abhaya Shankar appointed as Non-Executive Independent Director w.e.f. May 26, 2025 and holds the Independent Directorship in Aparna Enterprises Limited, Sri Havisha Hospitality and Infrastructure Limited, Kellton Tech Solutions Limited and Directorship in UCAL Limited other than Munjal Showa Limited.
6. Mr. Kazuhiro Nishioka Ceased to be director of the Company w.e.f. April 08, 2025.
7. Mr. Neeraj Munjal appointed as Non-Executive Non-Independent Director of the Company w.e.f. May 26, 2025. He was appointed as Member of the Audit Committee w.e.f. August 04, 2025. Mr. Neeraj Munjal holds directorship in Shivam Autotech Limited other than Munjal Showa Limited.
8. Mr. Tetsuya Katsumata appointed as Non-Executive Non-Independent Director w.e.f. May 26, 2025.

^^ Excluding Private Companies, Section 8 Companies and Foreign Companies as per Companies Act, 2013 but including Directorship in Munjal Showa Limited.

Key Board skills, expertise and competencies

The Board comprises qualified members who bring in the required skills, competence and expertise that allow them to make an effective contribution to the Board and its Committees. In the context of Company's business and the industry in which the Company operates, the skills/expertise/ competencies as identified by the Board and possessed by each director is also provided below:

S. No.	Skills/Area of Expertise/ Competencies	Names of Board members
1.	Automotive/Mobility/Technology/ R&D/ Product Development	Mr. Yogesh Chander Munjal Mr. Neeraj Munjal* Mr. Hitoshi Fukagawa Mr. Ashok Kumar Munjal Mr. Kazuhiro Nishioka -(Ceased w.e.f April 08, 2025) Mr. Tetsuya Katsumata** Mr. Abhaya Shankar***
2.	Strategic planning, Business Development, Business Operations	Mr. Yogesh Chander Munjal Mr. Neeraj Munjal* Mr. Hitoshi Fukagawa Mr. Ashok Kumar Munjal Mr. Kazuhiro Nishioka -(Ceased w.e.f April 08, 2025) Mr. Tetsuya Katsumata** Mr. Abhaya Shankar***
3.	Human Resources/People Management	Mr. Yogesh Chander Munjal Mrs. Kavita Venugopal Mr. Abhaya Shankar

S. No.	Skills/Area of Expertise/ Competencies	Names of Board members
4.	General Management Corporate Governance, Regulatory & Public Policy/ESG	Mr. Yogesh Chander Munjal Dr. Neetika Batra Mrs. Kavita Venugopal
5.	Accounting & financial expertise	Mr. Ashok Kumar Munjal Mrs. Kavita Venugopal Dr. Neetika Batra
6.	Global Perspective	Mr. Yogesh Chander Munjal Mr. Hitoshi Fukagawa Mr. Tetsuya Katsumata** Mrs. Kavita Venugopal Dr. Neetika Batra Mr. Abhaya Shankar***
7.	Sales and Customer Management	Mr. Yogesh Chander Munjal Mr. Hitoshi Fukagawa Mrs. Kavita Venugopal Mr. Abhaya Shankar Mr. Neeraj Munjal
8.	Communication, Innovative Management	Mr. Yogesh Chander Munjal Dr. Neetika Batra Mrs. Kavita Venugopal Mr. Abhaya Shankar

***Mr. Neeraj Munjal appointed as Non-Executive Non-Independent Director of the Company w.e.f. May 26, 2025.**

****Mr. Tetsuya Katsumata appointed as Non-Executive Non-Independent Director w.e.f. May 26, 2025.**

*****Mr. Abhaya Shankar appointed as Non-Executive Independent Director w.e.f. May 26, 2025.**

All the Independent Directors fulfill the conditions of Independence as given under Act, and SEBI Listing Regulations and are independent of the management of the Company and have confirmed that they are not debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority.

None of the Directors hold any shares or any other security of the Company as on March 31, 2026. Except Mr. Neeraj Munjal and Mr. Yogesh Chander Munjal, none of the Directors are *inter-se* related to any other Director on the Board or are related to any Key Managerial Personnel of the Company.

None of the Independent Directors of the Company is serving as an Independent Director in more than 7 Listed Companies. Further, no Independent Director of the Company who is a Whole-Time Director in another Listed Company is serving as an Independent Director in more than 3 Listed Companies.

None of the independent directors had resigned before the expiry of their tenure.

None of the Directors on the Board is a Director in more than 10 Public companies or not more than 7 Listed Companies nor are they members in Committees of the Board in more than 10 Committees in public companies or Chairperson of more than 5 Committees in listed companies in which they are Directors.

B. Board Meetings held in financial year 2025-26

The Company held one (01) Board Meeting in each quarter and maximum gap between two consecutive meetings did not exceed one hundred & twenty (120) days. Thus, Board held four (4) meetings during the financial year 2025-26 i.e. on May 26, 2025, August 04, 2025, November 14, 2025 and February 07, 2026 respectively.

Details of board meeting attended by directors:

Name of director	Board Meeting dates			
	May 26, 2025	August 04, 2025	November 14, 2025	February 07, 2026
Mr. Yogesh Chander Munjal (DIN: 00003491)	Yes	Yes	Yes	Yes
Mr. Hitoshi Fukagawa (DIN: 10611378)	Yes	Yes	Yes	Yes
Mr. Ashok Kumar Munjal (DIN: 00003843)	Yes	Yes	No	No
Mr. Neeraj Munjal (DIN: 00037792)*	No	Yes	No	Yes
Mrs. Kavita Venugopal (DIN: 07551521)	Yes	Yes	Yes	Yes
Dr. Neetika Batra (DIN: 10219725)	Yes	Yes	Yes	Yes
Mr. Abhaya Shankar (DIN: 00008378)*	Yes	Yes	Yes	Yes
Mr. Tetsuya Katsumata (DIN: 11096018)*	No	No	Yes	No

*(**appointed w.e.f May 26, 2025**)

The notice of each Board Meeting is given in writing to each Director of the Company. The agenda along with the relevant notes and other material information were sent/e-mailed to each Director in advance. In exceptional circumstances, additional or supplementary item(s) are taken up with permission of Chairman of the respective meeting and with the consent of the majority of Board/Committee members present at the meeting.

Also, the Board Meetings of the Company have been held with proper compliance of the provisions of the Act, SEBI Listing Regulations and Secretarial Standards issued by Institute of Company Secretaries of India, as applicable thereon.

C. Code of Conduct for Directors and Senior Management Personnel

The Code of Conduct for Directors and Senior Management Personnel ('the Code') of the Company, as adopted by the Board, is a comprehensive Code applicable to all the Directors and Senior Management Personnel. The Company's Board of Directors and Senior Management Personnel are responsible for and are committed to setting the standards of conduct contained in this Code and for updating these standards, as appropriate, to ensure their continuing relevance, effectiveness and responsiveness to the needs of investors and all other stakeholders as also to reflect corporate, legal and regulatory developments. This Code is adhered to in letter and in spirit.

A copy of the Code has been uploaded on the Company's website i.e. www.munjalshowa.net. The Code has been circulated to all the Directors and Senior Management Personnel and the compliance of the same is affirmed by them annually.

All the members of Board of Directors and Senior Management Personnel have affirmed compliance with the Code of Conduct of the Company for the financial year 2025-26. The declaration to this effect signed by the Managing Director of the Company is attached as 'Annexure B1' forming integral part of this Report.

List of Senior Management

Sl. No	Name	Designation
1	Mr. Amit Aggarwal*	Plant Head
2	Mr. Vipin Yadav**	Plant Head/ Vice President - Operations
3	Mr. Prahlad Kumar Godara	Vice President (P & A)
4	Mr. Avi Munjal	President (Business Development)
5	Mr. Pankaj Gupta	Chief Financial Officer
6	Mrs. Neha Bansal# (ceased w.e.f. August 23, 2025)	Company Secretary
7	Mr. Ravinder Sharma##	Company Secretary

*** Mr. Amit Aggarwal has resigned from the position of Plant Head w.e.f. November 21, 2025.**

**** Mr. Vipin Yadav appointed as Vice President – Operations w.e.f. November 14, 2025.**

Mrs. Neha Bansal has resigned from the position of Company Secretary w.e.f. August 23, 2025.

Mr. Ravinder Sharma appointed as Company Secretary w.e.f. November 14, 2025.

The web-link of the Code of Conduct is given below:

<https://www.munjalshowa.net/wp-content/uploads/2016/02/Code-of-conduct.pdf>

D. Familiarization Programs for Independent Directors

At the time of appointment and re-appointment of an Independent Directors in the Company, a formal letter of appointment is given, which inter alia explains the role, functions, duties and responsibilities expected from him/her as an Independent Director of the Company.

The web-link of terms and conditions for the appointment of Independent Director is as under:

<https://munjalshowa.net/wp-content/uploads/2026/04/Terms-Conditions-of-Appointment-of-Independent-Directors.pdf>

The Company Conducts Familiarization Program for its Independent Directors to familiarize them with regard to their roles, rights, responsibilities in the Company, nature of industry, Company's strategy, Organization Structure, business model, performance updates of the Company, risks management, code of conduct and policies of the Company etc. The Director is also familiarized with the compliances required under the Act, SEBI Listing Regulations and other relevant regulations including amendments, recent pronouncements, economic scenario, market outlook etc.

Familiarization programme for Independent Directors:

Objective	The Company follows a structured orientation and training programme for the Independent Directors to understand and get them updated on the business and operations of the Company on a continuous basis.
Familiarization Program for Independent Directors	Discussion on Related Party Transactions
	Corporate Governance
	Changes in Companies Act, 2013 and SEBI Listing Obligation and disclosure Requirement Regulations 2015
	Presentation on Investor Education Protection Funds (unclaimed dividend payment)
	Corporate Social Responsibility
	Industry outlook & Organizational overview
	Economy Outlook
	NFRA Circular dated January 07, 2026.

Note: The above programme was conducted for Independent Directors of the Company during the financial year 2025-26.

The details on familiarization programs imparted to Independent Directors of the Company are available on the website of the Company. The web-link of Familiarization program for Independent Directors is as under:

<https://munjalshowa.net/wp-content/uploads/2026/04/Familiarization-programme-for-Independent-Directors-2025-26.pdf>

COMMITTEES OF THE BOARD

With a view to have a more focused attention on business and for better governance and accountability, the Board has constituted the following mandatory committees viz. Audit Committee, Share Transfer/ Stakeholders' Relationship Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee and Risk Management Committee.

The terms of reference of these Committees are determined by the Board and their relevance reviewed from time to time. Meetings of each of these Committees are convened by the respective Chairperson of the Committee, who also informs

the Board about the summary of discussions held in the Committee Meetings. The Minutes of the Committee Meetings are sent to the respective members of the Committees and tabled at the next consecutive Board Meeting for the noting of Board Members. All recommendations of the Committees are placed before the Board for approval or information, if required. During the financial year ended March 31, 2026, all the recommendations of/submissions by the Committees which were mandatorily required, were accepted by the Board.

III. AUDIT COMMITTEE

During the financial year 2025-26, the Audit Committee was reconstituted w.e.f. August 04, 2025 and composed of four members: Dr. Neetika Batra, Mr. Ashok Kumar Munjal, Mrs. Kavita Venugopal, serving as Non-Executive Independent Directors and Mr. Neeraj Munjal serving as Non-Executive Director. It's noteworthy that majority of members of the Committee were Independent Directors of the Company. Dr. Neetika Batra, a Non-Executive Independent Director, serving as the Chairperson of the Committee attended the AGM held on August 20, 2025. All the members are having expertise in financial matters. All these members of the Committee have good knowledge of Corporate & Project Finance, Accounts and Corporate

Laws, Accounting and related financial management expertise.

The powers, role and terms of reference of the Audit Committee cover the areas as contemplated under Section 177 of the Companies Act, 2013 and Regulation 18 of the SEBI Listing Regulations, as applicable, besides other terms as referred by the Board of Directors.

The Audit Committee assures to the Board the adherence of adequate internal controls and financial disclosures and other acts conforming to the requirements of SEBI Listing Regulations. The quarterly/half yearly/annual financial results/statements of the Company are reviewed by the Audit Committee before submission to the Board for approval.

The Company Secretary of the Company acts as the Secretary of the Committee. The Statutory Auditors and Chief Financial Officer generally attend the meetings on invitation by the Chairman. During the financial year 2025-26, the Audit Committee met four (4) times, on May 26, 2025, August 04, 2025, November 14, 2025 and February 07, 2026. The time gap between any two consecutive meetings was less than 120 days. All the meetings of Audit Committee were attended by the Statutory Auditors and Chief Financial Officer of the Company.

The details of Composition, Meetings and attendance of Members at the meetings of the Audit Committee held during 2025-26 were as under:

Name of the Member	Attendance at the Audit Committee Meetings held on			
	May 26, 2025	August 04 2025	November 14, 2025	February 07, 2026
Non-Executive Independent Directors				
Dr. Neetika Batra (Chairperson)	Yes	Yes	Yes	Yes
Mr. Ashok Kumar Munjal (Member)	Yes	Yes	No	No
Mrs. Kavita Venugopal (Member)	Yes	Yes	Yes	Yes
Mr. Neeraj Munjal (Member) <i>(Member since August 04, 2025)</i>	No	No	Yes	Yes

Extract of terms of reference of Audit Committee

The Audit Committee of the Company is entrusted with the responsibility to supervise the Company's internal controls and financial reporting process and, inter-alia, performs the following functions:

- overseeing the Company's financial reporting process and disclosure of financial information to ensure that the financial statements are correct, sufficient and credible;
- reviewing and examining with management the annual financial statements and the auditors' report thereon, before submission to the Board for approval, with particular reference to matters required to be included in the Directors' Responsibility Statement to be included in the board's report, Disclosure under Management Discussion and Analysis of Financial Condition and results of operations, major accounting entries, significant adjustments made in the financial statements arising out of audit findings, compliance with listing and other legal requirements, disclosure of related party transactions, audit report, inter corporate loans and investments, appointment of CFO etc.;
- reviewing and examining with management the quarterly financial results before submission to the Board for approval;
- reviewing management discussion and analysis of financial condition and results of operations;
- reviewing, approving or subsequently modifying any Related Party Transactions in accordance with the Related Party Transaction Policy of the Company;
- recommending the appointment, remuneration and terms of appointment of Statutory Auditors of the Company and approval for payment of any other services rendered by them;
- reviewing and monitoring the auditor's independence and performance and effectiveness of audit process;

- reviewing management letters / letters of internal control weaknesses issued by the Statutory Auditors;
- discuss 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;
- reviewing with management, Statutory Auditors and Internal Auditor, the adequacy of internal control systems;
- reviewing the adequacy of internal audit function and discussing with Internal Auditor any significant finding and reviewing the progress of corrective actions on such issues;
- evaluating internal financial controls and risk management systems;
- reviewing the functioning of vigil mechanism/ whistle blower policy;
- scrutiny of inter-corporate loan and investment if any;
- reviewing the internal controls to ensure compliance with the applicable provisions of the SEBI (Prohibition of Insider Trading) Regulations, 2015 ("PIT Regulations") and verifying that the system for internal control under PIT Regulations are adequate and are operating effectively;
- carry out any other function as directed by the Board of Directors to the committee from time to time or as may be required under the law.

The Audit Committee shall listen to the Auditors and key managerial personnel of the Company when it considers the audit report, but the auditors and key managerial personnel shall not have the right to vote.

The Audit Committee will have roles, duties, functions and powers etc. as mentioned in the Companies Act, 2013 read with Rules made thereunder and the SEBI Listing Regulations.

IV. NOMINATION AND REMUNERATION COMMITTEE

The constitution of the Nomination and Remuneration

Committee ("NRC") is in compliance with the provisions of Section 178(1) of the Companies Act, 2013 and Regulation 19 of SEBI (LODR), 2015. During the financial year 2025-26, the Nomination & Remuneration Committee comprised of Mr. Ashok Kumar Munjal, Mr. Yogesh Chander Munjal, Mrs. Kavita Venugopal and Dr. Neetika Batra. Mr. Ashok Kumar Munjal, Chairperson of the Committee attended the AGM held on August 20, 2025.

The Company Secretary of the Company acts as the Secretary of the Committee. During the Financial Year 2025-26 the Nomination and Remuneration Committee met twice on May 26, 2025 and November 14, 2025.

The powers, role and terms of reference of the Nomination and Remuneration Committee cover the areas as contemplated under Section 178 of the Companies Act, 2013 and Regulation 19 of SEBI Listing Regulations, besides other terms as referred by the Board of Directors.

The brief terms of reference of the Committee inter alia, include the following:

- Determine/recommend the criteria for appointment of Executive, Non-Executive and Independent Directors to the Board;
- Determine/recommend the criteria for qualifications, positive attributes and independence of Director;
- For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may
- use the services of an external agencies, if required;
- consider candidates from a wide range of

- backgrounds, having due regard to diversity; and
- consider the time commitments of the candidates
- To formulate and recommend to the Board a remuneration policy for the Directors, Key Managerial Personnel and other employees;
- Review and determine all elements of remuneration package of all the Executive Directors, i.e. salary, benefits, bonuses, stock options, pension etc.;
- Devising a policy on diversity of board of directors;
- Formulate criteria and carry out evaluation of each Director's performance and performance of the Board as a whole and Board Committees;
- Identifying 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 of directors their appointment and removal;
- Whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors;
- Recommend to the Board, all remunerations, in whatever form, payable to Senior Management.
- Carry out any other function as directed by the Board of Directors to the committee from time to time or as may be required under the law.

The details of Composition, meetings and the attendance of members at the meetings of the Nomination and Remuneration Committee (NRC) held during 2025-26 are as under:

Name of the Chairperson and Member	Attendance at the Nomination and Remuneration Committee Meeting held on May 26, 2025	Attendance at the Nomination and Remuneration Committee Meeting held on November 14, 2025
Mr. Ashok Kumar Munjal (Chairperson) (Non-Executive Independent Director)	Yes	No
Mr. Yogesh Chander Munjal (Member) (Executive Director)	Yes	Yes
Mrs. Kavita Venugopal (Member) (Non-Executive Independent Director)	Yes	Yes
Dr. Neetika Batra (Member) (Non-Executive Independent Director)	Yes	Yes

V. STAKEHOLDERS RELATIONSHIP COMMITTEE

The Board has Stakeholders' Relationship Committee pursuant to Section 178 of the Companies Act, 2013 and Regulation 20 of the SEBI Listing Regulations. The Stakeholders Relationship Committee oversees, inter-alia, Redressal of shareholder and investor grievances, transfer/transmission of shares, issue of duplicate shares, and exchange of new design share certificates, recording dematerialization of shares and other related matters. The roles and responsibilities of the Stakeholders Relationship Committee are as prescribed under Section 178 of the Companies Act, 2013 and Regulation 20 of the SEBI Listing Regulations.

The brief terms and conditions of committee inter-alia include:

- Resolving the grievances of the security holders of the listed entity including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.

- Reviewing the measures taken for effective exercise of voting rights by shareholders.
- Reviewing the adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent.
- Reviewing the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the company.

- Carry out any other function as directed by the Board of Directors to the committee from time to time or as may be required under the law.

During the financial year 2025-26 the Stakeholders Relationship Committee comprised of, Mr. Yogesh Chander Munjal, Mr. Ashok Kumar Munjal, Dr. Neetika Batra and Mr. Hitoshi Fukagawa. Dr. Neetika Batra, Non-Executive Independent Director was the Chairperson of the Committee throughout the financial year 2025-26 and she attended the AGM held on August 20, 2025.

During FY 2025-26, one (1) Stakeholders Relationship Committee meeting was held on May 26, 2025. Attendance of Members at the meetings of the Stakeholders Relationship Committee held during 2025-26 was as under:

Name of the Chairperson and Member	Attendance at the Stakeholders Relationship Committee Meetings held on May 26, 2025
Executive Directors	
Mr. Yogesh Chander Munjal (Member)	Yes
Mr. Hitoshi Fukagawa (Member)	Yes
Non-Executive Independent Director	
Dr. Neetika Batra (Chairperson)	Yes
Mr. Ashok Kumar Munjal (Member)	Yes

Company Secretary & Compliance Officer

Mr. Ravinder Sharma, Company Secretary is the Compliance Officer of the Company and acts as the Secretary of the Committee and any request / complaint can be forwarded to the Company at e-mail Id cs@munjalshowa.net.

During the financial year 2025-26, the Company has not received any complaint from the shareholder and no investor complaint was pending at the beginning or at the end of the year.

A. SHARE TRANSFER SYSTEM / DIVIDEND AND OTHER RELATED MATTERS

Share transfer and transmission and issue of duplicate share request in physical form were processed and the share certificates were generally issued to the transferees within due time period from the date of receipt of request.

The Board of Directors had delegated the authority to approve the share transfers/ transmission to the Company Secretary and/or Chief Financial Officer who attend to the same within thirty days and in case of any dispute / difference, they forward the same to the Stakeholders Relationship Committee for their approval.

The Company has obtained, from a Company Secretary in practice, yearly certificate of compliance with the share transfer formalities as required under Regulation 40(9) of the SEBI Listing Regulations, and also filed a copy of the same with the Stock Exchanges within the prescribed timeline.

B. RECONCILIATION OF SHARE CAPITAL AUDIT

As required by the Securities & Exchange Board of India (SEBI) quarterly audit of the Company's share capital is being carried out by an independent

external auditor with a view to reconcile the total share capital admitted with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) and held in physical form, with the issued and listed capital. The Auditors' Certificate in regard to the same was submitted to BSE Limited and the National Stock Exchange of India Limited and was also placed before Share Transfer/ Stakeholders' Relationship Committee and the Board of Directors every quarter.

VI. RISK MANAGEMENT COMMITTEE

Business Risk Evaluation and Management is an ongoing process within the Organization.

The roles and responsibilities of the Risk Management Committee are as prescribed under Regulation 21 of the SEBI Listing Regulations and includes monitoring and reviewing of risk management plan on a quarterly basis and reporting the same to the Board of Directors periodically as it may deem fit, in addition to any other terms as may be referred by the Board of Directors, from time to time. The Company has a risk management framework to identify, monitor and minimize risks as also identify business opportunities.

The brief terms of reference of the Risk Management Committee inter-alia include:

- Formulate, monitor and review risk management policy and plan, inter alia covering, management of foreign exchange risks, cyber security risks, data privacy risks and intellectual property infringements risks.
- Approve addition / deletion of banks from time to time for carrying out Treasury transactions and delegate the said power to such person as may deem fit.
- Powers to seek information from any employee, obtain outside legal or other professional advice and secure attendance of outsiders with relevant

expertise, if it considers necessary. To coordinate activities with other committees, in case of any overlap—majorly with the Audit Committee.

- To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company.
- To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken.
- The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee.
- Carry out any other function as directed by the Board of Directors to the committee from time to time or as may be required under the law.

During the financial year 2025-26, the Risk Management Committee comprised of Mr. Yogesh Chander Munjal (Chairman & Managing Director), Mr. Hitoshi Fukagawa (Joint Managing Director) and Mr. Ashok Kumar Munjal (Non-executive Independent Director), Mrs. Kavita Venugopal (Non-Executive Independent Director). Mr. Yogesh Chander Munjal acts as the Chairperson of the Committee. The Company Secretary of the Company acts as the Secretary of the Committee.

Details of members' participation at the meetings of the Committee are as under:

Name of the Chairperson and Member	May 26, 2025	December 22, 2025
Mr. Yogesh Chander Munjal (Chairperson)	Yes	Yes
Mr. Hitoshi Fukagawa (Member)	Yes	Yes
Mr. Ashok Kumar Munjal (Member)	Yes	No
Mrs. Kavita Venugopal (Member)	Yes	Yes

VII. CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE

The CSR Committee was constituted on May 23, 2014 under the provision of Section 135 of the Companies Act, 2013. The Company has framed a CSR Policy which is uploaded on the website of the Company i.e.

<https://munjalshowa.net/wp-content/uploads/2024/04/CSR-POLICY.pdf>

The brief of the terms of reference of the CSR Committee broadly comprises as:

- Formulate and recommend to the Board, a CSR Policy indicating the activities to be undertaken by the Company as specified in Schedule VII of the Companies Act, 2013.
- Recommend the amount of expenditure to be incurred on the activities mentioned in the CSR Policy.
- Monitor the CSR Policy of the Company from time to time.
- Carry out any other function as directed by the Board of Directors to the committee from time to time or as may be required under the law.

The Company Secretary of the Company acts as the secretary of the Committee. During the Financial Year 2025-26, the CSR Committee met 1 (one) time i.e. on May 26, 2025. The composition of the CSR Committee as on March 31, 2026 and the details of members' participation at the meeting of the Committee are as under:

Name of the Chairperson and Member	Attendance at the Corporate Social Responsibility Meeting held on May 26, 2025
Executive Directors	
Mr. Yogesh Chander Munjal (Chairperson)	Yes
Mr. Hitoshi Fukagawa (Member)	Yes
Non-Executive Independent Director	
Mr. Ashok Kumar Munjal (Member)	Yes

During the financial year 2025-26 the Composition of CSR Committee is outlined below:

1. Mr. Yogesh Chander Munjal (Chairperson) – Executive Director
2. Mr. Ashok Kumar Munjal (Member) – Non-Executive Independent Director
3. Mr. Hitoshi Fukagawa (Member) – Executive Director

VIII. REMUNERATION OF DIRECTORS

The remuneration structure of Executive Directors comprises of basic salary, commission, perquisites and other allowances. Non-executive Directors do not draw any remuneration from the Company except sitting fees for attending the meetings of Board of Directors and Committees thereof as may be determined by the Board of Directors from time to time. There are no other pecuniary relationships or transactions with the Non-Executive Directors except payment of sitting fees. Payments of sitting fees to non-executive directors are made within the limits prescribed under the Companies Act, 2013. The details of the remuneration paid to Directors for the financial year 2025-26 are as under:

(Amount in Rupees)

Name	Salary	Perquisites	Cont. to PF & Allowances	Commission	Sitting Fee	Total
Mr. Yogesh Chander Munjal	3,75,00,000	2,31,40,234	76,08,816	29,50,000	NIL	7,11,99,050
Mr. Hitoshi Fukagawa	1,49,54,265	14,86,945	NIL	NIL	NIL	1,64,41,210
Mr. Ashok Kumar Munjal	NIL	NIL	NIL	NIL	5,10,000	5,10,000
Mrs. Kavita Venugopal	NIL	NIL	NIL	NIL	9,15,000	9,15,000
Dr. Neetika Batra	NIL	NIL	NIL	NIL	8,40,000	8,40,000
Mr. Tetsuya Katsumata*	NIL	NIL	NIL	NIL	NIL	NIL
Mr. Abhaya Shankar	NIL	NIL	NIL	NIL	3,60,000	3,60,000
Mr. Neeraj Munjal	NIL	NIL	NIL	NIL	3,00,000	3,00,000

Note: Sitting fee indicated above also includes payment for Board-level committee meetings.

*Director has agreed not to receive sitting fee for the meetings.

The above figures do not include provisions for encashable leave and gratuity accounted as per actuarial valuation for the Company as a whole.

There is no performance linked incentives other than commission.

The Company entered into a service contracts with all executive Directors for a period of five years or such other period as may be decided by the Board at the time of appointment.

Services of the Managing Director and Executive Director may be terminated by either party, with mutual consent by serving the Notice as per the term of appointment.

There is no separate provision for payment of severance pay.

None of the Directors neither hold nor are entitled to any Stock options in the Company. Other than sitting fees as indicated above for attending the meetings of the Company, the Non-Executive Directors did not have any pecuniary relationship or transactions with the Company during the year.

The criteria of making payment to Non-Executive Directors, is disclosed in the Nomination and

Remuneration Policy of the Company, which is uploaded on the website of the Company i.e.

<https://munjalshowa.net/wp-content/uploads/2025/07/NRC-POLICY.pdf>

IX. INDEPENDENT DIRECTORS MEETING

Pursuant to Schedule IV to the Companies Act, 2013 and Regulation 25 of the SEBI Listing Regulations, a separate meeting of the Independent Directors is required to be held without the attendance of non-independent directors and members of the management:

- To review the performance of non-independent Directors and the Board as a whole;
- To review the performance of the Chairperson of the Company;
- To assess the quality, quantity and timeliness of flow of information between the Company Management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

A separate meeting of the Independent Directors was held on March 12, 2026 without the attendance of non-independent Directors and members of the

management. All the Independent Directors attended the said meeting except Mr. Ashok Kumar Munjal.

Name of the Chairperson and Member	Attendance at the separate meeting of Independent Directors held on March 12, 2026
Mr. Ashok Kumar Munjal	No
Mrs. Kavita Venugopal	Yes
Dr. Neetika Batra	Yes
Mr. Abhaya Shankar	Yes

All the Independent Directors have given their view on the above-mentioned points to the Company in their performance evaluation report.

In the opinion of the Board, the Independent Directors fulfill the conditions specified in the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and are independent of the management of the Company.

X. POLICY FOR SELECTION AND APPOINTMENT OF DIRECTORS AND THEIR REMUNERATION

The Board has, on the recommendation of the Nomination & Remuneration Committee framed a policy for selection and appointment of Directors, Senior Management personnel and their components of remuneration. The Nomination and Remuneration Policy is displayed on the website of the Company:

<https://munjalshowa.net/wp-content/uploads/2025/07/NRC-POLICY.pdf>

XI. PERFORMANCE EVALUATION

Pursuant to the provisions of the Companies Act, 2013 and SEBI Listing Regulations, the Board has carried out the annual performance evaluation of its own performance, the Directors individually, as well as the evaluation of its Committees. A structured parameter has been prepared after taking into consideration inputs received from the Directors, covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Board culture, execution and performance of specific duties, obligations and governance.

The performance evaluation of Independent Directors has been done in 189th Board meeting i.e. on May 26, 2025 by the entire Board of Directors, excluding the Director being evaluated and on the basis of the report of performance evaluation, it shall be determined whether to extend or continue the term of appointment of the Independent Director.

The Board has carried out an exercise to evaluate the performance of individual Directors including the Chairman of the Board, who were evaluated on parameters such as level of engagement and contribution, independence of judgment, safeguarding the interest of the Company etc. The performance evaluation of the Directors was carried out by the entire Board except the director being evaluated.

The Nomination and Remuneration Committee has formulated the criteria for evaluation of Independent Directors based on the following specifications:

- a) Participation at Board/ Committee Meetings;
- b) Managing Relationship;
- c) Knowledge and Skill;
- d) Personal Attributes;
- e) Initiative and Resourcefulness;
- f) Judgment;
- g) Adaptability
- h) Decisiveness;
- i) Innovation and Creativity;
- j) Leadership;
- k) Interpersonal Relationship;
- l) Oral Communication;
- m) Written Communication;
- n) Job knowledge and skills;
- o) Learning Ability;
- p) Evaluating subordinates;
- q) Self-Management;
- r) Attendance and Grooming.

XII. DISCLOSURES

Related Party Transactions

All transactions entered into with Related Parties as defined under the Companies Act, 2013 and SEBI Listing Regulations during the financial year 2025-26 were in the ordinary course of business and on an arm's length pricing basis and do not attract the provisions of Section 188 of the Companies Act, 2013.

All transactions with related parties were placed before Audit Committee and Audit committee has given omnibus approval for repetitive and foreseen transactions. The Company has not entered into any materially significant transactions with the related

parties that may have potential conflict with the interests of the Company at large. The details of related party transactions are given in note No. 33 of Financial Statements.

The Company has developed a policy on Related Party Transactions. The policy on related party transactions as approved by the Board is uploaded on the Company's website. The link of such policy is given below:

<https://munjalshowa.net/wp-content/uploads/2025/11/FINAL-RPT-POLICY.pdf>

None of the Directors has any pecuniary relationships with the Company.

During the year, there were no materially significant related party transactions that may have potential conflict with the interests of listed entity at large.

A statement in summary form of transactions with related parties in the ordinary course of business and at Arm's Length Basis were placed periodically before the Audit Committee and also noted in the Board Meeting on quarterly basis.

Strictures and Penalties

There is neither any non-compliance of any legal provision of applicable law, nor any penalty, stricture imposed by the stock exchanges or SEBI or any other authority, on any matters related to capital market during the previous three years except mentioned below:

1. BSE and NSE have imposed ₹ 5,000/- (one day delay) for the non-compliance with the requirements prescribed under Regulation 23 (9) of the SEBI (LODR) Regulations, 2015 for disclosures of related party transactions for the half year ended September 30, 2023.
2. BSE have imposed fines of ₹ 10,000 (one day delay) for the non-compliance with the requirements prescribed under Regulation 44(3) of the SEBI (LODR) Regulations, 2015 for Non-submission of the voting results within the prescribed period.

Compliance with Accounting Standards

In the preparation of the financial statements, the Company has followed all the Indian Accounting Standards prescribed under Section 133 of the Companies Act, 2013 read with the relevant rules issued thereunder and other accounting principles generally accepted in India.

Internal Controls

The Company has implemented a formal system of internal control testing that evaluates both design effectiveness and operational effectiveness, ensuring the reliability of financial and operational information as well as compliance with all statutory and regulatory requirements. The Company has upgraded from SAP-ECC to SAP S/4HANA and has introduced the HROne platform to manage payroll-related processes. These enhancements, along with robust monitoring and reporting mechanisms, strengthen financial discipline and accountability across the organization.

CEO & MD / CFO Certification

The MD and the CFO have issued certificate pursuant to Regulation 17(8) of the SEBI Listing Regulations certifying that the financial statements do not contain any untrue statement and these statements represent a true and fair view of the Company's affairs for the financial year ended March 31, 2026. The said certificate is annexed as Annexure C and forms integral part of the Annual Report.

MATERIAL SUBSIDIARIES

The Company has no subsidiaries as at March 31, 2026, therefore, the requirement for formulation the policy on Material Subsidiary of the Company is not applicable on the Company.

XIII. FOREIGN EXCHANGE RISK, COMMODITY PRICE RISKS AND COMMODITY HEDGING ACTIVITIES

The Company is consulting foreign exchange experts on day-to-day basis for hedging /booking the import bill to manage the foreign exchange risks.

XIV. PUBLIC ISSUES, RIGHT ISSUES OR PREFERENTIAL ISSUES

The Company has not raised any money/funds from public issues, right issues, preferential allotment or qualified institutional placements as specified under Regulation 32(7A) of the SEBI Listing Regulations during the financial year 2025-26.

XV. VIGIL MECHANISM / WHISTLE BLOWER POLICY

The Company is committed to adhere to the highest standards of ethical, moral and legal conduct of business operations. To maintain these standards, the Company encourages its employees who have concerns about suspected misconduct to come forward and express these concerns without fear of punishment or unfair treatment. A Vigil mechanism / Whistle Blower Policy provides a channel to the employees and Directors of the Company to report to the management concerns about unethical behavior, actual or suspected fraud or violation of the codes of conduct or policy. The mechanism provides for adequate safeguards against victimization of employees and Directors of the Company to avail the mechanism and also provide for direct access to the Chairman and Managing Director/ Chairperson of the Audit Committee in exceptional cases. This neither relieves employees from their duty of confidentiality in the course of their work nor can it be used as a route for raising malicious or unfounded allegations against people in authority and / or colleagues in general.

None of the personnel of the Company has been denied access to the Audit Committee.

The contact details of Vigilance and Ethics Officer is as under:

Name and Address –Mr. Avi Munjal, President, Business Development Department.
Munjel Showa Limited
9-11, Maruti Industrial Area, Sector-18,
Gurugram-122015
Email- avi.munjal@munjalshowa.net

The contact details of the Chairman & Managing Director are as under:

Name and Address of Chairman & Managing Director

–Mr. Yogesh Chander Munjal
Munjel Showa Limited
9-11, Maruti Industrial Area, Sector-18,
Gurugram-122015
Email- yogesh_munjal@munjalshowa.net

The contact details of the Chairperson of the Audit Committee are as under:

Dr. Neetika Batra
Munjel Showa Limited
9-11, Maruti Industrial Area, Sector-18,
Gurugram-122015
Email- neetikab@gmail.com

Pursuant to Section 177 of the Companies Act, 2013, the SEBI Listing Regulations and the SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company had adopted its Whistle Blower Policy. The website link of Vigil Mechanism / Whistle Blower Policy is given below:

<https://munjalshowa.net/wp-content/uploads/2025/05/VIGIL-MECHANISM-POLICY.pdf>

XVI. PREVENTION OF INSIDER TRADING

The Company has adopted a Code of internal procedures and Conduct for regulating, monitoring and reporting of trading by designated persons with a view to regulate trading in securities by the designated persons of the Company applicable from April 01, 2019 as per SEBI (Prohibition of Insider Trading) (Amendment) Regulations, 2019. The Code requires pre-clearance for dealing in the Company's shares and prohibits the purchase or sale of Company shares by the designated persons while in possession of unpublished price sensitive information in relation to the Company and during the period when the trading window is closed.

The Company has also adopted a Code of Practice and Procedure for Fair Disclosure of Unpublished Price Sensitive Information in pursuance of Regulation 8(1) of the SEBI (Prohibition of Insider Trading) Regulations, 2015. The Company Secretary is designated as Chief Investor Relations Officer in pursuance of such code and is responsible for implementation of the Code.

All the designated persons have confirmed the compliance with the Code.

XVII.MEANS OF COMMUNICATION WITH THE MEMBERS/SHAREHOLDERS

The quarterly / half yearly/nine months' financial results are announced within forty-five days of the close of the respective quarter. The audited annual financial results are announced as per the requirements of the SEBI Listing Regulations. The aforesaid financial results/Statements are sent to BSE Limited (BSE) and the National Stock Exchange of India Limited (NSE) where the Company's securities are listed, immediately after these are approved by the Board.

The financial results are thereafter given by way of a Press Release to various news agencies/analysts and are published within forty-eight hours in leading English and Hindi daily newspapers such as "Mint" (English edition) and "Hindustan" (Hindi edition). The audited financial statements form a part of the Annual Report which is sent to the Members well in advance of the Annual General Meeting.

The Company also informs by way of intimation to BSE and NSE all price sensitive matters or such other matters, which in its opinion are material and of relevance to the members and subsequently issues a Press Release in regard to the same.

The Annual Report of the Company, the quarterly/half yearly/nine months financial results and the annual financial statements and the press releases of the Company are also displayed on the Company's website: www.munjalshowa.net.

In compliance with the SEBI Listing Regulations, the quarterly financial results, shareholding pattern, quarterly compliances and all other corporate communication to the Stock Exchanges viz. BSE Limited and the National Stock Exchange of India Limited (NSE) are filed electronically on BSE's online portal through Corporate Filing and Dissemination System (CFDS) website www.corpfiling.co.in and with NSE through NSE Electronic Application Processing System ('NEAPS') portal.

No presentations were made to the institutional investors or to the analysts.

XVIII.GENERAL INFORMATION TO SHAREHOLDERS

Investor Services

Share transfers and other communication regarding change of address, dividends, share certificates, investor complaints, etc. may be addressed to

MCS Share Transfer Agent Limited

179-180, DSIDC Shed, 3rd Floor, Okhla Industrial Area, Phase-I, New Delhi-110020

Tel: 011-41406149-51

Email: helpdeskdelhi@mcsregistrars.com

Members who hold shares in dematerialized form should correspond with the Depository Participant with whom they maintain Demat Account/s, for their queries relating to shareholding, change of address, credit of dividend through National Electronic Clearing Services (NECS). However, queries relating to non-receipt of dividend, non-receipt of annual reports, or on matters relating to the working of the Company should be sent to the Company.

Members who hold shares in physical form should address their queries to the Company.

Members are requested to ensure that correspondence for change of address, change in bank details, processing of unclaimed dividend, sub-division of shares, renewals / split / consolidation of share certificates, issue of duplicate share certificates should be signed by the first named Member as per the specimen signature registered with the Company. The Company may also, with a view to safeguard the interest of its Members and that of the Company, request for additional supporting documents such as certified copies of PAN Cards and other proof of identity and/or address. Members are requested to indicate their Depository Participant ID & Client ID/ Ledger Folio number in their correspondence with the Company and also to provide their email addresses and telephone numbers/FAX numbers to facilitate prompt response from the Company.

XIX. STOCK EXCHANGE INFORMATION

Listing on Stock Exchanges

The Company's shares are listed on the following Stock Exchanges and the Listing Fees have been paid to the Stock Exchanges:

Name & Address of the Stock Exchanges	Scrip Code/ Symbol	ISIN for NSDL/CDSL (De-materialized shares)
BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400001	520043	INE577A01027
The National Stock Exchange of India Limited Exchange Plaza, Bandra-Kurla Complex, Bandra (East), Mumbai 400051	MUNJALSHOW	

Munjal Showa Limited Share Price on BSE & NSE from April, 2025 to March, 2026

(In Rupees)

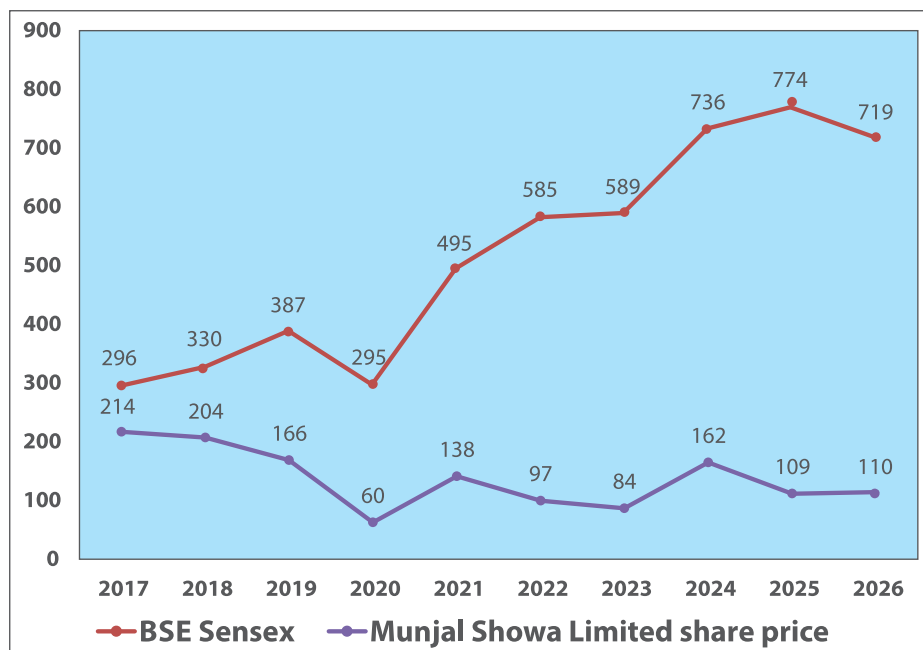
Month	BSE Limited		National Stock Exchange of India Limited	
	High Price	Low Price	High Price	Low Price
Apr-25	122.45	104.85	122.80	104.20
May-25	149.55	106.30	149.40	105.02
Jun-25	154.85	115.05	145.00	114.72
Jul-25	162.55	134.90	157.50	134.89
Aug-25	146.75	127.40	146.98	127.15
Sep-25	152.20	128.00	150.90	132.00
Oct-25	143.10	119.00	143.00	119.00
Nov-25	137.60	122.55	137.50	122.10
Dec-25	139.00	120.55	130.51	121.00
Jan-26	127.90	113.50	127.65	114.25
Feb-26	137.00	116.30	137.26	115.10
Mar-26	134.10	109.20	133.71	110.30

Stock Performance of Munjal Showa Limited vs. Bombay Stock Exchange (BSE) Indices:

Year	BSE Sensex	% Change	Nifty 50	% Change	Munjal Showa Limited	% Change
2026	71,947.55	-7.06	22,331.30	-5.05	110.50	1.14
2025	77,414.92	5.11	23,519.35	5.34	109.25	-32.89
2024	73,651.35	24.85	22,326.90	28.61	162.80	91.82
2023	58,991.52	0.72	17,359.75	-0.60	84.87	-13.35
2022	58,568.51	18.30	17,464.75	13.17	97.95	-29.15
2021	49,509.15	68.01	15,431.75	24.14	138.25	131.19
2020	29,468.49	-23.80	12,430.50	5.70	59.80	-63.92
2019	38,672.91	17.30	11,760.20	5.27	165.75	-18.93
2018	32,968.68	11.30	11,171.55	21.19	204.45	-4.54
2017	29,620.50	16.88	9,218.40	4.22	214.17	30.99

Graphical presentation of Stock Performance of Munjal Showa Limited vs. Bombay Stock Exchange (BSE) Indices

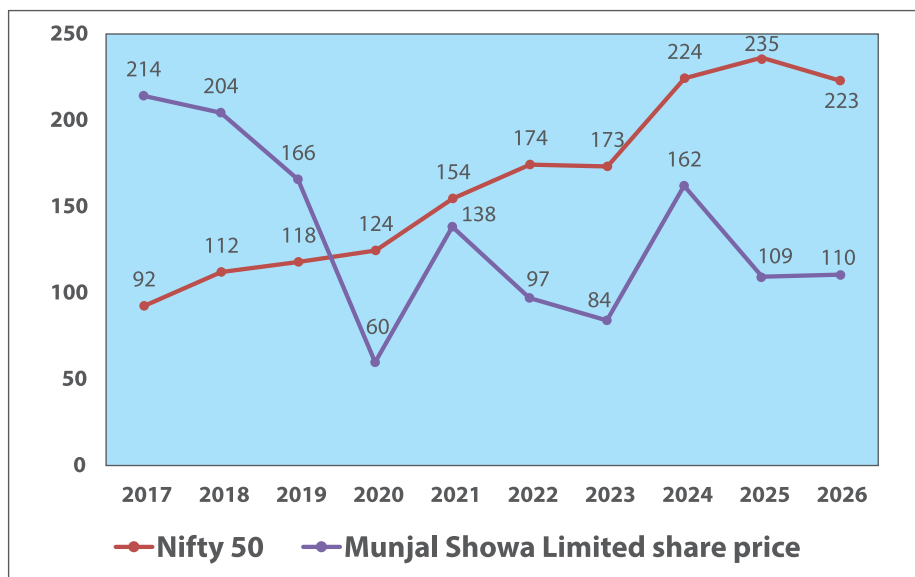
BSE indices is rounded off to hundred.



Source: (www.bseindia.com)

Graphical presentation of Stock Performance of Munjal Showa Limited vs. Nifty 50

Nifty 50 is rounded off to hundred



Source: (www.nseindia.com)

Dematerialization of Shares and Liquidity

The Status of the shares held in demat and physical form as on March 31, 2026 are given below:

No. of Shares held with NSDL	3,42,57,595	85.65%
No. of Shares held with CDSL	55,03,860	13.76 %
No. of Shares held in Physical	2,33,545	0.58 %
Total	39,995,000	100.00%

Shareholding pattern as on March 31, 2026

Category of shareholder	Number of shareholders	Total number of shares	Total shareholding as a percentage of total number of shares
Indian Promoters	2	16,044,131	40.115
Foreign Promoters	1	9,960,027	24.903
Public Shareholding			
Institutions			
Mutual Funds/ UTI	2	2,000	0.005
Financial Institutions/ Banks	1	1,500	0.004
Foreign Portfolio Investors	2	35,859	0.090
Non-institutions			
Bodies Corporate	147	460,963	1.150
Individuals -			
i. Individual shareholders holding nominal share capital up to ₹ 2 lakhs	28,323	11,045,619	27.620
ii. Individual shareholders holding nominal share capital in excess of ₹ 2 lakhs.	5	1,278,924	3.200
Non resident Indians	446	425,779	1.060
IEPF Authority Demat Account	1	171,453	0.430
Any Other-Trust & foundation	806	568,745	1.420
GRAND TOTAL	29,736	39,995,000	100.00

Statement showing Shareholding of persons belonging to the category "Promoter and Promoter Group" as on March 31, 2026

Sr. No.	Name of the shareholder	Total Shares held	
		Number	As a % of total shareholding
(I)	(II)	(III)	(IV)
1	Dayanand Munjal Investment Private Limited	16,039,973	40.10
2	Hitachi Astemo Ltd. (Erstwhile Showa Corporation, Japan upto December 31, 2020)	9,960,027	24.90
3	Nidhi Kapoor (Relative of Director)	4,158	0.01
TOTAL		26,004,158	65.01

No shares have been pledged by the promoters.

Distribution of Shareholding as on March 31, 2026

Shares Holding on Nominal Value of ₹ 2			No. of Shares	No. of Shareholders	% of Shares	% of Shareholders
1	To	500	28,49,885	25,739	86.5584	7.1256
501	To	1000	16,85,120	2,042	6.8671	4.2133
1001	To	2000	16,06,602	1,018	3.4235	4.0170
2001	To	3000	8,33,474	323	1.0862	2.0839
3001	To	4000	6,40,001	175	0.5885	1.6002
4001	To	5000	6,24,732	132	0.4439	1.5620
5001	To	10000	11,85,576	162	0.5448	2.9644
10001 and above			3,05,69,610	145	0.4876	76.4336
Total			39,995,000	29,736	100.00	100.00

DETAILS OF ANNUAL GENERAL MEETING/ EXTRA ORDINARY GENERAL MEETING

The Annual General Meetings of the Company in the last three years have been held as under:

For the Year	Location	Day and Date	Time	No. of Special Resolutions passed
2024-25	Meeting held through Video Conferencing/ Other Audio Visual Means 9-11, Maruti Industrial Area, Sec-18, Gurugram-122015 (Deemed Venue)	Wednesday, August 20, 2025	11.00 A.M	02
2023-24	Meeting held through Video Conferencing/ Other Audio Visual Means 9-11, Maruti Industrial Area, Sec-18, Gurugram-122015 (Deemed Venue)	Wednesday, August 21, 2024	11.00 A.M	02
2022-23	Meeting held through Video Conferencing/ Other Audio Visual Means 9-11, Maruti Industrial Area, Sec-18, Gurugram-122015 (Deemed Venue)	Tuesday, August 22, 2023	11.00 A.M	01

2024-25 Special resolution passed for:

- Change in remuneration payable to Mr. Yogesh Chander Munjal (00003491), Managing Director of the Company.
- Appointment of Mr. Abhaya Shankar (DIN: 00008378) as Non-Executive Independent Director of the Company.

2023-24 Special resolution passed for:

- Change in remuneration payable to Mr. Yogesh Chander Munjal (00003491), Managing Director of the Company.
- Appointment of Mr. Hitoshi Fukagawa (DIN: 10611378) as Joint Managing Director of the Company.

2022-23 Special resolution passed for:

- Change in remuneration payable to Mr. Yogesh Chander Munjal (00003491), Managing Director of the Company.

No resolution has been passed by the Company's members through postal ballot during Financial Years 2024-25 & 2025-26. However, during the financial year 2023-24 one special resolution has been passed through postal ballot (Remote E-voting) for Appointment of Dr. Neetika Batra (DIN: 10219725) as Non-Executive, Independent Director of the Company for a period of five consecutive years w.e.f April 01, 2024 and there is no resolution proposed to be passed through postal ballot. The Board had appointed Mr. Satyender Kumar (FCS: 4087 and COP No.: 5189), Practicing Company Secretary and proprietor of M/s Satyender Kumar & Associates (Company Secretaries), Gurugram, who has given his consent to act as the Scrutinizer for conducting the Postal Ballot process in a fair and transparent manner.

The Company provided electronic voting facility to all its members in compliance with Regulation 44 of Listing Regulations and as per the provisions of Sections 108 and 110 of the Companies Act, 2013, (the Act), read with Rule 20 and Rule 22 of the Companies (Management and Administration) Rules, 2014, as amended (Rules), read with the General Circulars issued by the MCA (MCA Circulars), The Company engaged the services of CDSL for facilitating e-voting to enable the Members to cast their votes electronically. The Board of Directors had appointed Mr. Satyender Kumar (FCS: 4087 and COP No.: 5189), Practicing Company Secretary and proprietor of M/s Satyender Kumar & Associates (Company Secretaries), Gurugram, as the Scrutinizer, for conducting the Postal Ballot process, in a fair and transparent manner. The Scrutiniser, after the completion of scrutiny, submitted his report to Ms. Neha Bansal, Company Secretary, who was duly authorised by the Chairperson to accept, acknowledge the Scrutiniser's Report as well as declare the voting results in accordance with the provisions of the Act, the Rules framed thereunder and the Secretarial Standard - 2 issued by the Institute of Company Secretaries of India. The results were submitted to BSE Limited (BSE) and National Stock Exchange of India Limited (NSE).

Extraordinary General Meeting (EGM)

No EGM was held during the Financial Year 2025-26.

Corporate Benefits

Dividend declared for the last 7 (seven) years on ₹ 2/- paid up share:

Financial Year	Type	Declared Dividend per share	Due Dates for Transfer to IEPF
2018-19	Final	₹ 4.50	October 05, 2026
2019-20	Final	₹ 4.50	October 16, 2027
2020-21	Final	₹ 4.50	September 30, 2028
2021-22	Final	₹ 4.50	October 17, 2029
2022-23	Final	₹ 4.50	October 28, 2030
2023-24	Final	₹ 4.50	September 26, 2031
2024-25	Final	₹ 4.50	October 25, 2032

Transfer of Unclaimed Shares to Investor Education and Protection Fund

Pursuant to the provisions of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules 2016 (the 'Rules') notified by the Ministry of Corporate Affairs effective September 7, 2016, as amended, all shares in respect of which dividend has remained unclaimed by the shareholders for seven consecutive years or more are required to be transferred to the Investor Education and Protection Fund (IEPF).

During the financial year, notices were sent to the concerned shareholders whose shares were liable to be transferred to IEPF Demat Account under the said Rules for taking appropriate action and full details of such shareholders

and shares due for transfer to IEPF Authority's Demat Account have also been uploaded on Company's website at www.munjalshowa.net

Further, in terms of the provisions of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), the Company has transferred 13,473 equity shares of ₹ 2 each fully paid up pertaining to the financial year 2017-18 in respect of which the dividend remained unpaid or unclaimed for seven consecutive years to the IEPF Suspense Account after providing necessary intimations to the relevant shareholders.

An option to claim from IEPF Authority, all unpaid/unclaimed dividends or other amounts and the unclaimed shares transferred to IEPF, is available to members. Members may make their claim by following the due procedure for refund as prescribed under the said IEPF Rules.

Details of equity shares which have been transferred into IEPF Demat Account are available on the website of the Company at www.munjalshowa.net and at the website of IEPF authority at www.iepf.gov.in.

The Company has appointed a Nodal Officer of the Company under the provisions of IEPF, the details of which are available on the website of the Company i.e. www.munjalshowa.net.

Other General Information to the members of the Company

01) Nomination Facility:

The Company offers facility of nomination. The facility is made available folio-wise and for the entire shares registered under the folio. The members holding shares in dematerialized form may contact and consult their respective Depository Participant (DP) for availing the nomination facility. Members holding shares in physical form may contact Registrar & Transfer Agent (RTA) of the Company.

02)	Outstanding GD ₹ AD ₹ Warrants or any convertible instruments, if any	:	Not Applicable
03)	Plant Locations	:	- 9-11, Maruti Industrial Area, Sector-18, Gurugram-122015, Haryana - 26 E & F, Sector-3, IMT Manesar, Gurugram-122050, Haryana - Plot No. 1, Industrial Park-2, Phase-1, Salempur Mehdood, Haridwar- 249402, Uttarakhand
04)	Shareholder Correspondence may be addressed to	:	Mr. Ravinder Sharma (Company Secretary & Compliance Officer) Munjal Showa Limited, Plot no. 9-11, Maruti Industrial Area, Sector-18, Gurugram, Haryana- 122015 Email: cs@munjalshowa.net Shareholders holding shares in electronic mode should address all their correspondence to their respective Depository Participant. RTA may be contacted for any query related to Share Transfer and other matters.

	Queries relating to the Financial Statements of the Company may be addressed to	Mr. Pankaj Gupta (Chief Financial Officer) Munjali Showa Limited, Plot no. 9-11, Maruti Industrial Area, Sector-18, Gurugram, Haryana- 122015 Email: pgupta@munjalshowa.net
05)	Annual General Meeting -Day, Date and Time	Monday, August 24, 2026 at 11:00 AM
	-Venue	9-11, Maruti Industrial Area, Sector 18, Gurugram-122015 (HR)
06)	Financial Calendar	
(a)	Financial Year 2026-2027	April 01 st to March 31 st
(b)	Financial reporting for the quarter ending June 2026	By August 14, 2026
(c)	Financial reporting for the quarter and half year ending September 2026	By November 14, 2026
(d)	Financial reporting for the quarter and nine months ending December 2026	By February 14, 2027
(e)	Financial reporting for the year ending March 2027	By End of May, 2027
(f)	Annual General Meeting for the year ending March 31, 2026	August 24, 2026
07)	Face Value of the Equity Share	₹ 2/- per share
08)	Date of Book Closure	Thursday August 06, 2026 to Monday August 24, 2026 (both days inclusive)
09)	Dividend payment date	The dividend on Equity Shares, if declared at the Annual General Meeting will be paid within 30 days of AGM i.e. by September 23, 2026 to the members
10)	Company Identification Number (CIN)	L34101HR1985PLC020934
	Permanent Account Number (PAN)	AAACM0070D
11)	Annual Listing Fee	Paid for the F.Y. 2026-27
12)	Details of Public Funding Obtained in the previous three years	The Company has not obtained any public funding in the previous three years.

13) The Company's financial discipline and prudence is reflected in the credit ratings ascribed by CRISIL rating agency for the Financial Year in review:

Long-Term Rating	CRISIL A-/Stable
Short-Term Rating	CRISIL A2+
₹ (in crores)	
INR 10	Cash Credit
INR 53.50 (overall - including INR 20 Cr. CC Limit)	Letter of Credit/ BG/ CC Limits
INR 80.75	Long-Term Loans
INR 6	Commercial Paper

No securities of the Company are suspended from the trading on platform where they are listed.

- 14) A certificate from M/s AKU & Associates, Company Secretaries that none of the directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of company by the Board/Ministry of Corporate Affairs or any such statutory Authority is attached as **Annexure I** and forms integral part of this Report.
- 15) Total fees paid by the Company to the Statutory Auditors M/s Deloitte Haskins & Sells LLP, Chartered Accountants (ICAI Registration No. – 117366W/W-100018) and all entities in the network firm/network entity of which the statutory Auditor is a part during the financial year 2025-26:

(Amount in Lakhs)

Audit fee (Including fees for Internal Control Over Financial Reporting)	43.00
Limited review of unaudited financial results	18.15
Corporate Governance Certification, Forex Certificate and PLI	7.50
Tax audit fee	4.00
Out of pocket expenses	2.45
Total	75.10

- 16) Sexual Harassment Policy: The Company has made a policy under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Company also has an Internal Complaints Committee which works on the issues regarding safety of women at workplace.

The details of Composition of committee for Gurgaon plant are as under:

Name of the Member	Designation
Mrs. Gunjana Saini	Chairperson
Mr. Divakar Dubey	Member
Mrs. Kavita Rawat	External Member
Mr. Dinesh Yadav	Member
Mrs. Razia Sultana	Member - Shop floor Representative
Mrs. Reena Bhardwaj	Member - Staff Representative

The details of Composition of committee for Manesar plant are as under:

Name of the Member	Designation
Mrs. Gunjana Saini	Chairperson
Mr. Khayali Ram	Member
Mr. Kapil Aggarwal	Member - Shop floor Representative
Mrs. Jyoti Yadav	Member
Mr. Sandeep Kumar	Member
Mrs. Kavita Rawat	External Member

The details of Composition of committee for Haridwar plant are as under:

Name of the Member	Designation
Mrs. Gunjana Saini	Chairperson
Mr. Satish Chandra Kanti	Member - Staff Representative
Mr. Manoj Kumar Mittal	Member - Shop floor Representative
Mr. Ankur Dubey	Member
Mrs. Rupal Sharma	Member
Mrs. Kavita Rawat	External Member

Disclosure in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 is given below:

Number of complaints filed during the financial year 2025-26	NIL
Number of complaints disposed of during the financial year 2025-26	NIL
Number of complaints pending at the end of financial year 2025-26	NIL

XX. CHAIRMAN

The Company appointed Mr. Yogesh Chander Munjal as the Chairman of the Company w.e.f. October 26, 2016. He is an Executive Director of the Company.

Mr. Yogesh Chander Munjal is the Managing Director of the Company.

Mr. Hitoshi Fukagawa is the Joint Managing Director of the Company during the financial year 2025-26.

XXI. COMPLIANCE WITH THE REQUIREMENTS UNDER SEBI LISTING REGULATIONS

The Board of Directors periodically reviewed the compliance of all applicable laws and steps taken by the Company to rectify instances of non-compliance, if any. The Company is in compliance with all mandatory requirements of SEBI Listing Regulations. Specifically, the Company confirms compliance with corporate governance requirements specified in Regulation 17 to 27 and clauses (b) to (i) of sub regulation (2) of Regulation 46 of the SEBI Listing Regulations.

In addition, the Company has also adopted the following non-mandatory requirement to the extent mentioned below:

The Board:

The Chairman of the Company is an Executive Director.

Shareholders Rights:

The quarterly and year to date financial results/ statements are published in newspapers and posted on Company's website i.e. www.munjalshowa.net

Modified Opinion(s) in Audit Report: The Company's financial statements had unmodified audit opinion.

Reporting of Internal Auditor: M/s Vaish & Associates, Internal Auditor of the Company directly reports to the Audit Committee on functional matters.

XXII. EQUITY SHARES IN THE SUSPENSE ACCOUNT

In accordance with the requirement of Regulation 34(3) and Part F of Schedule V to the SEBI Listing Regulations, details of equity shares in the suspense account are as follows:

Particulars	Number of shareholders	Number of equity shares
Opening Balance: Aggregate number of shareholders and the outstanding shares in the suspense account lying as on April 1, 2025	NIL	NIL
Less: Shareholders who approached the Company for transfer of shares from suspense account during the year.	NIL	NIL
Less: Shareholders to whom shares were transferred from the suspense account during the year.	NIL	NIL
Closing Balance: Aggregate number of shareholders and the outstanding shares in the suspense account lying as on March 31, 2026	NIL	NIL

Voting rights on shares shall remain frozen till the rightful owner of such shares claims the share.

XXIII. LOANS AND ADVANCES

During the Financial Year 2025-26 and in compliances with Sections 179 and 186 of Companies Act 2013 and applicable regulations of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has not given any loan to any related party.

The trade advance of ₹ 10 Crore is given to Shivam Autotech Limited during the Financial Year 2025-26. This trade advance transaction was placed before Audit Committee and Audit committee has given approval on August 04, 2025. During the financial year 2025-26, whole trade advance is adjusted against supply of material. The details of advance to related party are given in Note no.33 of the Financial Statements.

Further, during the year, the Company has not granted any loans or advances in the nature of loans to firms or companies in which Directors are interested, except as disclosed elsewhere in this Report.

XXIV. CORPORATE GOVERNANCE CERTIFICATE

In compliance with Regulation 34 and Schedule V of SEBI Listing Regulations, a certificate from M/s. Deloitte Haskins & Sells LLP, Chartered Accountants, confirming compliance with the conditions of the Corporate Governance has been attached as Annexure J forming integral part of this report.

FOR AND ON BEHALF OF THE BOARD

Place: Gurugram
Date: May 29, 2026

Sd/-
Yogesh Chander Munjal
(Chairman & Managing Director)
(DIN 00003491)

Annexure B1

DECLARATION BY CHAIRMAN & MANAGING DIRECTOR

**[Regulation 34(3), read with Schedule V (Part D) of the SEBI
(Listing Obligations and Disclosure Requirements) Regulations, 2015]**

I, Yogesh Chander Munjal, Chairman and Managing Director of Munjal Showa Limited hereby declare that all the members of Board of Directors and Senior Management Personnel have affirmed compliance with the Code of Conduct of the Company for the financial year 2025-26.

For and on behalf of the Board

**Place: Gurugram
Date: May 29, 2026**

Sd/-
Yogesh Chander Munjal
(Chairman & Managing Director)
(DIN 00003491)

ANNEXURE 'C' TO THE BOARD'S REPORT**CHIEF EXECUTIVE OFFICER (CEO) AND CHIEF FINANCIAL OFFICER (CFO) CERTIFICATION**

**Certificate under regulation 17(8) read with Part B of Schedule II of SEBI
(Listing Obligations and Disclosure Requirements) Regulations, 2015**

The Board of Directors
Munjal Showa Limited
9-11, Maruti Industrial Area,
Sector-18, Gurugram-122015

We, the undersigned, in our respective capacities as Chief Executive Officer and Chief Financial Officer of Munjal Showa Limited, to the best of our knowledge and belief, certify that:

- a) We have reviewed financial statements and the cash flow statement for the year ended March 31, 2026 and that to the best of our knowledge and belief, we state that:
 - i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - ii) these statements together present a true and fair view of the company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
- b) We further state that, to the best of our knowledge and belief, there are no transactions entered into by the Company during the year, which are fraudulent, illegal or violative of the Company's Code of Conduct.
- c) We hereby declare that all the members of the Board of Directors and Executive Committee have confirmed compliance with the Code of Conduct as adopted by the Company.
- d) We are responsible for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting of the Company and have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or proposed to take to rectify these deficiencies.
- e) We have indicated, based on our most recent evaluation, wherever applicable, to the Auditors and the Audit Committee;
 - i) significant changes, if any, in internal control over financial reporting during the year;
 - ii) significant changes, if any, in the accounting policies during the year and that the same has been disclosed in the notes to the financial statements; and
 - iii) instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having significant role in the Company's internal control system over the financial reporting.

For and on behalf of the Board

Place: Gurugram
Date: May 29, 2026

Sd/-
Yogesh Chander Munjal
(Managing Director in the capacity of
Chief Executive Officer)
(DIN: 00003491)

Sd/-
Pankaj Gupta
(Chief Financial Officer)

ANNEXURE 'D' TO THE BOARD'S REPORT

Secretarial Audit Report

FORM No. MR-3
FOR THE FINANCIAL YEAR ENDED ON MARCH 31, 2026

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

To,

The Members

Munjel Showa Limited

CIN: L34101HR1985PLC020934

9-11, Maruti Industrial Area, Sector-18,
Gurgaon, Haryana, India, 122015

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Munjel Showa Limited (hereinafter called "the Company")**, having its Registered Office at **9-11, Maruti Industrial Area, Sector-18, Gurgaon, Haryana, India, 122015**.

Secretarial Audit was conducted on test check basis, in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Auditor's Responsibility

Our responsibility is to express an opinion on the compliance with the applicable laws and maintenance of records by the Company. We conducted our audit in accordance with the auditing standards CSAS 1 to CSAS 4 ("**CSAS**") prescribed by the Institute of Company Secretaries of India ("**ICSI**"). These standards require that the auditor complies with statutory and regulatory requirements and plans and performs the audit to obtain reasonable assurance about compliance with applicable laws and maintenance of records.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the Financial Year ended

on **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 Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; **(Not applicable to the Company during the audit period)**
- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -
 - a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - c) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

- d) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018; **(Not applicable to the Company during the audit period)**
 - e) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; **(Not applicable to the Company during the audit period)**
 - f) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; **(Not applicable to the Company during the audit period);**
 - g) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client; **(Not applicable as the Company is not registered as Registrar to an Issue and Share Transfer Agent).**
 - h) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; **(Not applicable to the Company during the audit period);**
 - i) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; **(Not applicable to the Company during the audit period);** and
 - j) Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 **(applicable to the Company to the extent of Compliance of Regulation 76)**
- (vi) The management has confirmed and certified that, given the Company's line of industry business and operational sectors, there are no specific sectoral laws applicable to the Company:

The compliance by the Company of applicable financial laws, like direct and indirect tax laws, has not been reviewed in this audit since the same have been subject to review by the statutory auditor(s) and other designated professionals.

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

- i. Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI).

- ii. The Listing Agreements entered into by the Company with National Stock Exchange of India Limited and BSE Limited.;

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

1. *The Company falls under the category of top 2000 listed entities pursuant to Regulation 3(2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and consequent upon the resignation of Mr. Kazuhiro Nishioka (DIN: 00602255) from the position of Non-Executive-Non-Independent Director, the Company did not have minimum number of Six (6) Directors as prescribed in Regulation 17(1)(c) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 from April 08, 2025 till May 26, 2025.*
2. *There was an instance of a delayed submission under Regulation 30 read with Schedule III of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Master circular issued by Securities and Exchange Board of India (SEBI) on November 11, 2024 read with circular dated December 31, 2024 and Industry Standards Note on Regulation 30 of the LODR Regulations, concerning outcome of the Board Meeting held on May 26, 2025 with National Stock Exchange of India Limited (NSE) by about 3 hours 58 minutes.*
3. *The Company has in place a Structured Digital Database (SDD) pursuant to the requirements of Regulation 3(5) & 3(6) of the SEBI (Prohibition of Insider Trading) Regulations, 2015. However, during the course of our review, it was observed that some instances relating to sharing of Unpublished Price Sensitive Information (UPSI) were not fully captured in the SDD maintained by the Company. The management has represented that necessary steps are being undertaken to further strengthen the process and controls for comprehensive recording and monitoring of UPSI sharing in the SDD.*
4. *The Company in adherence to the provisions of the Companies Act, 2013 and rules made thereunder, along with Rule 7(2A) & (2B) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and*

Refund) Rules, 2016, had duly approved the appointment of Mr. Pankaj Gupta (CFO) as the Nodal Officer of the Company. However, the statutory filing of e-Form IEPF-2 being e-Form for filing details of Nodal Officer was submitted/ filed beyond the prescribed timeframe. Based on the records and information/explanation/justification furnished before us by the company the delay was technical in nature and occurred due to technical glitches on the Ministry of Corporate Affairs (MCA) portal.

5. *The company's adherence to the Secretarial Standards prescribed by the Institute of Company Secretaries of India (ICSI) relating to the Board, General and Committee Meeting(s) including the Notice, Agenda and maintenance of the Minute Book for Board, General and Committee meeting(s) was observed to be satisfactory. The company to endeavour adherence with the applicable Secretarial Standards (SS) issued by the ICSI in respect circulation of Minutes of the meetings of the Board of Directors and its Committee(s).*

We further report that:

1. The Board of Directors of the Company is duly constituted with proper balance of Executive Director(s), Non-executive Director(s), Independent Director(s) and Woman Director(s) except as mentioned in para 1. 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 except as mentioned in para 1.
2. Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were generally sent at least 07 days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.
3. All decisions at Board Meetings and Committee Meetings are carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be and the abstain notes, if any, due to conflict of interest or otherwise have been duly recorded in the Minutes Book.
4. Based on the review of the compliance mechanism

established by the company and on the basis of compliance certificate(s) issued by various departments/KMP's, and taken on record by the Board of Directors at their meeting(s), we are of the opinion that company should make efforts to strengthen its system and processes in the Company to be commensurate with its size and operations, to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period, the Company had following specific events/actions that had a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc.

1. The Company, pursuant to letter No. SRN-AB0120636/2024-CL-VII dated February 09, 2026 issued by the Ministry of Corporate Affairs (MCA), was advised to obtain an Adjudication Order from the concerned Registrar of Companies (ROC) in relation to the non-compliance of Rule 7(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, pertaining to the filing of E-form MR-2 for appointment of Mr. Hitoshi Fukagawa (DIN: 10611378) as Joint Managing Director of the Company. In compliance with the aforesaid direction, the Company filed e-Form GNL-1 for adjudication under SRN AC2385864 dated February 20, 2026.

The Registrar of Companies, Haryana ("ROC") issued a Show Cause Notice dated May 05, 2026 to the Company and its Officers in default in relation to the concerned compliance matter and subsequently, the ROC passed an Adjudication Order dated May 21, 2026 under Section 454 of the Companies Act, 2013, imposing a penalty of INR 16,000 each on the Company and the Officers in default.

For AKU & Associates
Company Secretaries
 ICSI Unique Code: S2016DE428500
 Peer Review Certificate No: 1338/2021

Sd/-
CS Arun Kumar
 (Proprietor)
 Membership No -FCS: 11553
 Certificate of Practice No.: 17196
 UDIN: F011553H000528157

Date: May 29, 2026
 Place: Gurgaon

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

Annexure- A

To,
The Members,
Munjal Showa Limited
CIN: L34101HR1985PLC020934
9-11, Maruti Industrial Area, Sector-18,
Gurgaon, Haryana, India, 122015

Auditor’s responsibility

Our responsibility is to express an opinion on the compliance with the applicable laws and maintenance of records by the Company. We conducted our audit in accordance with the auditing standards CSAS 1 to CSAS 4 (“**CSAS**”) prescribed by the Institute of Company Secretaries of India (“**ICSI**”). These standards require that the auditor complies with statutory and regulatory requirements and plans and performs the audit to obtain reasonable assurance about compliance with applicable laws and maintenance of records.

Due to the inherent limitations of an audit including internal, financial and operating controls, there is an unavoidable risk that some misstatements or material non-compliances may not be detected, even though the audit is properly planned and performed in accordance with the CSAS. Our report of even date is to be read along with this letter.

1. Maintenance of secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on the random test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
2. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company and for which we relied on the report of statutory auditor.
3. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
4. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on random test basis.
5. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For AKU & Associates
Company Secretaries
ICSI Unique Code: S2016DE428500
Peer Review Certificate No: 1338/2021

Sd/-

CS Arun Kumar
(Proprietor)

Membership No -FCS: 11553
Certificate of Practice No.: 17196
UDIN: F011553H000528157

Date: May 29, 2026
Place: Gurgaon

ANNEXURE 'E' TO THE BOARD'S REPORT

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

(A) CONSERVATION OF ENERGY-

(i) THE STEPS TAKEN OR IMPACT ON CONSERVATION OF ENERGY:

The Company is making continuous efforts to conserve and optimize energy wherever practicable by economizing on fuel and power.

Your Company has been continuously working towards energy conservation green initiatives with innovative solutions. During the FY 2025-26 the Company has worked mainly in the following areas:

1. Duel fuel kit on DG sets installed
2. Energy Efficient compressor installed
3. Solar Energy capacity increased by 1500kva
4. Planned purchase of green energy for carbon emission reduction.
5. Water consumption reduction initiative in paint shop for resource conservation and sustainability improvement.
6. Online monitoring of energy started for consumption reduction
7. Magnetic resonator installed for energy saving

(ii) THE STEPS TAKEN BY THE COMPANY FOR UTILIZING ALTERNATE SOURCES OF ENERGY:

The Company has planned purchase of green energy for carbon emission reduction.

(iii) THE CAPITAL INVESTMENT ON ENERGY CONSERVATION EQUIPMENTS:

(B) TECHNOLOGY ABSORPTION

(I) THE EFFORTS MADE TOWARDS TECHNOLOGY ABSORPTION;

New product Technology absorption

Indigenization of CKD Parts

(II) THE BENEFITS DERIVED LIKE PRODUCT IMPROVEMENT, COST REDUCTION, PRODUCT DEVELOPMENT OR IMPORT SUBSTITUTION;

Process / product improvements for consistency of performance Supply to the existing customers for their new models

FUTURE PLAN OF ACTION

Our efforts will be focused on catering the requirement of our existing customers for their new models and indigenization of various components.

1. Energy saving through Heat pump
2. Online Energy Monitoring
3. Energy saving after energy audit finding

(III) IMPORTED TECHNOLOGY

Your Company has absorbed the technology received from collaborator Astemo Ltd. ("Formerly Known as Hitachi Astemo Ltd"), Japan, continuously. As in the past, the Company has successfully implemented indigenization of various components as an import substitution in order to fulfill the continuous demand of the customers for price reduction with the prior approval of our collaborators on quality issues. The cost reduction was possible because of material reduction, standardization, application engineering, product engineering &

manufacturing and reduction in manufacturing cycle time.

In the last five years, the Company has imported various drawings with right to use for getting the orders from existing and new customers for their new models.

EXPENDITURE ON RESEARCH AND DEVELOPMENT

Capital	NIL
Recurring	₹ 3,06,73,180/-
Total	₹ 3,06,73,180/-

(C) FOREIGN EXCHANGE EARNINGS AND OUTGO

Activities relating to exports, initiatives taken to increase exports, development of new export markets for product and services and export plans:

The Company is not doing any export directly to those countries where our collaborator M/s Astemo Ltd. (**“Formerly Known as Hitachi Astemo Limited”**) has manufacturing base. However, the Company has started exporting certain components to Astemo Ltd. / its joint ventures/ its associates wherever they find our price competitive. Further, the Company is catering to the requirement of Shock Absorbers, Struts and Window Balancers for export models of Hero MotoCorp Limited and for Maruti Suzuki India Limited.

TOTAL FOREIGN EXCHANGE USED AND EARNED

The foreign exchange earnings during the year were INR 20.73 lakhs and foreign exchange outgo during the year was INR 9698.21 Lakhs.

FOR AND ON BEHALF OF THE BOARD

Place: Gurugram
Date: May 29, 2026

Sd/-
Yogesh Chander Munjal
(Chairman & Managing Director)
(DIN: 00003491)

ANNEXURE 'F' TO THE BOARD'S REPORT

Statement of Disclosure of Remuneration under Section 197 of the Companies Act 2013 and Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

THE RATIO OF THE REMUNERATION OF EACH DIRECTOR TO THE MEDIAN REMUNERATION OF THE EMPLOYEES OF THE COMPANY FOR THE FINANCIAL YEAR 2025-2026

S.NO.	NAME	DESIGNATION	RATIO
1.	Mr. Yogesh Chander Munjal	Managing Director	119.09
2.	Mr. Hitoshi Fukagawa	Joint Managing Director	19.76

The Company pays only sitting fees to Non-Executive Directors.

THE PERCENTAGE INCREASE/DECREASE IN REMUNERATION OF EACH DIRECTOR, CHIEF FINANCIAL OFFICER, CHIEF EXECUTIVE OFFICER, COMPANY SECRETARY OR MANAGER, IF ANY, IN THE FINANCIAL YEAR 2025-2026

The changes made in the remuneration of each Director, Chief Financial Officer, Company Secretary in the financial year 2025-26 is as follows:

S. NO.	NAME	DESIGNATION	PERCENTAGE CHANGE
1.	Mr. Yogesh Chander Munjal	Managing Director	23.71
2.	Mr. Hitoshi Fukagawa	Joint Managing Director	24.04
3.	Mr. Pankaj Gupta	Chief Financial Officer	-1.71
4.	Mrs. Neha Bansal*	Company Secretary	N.A.
5.	Mr. Ravinder Sharma	Company Secretary	N.A.

*Mrs. Neha Bansal resigned from the position of Company Secretary with effect from August 23, 2025.

** Mr. Ravinder Sharma appointed as Company Secretary with effect from November 14, 2025.

THE PERCENTAGE INCREASE IN THE MEDIAN REMUNERATION OF EMPLOYEES IN THE FINANCIAL YEAR 2025-26: 0.014%

THE NUMBER OF PERMANENT EMPLOYEES ON THE ROLLS OF COMPANY

There were 959 employees on the rolls of the Company as on March 31, 2026 as compared to 980 employees as on March 31, 2025

AVERAGE PERCENTILE INCREASE/DECREASE ALREADY MADE IN THE SALARIES OF EMPLOYEES OTHER THAN THE MANAGERIAL PERSONNEL IN THE LAST FINANCIAL YEAR AND ITS COMPARISON WITH THE PERCENTILE INCREASE/DECREASE IN THE MANAGERIAL REMUNERATION AND JUSTIFICATION THEREOF AND POINT OUT IF THERE ARE ANY EXCEPTIONAL CIRCUMSTANCES FOR INCREASE IN THE MANAGERIAL REMUNERATION

The average percentile increase in the salaries of employees was around 3.11 % and the percentile increase in the managerial remuneration for the year 23.76 %.

It is hereby affirmed that the remuneration paid is as per the Remuneration Policy for Directors, Key Managerial Personnel and other Employees.

For and on behalf of the Board

Sd/-

Yogesh Chander Munjal
(Chairman & Managing Director)
(DIN 00003491)

Place: Gurugram
Date: May 29, 2026

Statement of particulars of employees pursuant to Section 197(12) of the Companies Act, 2013 read with Rule 5(2) & (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 for the year ended March 31, 2026

A. Details of top ten employees in terms of remuneration drawn except Managing Directors:

Sl. No.	Name	Designation	Gross Remuneration (₹)	Nature of employment	Qualification	Experience (Years)	Nature of duties	Date of Commencement of Employment	Age (Years)	Last employment held before joining the Company and Designation held	Percentage/ Nos. of Equity Share	Whether any such employee is a relative of any Director of the company
1.	MASASHI NITTA	Technical Advisor	₹ 1,31,11,899	Permanent Employee	Graduation (Mechanical Engineering)	22	Technical	08.10.2022	42	Hitachi Astemo Limited	NIL	No
2.	AVI MUNJAL	President	₹ 84,46,573	Permanent Employee	Masters in Management	11	Sr. Mgt- Business Development	01.12.2018	30	Hilti (Manufacturing Company)	NIL	YES*
3.	PRAHLAD KUMAR GODARA	V.P.	₹ 52,60,350	Permanent Employee	B.Com., LL.B. PGDM (Labour Laws and Personnel Management)	36	Corporate HR Head	01.03.2023	66	Hero MotoCorp Limited	NIL	NO
4.	PANKAJ GUPTA	V.P & CFO	₹ 51,25,554	Permanent Employee	CA, CS & CMA	36	Sr. Mgt. Head Finance and Accounts	27.09.1994	60	Omega Bright Steels Pvt. Ltd	05 Shares	NO
5.	RAJA SEKARAN	Senior Advisor	₹ 49,46,667	Permanent Employee	B.Tech (Mech.), PGDMM	46	IND/ENG/R&D	01.04.2024	71	Rambal Limited	NIL	NO
6.	PURU SETHI	DGM	₹ 34,92,046	Permanent Employee	B.Tech (Mech.), PGDMM	20	In Charge of Sales and Marketing	26.09.2022	41	Mahavir Die Casters	NIL	NO
7.	SUYOG SUNILRAO PURANIK	Sr. Divisional Manager	₹ 34,09,398	Permanent Employee	M.E. (Production Engineering)	18	Sr. Mgt. Lab Testing	28.05.2024	38	Ather Energy Pvt. Ltd.	NIL	NO
8.	RAKESH ATRE	Associate Vice President	₹ 33,51,019	Permanent Employee	B.E (Mechanical)	43	TPM Incharge	08.03.1999	71	ESSEL International	NIL	NO
9.	YAJAN KANT MUNJAL	General Manager	₹ 30,35,488	Permanent Employee	MSc Management and Systems, Bachelor of Business Administration	2	Sr. Mgt. Business Development	16.06.2025	26	Tarform Motorcycle	NIL	YES**
10	UPDESH KUMAR TOMAR	G.M	₹ 29,71,737	Permanent Employee	B.Sc. B.Tech (Chemical)	31	Sr. Mgt. Paint & Plating	04.03.2024	52	Sunbeam Auto Limited	NIL	NO

Note: Gross remuneration shown above is subject to tax and comprises salary including arrears, allowances, rent, medical reimbursements, leave travel benefits, leave encashment, provident fund, superannuation fund & gratuity.

*Mr. Avi Munjal is son of Mr. Neeraj Munjal, Non-Executive Director of the Company and grandson of Mr. Yogesh Chander Munjal, Managing Director of the Company.

**Mr. Yajan Kant Munjal is son of Mr. Neeraj Munjal, Non-Executive Director of the Company and grandson of Mr. Yogesh Chander Munjal, Managing Director of the Company.

B. Details of the Employees, employed throughout the financial year 2025-26, who were in receipt of remuneration aggregating ₹ 1,02,00,000 or more per annum.

Sl. No	Name	Designation	Gross Remuneration (₹)	Nature of employment	Qualification	Experience (Years)	Nature of duties	Date of Commencement of Employment	Age (Years)	Last employment held before joining the Company, designation	Percentage of Equity Shares	Whether any such employee is a relative of any director or manager of the company
Employed throughout the period and in receipt of remuneration not less than ₹ 1.02 Cr. per annum												
1.	Yogesh Chander Munjal	Managing Director	₹ 7,11,99,050/-	Contractual	B. Arch.	60	Overall management of the affairs of the Company	01.09.1986	86	Chief Executive- Rockman Cycle Industries Limited	NIL	Yes, disclosure is given in Note 33 of Financial Statements
2.	Hitoshi Fukagawa	Joint Managing Director	₹ 1,64,41,210/-	Contractual	Graduate	34	Overall management of the affairs of the Company	29.05.2024	53	Astemo Limited (Formerly Hitachi Astemo Limited)	NIL	No
3.	Masashi Nitta	Technical Advisor	₹ 1,13,11,899	Permanent Employee	Graduate	19	Technical	08.10.2022	41	Astemo Limited (Formerly Hitachi Astemo Limited)	NIL	No

C. Employed for part of the financial year and was in receipt of remuneration not less than ₹ 8,50,000 per month: NIL

NOTES:

- Information has been furnished on the basis of employees employed throughout the financial year, who were in receipt of remuneration for that year which, in the aggregate, was not less than ₹ 1.02 Cr per annum (₹ 8.50 Lakhs per month) and for employees who worked for a part of the Financial Year, who were in receipt of remuneration for any part of the year. None of the Employee was there who was in receipt of remuneration in excess of that drawn by the Managing Director and holds by himself or along with his spouse and dependent children, not less than 2% of the equity shares of the Company;
- Gross remuneration includes Salary, Commission, Company's contribution to Provident Fund and Superannuation Fund, Medical Reimbursement, Monetary Value of Perquisites & value of Rent Free Accommodation;
- The above employees are not related to any Director of the Company;
- The appointment is contractual as per the policy/rules of the Company;
- Terms and conditions are as per the Appointment Letter given to the appointee from time to time;
- All the employees have adequate experience to discharge the responsibilities assigned to them.

For and on behalf of the Board

Sd/-
Yogesh Chander Munjal
 (Chairman & Managing Director)
 (DIN 00003491)

Place: Gurugram
Date: May 29, 2026

ANNEXURE 'G' TO THE BOARD'S REPORT

Annual Report On Corporate Social Responsibility (CSR) Activities

1. Brief outline on CSR Policy of the Company

The Company continues to engage with stakeholders including communities, academia, civil society, expert organisations and the Government and would take up such other CSR activities in line with the Government's intent and which are important for society. The above areas are mapped with the activities as prescribed in Schedule VII to the Companies Act, 2013 in the Annexure.

Our aim is to be one of the most respected companies in India delivering superior and sustainable value to all our customers, business partners, shareholders, employees and host communities. The CSR initiatives focus on holistic development of host communities and create social, environmental and economic value to the society.

To pursue these objectives, we will continue to:

- Uphold and promote the principles of inclusive growth and equitable development.
- Develop Community Development Plans based on needs and priorities of host communities and measure the effectiveness of community development programmes.
- Work actively in areas of preventive health and sanitation, education, skills for employability, livelihoods and income generation, waste resource management and water conservation for host communities for enhancing Human Development Index.
- Collaborate with likeminded bodies like governments, voluntary organizations and academic institutes in pursuit of our goals.
- Interact regularly with stakeholders, review and publicly report our CSR initiatives.

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.	Mr. Yogesh Chander Munjal	Chairman- Executive Director	One	One
2.	Mr. Ashok Kumar Munjal	Member- Independent Director	One	One
3.	Mr. Hitoshi Fukagawa	Member- Executive Director	One	One

During the year, One (1) CSR Committee meeting was held i.e. on May 26, 2025.

- | Sl. No. | Contents | Web-Link |
|---------|------------------------------|---|
| 1. | Composition of CSR Committee | https://munjalshowa.net/wp-content/uploads/Composition Board its Committees_29052026.pdf |
| 2. | CSR Policy | https://munjalshowa.net/wp-content/uploads/2024/04/CSR-POLICY.pdf |
| 3. | CSR Projects | https://munjalshowa.net/wp-content/uploads/2025/07/ANNUAL-ACTION-PLAN.pdf |

- Not Applicable

- Details of CSR amount spent against ongoing project for the financial year:

1	2	3	4	5		6	7	8	9	10	11	
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		Project Duration	Amount allocated for the project (in ₹)	Amount spent in the current Financial year (in ₹)	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation- Through Implementing Agency	
				State	District						Name	CSR Registration number. (Applicable w.e.f. April 01, 2021)
							NIL					

Details of CSR amount spent against other than ongoing project for the financial year:

CORPORATE SOCIAL RESPONSIBILITY CONTRIBUTION FROM APRIL 01, 2025 TO MARCH 31, 2026									
S. No.	Name of the Project	Items 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 ₹)	Mode of implementation Direct (Yes/No)	Mode of implementation through Implementing Agency	
				State	District			Name	CSR Registration number
1	Mahatma Satyanand Munjal Charitable Clinic for running and maintenance expenses of Pathology LAB for poor and needy patients, their medical expenses and professional fees to Doctor and attendants there.	i. Preventive Health care	No	Punjab	Ludhiana	12,19,370	Yes	N.A	

CORPORATE SOCIAL RESPONSIBILITY CONTRIBUTION FROM APRIL 01, 2025 TO MARCH 31, 2026										
S. No.	Name of the Project	Items 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 ₹)	Mode of implementation Direct (Yes/No)	Mode of implementation through Implementing Agency		
				State	District			Name	CSR Registration number	
2	HDFC Charity Fund For Cancer Cure	i. Preventive Health care	No	Maharashtra	Mumbai	18,952	No	CSR00000729		
3	Shri Madhav Jan Sewa Nyas	ii. Promoting Education	No	Haryana	Panipat	1,00,000	No	CSR00001685		
4	Rotary Southend Next Foundation	ii. Promoting Education	No	Delhi	New Delhi	1,00,000	No	CSR00069615		
5	Srimad Dayanand Vedarsh Mahavidalaya Nyas	ii. Promoting Education	No	Delhi	South Delhi	1,00,000	No	CSR00048571		
6	School Fee of Ayat Fatima Paid	ii. Promoting Education	No	Uttar Pradesh	Meerut	14,690	Yes	N.A		
7	Paid to Vardaan Developers	ii. Promoting Education	No	Delhi	New Delhi	83,957	Yes	N.A		
8	Vedic Kanya High School, Gurugram	ii. Promoting Education	Yes	Haryana	Gurugram	2,02,400	Yes	N.A		
9	Water Purifier as CSR school Chiranjeev Mail	ii. Promoting Education	Yes	Haryana	Gurugram	1,16,820	Yes	N.A		
10	Stipend paid to Neem, Naps Trainee	ii. Promoting Education	Yes	Haryana	Gurugram	54,56,785	Yes	N.A		
	TOTAL					74,12,974.00				

(b) Amount spent in Administrative Overheads: NIL

(c) Amount spent on Impact Assessment, if applicable: Not Applicable

(d) Total amount spent for the financial Year (6b + 6c + 6d + 6e): ₹ 74,12,974/-

(e) Details of Unspent CSR amount for the preceding three financial years:

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

(f) Excess amount for set off, if any: 5,88,708/-

Sl. No.	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the Company as per section 135(5)	72,43,000
(ii)	Total amount spent for the financial year	74,12,974
(iii)	Excess amount spent for the financial year [(ii)-(i)]	1,69,974
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	1,69,974

The Company has spent excess of ₹ 1,69,974 for CSR Expenses in the financial year 2025-26. In the Year 2025-26, the Company Adjusted INR 5,88,708 (excess expenditure done in FY 2024-25) against CSR Expenses liability of the said year. Therefore, INR 7,58,682 will be available for set off in succeeding financial years.

7. Details of unspent Corporate Social Responsibility amount for the preceding three Financial Years:

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of transfer		
1	FY-1							
2	FY-2							
3	FY-3							

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: No
9. Specify the reason(s), if the company has failed to spend the two per cent of the average net profit as per section 135(5): Not Applicable

FOR AND ON BEHALF OF THE BOARD

Place: Gurugram
Date: May 29, 2026

Sd/-
Yogesh Chander Munjal
(Managing Director &
Chairman of CSR Committee)
(DIN: 00003491)

Sd/-
Hitoshi Fukagawa
(Joint Managing Director &
Member of CSR Committee)
(DIN: 10611378)

ANNEXURE 'H' TO THE BOARD'S REPORT
CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To,
The Members of
Munjal Showa Limited
CIN: L34101HR1985PLC020934
Regd. Office -9-11, Maruti Industrial Area,
Sector-18, Gurgaon, Haryana, India, 122015

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Munjal Showa Limited** having **CIN: L34101HR1985PLC020934** and registered office at **9-11, Maruti Industrial Area, Sector-18, Gurgaon, Haryana, India, 122015** (hereinafter referred to as "the Company") produced before me by the Company for the purpose of issuing this certificate in accordance with Regulation 34(3) read with Schedule V Para-C sub clause 10(i) of Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Numbers (DIN) status at the portal www.mca.gov.in as considered necessary and explanations furnished to me by the Company and its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended on **March 31, 2026** have been debarred or disqualified from being appointed or continuing as Directors of the Companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such statutory authority.

Sr. No.	Name of Director	DIN	Date of appointment in Company
1.	Mr. Yogesh Chander Munjal	00003491	16/05/1985
2.	Mr. Ashok Kumar Munjal	00003843	02/01/1989
3.	Mrs. Kavita Venugopal	07551521	17/05/2022
	Mrs. Kavita Venugopal	07551521	17/05/2022
4.	Mr. Kazuhiro Nishioka*	00602255	23/06/2021
5.	Mrs. Neetika Batra	10219725	01/04/2024
6.	Mr. Hitoshi Fukagawa	10611378	29/05/2024
7.	Mr. Neeraj Munjal	00037792	26/05/2025
8.	Mr. Abhaya Shankar	00008378	26/05/2025
9.	Mr. Tetsuya Katsumata	11096018	26/05/2025

*Mr. Kazuhiro Nishioka has resigned as Director of the Company, effective from the close of business hours on March 31, 2025. The Company received his resignation via email dated April 08, 2025. In accordance with the provisions of Section 168 of the Companies Act, 2013, the effective date of resignation is April 08, 2025.

Ensuring the eligibility for 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 the basis of my verification. This certificate neither an assurance as to the future viability of the company nor of the efficiency or effectiveness with which the management has conducted the affairs of the company.

For AKU & Associates
Company Secretaries
FRN: S2016DE428500
Peer Review Certificate No: 1338/2021

Date: May 20, 2026
Place: New Delhi

Sd/-
CS Arun Kumar
(Proprietor)
Membership No -FCS: 11553
Certificate of Practice No.: 17196
UDIN: F011553H000418621

ANNEXURE 'I' TO THE BOARD'S REPORT

To The Members of
MUNJAL SHOWA LIMITED

Independent auditor's certificate on corporate governance

1. This certificate is issued in accordance with the terms of our engagement letter dated October 25, 2025.
2. We, Deloitte Haskins & Sells LLP, Chartered Accountants, the Statutory Auditors of Munjal Showa Limited (the Company), have examined the compliance of conditions of Corporate Governance by the Company, for the year ended on March 31, 2026, as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the Listing Regulations).

Managements' Responsibility

3. The compliance of conditions of Corporate Governance is the responsibility of the Management. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of the Corporate Governance stipulated in the Listing Regulations.

Auditor's Responsibility

4. Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
5. We have examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.
6. We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance issued by the Institute of the Chartered Accountants of India (the ICAI), the Standards on Auditing specified under Section 143(10) of the Companies Act 2013, in so far as applicable for the purpose of this certificate and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.
7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

8. Based on our examination of the relevant records and according to the information and explanations provided to us and the representations provided by the Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of the Listing Regulations during the year ended March 31, 2026.
9. We 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.

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Registration No.117366W/W-100018)

Place: Gurugram
Date: May 29, 2026

Sd/-
Akash Kumar Agarwal
Partner
(Membership No.063092)
UDIN: 26063092SGIHDP9460

Independent Auditor's Report

To the members of Munjal Showa Limited

Report on the Audit of the Financial Statements

Opinion

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

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid 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, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, and its profit, other comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of

the financial statements of the current period. We have determined that there are no key audit matters to communicate in our report.

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

- The Company's Board of Directors are responsible for the other information. The other information comprises the information included in the Board's Report including Annexures thereto, Corporate Governance, Management Discussion and Analysis, and Shareholder's Information, but does not include the financial statements, and our auditor's report thereon.
- Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Financial Statements

The Company's Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India including 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 the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of

adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibility for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference

to financial statements in place and the operating effectiveness of such controls.

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls 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.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit, 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 not complying with the requirement of audit trail as stated in (h)(vi) below.
- c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Statement of Cash Flows and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account.
- d) In our opinion, the aforesaid financial statements comply with the Ind AS specified under Section 133 of the Act.
- 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 modification relating to the maintenance of accounts and other matters connected therewith, is as stated in paragraph (b) above.
- g) With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to financial statements.
- h) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended,

In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.

- 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 financial statements - Refer Note 30(b) to the financial statements.
- ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses - Refer Note 44 to the financial statements.
- iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company - Refer Note 46 to the financial statements.
- iv. (a) The Management has represented that, to the best of its knowledge and belief, as disclosed in the note 40(e) to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (b) The Management has represented, that, to the best of its knowledge and belief, as disclosed in the note 40(f) to the financial statements, no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on

behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.
- v. The final dividend proposed in the previous year, declared and paid by the Company during the year is in accordance with section 123 of the Act, as applicable.

As stated in note 13 to the financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. Such dividend proposed is in accordance with section 123 of the Act, as applicable.

- vi. Based on our examination, which included test checks, the Company has used certain accounting software for maintaining its books of account for the year ended March 31, 2026 wherein in respect of an accounting software used by the company for the period April 1, 2025 to December 31, 2025, audit trail (edit log) feature was enabled and operated throughout the period for all relevant transactions recorded in the software except that audit trail (edit log) feature was not enabled at database level. Further, during the course of our audit, we did not come across any instance of audit trail feature being tampered with, in respect of this accounting software for the period for which the audit trail feature was operating.

The Company migrated its accounting software w.e.f. January 1, 2026, wherein audit trail (edit log) feature was enabled and operated from January 1, 2026 to March 31, 2026 for all relevant transactions recorded in the software at applicable level. Further, during the course of our audit, we did not

come across any instance of audit trail feature being tampered with, in respect of this accounting software for the period for which the audit trail feature was operating. Also, in respect of database which is maintained by third party service provider, in the absence of independent auditor's report covering the audit trail requirement, we are unable to comment whether audit trail feature of the said software was enabled and operated throughout the year or whether there were any instances of the audit trail feature being tampered with or whether the audit trail has been preserved by the Company as per the statutory requirements for record retention.

In respect of another accounting software operated by third party software service providers, for maintaining and processing certain transactions, used by the Company from January 1, 2026 to March 31, 2026, based on an independent auditor's report which covers the requirements of audit trail, the Company has used an accounting software for maintaining and processing certain transactions which has a feature of recording audit trail (edit log) facility and the same has operated during the period January 1, 2026 to March 31, 2026. No instance of audit trail feature being tampered with has been reported in such independent auditor's report for the aforesaid period.

Additionally, the audit trail that was enabled and operated till March 31, 2025, has been preserved by the Company as per the statutory requirements for record retention.

Refer Note 45 to the financial statements.

2. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order.

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Sd/-

Akash Kumar Agarwal
Partner

Place: Gurugram
Date: May 29, 2026

(Membership No. 063092)
UDIN: 26063092HJVHAD6794

Annexure A to the Independent Auditor's Report

(Referred to in paragraph 1(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

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

We have audited the internal financial controls with reference to financial statements of Munjal Showa Limited ("the Company") as at March 31, 2026 in conjunction with our audit of the Ind AS financial statements of the Company for the year ended on that date.

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

The Company's management and Board of Directors are responsible for establishing and maintaining internal financial controls with reference to financial statements based on the internal control with reference to 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 issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India 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 controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and

perform the audit to obtain reasonable assurance about whether adequate internal financial controls 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 financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

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

Meaning of Internal Financial Controls with reference to Financial Statements

A company's internal financial control with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to 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 Financial Statements

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

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the company has, in all material respects, an adequate internal financial controls 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 internal financial control with reference to financial statements established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For Deloitte Haskins & Sells LLP

Chartered Accountants

(Firm's Registration No. 117366W/W-100018)

Sd/-

Akash Kumar Agarwal

Partner

Place: Gurugram

Date: May 29, 2026

(Membership No. 063092)

UDIN: 26063092HJVHAD6794

Annexure B to the Independent Auditor's Report

(Referred to in paragraph 2 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

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

- (i) (a) A. The Company has maintained proper records showing full particulars, including quantitative details and situation of the Property, plant and equipment and capital work-in-progress.
- B. The Company is maintaining proper records showing full particulars of intangible assets.
- (b) The Company has a program of verification of property, plant and equipment, so to cover all the items once every three years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the program, no such assets were due for physical verification during the year. Since no physical verification of property, plant and equipment was due during the year the question of reporting on material discrepancies noted on verification does not arise.
- (c) With respect to immovable properties disclosed in the financial statements included in property, plant and equipment, according to the information and explanations given to us and based on the examination of the registered sale deed and conveyance deed provided to us, we report that, the title deeds of such immovable properties are held in the name of the Company as at the balance sheet date, except for the following:

Description of Property	Gross Carrying Value as at Balance Sheet Date	Held in the name of	Whether promoter, director or their relative or employee	Period held since	Reason for not being held in name of Company
	(₹ in Lakhs)				
Freehold land located at Manesar admeasuring 59,273 Sq. Meter	2,377.36	Haryana State Industrial and Infrastructure Development Corporation ('HSIIDC')	No	April 25, 2003	Registration is pending on account of some portion of land not being acquired by HSIIDC.

- (d) The Company has not revalued any of its property, plant and equipment and intangible assets during the year.
- (e) No proceedings have been initiated during the year or are pending against the Company as at March 31, 2026 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.
- (ii) (a) The inventories except for goods-in-transit and stocks held with third parties, were physically verified during the year by the Management at reasonable intervals. In our opinion and based on information and explanations given to us, the coverage and procedure of such verification by the Management is appropriate having regard to the size of the Company and the nature of its operations. For stocks held with third parties at the year-end, written confirmations have been obtained in most of the cases and in respect of goods in transit, the goods have been received subsequent to the year end in most of the cases. No discrepancies of 10% or more in the aggregate for each class of inventories were noticed on such physical verification of inventories, when compared with the books of account.

- (b) According to the information and explanations given to us, the Company has been sanctioned working capital limit in excess of ₹ 5 crores, in aggregate, at points of time during the year, from banks on the basis of security of current assets. In our opinion and according to the information and explanations given to us, the revised returns or revised statements submitted for each quarter comprising stock statements, creditor statements, trade receivables statements including ageing analysis of the receivables upto 3 months, and other stipulated financial information filed by the Company till the date of this report are in agreement with the unaudited books of account of the Company of the respective quarters.
- (iii) The Company has made investments in mutual funds, debentures, bonds and alternate investment funds and granted unsecured loans and advance in the nature of loan, to companies, firm and employees, during the year, in respect of which:
- a) The Company has granted loans and advance in the nature of loan during the year and details of which are given below:

(₹ Lakhs)

	Loans
A. Aggregate amount granted / provided during the year:	
- Loan to Employees	281.05
- Loan to Vendors	1325.00
B. Balance outstanding as at balance sheet date in respect of above cases:	
- Loan to Employees	304.94
- Loan to Vendors	120.32

- b) The investments made and the terms and conditions of the grant of all the above-mentioned loans and advance in the nature of loan, during the year are, in our opinion, *prima facie*, not prejudicial to the Company's interest.
- c) In respect of loans granted or advance in the nature of loan provided by the Company, the schedule of repayment of principal and payment of interest has been stipulated and the repayments of principal amounts and receipts of interest are regular as per stipulation.
- d) According to information and explanations given to us and based on the audit procedures performed, in respect of loans granted by the Company, there is no overdue amount remaining outstanding as at the balance sheet date.
- e) No loan or advance in the nature of loan granted by the Company which has fallen due during the year, has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.
- f) According to information and explanations given to us and based on the audit procedures performed, the Company has not granted any loans or advance in the nature of loans either repayable on demand or without specifying any terms or period of repayment during the year. Hence, reporting under clause (iii)(f) is not applicable.
- The Company has not provided any guarantee or security to companies, firms, Limited Liability Partnerships or any other parties during the year. The Company has not made investments in companies, firms, or Limited Liability Partnerships and has not granted any loans, secured or unsecured, to Limited Liability Partnerships during the year.
- (iv) The Company has complied with the provisions of 186 of the Companies Act, 2013, in respect of investments made. Further, the Company has not granted loans or provided guarantees or securities that are covered under the provisions of sections 185 or 186 of the Companies Act, 2013.
- (v) According to information and explanations given to us, the Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause (v) of the Order is not applicable.

(vi) The maintenance of cost records has not been specified for the activities of the Company by the Central Government under section 148(1) of the Companies Act, 2013.

(vii) In respect of statutory dues:

- (a) Undisputed statutory dues, including Goods and Services tax, Provident Fund, Employees' State Insurance, Income-tax, duty of Customs, cess and other material statutory dues applicable to the Company have been regularly deposited by it with the appropriate authorities in all cases during the year.

Based on the operations of the Company, Sales Tax, Service Tax, duty of Excise, and Value Added Tax are not applicable to the Company during the year.

There were no undisputed amounts payable in respect of Goods and Services tax, Provident Fund, Employees' State Insurance, Income-tax, duty of Customs, cess and other material statutory dues in arrears as at March 31, 2026 for a period of more than six months from the date they became payable.

- (b) Details of statutory dues referred to in sub-clause (a) above which have not been deposited as on March 31, 2026 on account of disputes are given below:

Name of the Statute	Nature of the Dues	Forum where Dispute is pending	Period to which the amount relates	Amount (₹ in Lakhs)* #	Amount paid/ adjusted by Department under protest (₹ in Lakhs)#
Income Tax Act, 1961	Income Tax	Income Tax Appellate Tribunal	AY 2010-11	640.51	575.26
			AY 2016-17	1,836.01	218.96
			AY 2017-18	2,372.14	1,201.15
			AY 2020-21	1,116.86	-
			AY 2021-22	970.60	-
			AY 2022-23	703.83	5.02
		Commissioner of Income Tax (Appeal)	AY 2010-11	441.50	-
			AY 2015-16	37.35	-
Employee State Insurance Act, 1948	Employees State Insurance	Employees Insurance Court	FY 1994-95 to 1997-98 and 2013-14 to 2015-2016	50.76	19.54
Goods and services tax	Goods and services tax	Joint Commissioner (Appeals), State tax Dehradun	FY 2018-19	219.50	10.50
		Deputy Commissioner, State Tax-1 Haridwar	FY 2022-23	3.45	-
Customs Act, 1962	Customs Act	Customs, Excise and Service Tax Appellate Tribunal	FY 2017-18 to FY 2018-19	99.32	-

* Amount as per demand orders including interest and penalty wherever quantified in the Order.

Excludes amount with respect to disputed dues, fully paid/adjusted by concerned authorities under protest for disputed matters amounting to ₹ 4,093.01 lakhs.

- (viii) According to information and explanations given to us, there were no transactions relating to previously unrecorded income that were surrendered or disclosed as income in the tax assessments under the Income Tax Act, 1961 (43 of 1961) during the year.
- (ix) a) In our opinion, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.
- b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
- c) The Company has not taken any term loan during the year and there are no unutilised term loans at the beginning of the year and hence, reporting under clause (ix)(c) of the Order is not applicable.
- d) On an overall examination of the financial statements of the Company, funds raised on short-term basis have, prima facie, not been used during the year for long-term purposes by the Company.
- e) -
- f) The Company did not have any subsidiary or associate or joint venture during the year and hence, reporting under clause (ix)(e)-(f) of the Order is not applicable.
- (x) (a) The Company has not issued any of its securities (including debt instruments) during the year and hence reporting under clause (x)(a) of the Order is not applicable.
- (b) During the year, the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and hence reporting under clause (x)(b) of the Order is not applicable to the Company.
- (xi) (a) To the best of our knowledge, no fraud by the Company and no material fraud on the Company has been noticed or reported during the year.
- (b) To the best of our knowledge, no report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.
- (c) As represented to us by the Management, there were no whistle blower complaints received by the Company during the year and upto 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) In our opinion, the Company is in compliance with Section 177 and 188 of the Companies Act, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.
- (xiv) (a) In our opinion the Company has an adequate internal audit system commensurate with the size and the nature of its business.
- (b) We have considered, the internal audit reports issued to the Company during the year and covering the period upto March 31, 2026, and the internal audit reports issued after the balance sheet date covering the period October 01, 2025 to March 31, 2026 for the period under audit.
- (xv) 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) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause (xvi)(a), (b) and (c) of the Order is not applicable.

The Group does not have any CIC as part of the group and accordingly reporting under clause (xvi)(d) of the Order is not applicable.

(xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors of the Company during the year.

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

(xx) The Company has fully spent the required amount towards Corporate Social Responsibility (CSR) and there is no unspent CSR amount for the year requiring a transfer to a Fund specified in Schedule VII to the Companies Act or special account in compliance with the provision of sub-section (6) of section 135 of the said Act. Accordingly, reporting under clause (xx) of the Order is not applicable for the year.

For Deloitte Haskins & Sells LLP

Chartered Accountants

(Firm's Registration No. 117366W/W-100018)

Sd/-

Akash Kumar Agarwal

Partner

(Membership No. 063092)

UDIN: 26063092HJVHAD6794

Place: Gurugram

Date: May 29, 2026

Balance Sheet as at March 31, 2026

(₹ in lakhs)			
Particulars	Notes	As at March 31, 2026	As at March 31, 2025
ASSETS			
Non-current assets			
(a) Property, plant and equipment	3	11,053.68	11,648.01
(b) Capital work-in-progress	3a	45.06	54.06
(c) Intangible assets	4	211.38	187.65
(d) Intangible assets under development	-	-	-
(e) Financial assets			
(i) Investments	5a	2,866.02	2,850.54
(ii) Loans	5b	125.32	125.74
(iii) Other financial assets	5c	571.03	612.76
(f) Deferred tax assets (net)	15	188.37	268.84
(g) Income tax assets (net)	6	6,619.20	6,362.51
(h) Other non-current assets	7	34.58	38.04
Total Non- Current Assets		21,714.64	22,148.15
Current assets			
(a) Inventories	8	8,325.76	7,726.79
(b) Financial assets			
(i) Investments	5a	31,841.02	32,040.16
(ii) Trade Receivables	9	23,465.73	16,785.79
(iii) Cash and cash equivalents	10	98.08	2,601.27
(iv) Bank balances other than (iii) above	11	68.47	70.50
(v) Loans	5b	299.94	419.70
(vi) Other financial assets	5c	3.10	3.10
(c) Other current assets	7	676.84	1,048.55
Total Current Assets		64,778.94	60,695.86
Total Assets		86,493.58	82,844.01
EQUITY AND LIABILITIES			
EQUITY			
(a) Equity share capital	12	799.93	799.93
(b) Other equity	13	67,002.78	66,647.41
Total Equity		67,802.71	67,447.34
LIABILITIES			
Non-current liabilities			
(a) Long term Provisions	14	1,262.74	1,120.96
Total Non-Current Liabilities		1,262.74	1,120.96
Current liabilities			
(a) Financial Liabilities			
(i) Trade Payables	16a		
A) Total outstanding dues of micro enterprises and small enterprises; and		3,590.80	2,045.44
B) Total outstanding dues of creditors other than micro enterprises and small enterprises		11,947.58	9,978.28
(ii) Other financial liabilities	16b	193.64	304.54
(b) Other current liabilities	17	1,432.94	1,710.89
(c) Provisions	14	263.17	236.56
Total Current Liabilities		17,428.13	14,275.71
Total Equity and Liabilities		86,493.58	82,844.01
See accompanying notes to the financial statements	1 to 48		

In terms of our report attached
For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Sd/-
Akash Kumar Agarwal
Partner
(Membership No. 063092)

Place : Gurugram
Date : May 29, 2026

For and on behalf of the Board of Directors

Sd/-
Yogesh Chander Munjal
Chairman & Managing Director
DIN- 00003491

Sd/-
Neetika Batra
Director
DIN- 10219725

Sd/-
Pankaj Gupta
Chief Financial Officer

Sd/-
Ravinder Sharma
Company Secretary
Membership No. A72077

Place : Gurugram
Date : May 29, 2026

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

(₹ in lakhs)			
Particulars	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
I INCOME			
Revenue from operations	18	1,31,542.15	1,25,044.73
Other income	19	1,955.06	3,027.24
Total Income		1,33,497.21	1,28,071.97
II EXPENSES			
Cost of raw materials and components consumed	20	1,02,552.44	96,888.87
Changes in inventories of finished goods, work-in progress and scrap	21	(416.60)	182.79
Employee benefits expense	22	12,307.26	11,935.70
Finance costs	23	13.51	1.73
Depreciation and amortization expenses	24	1,059.01	1,200.73
Other expenses	25	14,803.82	14,345.70
Total expenses		1,30,319.44	1,24,555.52
III Profit before exceptional items and tax (I-II)		3,177.77	3,516.45
IV Exceptional items	31	220.02	-
V Profit before tax (III-IV)		2,957.75	3,516.45
VI Tax expense:			
Current tax	26	642.39	988.48
Tax adjustment for earlier year	26	36.95	7.89
Deferred tax (credit)/ charge	26	91.24	(366.90)
Total tax expenses		770.58	629.47
VII Profit for the year (V-VI)		2,187.17	2,886.98
VIII Other Comprehensive Income			
Items that will not be reclassified to profit or loss:			
Re-measurement gains (losses) on defined benefit plans		(42.79)	(86.71)
Tax effect on above	26	10.77	21.82
Total other comprehensive income		(32.02)	(64.89)
IX Total Comprehensive Income (VII+VIII)		2,155.15	2,822.09
X Earnings per equity share (of ₹ 2 each)	27		
(1) Basic (in ₹)		5.47	7.22
(2) Diluted (in ₹)		5.47	7.22
See accompanying notes to the financial statements		1 to 48	

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Sd/-
Akash Kumar Agarwal
Partner
(Membership No. 063092)

Place : Gurugram
Date : May 29, 2026

For and on behalf of the Board of Directors

Sd/-
Yogesh Chander Munjal
Chairman & Managing Director
DIN- 00003491

Sd/-
Neetika Batra
Director
DIN- 10219725

Sd/-
Pankaj Gupta
Chief Financial Officer

Sd/-
Ravinder Sharma
Company Secretary
Membership No. A72077

Place : Gurugram
Date : May 29, 2026

Statement of Cash Flow for the year ended March 31, 2026

(₹ in lakhs)

	For the year ended March 31, 2026		For the year ended March 31, 2025	
A. CASH FLOW FROM OPERATING ACTIVITIES				
Profit for the year		2,187.17		2,886.98
Adjustments for:				
Add: Depreciation and amortization expenses	1,059.01		1,200.73	
Tax expense	770.58		629.47	
Finance cost	13.51		1.73	
Provision for doubtful debts	-		782.34	
Unrealised(gain)/losses on foreign exchange fluctuation	12.94		3.06	
		1,856.04		2,617.33
Less: Interest income	790.95		538.88	
Interest on Income-tax refunds	-		28.29	
Net gain on sale of investments	137.05		3,351.39	
Liabilities and provisions no longer required written back (net)	77.02		596.92	
Profit on disposal of property, plant and equipment (net)	16.22		12.53	
Fair value gain on financial instruments at fair value through profit or loss	876.68		(1,585.45)	
Dividend income	0.38		0.39	
		1,898.30		2,942.95
Operating profit before working capital changes		2,144.91		2,561.36
<u>Changes in working capital:</u>				
Inventories	(598.97)		(444.31)	
Trade receivables	(6,679.94)		780.18	
Loans-Current	119.76		(100.02)	
Loans-Non-Current	0.42		26.96	
Other financial assets-current	-		1.96	
Other financial assets-non-current	18.66		(56.85)	
Other current assets	371.71		681.20	
Other non-current assets	1.33		3.09	
		(6,767.03)		892.21
Adjustment for increase/(decrease) in operating liabilities:				
Trade payables	3,578.75		1,076.21	
Other financial liabilities-Current	67.28		0.45	
Other current liabilities	(277.95)		107.23	
Short-term/long-term provisions	125.60		0.59	
		3,493.68		1,184.48
Cash generated from operations		(1,128.44)		4,638.05
Less: Direct taxes paid (net)		936.03		976.61
Net cash from operating activities		(2,064.47)		3,661.44

Statement of Cash Flow for the year ended March 31, 2026 (Contd.)

(₹ in lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
B. CASH FLOW FROM INVESTING ACTIVITIES		
Capital expenditure on property, plant & equipment, capital work-in-progress and intangible assets including capital advances	(656.47)	(680.48)
Proceeds from sale of property, plant & equipment	19.26	72.76
Sale of investments - current	16,932.23	31,606.92
Purchase of investments- current	(15,599.23)	(34,255.21)
Sale of investments - Non current	32.83	3,162.82
Purchase of investments- Non current	(168.45)	(1,442.40)
Net (increase)/decrease in other bank balances and margin money deposits	21.90	(1.16)
Dividend received on investment	0.38	0.39
Interest received	794.15	538.32
Net cash from / (used in) investing activities	1,376.60	(998.04)
C. CASH FLOW FROM FINANCING ACTIVITIES		
Interest paid	(13.51)	(1.73)
Dividends paid	(1,801.81)	(1,798.62)
Net cash (used in) financing activities	(1,815.32)	(1,800.35)
D. NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS (A+B+C)	(2,503.19)	863.05
Cash and cash equivalents at the beginning of the year	2,601.27	1,738.22
Cash and cash equivalents at the end of the year (Refer note 10)	98.08	2,601.27

In terms of our report attached
For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Sd/-
Akash Kumar Agarwal
Partner
(Membership No. 063092)

Place : Gurugram
Date : May 29, 2026

For and on behalf of the Board of Directors

Sd/-
Yogesh Chander Munjal
Chairman & Managing Director
DIN- 00003491

Sd/-
Pankaj Gupta
Chief Financial Officer

Place : Gurugram
Date : May 29, 2026

Sd/-
Neetika Batra
Director
DIN- 10219725

Sd/-
Ravinder Sharma
Company Secretary
Membership No. A72077

Statement of Changes in Equity for the year ended March 31, 2026

A. Equity share capital

(1) Current year ended March 31, 2026

Particulars	No. of Shares	Amount (₹ in lakhs)
Balance at the beginning of the current reporting period	399.95	799.93
Changes in equity share capital during the current year	-	-
Balance at the end of the current reporting period	399.95	799.93

(2) Previous year ended March 31, 2025

Particulars	No. of Shares	Amount (₹ in lakhs)
Balance at the beginning of the previous reporting period	399.95	799.93
Changes in equity share capital during the previous year	-	-
Balance at the end of the previous reporting period	399.95	799.93

B. Other equity

(1) Current year ended March 31, 2026

Particulars	Reserves and Surplus		Total
	General reserve	Retained Earnings	
Balance at the beginning of the current reporting period	35,907.85	30,739.56	66,647.41
Profit for the year	-	2,187.17	2,187.17
Re-measurement (losses)/gains on defined benefit obligations (net of income tax)	-	(32.02)	(32.02)
Total Comprehensive Income for the current year	-	2,155.15	2,155.15
Final Dividend paid for the financial year 2024-25	-	(1,799.78)	(1,799.78)
Balance at the end of the current reporting period	35,907.85	31,094.93	67,002.78

Statement of Changes in Equity for the year ended March 31, 2026 (Contd.)

(2) Previous year ended March 31, 2025

Particulars	(₹ in lakhs)		
	Reserves and Surplus		Total
	General reserve	Retained Earnings	
Balance at the beginning of the previous reporting period	35,907.85	29,717.25	65,625.10
Profit for the year	-	2,886.98	2,886.98
Re-measurement (losses)/gains on defined benefit obligations (net of income tax)	-	(64.89)	(64.89)
Total Comprehensive Income for the previous year	-	2,822.09	2,822.09
Final Dividend paid for the financial year 2023-24	-	(1,799.78)	(1,799.78)
Balance at the end of the previous reporting period	35,907.85	30,739.56	66,647.41

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Sd/-
Akash Kumar Agarwal
Partner
(Membership No. 063092)

Sd/-
Yogesh Chander Munjal
Chairman & Managing Director
DIN- 00003491

Sd/-
Neetika Batra
Director
DIN- 10219725

Sd/-
Pankaj Gupta
Chief Financial Officer

Sd/-
Ravinder Sharma
Company Secretary
Membership No. A72077

Place : Gurugram
Date : May 29, 2026

Place : Gurugram
Date : May 29, 2026

For and on behalf of the Board of Directors

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

1. CORPORATE INFORMATION

Munjal Showa Limited ('the Company') having CIN No. L34101HR1985PLC020934, is a public company domiciled in India and has a registered office in Gurugram, India. The Company is incorporated under the provisions of the erstwhile Companies Act, 1956. The shares of the Company are listed on two stock exchanges in India i.e. National Stock Exchange (NSE) and Bombay Stock Exchange (BSE). It was established in 1985 as a result of technical and financial collaboration between Hero Group and Showa Corporation, Japan. On January 01, 2021 Hitachi Astemo Limited has been formed as new Company pursuant to the absorption merger of Showa Corporation, Japan, with Hitachi Automotive Systems Limited.

The Company operates as an ancillary and manufactures auto components for the two-wheeler and four-wheeler industry, primary products being front forks, shock absorbers, struts, gas springs and window balancers for sale in domestic market. The Company has three manufacturing locations at Gurugram, Manesar and Haridwar.

The financial statements for the year ended March 31, 2026 were approved by the Board of Directors and authorized for issue on May 29, 2026.

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION

i) Basis of preparation of financial statements

a) Statement of compliance

The financial statements have been prepared in accordance with the Indian Accounting Standards ("Ind AS") notified under section 133 of the Companies Act, 2013 ("the Act") read with the relevant rules issued thereunder and other accounting principles generally accepted in India.

b) Accounting convention

The financial statements have been prepared on the historical cost basis except for certain financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

c) Operating cycle

Based on the nature of products/ activities of the Company and the normal time between acquisition of assets and their realization in cash or cash equivalents, the Company has determined its operating cycle as 12 months for the purpose of classification of its assets and liabilities as current and non-current.

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

ii) Foreign currencies

Functional and presentational currency

The Company's financial statements are presented in Indian Rupees (INR or ₹) which is also the Company's functional currency. Functional currency is the currency of the primary economic environment in which an entity operates and is normally the currency in which the entity primarily generates and expends cash. All the financial information presented in INR has been rounded to the nearest lakhs (INR 00,000), except when otherwise stated.

Notes forming part of the financial statements for the year ended March 31, 2026

Transactions and Balances

Transactions in foreign currencies are initially recorded by the Company at the functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Exchange differences arising on settlement or translation of monetary items are recognised in the Statement of Profit and Loss.

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

iii) Fair value measurement

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

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

The principal or the most advantageous market must be accessible by the Company.

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

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

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

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

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

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

Notes forming part of the financial statements for the year ended March 31, 2026

iv) Cash and cash equivalents

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

For the purpose of the statement of cash flows, cash and cash equivalents, as defined above, net of outstanding bank overdrafts are considered an integral part of the Company's cash management.

v) Cash flow statement

Cash flows are reported using the indirect method, whereby profit/(loss) for the year is adjusted for the effects of transactions of a non-cash nature and any deferrals or accruals of past or future cash receipts or payments. The cash flows from operating, investing and financing activities of the Company are segregated based on the available information.

vi) Revenue recognition

Sales are recognized, at transaction price as per terms of agreements with the customers, net of returns and other variable consideration on account of discounts, if any, on satisfaction of performance obligation by transfer of effective control of the promised goods to the customers, which generally coincides with dispatch/ delivery to customers, as applicable. Sales excludes goods and services tax.

The Company recognises revenue when the amount of revenue and its related cost can be reliably measured and it is probable that future economic benefits will flow to the entity and degree of managerial involvement associated with ownership or effective control have been met for each of the Company's activities as described below. The Company bases its estimates on historical results, taking into consideration the type of customer, the type of transactions and the specifics of each arrangement.

Sale of goods

Revenue is recognized for domestic and export sales of goods on satisfaction of performance obligation by transfer of effective control of the promised goods to the customers as per terms of agreements with the customers.

Contract modification:

Contract modification is a change in the scope or price (or both) of a contract that is approved by the parties to the contract. Contract modification are accounted based on the prospective accounting and cumulative catch up. The Company accounts for a modification as a separate contract, if both the scope increases due to the addition of 'distinct' goods or services and the price increase reflects the goods' or services' stand-alone selling prices under the circumstances of the modified contract.

Interest income

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

vii) Inventories

Inventories comprise raw materials, components, work-in-progress, finished goods, and stores and spares which are carried at lower of cost or net realizable value, while scrap is carried at its realizable value.

Notes forming part of the financial statements for the year ended March 31, 2026

Cost of inventories comprise all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Cost of inventories, other than finished goods and work-in-progress, is determined on a moving weighted average basis. Cost of finished goods and work-in-progress include the cost of materials determined on a moving weighted average basis and an appropriate portion of fixed overheads based on normal capacity and variable overheads based on actual capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products. Raw materials and other supplies held for use in the production of finished products are not written down below cost except in cases where material prices have declined and it is estimated that the cost of the finished products will exceed their net realisable value. The comparison of cost and net realisable value is made on an item-by item basis.

viii) Property, plant and equipment

Recognition and Measurement

Items of Property, plant and equipment (including furniture, fixtures, vehicles, etc.) held for use in the production or supply of goods or services, or for administrative purposes are measured at cost of acquisition less accumulated depreciation and/or accumulated impairment loss, if any. Properties in the course of construction for production, supply or administrative purposes are carried at cost, less any recognised impairment loss. Cost comprises purchase price, non-refundable taxes, duties or levies, any other directly attributable cost of bringing the asset to its working condition for its intended use and the estimated costs of dismantling and removing the items and restoring the site on which they are located. Any trade discounts and rebates are deducted in arriving at the purchase price.

An item of property, plant and equipment and any significant part initially recognised is de-recognised upon disposal or when no future economic benefits are expected from its use. 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 included in the Statement of Profit and Loss.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Subsequent Costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item of property, plant and equipment, if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably with the carrying amount of the replaced part getting de-recognised. The cost for day-to-day servicing of property, plant and equipment are recognised in Statement of Profit and Loss as and when incurred.

Depreciation

Depreciation is recognised so as to write off the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Depreciation on property, plant and equipment is charged on a pro-rata basis at the straight-line method over estimated useful lives of its property, plant and equipment which is generally in line with that provided in Part C of Schedule II to the Act.

Notes forming part of the financial statements for the year ended March 31, 2026

The identified components are depreciated separately over their useful lives; the remaining components are depreciated over the life of the principal asset. The Company has used the following rates to provide depreciation on its property, plant and equipment.

S. No.	Assets	Useful lives estimated by the management (years)
(i)	Factory Buildings	30
(ii)	Plant and machinery	2 to 25
(iii)	Furniture and fixtures	10
(iv)	Office equipment	5
(v)	Computers- Servers & networks	6
(vi)	Computers- End user devices	3
(vii)	Vehicles	6

The management has estimated, supported by independent assessment by technical experts, professionals, the useful lives of the following classes of assets:

- The useful lives of certain plant and equipment is estimated as ranging between 2 to 25 years, which is lower than those indicated in schedule II
- Vehicles are depreciated over the estimated useful lives of 6 years, which is lower than those indicated in schedule II.

Depreciation methods, useful lives and residual values are reviewed at each financial year end and adjusted prospectively, if appropriate.

ix) Intangible assets

Recognition and Measurement

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development cost, are not capitalised and the related expenditure is reflected in the Statement of Profit and Loss in the period in which the expenditure is incurred.

Amortisation and Useful lives

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

Amounts paid towards acquisition of designs and drawings is amortised on straight line basis over the period of expected future sales from the related product, which the management has determined to be 24 months based on past trends. Amortisation shall begin when the asset is available for use, i.e., when it is in the location and condition necessary for it to be capable of operating in a manner intended by management.

Notes forming part of the financial statements for the year ended March 31, 2026

Costs relating to software, which are acquired, are capitalised and amortised on a straight line basis over the management's estimated useful life of 48 months.

Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Profit and Loss within other income/other expenditure when the asset is de-recognised.

Research and development costs

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Company can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale;
- Its intention to complete and its ability to use or sell the asset;
- How the asset will generate future economic benefits;
- The availability of resources to complete the asset;
- The ability to measure reliably the expenditure during development.

Following initial recognition of the development expenditure as an asset, the asset is carried at cost *less* any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit. Amortisation expense is recognised in the Statement of Profit and Loss unless such expenditure forms part of carrying value of another asset. During the period of development, the asset is tested for impairment annually.

x) Borrowing cost

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

xi) Leases

Leases are recognized as a right-to-use assets and corresponding liability at the date at which the leased asset is available for use by the Company. The Company currently has only short-term leases and leases of low- value assets, which are accounted for as under.

Short-term leases and leases of low-value assets

Short term leases are leases with a term of twelve months or less. For short-term and low value leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

xii) Provisions

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

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

Notes forming part of the financial statements for the year ended March 31, 2026

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources would be required to settle the obligation, the provision is reversed.

Warranties

The estimated liability for product warranties is recorded when products are sold. These estimates are established using historical information on the nature, frequency and average cost of warranty claims and management estimates regarding possible future incidence based on corrective actions on product failures. The timing of outflows will vary as and when warranty claim will arise- being typically two to five years. The estimate of such warranty-related costs is revised annually.

xiii) Contingent liabilities

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

xiv) Contingent assets

Contingent assets are disclosed in the financial statements only when an inflow of economic benefits is probable.

xv) Financial instruments

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

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in the Statement of Profit and Loss.

a) Financial assets

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

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost (except for debt instruments that are designated as at fair value through profit or loss on initial recognition):

- the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

Debt instruments that meet the following conditions are subsequently measured at fair value through other comprehensive income ("FVTOCI") (except for debt instruments that are designated as at fair value through profit or loss on initial recognition): the asset is held within a business model whose objective is achieved both by collecting contractual cash flows and selling financial assets; and the contractual terms of the instrument

Notes forming part of the financial statements for the year ended March 31, 2026

give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Interest income is recognised in profit or loss for FVTOCI debt instruments.

All other financial assets are subsequently measured at fair value.

Trade receivables that do not contain a significant financing component are measured at transaction price.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (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 debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at FVTPL. Interest income is recognised in the Statement of Profit and Loss and is included in the "Other income" line item.

Financial assets at fair value through profit or loss (FVTPL)

Investments in equity instruments are classified as at FVTPL, unless the Company irrevocably elects on initial recognition to present subsequent changes in fair value in other comprehensive income for investments in equity instruments which are not held for trading.

Debt instruments that do not meet the amortised cost criteria or FVTOCI criteria are measured at FVTPL. In addition, debt instruments that meet the amortised cost criteria or the FVTOCI criteria but are designated as at FVTPL are measured at FVTPL.

A financial asset that meets the amortised cost criteria or debt instruments that meet the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on re-measurement recognised in the Statement of Profit and Loss. The net gain or loss recognised in Statement of Profit and Loss incorporates any dividend or interest earned on the financial asset and is included in the 'Other income' line item. Dividend on financial assets at FVTPL is recognised when the Company's right to receive the dividends is established, it is probable that the economic benefits associated with the dividend will flow to the entity, the dividend does not represent a recovery of part of cost of the investment and the amount of dividend can be measured reliably.

Impairment of financial assets

The Company applies the expected credit loss model for recognising impairment loss on financial assets measured at amortised cost, debt instruments at FVTOCI, trade receivables, other contractual rights to receive cash or other financial asset, and financial guarantees not designated as at FVTPL.

Expected credit losses are the weighted average of credit losses with the respective risks of default occurring as the weights.

Notes forming part of the financial statements for the year ended March 31, 2026

De-recognition of financial assets

The Company de-recognises a financial asset when the contractual rights to the cash flows from the asset expires, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party.

b) Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by Company are classified as either financial liabilities or as' equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

Financial liabilities

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance costs' Line item.

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.

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

De-recognition of financial liabilities

The Company derecognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or have expired.

c) Derivative financial instruments

The Company enters into a variety of derivative financial instruments to manage its exposure to foreign exchange rate risks, including foreign exchange forward contracts, option contracts, etc.

Embedded derivatives

Derivatives embedded in non-derivative host contracts that are not financial assets within the scope of Ind AS 109 are treated as separate derivatives when their risks and characteristics are not closely related to those of the host contracts and the host contracts are not measured at FVTPL.

xvi) Equity share capital

Equity shares are classified as equity. Incremental costs directly attributable to the issuance of new shares are recognised as a deduction from equity, net of any tax effects.

Notes forming part of the financial statements for the year ended March 31, 2026

xvii) Impairment of non-financial assets

The carrying amounts of the Company's non-financial assets, other than deferred tax assets, are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit ('CGU') is the greater of its value in use or its fair value less costs to sell. In assessing 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 the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or group of assets ('CGU').

The Company's corporate assets do not generate separate cash inflows. If there is an indication that a corporate asset may be impaired, then the recoverable amount is determined for the CGU to which the corporate asset belongs.

An impairment loss is recognised, if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount and are recognised in Statement of Profit and Loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of goodwill, if any, allocated to the units and then to reduce the carrying amounts of the other assets in the unit on a pro rata basis.

Impairment losses recognised in prior periods are assessed at end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

xviii) Employee benefits

Short Term Employee benefits

All employee benefits expected to be settled wholly within twelve months of rendering the service are classified as short-term employee benefits. When an employee has rendered service to the Company during an accounting period, the Company recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service as an expense unless another Ind AS requires or permits the inclusion of the benefits in the cost of an asset. Benefits such as salaries, wages and short-term compensated absences and bonus etc. are recognised in Statement of Profit and Loss in the period in which the employee renders the related service.

Defined Contribution Plan

Provident fund and superannuation fund

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and has no obligation to pay any further amounts. The Company makes specified monthly contributions towards provident fund and superannuation fund which are defined contribution plans. The Company has no obligation, other than the contribution payable to the funds. The Company recognises contribution payable to the fund in the Statement of Profit and Loss, when an employee renders the related service. If the contribution payable to the scheme for service received before the balance sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognised as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the balance sheet date, then

Notes forming part of the financial statements for the year ended March 31, 2026

excess is recognised as an asset to the extent that the prepayment will lead to, for example, a reduction in future payment or a cash refund.

Long term Employee benefits Defined Benefit Plan

Gratuity

The Company's gratuity benefit scheme is a defined benefit plan. The Company's net obligation in respect of defined benefit plan is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; this benefit is discounted to determine its present value. Any unrecognised past service costs and the fair value of any plan assets are deducted. The calculation of the Company's obligation under this plan is performed annually by a qualified actuary using the projected unit credit method.

Re-measurements comprising of actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognised immediately in the balance sheet with a corresponding debit or credit to retained earnings through other comprehensive income in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

All other expenses related to defined benefit plans are recognised in the Statement of Profit and Loss as employee benefit expenses. Gains or losses on the curtailment or settlement of any defined benefit plan are recognised when the curtailment or settlement occurs. Curtailment gains and losses are accounted for as past service costs.

Compensated absences

The employees can carry forward a portion of the unutilized accrued compensated absences and utilise it in future service periods or receive cash compensation during termination of employment.

Compensated absence, which is expected to be utilized within the next 12 months, is treated as short-term employee benefit. The Company measures the expected cost of such absences as the additional amount that it expects to pay as a result of the unused entitlement that has accumulated at the reporting date. The Company treats compensated absences expected to be carried forward beyond twelve months, as long-term employee benefit for measurement purposes. Such long-term compensated absences are provided for based on the actuarial valuation using the projected unit credit method at the year-end. Actuarial gains/losses are immediately taken to the Statement of Profit and Loss.

xix) Taxes

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

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before tax'

as reported in the 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 calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally

Notes forming part of the financial statements for the year ended March 31, 2026

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 utilised.

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

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, 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 that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Current and deferred tax for the year

Current and deferred tax are recognised in the Statement of Profit and Loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

xx) Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

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

xxi) Earnings per share

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

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

xxii) Dividends

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

xxiii) Critical accounting judgements and key sources of estimation uncertainty

In the application of the Company accounting policies, which are described in note 2, the management of the Company are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based

Notes forming part of the financial statements for the year ended March 31, 2026

on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the areas of estimation uncertainty and critical judgements that the management has made in the process of applying the Company's accounting policies:

(a) Impairment of non-financial assets

The carrying amounts of the Company's non-financial assets, other than deferred tax assets, are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit ('CGU') is the greater of its value in use and its fair value less costs to sell. In assessing 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 the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets ('CGU').

The Company's corporate assets do not generate separate cash inflows. If there is an indication that a corporate asset may be impaired, then the recoverable amount is determined for the CGU to which the corporate asset belongs.

(b) Useful life of depreciable assets

Management reviews the useful lives of depreciable assets at each reporting date. As at March 31, 2026 management assessed that the useful lives represent the expected utility of the assets to the Company. Further, there is no change in the useful lives as compared to previous year.

(c) Provisions and contingent liabilities

On an ongoing basis, the Company reviews pending cases, claims by third parties and other contingencies. For contingent losses that are considered probable, an estimated loss is recorded as an accrual in financial statements. Loss contingencies that are considered possible are not provided for but disclosed as Contingent liabilities in the financial statements. Contingencies the likelihood of which is remote are not disclosed in the financial statements.

(d) Estimation of defined employee benefits

The present value of the gratuity and compensated absence obligations are determined using actuarial valuation. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The parameter most subject to change is the discount rate. In determining the appropriate discount rate for plans operating in India, the management considers the interest rates of government bonds in currencies

Notes forming part of the financial statements for the year ended March 31, 2026

consistent with the currencies of the post-employment benefit obligation. The mortality rate is based on publicly available mortality tables for the specific countries. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates.

Further details about gratuity obligations are given in Note 28.

(e) Provision for warranty

A provision is recognised for expected warranty claims on products sold during the latest five years (including current year) as per warranty period on respective models, based on past experience of level of repairs and returns. Assumption used to calculate the provision for warranties are based on current sales level and current information available about past returns based on the warranty period for all products sold.

3. APPLICABILITY OF NEW AND REVISED IND AS

New standards, interpretations and amendments adopted by the Company Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

In May 2025, MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, applicable w.e.f. April 1, 2025. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

In August 2025, MCA notified the following amendments to:

Ind AS 1, Presentation of Financial Statements, applicable w.e.f. April 1, 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.

Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. April 1, 2025 – The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any impact in its financial statements.

Ind AS 12, International Tax Reform – Pillar Two Model Rules applicable immediately - The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and require companies to disclose that they have applied the relief. This relief is immediate and applies retrospectively. The amendments also require companies to provide new disclosures to compensate for potential loss of information resulting from the relief. Such disclosures are to be provided for annual reporting periods beginning on or after April 1, 2025. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any impact in its financial statements.

Standards notified but not yet effective:

There are no standards that are notified and not yet effective as on the date.

Notes forming part of the financial statements for the year ended March 31, 2026

3. Property, plant and equipment

Particulars	Freehold land*	Factory Buildings	Plant and machinery	Furniture and fixtures	Office equipment	Computers	Vehicles	Total
Gross Carrying value as at April 1, 2024	5,197.38	5,600.34	10,055.26	101.86	72.43	118.08	397.06	21,542.41
Additions	-	26.42	453.57	18.01	6.23	15.84	103.27	623.34
Disposals	-	-	(198.70)	(0.88)	(28.95)	(4.61)	(2.70)	(235.84)
Gross Carrying value as at March 31, 2025	5,197.38	5,626.76	10,310.13	118.99	49.71	129.31	497.63	21,929.91
Additions	-	-	127.49	9.03	6.85	13.59	145.21	302.17
Disposals	-	-	(116.97)	(2.00)	(8.85)	(2.53)	(37.32)	(167.67)
Gross Carrying value as at March 31, 2026	5,197.38	5,626.76	10,320.65	126.02	47.71	140.37	605.52	22,064.41
Accumulated Depreciation								
As at April 1, 2024	-	1,920.13	7,193.11	57.02	60.15	105.34	97.29	9,433.04
Depreciation expense	-	244.53	673.62	15.88	5.48	9.09	75.87	1,024.47
Accumulated depreciation on deletions	-	-	(138.64)	(0.88)	(28.78)	(4.61)	(2.70)	(175.61)
As at March 31, 2025	-	2,164.66	7,728.09	72.02	36.85	109.82	170.46	10,281.90
Depreciation expense	-	244.96	541.94	8.24	4.79	11.03	82.50	893.46
Accumulated depreciation on deletions	-	-	(114.86)	(2.00)	(7.92)	(2.53)	(37.32)	(164.63)
As at March 31, 2026	-	2,409.62	8,155.17	78.26	33.72	118.32	215.64	11,010.73
Net Carrying value								
As at March 31, 2025	5,197.38	3,462.10	2,582.04	46.97	12.86	19.49	327.17	11,648.01
As at March 31, 2026	5,197.38	3,217.14	2,165.48	47.76	13.99	22.05	389.88	11,053.68

Note: The Company has not revalued its Property, plant & equipments.

* The details of immovable property whose title deeds are not held in the name of the Company is given below:

Relevant line item in the Balance sheet	Description of item of property	Gross carrying value (₹ 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 and equipment	Freehold land located at Manesar admeasuring 59,273 Sq. Meter	2,377.36	Haryana State Industrial and Infrastructure Development Corporation ('HSIIDC')	No	April 25, 2003	Registration is pending on account of some portion of land not being acquired by HSIIDC.

Notes forming part of the financial statements for the year ended March 31, 2026

3a. Capital work in Progress

(₹ in lakhs)

Particulars	Amount
As at April 1, 2024	-
Add: Additions during the year	534.04
Less: Transfer to property, plant and equipment	(479.98)
Closing balance as at March 31, 2025	54.06
Add: Additions during the year	118.49
Less: Transfer to property, plant and equipment	(127.49)
Closing balance as at March 31, 2026	45.06

Disclosures in respect of Capital work in Progress is as mentioned below:-

3b. Capital work in Progress (CWIP)

As at March 31, 2026

(₹ in lakhs)

CWIP	Amount in CWIP for a period of				Total
Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Project in progress	34.45	10.61	-	-	45.06
Project Temporarily suspended	-	-	-	-	-
Total	34.45	10.61	-	-	45.06

As at March 31, 2025

(₹ in lakhs)

CWIP	Amount in CWIP for a period of				Total
Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Project in progress	54.06	-	-	-	54.06
Project Temporarily suspended	-	-	-	-	-
Total	54.06	-	-	-	54.06

Notes forming part of the financial statements for the year ended March 31, 2026

3c. Capital work in progress, whose completion is overdue or has exceeded its cost compared to its original plan

As at March 31, 2026

(₹ in lakhs)

CWIP	Amount in CWIP for a period of				Total
Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Project 1	10.61	-	-	-	10.61
Project 2	-	-	-	-	-
Total	10.61	-	-	-	10.61

As at March 31, 2025

(₹ in lakhs)

CWIP	Amount in CWIP for a period of				Total
Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Project 1	-	-	-	-	-
Project 2	-	-	-	-	-
Total	-	-	-	-	-

4. Intangible assets

(₹ in lakhs)

Particulars	Computer Software (Acquired)	Designs and drawings	Total
Carrying value as at April 1, 2024	163.72	1,326.43	1,490.15
Additions	-	191.71	191.71
Carrying value as at March 31, 2025	163.72	1,518.14	1,681.86
Additions	134.50	54.78	189.28
Carrying value as at March 31, 2026	298.22	1,572.92	1,871.14
Accumulated amortisation			
As at April 1, 2024	103.45	1,214.50	1,317.95
Amortisation expense	23.30	152.96	176.26
As at March 31, 2025	126.75	1,367.46	1,494.21
Amortisation expense	24.82	140.73	165.55
As at March 31, 2026	151.57	1,508.19	1,659.76
Net Carrying Value			
As at March 31, 2025	36.97	150.68	187.65
As at March 31, 2026	146.65	64.73	211.38

There is no intangible assets under development as at March 31, 2026 and as at March 31, 2025.

Notes forming part of the financial statements for the year ended March 31, 2026

5. Financial Assets

5.(a) Investments

(₹ in lakhs)

	Units as at March 31, 2026	Units as at March 31, 2025	Non-current		Current	
			As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Quoted investments (fully paid)						
Investment in debentures and bonds at fair value through Profit or loss (FVTPL)						
Face Value of ₹ 1,00,00,000 each of Bank Of Baroda Sr XIX 7.88 BD Perpetual Bonds	10.00	10.00	-	-	1,042.18	1,042.18
Face Value of ₹ 10,00,000 each of L&T Finance Limited SRL TR1 BR NCD Linked Debenture	-	100.00	-	-	-	1,179.41
Face Value of ₹ 1,00,000 each of Shriram Finance Limited - SR PPD IX TR7 NCD	500.00	500.00	-	-	537.50	537.50
Face Value of ₹ 1,00,000 Shriram Citi Union Finance Limited-SR XVI OP 2 TR 5	1,000.00	1,000.00	-	-	1,040.09	1,040.09
Face Value of ₹ 10,00,000 each of Shriram Finance Limited - SR XXXIII OP III NCD	-	50.00	-	-	-	516.46
Face Value of ₹ 1,00,000 each of Shriram Finance Limited - SR PPD XII OP 1 TR 1	1,000.00	1,000.00	-	-	1,046.19	1,046.19
Face Value of ₹ 10,00,000 each of Union Bank of India XXVII perpetual bond	-	50.00	-	-	-	514.59
Face value of ₹ 1,00,00,000 each of Punjab National Bank-SR XVIII perpetual bond	5.00	5.00	-	-	506.21	506.21
Investment in debentures and bonds - Total			-	-	4,172.17	6,382.63

Notes forming part of the financial statements for the year ended March 31, 2026

(₹ in lakhs)

	Units as at March 31, 2026	Units as at March 31, 2025	Non-current		Current	
			As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Unquoted investments (fully paid)						
Investment in mutual funds at fair value through Profit or loss (FVTPL)						
<u>Units of the face value of ₹ 10 each</u>						
Baroda BNP Paribas Arbitrage Fund-Direct Growth	3,87,77,991.32	3,87,77,991.32	-	-	6897.01	6,462.93
Baroda BNP Paribas NIFTY 50 Index Fund-Direct Growth	19,99,900.01	19,99,900.01	-	-	209.58	218.97
Franklin India Balance Advantage Fund-Direct Growth	2,41,88,232.47	1,76,59,396.40	-	-	3447.79	2,528.28
Franklin India Money Market Fund-Direct Growth	40,55,968.28	40,55,968.28	-	-	2200.63	2,061.58
Franklin India Low Duration Fund-Direct Growth	1,49,99,250.04	1,49,99,250.04	-	-	1624.07	1,511.76
Franklin India Ultra Short Duration Fund-Direct Growth	99,99,500.03	99,99,500.03	-	-	1117.96	1,045.41
HDFC Balance Advantage Fund-Direct plan Growth	1,88,611.09	1,88,611.09	-	-	989.74	997.76
HDFC Charity fund for cancer cure- Direct	49,997.50	49,997.50	-	-	5.15	5.18
Mahindra Manulife Short Duration Fund-Direct Growth	1,01,18,446.94	1,01,18,446.94	-	-	1398.50	1,313.16
<u>Units of the face value of ₹ 1,000 each</u>						
Baroda BNP Paribas Money Market Fund-Direct Growth	1,14,120.97	1,49,265.24	-	-	1670.18	2,047.55
Franklin India Liquid Fund-Direct Plan- Growth	-	25,707.77	-	-	-	1,001.75
HDFC Liquid fund- Direct Plant-Growth	-	39,333.75	-	-	-	2,003.45
HDFC Money Market fund- Direct Plant-Growth	6,089.20	-	-	-	1831.20	-
Mahindra Manulife Liquid Fund	84,668.81	-	-	-	1519.58	-
Mahindra Manulife Low Duation Fund-Direct Growth	71,326.09	71,326.09	-	-	1308.11	1,224.49
Mahindra Manulife Ultra Short Duration Fund-Direct Growth	2,33,998.99	2,33,998.99	-	-	3449.35	3,235.26
Investment in mutual funds - Total			-	-	27,668.85	25,657.53
Investment in alternate Investment funds at fair value through Profit or loss (FVTPL)						
3P India Equity Fund 1M - Class B1	-	-	961.11	994.91	-	-
Alchemy Leaders of tomorrow Class A2 - Series 1	-	-	1131.74	1,233.62	-	-
JM Financial India Growth Fund III	-	-	461.07	319.00	-	-
Axis Structured Credit AIF - II	-	-	312.10	303.01	-	-
Investment in alternate investment funds - Total			2,866.02	2,850.54	-	-
Aggregate carrying value of quoted investments			-	-	4,172.17	6,382.63
Aggregate market value of quoted investments			-	-	4,172.17	6,382.63
Aggregate carrying value of unquoted investments			2,866.02	2,850.54	27,668.85	25,657.53

Notes forming part of the financial statements for the year ended March 31, 2026

(₹ in lakhs)

	Units as at March 31, 2026	Units as at March 31, 2025	Non-current		Current	
			As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Category-wise investment as per Ind AS 109 classification						
Financial assets carried at fair value through profit or loss (FVTPL)						
Quoted						
Investment in debentures\ bonds			-	-	4,172.17	6,382.63
Unquoted						
Investment in mutual funds			-	-	27,668.85	25,657.53
Alternate Investment Funds			2,866.02	2,850.54	-	-
			2,866.02	2,850.54	31,841.02	32,040.16

5.(b) Loans

(₹ in lakhs)

	Non-current		Current	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good (unless otherwise stated)				
Loan to employees				
Loan to vendor - considered good	125.32	125.74	179.62	207.45
Total	-	-	120.32	212.25
Note: These financial assets are carried at amortised cost.	125.32	125.74	299.94	419.70

Note: These financial assets are carried at amortised cost.

5.(c) Other financial assets

(₹ in lakhs)

	Non-current		Current	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good (unless otherwise stated)				
Security deposits	494.12	494.12	3.10	3.10
Bank deposits with original maturity more than 12 months #	48.66	68.53	-	-
Interest accrued but not due on deposit	0.36	3.56	-	-
Receivable from Mutual Funds/Alternative investment funds	27.89	46.55	-	-
Total	571.03	612.76	3.10	3.10

Note: These financial assets are carried at amortised cost.

Fixed deposit receipt of ₹ 48.16 lakhs (For 2024-25 ₹ 68.03 lakhs) pledged with Government authorities and utilities.

Notes forming part of the financial statements for the year ended March 31, 2026

6. Income tax assets (net)

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
Income tax assets		
Advance income tax*(net of provision)	6,619.20	6,362.51
Net	6,619.20	6,362.51

* include ₹ 6,061.04 lakhs (previous year ₹ 6056.01 lakhs) paid under protest/adjusted by Income Tax Authorities in respect of ongoing assessments.

7. Other assets

(₹ in lakhs)

	Non-Current		Current	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good (unless otherwise stated)				
Capital advances	25.68	27.81	-	-
Prepaid expenses	8.90	10.23	401.90	483.82
Balance with statutory/government authorities*	-	-	126.66	154.81
DEPB Licences	-	-	-	-
Advances to vendors -considered good	-	-	86.57	364.46
-considered doubtful	-	-	6.25	6.25
Less: Provision for doubtful advances	-	-	(6.25)	(6.25)
Others	-	-	61.71	45.46
Total	34.58	38.04	676.84	1,048.55

* include ₹ 65.69 lakhs (previous year ₹ 77.24 lakhs) paid under protest in respect of ongoing disputes.

8. Inventories

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
Raw materials and components	4,931.88	4,706.16
Raw materials and components - in transit	734.93	880.00
Work in progress	920.12	613.90
Finished goods	1,284.68	1,171.59
Stores and spares	453.59	351.87
Scrap	0.56	3.27
Total	8,325.76	7,726.79

Notes:

- The cost of inventories (Include spares and consumables) recognised as an expense during the year was ₹ 1,22,954.31 lakhs (for 2024-25: ₹ 117,627.56 lakhs).
- The method of valuation of inventories has been stated in note no. 2(vii)
- The cost of inventory recognised as an expense includes ₹ 39.90 lakhs (for 2024-25: ₹ 43.55 lakhs) in respect of write-downs of inventory to net realisable value.
- Inventories have been pledged as security for cash credit facilities with banks.

Notes forming part of the financial statements for the year ended March 31, 2026

9. Trade receivables

(₹ in lakhs)

Particular	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good	23,465.73	16,785.79
	831.04	831.04
	24,296.77	17,616.83
Less: Allowance for expected credit losses	831.04	831.04
Total	23,465.73	16,785.79

Trade receivables ageing schedule

As at March 31, 2026

(₹ in lakhs)

Particular	Outstanding for following periods from due date of payments						Total
	Not due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables –considered good	19,188.71	3,741.29	244.41	291.31	0.01		23,465.73
(ii) Undisputed Trade Receivables –which have significant increase in credit risk	-		-	-	-	-	-
(iii) Undisputed Trade Receivables –credit impaired	-		-	-	-	831.04	831.04
(iv) Disputed Trade Receivables–considered good	-		-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-		-	-	-	-	-
(vi) Disputed Trade Receivables – credit impaired	-		-	-	-	-	-
(vii) Less: allowance for credit losses		-	-	-	-	(831.04)	(831.04)
Total	19,188.71	3,741.29	244.41	291.31	0.01	-	23,465.73

Notes forming part of the financial statements for the year ended March 31, 2026

As at March 31, 2025

(₹ in lakhs)

Particular	Outstanding for following periods from due date of payments						Total
	Not due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables –considered good	16,228.27	517.99	12.59	26.65	0.29	-	16,785.79
(ii) Undisputed Trade Receivables –which have significant increase in credit risk	-	-	-	-	-	-	-
(iii) Undisputed Trade Receivables –credit impaired	-	-	-	-	831.04	-	831.04
Disputed Trade Receivables–considered good	-	-	-	-	-	-	-
(iv) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(v) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(vi) Less: allowance for credit losses	-	-	-	-	(831.04)	-	(831.04)
Total	16,228.27	517.99	12.59	26.65	0.29	-	16,785.79

Notes:

- (i) Trade receivables are non-interest bearing and are generally on terms of 25 to 52 days.
- (ii) Also refer “Credit risk management” section of note 36.
- (iii) Trade receivables have been pledged as security for cash credit facilities with banks.

10. Cash and Cash Equivalents

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Cash on hand	3.49	2.90
Balances with banks:		
In current accounts		48.96
In cash credit accounts *	94.59	2,549.41
Total	98.08	2,601.27

* Cash credit facility from banks is secured against current assets of the Company namely inventories and trade receivables, and other assets both present and future.

Notes forming part of the financial statements for the year ended March 31, 2026

11. Bank balance other than cash and cash equivalents above

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
In dividend current accounts (earmarked accounts)	68.47	70.50
Total	68.47	70.50

For the purpose of the statement of cash flow, cash and cash equivalents comprise the following:

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Cash on hand	3.49	2.90
Balances with banks:		
In current accounts	-	48.96
In cash credit accounts	94.59	2,549.41
Total	98.08	2,601.27

12. Equity Share Capital

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Authorised share capital		
750 lakhs (March 31, 2025: 750 lakhs) equity shares of ₹ 2 each	1,500.00	1,500.00
Issued share capital		
399.98 lakhs (March 31, 2025: 399.98 lakhs) equity shares of ₹ 2 each	799.95	799.95
Subscribed and fully paid-up share capital		
399.95 lakhs (March 31, 2025: 399.95 lakhs) equity shares of ₹ 2 each	799.90	799.90
Shares forfeited (amount originally paid up) (refer note below)		
	0.03	0.03
Total paid-up share capital	799.93	799.93

Note- 2,500 (nos.) of shares were forfeited (partly paid)

Notes forming part of the financial statements for the year ended March 31, 2026

A. Reconciliation of no. of equity shares and amount outstanding at the beginning and at the end of the reporting year:

Particulars	As at March 31, 2026		As at March 31, 2025	
	Nos. (in lakhs)	(₹ in lakhs)	Nos. (in lakhs)	(₹ in lakhs)
Opening Balance	399.95	799.93	399.95	799.93
Closing Balance	399.95	799.93	399.95	799.93

B. Terms/Rights attached to equity shares

- The Company has only one class of equity shares having a par value of ₹ 2 per share. Each holder of equity share is entitled to one vote per share. The Company declares and pays dividend in Indian rupees. The final dividend proposed by the Board of Directors is subject to approval of the shareholders in the ensuing annual general meeting.
- In the event of liquidation of the Company, the holders of equity shares will be entitled to receive 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 holdings more than 5% shares

Name of Shareholder	As at March 31, 2026		As at March 31, 2025	
	Nos. (in lakhs)	% holding in the class	Nos. (in lakhs)	% holding in the class
Equity shares of ₹ 2 each fully paid				
(i) Dayanand Munjal Investments Private Limited	160.40	40.10%	160.40	40.10%
(ii) Hitachi Astemo Limited, Japan	99.60	24.90%	99.60	24.90%

As per records of the Company, including its register of shareholders/ members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownerships of shares.

D. Details of shareholding of Promoters

Shares held by promoters at the end of the year	As at March 31, 2026		As at March 31, 2025		Change in shareholding
	Nos.(in lakhs)	% holding in the class	Nos.(in lakhs)	% holding in the class	
Promoter Name					
1. Dayanand Munjal Investments Private Limited	160.40	40.10%	160.40	40.10%	0%
2. Hitachi Astemo Limited	99.60	24.90%	99.60	24.90%	0%
3. Mrs. Nidhi Kapoor	0.04	0.01%	0.04	0.01%	2%

Notes forming part of the financial statements for the year ended March 31, 2026

13. Other equity

	(₹ in lakhs)	
	As at March 31, 2026	As at March 31, 2025
Retained earnings	31,094.93	30,739.56
General reserve	35,907.85	35,907.85
Total	67,002.78	66,647.41

A. Retained earnings (₹ in lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening balance	30,739.56	29,717.25
Add: Profit for the year	2,187.17	2,886.98
Other Comprehensive income arising from remeasurement of defined benefit obligation net of income tax	(32.02)	(64.89)
Less: Final dividend- FY 2024-25 (Previous year for FY 2023-24) @ ₹ 4.5 per equity share	1,799.78	1,799.78
Balance at end of year	31,094.93	30,739.56

B. General reserve (₹ in lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening balance	35,907.85	35,907.85
Add: Movement during the year	-	-
Balance at end of year	35,907.85	35,907.85

The general reserve is used from time to time to transfer profits from retained earnings for appropriation purposes and is considered as free reserve.

Dividends

After the reporting date, the following dividends were proposed by the Board of directors of the Company subject to the approval of the members at the ensuing Annual General Meeting; the dividends proposed is in accordance with section 123 of the Companies Act, 2013 and have not been recognised as a liability.

	(₹ in lakhs)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Proposed dividend on Equity Shares:		
The board proposed dividend on equity shares after the balance sheet date		
Proposed dividend on equity shares for the year ended March 31, 2026 of ₹ 4.50 per share (March 31, 2025: ₹ 4.50 per share)	1,799.78	1,799.78
Total	1,799.78	1,799.78

Notes forming part of the financial statements for the year ended March 31, 2026

14. Provisions

(₹ in lakhs)

	Non-Current		Current	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits				
Provision for compensated absences	914.71	879.83	100.32	91.89
Total (A)	914.71	879.83	100.32	91.89
Other provisions				
Provision for warranties (refer note (i) below)	348.03	241.13	162.85	144.67
Total (B)	348.03	241.13	162.85	144.67
Total (A+ B)	1,262.74	1,120.96	263.17	236.56

(i) Provision for warranties

A provision is recognised for expected warranty claims on products sold during the latest two to five years (including the current year), as per warranty period on respective models, based on past experience of level of repairs and returns. Assumption used to calculate the provision for warranties are based on current sales level and current information available about past returns based on the warranty period for all products sold. The table below gives information about movement in warranty provision.

Movement in provision for warranty

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
At the beginning of the year	385.80	367.32
Additions during the year	530.09	149.28
Utilized during the year	(405.01)	(130.80)
At the end of the year	510.88	385.80
Current portion	162.85	144.67
Non-current portion	348.03	241.13

15. Deferred tax assets/ liabilities (net)

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
Deferred tax (liabilities) on		
Financials assets carried at fair value through profit or loss	(683.70)	(505.57)
Sub-total(A)	(683.70)	(505.57)
Less: Deferred tax assets on		
Property, plant and equipment & intangible assets	26.40	52.82
Accrued expenses deductible on payment	623.23	499.15
Provision for doubtful debts, loans and advances	222.44	222.44
Sub-total(B)	872.07	774.41
Deferred tax assets/ (liabilities) (net)	188.37	268.84

Notes forming part of the financial statements for the year ended March 31, 2026

Movement of Deferred tax assets/ (liabilities)

(₹ in lakhs)

For the year ended March 31, 2026				
Particulars	Opening Balance	Recognised in Statement of Profit and Loss (Expense)/ Credit	Recognised in Other comprehensive income	Closing Balance
Deferred tax (liabilities) on				
Financials assets carried at fair value through profit or loss	(505.57)	(178.13)	-	(683.70)
Less: Deferred tax assets on				
Property, plant and equipments & intangible assets	52.82	(26.42)	-	26.40
Accrued expenses deductible on payment (including adjustments on account of remeasurement of defined benefit obligation recognised in other comprehensive income)	499.15	113.31	10.77	623.23
Provision for doubtful debts, loans and advances	222.44	-	-	222.44
Deferred tax assets/ (liabilities) (net)	268.84	(91.24)	10.77	188.37

Movement of Deferred tax assets/ (liabilities)

(₹ in lakhs)

For the year ended March 31, 2025				
Particulars	Opening Balance	Recognised in Statement of Profit and Loss (Expense)/ Credit	Recognised in Other comprehensive income	Closing Balance
Deferred tax (liabilities) on				
Financials assets carried at fair value through profit or loss	(619.81)	114.24	-	(505.57)
Less: Deferred tax assets on				
Property, plant and equipments & intangible assets	56.14	(3.32)	-	52.82
Accrued expenses deductible on payment (including adjustments on account of remeasurement of defined benefit obligation recognised in other comprehensive income)	418.25	59.08	21.82	499.15
Provision for doubtful debts, loans and advances	25.54	196.90	-	222.44
Deferred tax assets/ (liabilities) (net)	(119.88)	366.90	21.82	268.84

Notes forming part of the financial statements for the year ended March 31, 2026

16 (a) Trade Payables

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
Trade payables		
Total outstanding dues of micro enterprises and small enterprises	3,590.80	2,045.44
Total outstanding dues of creditors other than micro enterprises and small enterprises	11,947.58	9,978.28
Total	15,538.38	12,023.72

- (i) Due to Micro enterprises and small enterprises have been determined to the extent such parties have been identified on the basis of information collected by the Company. (Refer Note 32)

Trade payables ageing schedule

As at March 31, 2026

(₹ in lakhs)

Particulars	Outstanding for following periods from due date of payment						Total
	Unbilled	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	281.13	3,066.36	243.31	-	-	-	3,590.80
(ii) Others	1,101.12	7,076.08	3,765.50	2.94	0.28	1.66	11,947.58
(iii) Disputed dues - MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	1,382.25	10,142.44	4,008.81	2.94	0.28	1.66	15,538.38

As at March 31, 2025

(₹ in lakhs)

Particulars	Outstanding for following periods from due date of payment						Total
	Unbilled	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	-	2,028.97	16.47	-	-	-	2,045.44
(ii) Others	1,165.30	5,492.45	3,304.17	5.87	0.32	10.17	9,978.28
(iii) Disputed dues - MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	1,165.30	7,521.42	3,320.64	5.87	0.32	10.17	12,023.72

16 (b) Other financial liabilities-Current

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
Other financial liabilities at amortised cost		
Security deposit from customers/ others	26.80	26.50
Unpaid dividend (Refer note 46)	68.46	70.49
Creditors for capital expenditure	31.40	207.55
Others	66.98	-
Total	193.64	304.54

Notes forming part of the financial statements for the year ended March 31, 2026

17. Other liabilities

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
Statutory remittances	542.73	1,114.81
Gratuity (refer note 28)	852.10	469.36
Others	38.11	126.72
Total	1,432.94	1,710.89

18. Revenue From Operations

(₹ in lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue from operations		
Sale of products:		
-Finished goods	1,30,921.09	1,24,462.89
Other operating revenue:		
-Scrap sales	621.06	581.84
Total	1,31,542.15	1,25,044.73

(i) Finished goods transferred at a point of time

(₹ in lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
Sale of Manufactured Goods		
Shock absorbers, struts and window balancer	1,12,210.13	1,12,210.13
Other components	18,710.96	12,252.76
Total	1,30,921.09	1,24,462.89

(ii) Reconciliation of amount of revenue recognised in statement of profit and loss with the contracted price

(₹ in lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue as per the contracted price	1,30,921.09	1,24,462.89
Adjustments:		
Discounts	-	-
Revenue from contracts with customers	1,30,921.09	1,24,462.89

(iii) For disclosure related to revenue from operation based on geographical location, refer note 34.

Notes forming part of the financial statements for the year ended March 31, 2026

19. Other income

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest income on:		
Bank deposits	1.06	0.56
Income-tax refunds	-	28.29
Loans to employees	7.21	7.85
Investments	667.82	474.12
Others *	115.92	56.91
Net gain on sale of investments	137.05	3,351.39
Fair value gain on financial instruments at FVTPL	876.68	(1,585.45)
Dividend income	0.38	0.39
Other non-operating income:		
Exchange differences (net)	-	40.96
Profit on disposal of property, plant and equipment (net)	16.22	12.53
Liabilities and provisions no longer required written back (net)	77.02	596.92
Miscellaneous income	55.70	42.77
Total	1,955.06	3,027.24

* Others include interest on loan to vendors and interest from electricity department.

20. Cost of materials consumed

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Raw materials and components consumed:		
Inventory at the beginning of the year	5,586.16	4,946.19
Add : Purchases of raw materials and components	1,01,898.16	97,528.84
	1,07,484.32	1,02,475.03
Less : Inventory at the end of the year	4,931.88	5,586.16
	1,02,552.44	96,888.87

Notes forming part of the financial statements for the year ended March 31, 2026

21. Changes in inventory of finished goods, work-in progress and scrap

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Inventories at the beginning of the year		
Work-in-progress	613.90	673.70
Finished goods	1,171.59	1,297.73
Scrap	3.27	0.12
Total	1,788.76	1,971.55
Inventories at the end of the year		
Work-in-progress	920.12	613.90
Finished goods	1,284.68	1,171.59
Scrap	0.56	3.27
Total	2,205.36	1,788.76
	(416.60)	182.79

22. Employee benefits expense

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Salaries, wages and bonus	10,924.50	10,658.56
Contribution to provident and other funds (refer note 28)	519.04	518.29
Gratuity expense (refer note 28)	252.40	205.83
Staff welfare expenses	611.32	553.02
Total	12,307.26	11,935.70

Disclosure in compliance with Ind AS-19 "Employee Benefits" has been given in Note 28.

23. Finance Costs

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest expense	13.51	1.73
Total	13.51	1.73

24. Depreciation and amortization expense

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of property, plant and equipment (Note 3)	893.46	1,024.47
Amortisation of intangible assets (Note 4)	165.55	176.26
Total	1,059.01	1,200.73

Notes forming part of the financial statements for the year ended March 31, 2026

25. Other expenses

Particulars	(₹ in lakhs)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Consumption of stores and spares	2,277.13	2,342.55
Job work expenses	1,718.15	1,549.60
Power and fuel	3,341.94	3,269.10
Freight and forwarding charges	498.53	428.27
Rent (refer Note 29)	26.90	25.82
Hire charges	5.28	-
Rates and taxes	67.04	23.79
Insurance	356.95	357.01
Repairs and maintenance:		
Plant and machinery	501.68	536.38
Buildings	61.71	71.79
Others	415.50	196.38
Royalty	3,343.05	3,143.94
Technician fee	33.14	47.67
Warranty expense (refer Note 14)	530.09	149.28
Legal and professional fees	530.63	364.18
Travelling and conveyance	466.97	538.23
Communication costs	39.49	26.54
Directors' sitting fees	29.25	19.80
Payment to statutory auditors (refer note below)	75.10	67.37
Donations	5.05	2.72
Bank charges	23.27	23.85
Exchange differences (net)	45.99	-
Provision for doubtful debts	-	782.34
Corporate social responsibility (CSR) expenditure (refer note 38)	74.13	45.84
Miscellaneous expenses	336.85	333.25
TOTAL	14,803.82	14,345.70

Particulars	(₹ in lakhs)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Payment to auditors*:		
As statutory auditors:		
Statutory audit	43.00	35.00
Limited review of unaudited financial results	18.15	16.50
Certifications	7.50	9.00
Tax audit	4.00	3.50
Out of pocket expenses	2.45	3.37
Total	75.10	67.37

* The above amounts are excluding applicable taxes.

Notes forming part of the financial statements for the year ended March 31, 2026

26. Income taxes

(a) Income tax expense recognised in Statement of Profit and Loss

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Current income tax:		
In respect of current year	642.39	988.48
Tax adjustment for earlier year	36.95	7.89
Deferred tax:		
In respect of current year	91.24	(366.90)
Income tax expense reported in the statement of profit or loss	770.58	629.47

(b) Income tax on Other Comprehensive Income

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Income tax		
Arising on income and expenses recognised in other comprehensive income:		
Remeasurement of defined benefit obligation	10.77	21.82
Total income tax benefit/(expense) recognised in other comprehensive income	10.77	21.82

(c) The income tax expense for the year can be reconciled to the profit before tax as follows:

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit before tax	2,957.75	3,516.45
Income tax expense calculated at 25.168% (2022-23: 25.168%)	744.41	885.02
Effect of expenses that are not deductible in determining taxable profit	21.92	12.22
Effect of income that is exempt/ taxed on lower rate	(44.30)	(357.09)
Adjustments recognised in the current year in relation to the deferred tax expense of prior years on account of withdrawal of the indexation benefit and change in tax rate	-	61.94
Others	11.60	19.49
Total	733.63	621.58
Tax adjustment for earlier year	36.95	7.89
Income tax expense reported in the Statement of Profit and Loss	770.58	629.47

Notes forming part of the financial statements for the year ended March 31, 2026

(d) The income tax benefit/(expense) on Other Comprehensive Income for the year can be reconciled as follows:

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Other Comprehensive Income		
Re-measurement gains/(losses) on defined benefit plans	(42.79)	(86.71)
Tax effect on above calculated at 25.168% (2022-23: 25.168%)	10.77	21.82
Income tax benefit/(expense) reported in the Other Comprehensive Income	10.77	21.82

27. Earnings Per Share (EPS)

(₹ in lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
The earnings and weighted average number of equity shares used in the calculation of basic/diluted earnings per share are as follows:		
Profit for the year, per Statement of Profit and Loss (A) (₹ lakhs)	2,187.17	2,886.98
Weighted average number of equity shares (B) (Nos. in lakhs)	399.95	399.95
Basic earnings per share (of ₹ 2 each) (in ₹) (A/B)	5.47	7.22
Diluted earnings per share (of ₹ 2 each) (in ₹) (A/B)	5.47	7.22

28. Employee benefits

Defined Contribution Plans - General Description

The Company makes contribution towards employees' provident fund and superannuation fund. Under the schemes, the Company is required to contribute a specified percentage of payroll cost, as specified in the rules of the schemes to these defined contribution schemes. The Company has recognised following amounts as an expense towards contribution to these schemes.

(₹ in lakhs)

	For the year ended March 31, 2026	For the year ended March 31, 2025
Employer's contribution to provident fund	452.03	446.99
Employer's contribution to superannuation fund	67.01	71.30
Total	519.04	518.29

Defined Benefit Plans - General Description

Gratuity:

The gratuity plan is governed by the Payment of Gratuity Act, 1972. Under the Act, employees who have completed five years of service are entitled to specific benefit. The level of benefit provided depends on the member's length of service, salary and retirement age. The employee is entitled to a benefit equivalent to 15 days salary last drawn for each completed year of service with part thereof in excess of six months.

Notes forming part of the financial statements for the year ended March 31, 2026

This is a funded benefit plan for qualifying employees. The Company makes contributions to LIC policy to cover the liability of the Company. The scheme provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment. Vesting occurs upon completion of five years of service.

These plans typically expose the Company to actuarial risks such as: investment risk, inherent interest rate risk, longevity risk and salary risk.

Investment Risk	The present value of the defined benefit plan liability (denominated in Indian Rupee) is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds. Currently for the plan in India, it has a relatively balanced mix of investments in government securities, and other debt instruments.
Interest Rate Risk	The defined benefit obligation calculation uses a discount rate based on government bonds. If bond yields fall, the defined benefit obligation will tend to increase.
Longevity Risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary Risk	Higher than expected increase in salary will increase the defined benefit obligation.

The most recent actuarial valuation of the defined benefit obligation were carried out using the projected unit credit method.

Particulars	(₹ in lakhs)	
	For the year ended March 31, 2026 Gratuity (Funded)	For the year ended March 31, 2025 Gratuity (Funded)
Change in benefit obligation		
Present value of obligation as at the beginning of the year	2,823.10	2,628.16
Current service cost	220.52	186.91
Past Service Cost including curtailment Gains/Losses	220.02	-
Interest cost	191.69	190.02
Remeasurement on the net defined benefit liability		
Actuarial (gain) / loss arising from changes in demographic assumptions	-	-
Actuarial (gain) / loss arising from changes in financial assumptions	-	-
Actuarial (gain) / loss arising from experience adjustments	59.35	91.46
Benefits paid	(184.32)	(273.45)
Present value of obligation as at the end of the year	3,330.36	2,823.10
Change in plan assets		
Fair value of plan assets at the beginning of the year	2,353.74	2,366.50
Interest income	159.82	171.10
Return on plan assets (excluding amounts included in interest income)	16.56	4.75
Contribution by the Company	132.46	84.84
Benefits paid	(184.32)	(273.45)
Plan assets at the end of the year	2,478.26	2,353.74
Liability/ (Asset) recognized in the financial statements	852.10	469.36

Notes forming part of the financial statements for the year ended March 31, 2026

Amount recognised in Statement of Profit and Loss:

	(₹ in lakhs)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Service Cost		
Current service cost	220.52	186.91
Net interest expense	31.87	18.92
	252.39	205.83
Add: Past service cost (exceptional item) (Refer Note 31)	220.02	-
Amount recognised in Statement of Profit and Loss	472.41	205.83

Amount recognised in Other Comprehensive Income:

	(₹ in lakhs)	
	For the year ended March 31, 2026	For the year ended March 31, 2025
Remeasurement on the net defined benefit liability		
Return on plan assets (excluding amounts included in net interest expense)	(16.56)	(4.75)
Actuarial (gains)/ losses arising from changes in demographic assumptions	-	-
Actuarial (gains)/ losses arising from changes in financial assumptions	-	-
Actuarial (gains)/ losses arising from experience adjustments	59.35	91.46
Amount recognised in Other Comprehensive Income	42.79	86.71

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

	As at March 31, 2026	As at March 31, 2025
Gratuity		
Investment Details	Funded	Funded
Investment with Insurer (LIC)	100%	100%

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

	As at March 31, 2026	As at March 31, 2025
Discount rate (%)	7.29	6.79
Future salary increases (%)	7.50	7.50
Retirement Age (Years)	58.00	58.00
Withdrawal rate		
Up to 30 years	3%	3%
From 31 to 44 years	2%	2%
Above 44 years	1%	1%
Mortality rate	100% of IALM (2012-14)	100% of IALM (2012-14)

Notes forming part of the financial statements for the year ended March 31, 2026

The Company makes annual contribution to Life Insurance Corporation (LIC). As LIC does not disclose the composition of its portfolio investments, break-down of plan investments by investment type is not available to disclose.

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonable possible changes of the respective assumptions occurring at the end of the year, while holding all other assumptions constant.

- If the discount rate is 50 basis points higher/ (lower), the defined benefit obligation would decrease by ₹ 122.79 lakhs (increase by ₹ 132.26 lakhs) [as at March 31, 2025: decrease by ₹ 106.74 lakhs (increase by ₹ 115.20 lakhs)].
- If the expected salary growth increases/(decreases) by 50 basis points, the defined benefit obligation would increase by ₹ 131.35 lakhs (decrease by ₹ 123.11 lakhs) [as at March 31, 2025: increase by ₹ 113.86 lakhs (decrease by ₹ 106.54 lakhs)]

Sensitivities due to change in mortality rate and change in withdrawal rate are not material and hence impact of such change is not calculated.

Sensitivity Analysis

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 reporting period, which is same as that applied in calculating the defined benefit obligation liability recognized in the balance sheet.

Maturity profile of defined benefit obligation

	As at March 31, 2026	As at March 31, 2025
Average duration of the defined benefit obligation (in years)	13.20	13.50

The Company expects to make a contribution of ₹ 289.30 lakhs (as at March 31, 2025 ₹ 219.94 lakhs) to the defined benefit plans during the next financial year.

29. Ind AS 116: 'Leases'

The Company has entered into cancellable operating lease arrangement for various residential properties for use by its employees. Considering the nature of these leases, lease payments are recognized as expenses in the Statement of Profit and Loss during the year ended March 31, 2026 is ₹ 26.90 lakhs (March 31, 2025: ₹ 25.82 lakhs).

30. Contingent liabilities, commitments and assets (to the extent not provided for)

a. Capital and other commitments

At March 31 2026, the estimated amount of contracts remaining to be executed on capital account was ₹ 38.26 lakhs (March 31, 2025: ₹ 33.74 lakhs)

The Company has other commitments, for purchase/sales orders which are issued after considering requirements per operating cycle for purchase /sale of goods and services, employee's benefits including union agreement in normal course of business. The Company does not have any long term commitments or material non-cancellable contractual commitments/contracts, which might have material impact on the financial statements.

Notes forming part of the financial statements for the year ended March 31, 2026

b. Contingent Liabilities

	(₹ in lakhs)	
	As at March 31, 2026	As at March 31, 2025
a) Demands raised by Income tax authorities (Refer note (i) below)	852.74	745.74
b) Demand raised by Employees State Insurance Recovery Officer (Refer note (ii) below)	50.76	50.76
c) Demand raised by Custom Authorities (Refer note (iii) & (iv) below)	131.68	32.36

The amounts shown above represent the best possible estimates arrived at on the basis of available information. The uncertainties and possible reimbursements are dependent on the outcome of the different legal processes which have been invoked by the Company or the claimants as the case may be and therefore cannot be predicted accurately or relate to a present obligations that arise from past events where it is either not probable that an outflow of resources will be required to settle or a reliable estimate cannot be made. The Company engages reputed professional advisors to protect its interests and has been advised that it has strong legal positions against such disputes.

Nature of disputes:

- (i) The Company has outstanding Income-tax demands aggregating to ₹ 12,179.45 lakhs, in relation to disallowance of royalty and other transfer pricing adjustments with associated enterprises. Considering favourable ITAT judgements for earlier years viz. AY 2006-07, AY 2007-08 and AY 2008-09, demand for royalty disallowance aggregating to ₹ 11,326.72 lakhs have been considered as remote. All other matters, mainly related to domestic transfer pricing are considered contingent by the Company. As on March 31, 2026, the total amounts paid under protest, including amounts withheld by tax authorities is ₹ 6,061.04 lakhs (March 31, 2025: ₹ 6,056.01 lakhs).
- (ii) The Company has outstanding demands of ₹ 50.76 lakhs with Employee state insurance court in relation to pending submission of requisite details with authorities against which the Company has paid ₹ 19.54 lakhs (March 31, 2025 ₹ 19.54 lakhs) under protest.
- (iii) Imposition of penalty on the Company for dealing in forged DEPB scrips amounting to ₹ 129.44 lakhs. The Company has deposited ₹ 32.36 lakhs (25% of the penalty amount) and filed an appeal in compliance with the condition of pre-deposit of 7.5% under section 129E of the Customs Act, 1962.
- (iv) The Company has outstanding demand of differential duty amounting to ₹ 99.32 lakhs including interest and penalty due to classification of Components of shock absorbers for 2 wheelers and its eligibility for concessional rate of Basic Customs Duty.
- (v) The Company had received demand orders for the financial years 2018-19 amounting to 219.50 lakhs on account of mismatch of input tax credit between GSTR 2A and GSTR 9 to which the Company has filed an appeal with Joint Commissioner for the financial years 2018-19. Further for financial year 2022-23 there was difference of ₹ 3.22 lakhs due to denial of ITC claim by the GST authority as the supplier has not filed the GSTR 3B return the Company has filed an appeal before commissioner appeal. Considering the facts of the matters involved in the aforesaid notices/orders and basis legal advice received, the Company has considered these matters as remote.

Notes forming part of the financial statements for the year ended March 31, 2026

31. Exceptions items

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
Increase in gratuity liability arising of past service cost due to Impact of Labour Codes (Refer Note below)	220.02	-
Total	220.02	-

Note: On November 21, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate twenty-nine existing labour laws into a unified framework governing employee benefits during employment and post-employment. The Labour Codes, amongst other things introduces changes, including a uniform definition of wages and enhanced benefits relating to leave. The Company has assessed the financial implications of these changes which has resulted in increase in gratuity liability arising out of past service cost by ₹ 220.02 lakhs. Considering the impact arising out of an enactment of the new legislation is an event of non-recurring nature, the Company has presented this incremental amount as "Impact of Labour Codes" under "Exceptional Item" in the financial statements.

32. Details of dues to micro and small enterprises as defined under the MSMED Act, 2006

(₹ in lakhs)

	As at March 31, 2026	As at March 31, 2025
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of accounting year		
Principal amount due to micro and small enterprises	3,590.80	2,044.71
Interest due on above	8.65	0.73
The amount of interest paid by the buyer in terms of Section 16 of the MSMED Act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	-	-
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 MSMED Act 2006	7.92	0.25
The amount of interest accrued and remaining unpaid at the end of each accounting year	8.65	0.73
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under Section 23 of the MSMED Act 2006	-	0.21

Dues to Micro Enterprises and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the Management. This has been relied upon by the auditors.

Notes forming part of the financial statements for the year ended March 31, 2026

33. Related party disclosures under IND AS 24

(i) Names of related parties and related party relationship

(a) Key management personnel

- Mr. Yogesh Chander Munjal – Chairman and Managing Director
- Mr. Hitoshi Fukagawa - Joint Managing Director
- Mr. Ashok Kumar Munjal- Independent Director
- Mrs. Charu Munjal- Non Executive Director (Upto May 29, 2024)
- Mrs. Kavita Venugopal- Independent Director
- Dr. Neetika Batra- Independent Director(w.e.f. April 1, 2024)
- Mr. Kazuhiro Nishioka- Non Executive Director (Upto April 08, 2025)
- Mr. Katsumata Tetsuya - Non Executive Director (w.e.f. May 26, 2025)
- Mr. Neeraj Munjal- Non Executive Director (w.e.f. May 26, 2025)
- Mr. Abhaya Shankar- Independent Director (w.e.f. May 26, 2025)
- Mr. Avi Munjal- President, Grandson of Mr. Yogesh Chander Munjal and son of Mr. Neeraj Munjal
- Mr. Pankaj Gupta - Chief Financial Officer
- Mr. Ravinder Sharma - Company Secretary (w.e.f. November 14, 2025)
- Mrs. Neha Bansal - Company Secretary (upto August 23, 2025)

(b) Relatives of key management personnel

- Mrs. Nidhi Kapoor - Daughter of Mr. Yogesh Chander Munjal
- Mr. Yajan Kant Munjal- General Manager, Grandson of Mr. Yogesh Chander Munjal and son of Mr. Neeraj Munjal

(c) Enterprise with significant influence over the Company

- Hitachi Astemo Limited, Japan
- Astemo Limited (Formerly known as Hitachi Astemo Limited), Japan
- Dayanand Munjal Investments Private Limited

(d) Enterprises owned or controlled by key management personnel and their relatives

- Dayanand Munjal Investments Private Limited
- Shivam Autotech Limited
- Earthly Possessions (Upto May 29, 2024)

(ii) The following table provides the total value of transactions that have been entered into with related parties for the relevant financial year:

	(₹ in lakhs)							
	Enterprises with significant influence over the company		Key management personnel & their relatives		Enterprises owned or controlled by key management personnel and their relatives		Total	
	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25
Transactions during the year:								
<u>Sale of goods & services</u>								
Shivam Autotech Limited	-	-	-	-	153.03	221.13	153.03	221.13
Astemo Ltd., Japan (Formerly known as Hitachi Astemo Ltd.)	1.32	6.24	-	-	-	-	1.32	6.24
	1.32	6.24	-	-	153.03	221.13	154.35	227.37
<u>Sale of PPE</u>								
Shivam Autotech Limited	-	-	-	-	1.45	72.05	1.45	72.05
	-	-	-	-	1.45	72.05	1.45	72.05
<u>Purchase of goods</u>								
Shivam Autotech Limited					704.50	831.70	704.50	831.70
Astemo Ltd., Japan (Formerly known as Hitachi Astemo Ltd.)	1,128.90	2,499.24	-	-	-	-	1,128.90	2,499.24
Earthly Possessions	-	-	-	-	-	0.90	-	0.90
	1,128.90	2,499.24	-	-	704.50	832.60	1,833.40	3,331.84
<u>Advance given against supply</u>								
Shivam Autotech Limited	-	-	-	-	1,000.00	-	1,000.00	-
	-	-	-	-	1,000.00	-	1,000.00	-
<u>Interest income</u>								
Shivam Autotech Limited	-	-	-	-	70.55	-	70.55	-
	-	-	-	-	70.55	-	70.55	-
<u>Advance recovered</u>								
Shivam Autotech Limited (Including Interest income)	-	-	-	-	1,070.55	950.00	1,070.55	950.00
	-	-	-	-	1,070.55	950.00	1,070.55	950.00
<u>Royalty paid/payable</u>								
Astemo Ltd., Japan (Formerly known as Hitachi Astemo Ltd.)	3,343.05	3,143.94	-	-	-	-	3,343.05	3,143.94
	3,343.05	3,143.94	-	-	-	-	3,343.05	3,143.94

(₹ in lakhs)

	Enterprises with significant influence over the company		Key management personnel & their relatives		Enterprises owned or controlled by key management personnel and their relatives		Total	
	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25
Purchase of Intangible assets								
Design and drawing fees								
Astemo Ltd., Japan (Formerly known as Hitachi Astemo Ltd.)	54.78	191.71	-	-	-	-	54.78	191.71
	54.78	191.71	-	-	-	-	54.78	191.71
Expense reimbursement								
Astemo Ltd., Japan (Formerly known as Hitachi Astemo Ltd.)	179.60	159.73	-	-	-	-	179.60	159.73
	179.60	159.73	-	-	-	-	179.60	159.73
Dividend paid								
Astemo Ltd., Japan (Formerly known as Hitachi Astemo Ltd.)	448.20	448.20	-	-	-	-	448.20	448.20
Dayanand Munjal Investment Pvt. Ltd.	721.80	721.80	-	-	-	-	721.80	721.80
Nidhi Kapoor	0.19	0.18	-	-	-	-	0.19	0.18
	1,170.19	1,170.18	-	-	-	-	1,170.19	1,170.18

	Enterprises with significant influence over the Company		Key management personnel & their relatives		Enterprises owned or controlled by key management personnel and their relatives		Total	
	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25
Employee Benefits for Key Management Personnel (Salary, Commission and contributions to Provident fund and Superannuation fund)								
Mr. Yogesh Chander Munjal	-	-	712.57	677.92	-	-	712.57	677.92
Mr. Yasuhiro Ashiki	-	-	-	11.66	-	-	-	11.66
Mr. Hitoshi Fukagawa	-	-	164.41	132.55	-	-	164.41	132.55
Mr. Pankaj Gupta	-	-	51.26	52.15	-	-	51.26	52.15
Mrs. Neha Bansal	-	-	4.63	8.35	-	-	4.63	8.35
Mr. Avi Munjal	-	-	84.47	58.54	-	-	84.47	58.54
Mr. Yajnan Kant Munjal	-	-	30.35	-	-	-	30.35	-
Mr. Ravinder Sharma	-	-	5.23	-	-	-	5.23	-

	Enterprises with significant influence over the Company		Key management personnel & their relatives		Enterprises owned or controlled by key management personnel and their relatives		Total	
	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25
Sitting fees to non executive and Independent directors								
Mr. Ashok Kumar Munjal	-	-	5.10	3.60	-	-	5.10	3.60
Ms. Charu Munjal	-	-	-	1.80	-	-	-	1.80
Mrs. Kavita Venugopal	-	-	9.15	7.20	-	-	9.15	7.20
Mrs. Neetika Batra	-	-	8.40	7.20	-	-	8.40	7.20
Mr. Neeraj Munjal	-	-	3.00	-	-	-	3.00	-
Mr. Abhaya Shankar	-	-	3.60	-	-	-	3.60	-
	-	-	1,082.17	960.97	-	-	1,082.17	960.97
(iii) Balances as at the year end								
Trade payables								
Astemo Ltd., Japan (Formerly known as Hitachi Astemo Ltd.)	1,797.04	1,745.85	-	-	-	-	1,797.04	1,745.85
Mr. Yogesh Chander Munjal	-	-	39.34	62.80	-	-	39.34	62.80
Mr. Hitoshi Fukagawa	-	-	1.96	2.23	-	-	1.96	2.23
Mr. Pankaj Gupta	-	-	1.94	1.84	-	-	1.94	1.84
Mrs. Neha Bansal	-	-	-	0.64	-	-	-	0.64
Mr. Avi Munjal	-	-	3.74	2.61	-	-	3.74	2.61
Mr. Yajan Kant Munjal	-	-	2.26	-	-	-	2.26	-
Mr. Ravinder Sharma	-	-	0.69	-	-	-	0.69	-
	1,797.04	1,745.85	49.93	70.12	-	-	1,846.97	1,815.97
Trade receivable								
Shivam Autotech Limited	-	-	-	-	491.21	240.71	491.21	240.71
	-	-	-	-	491.21	240.71	491.21	240.71

Notes:-

- (i) The remuneration to the key managerial personnel does not include the provisions made for gratuity and compensated absences, as they are determined on an actuarial basis for the Company as a whole.
- (ii) No amount has been written off or written back in the year in respect of dues from/to above related parties.
- (iii) Excluding applicable taxes and duties.
- (iv) The above transactions with related parties are made on terms equivalent to those that prevail in arm's length transactions.

34. Segment information

The Company primarily operates in the auto components segment. The Company operates as an ancilliary and manufactures auto components for the two-wheeler and four-wheeler industry, primary products being shock absorbers, struts and window balancers.

The board of directors of the Company, which has been identified as being the chief operating decision maker (CODM), evaluates the Company's performance, allocates resources based on the analysis of the various performance indicators of the Company as a single unit. Therefore, there is no reportable segment for the Company as per the requirement of IND AS 108 "Operating Segments".

Geographical Locations: The Geographical segments have been considered for disclosure as the secondary segment, under which the domestic segment includes sales to customers located in India and overseas segment includes sales to customer located outside India.

(₹ in lakhs)

Revenue from Operations	Domestic	Overseas	Total
2025-26	1,31,521.42	20.73	1,31,542.15
2024-25	1,25,007.76	36.97	1,25,044.73

- Domestic segment includes sales to customers located in India.
- Overseas segment includes sales to customers located outside India.
- There are no non-current assets located outside India.
- Revenue from operations have been allocated to segments on the basis of their relationship to the operating activities of the segment.

Information about major customers

Included in revenue from operations (net of taxes) arising from domestic sales are revenues which arose from following customers which were 10% or more of the Company's revenue:

(₹ in lakhs)

Particulars	31-Mar-26	31-Mar-25
Customer 1	1,13,395.68	1,02,404.14

35. Capital management

The Company manages its capital to ensure that the Company will be able to continue as a going concern while maximising the return to stakeholders through efficient allocation of capital towards expansion of business, optimisation of working capital requirements and deployment of surplus funds into various investment options. The Company does not have debts and meets its capital requirement through equity.

The Company is not subject to any externally imposed capital requirements

The management of the Company reviews the capital structure of the Company on regular basis. As part of this review, the Board considers cost of capital and the risks associated with the movement in the working capital.

The following table summarizes the capital of the Company:

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Share capital	799.93	799.93
Equity reserves	67,002.78	66,647.41
Total Equity	67,802.71	67,447.34

The Company is not subject to any externally imposed capital requirements.

36. Financial instruments

36.1 Categories of financial instruments

(₹ in lakhs)

Particulars	As at March 31, 2026	As at March 31, 2025
Financial assets		
Financial assets at fair value through profit or loss (FVTPL)		
Non-current		
Investments	2,866.02	2,850.54
Current		
Investments	31,841.02	32,040.16
Financial assets at amortised cost		
Non-current		
Loans	125.32	125.74
Other financial assets	571.03	612.76
Current		
Loans	299.94	419.70
Trade receivables	23,465.73	16,785.79
Cash and Cash Equivalents	98.08	2,601.27
Bank balance other than Cash and Cash Equivalents above	68.47	70.50
Other financial assets	3.10	3.10
Total	59,338.71	55,509.56
Financial liabilities at amortised cost		
Current		
Trade payables	15,538.38	12,023.72
Other financial liabilities	193.64	304.54
Total	15,732.02	12,328.26

36.2 Fair value measurements

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

The following is the basis of categorising the financial instruments measured at fair value into Level 1 to Level 3:

Level 1: This level includes financial assets that are measured by reference to quoted prices (unadjusted) in active markets for identical assets or liabilities. This category consists of quoted debentures and open-ended mutual funds.

Level 2: This level includes financial assets and liabilities, measured using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).

Level 3: This level includes financial assets and liabilities measured using inputs that are not based on observable market data (unobservable inputs). Fair values are determined in whole or in part, using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data.

Fair value of the Company's financial assets that are measured at fair value on a recurring basis:

There are certain Company's financial assets which are measured at fair value at the end of each reporting period. Following table gives information about how the fair values of these financial assets are determined:

(₹ in lakhs)

	Fair value as at March 31, 2026		
	Level 1	Level 2	Level 3
Financial assets at fair value through profit or loss (FVTPL)			
Non-current			
Other Investments - Alternate investment funds	-	-	2,866.02
Current			
Investments in mutual funds	-	27,668.85	-
Investments in debentures	-	4,172.17	-
Financial assets at Amortised cost			
Non-current			
Loan to employees	-	-	125.32
Other financial assets	-	-	571.03

(₹ in lakhs)

	Fair value as at March 31, 2025		
	Level 1	Level 2	Level 3
Financial assets at fair value through profit or loss (FVTPL)			
Non-current			
Other Investments - Alternate investment funds	-	-	2,850.54
Current			
Investments in mutual funds	-	25,657.53	-
Investments in debentures	-	6,382.63	-
Financial assets at Amortised cost			
Non-current			
Loan to employees	-	-	125.74
Other financial assets	-	-	612.76

The fair value of the financial assets and financial liabilities are included at the amount that would be received to sell an asset and paid to transfer a liability in an orderly transaction between the market participants. The following methods and assumptions were used to estimate the fair values:

- Investments traded in active markets are determined by reference to quotes from the stock exchanges; for example: quoted price of debentures in the stock exchange etc. The fair value of listed debentures and mutual funds are based on direct market observable inputs.
- The fair value of unquoted mutual funds is verified from the Net Assets Value (i.e. NAV) declared by the Mutual Fund houses / third party websites.
- The fair value of Alternate Investment Fund fund is as per the valuation statement received from the fund.
- Trade receivables, cash and cash equivalents, other bank balances, loans, other current financial assets, trade payables and other current financial liabilities: Approximate their carrying amounts largely due to short-term maturities of these instruments.
- Management uses its best judgment in estimating the fair value of its financial instruments. However, there are inherent limitations in any estimation technique. Therefore, for substantially all financial instruments, the fair value estimates presented above are not necessarily indicative of all the amounts that the Company could have realized or paid in sale transactions as of respective dates. As such, the fair value of the financial instruments subsequent to the respective reporting dates may be different from the amounts reported at each year end.

Reconciliation of Level 3 fair value measurement

Particulars	Other Investments - Alternate investment funds
As at April 01, 2024	5,726.11
Acquisition	1,415.60
Sold	(4,510.91)
Gains/(losses) recognised	
- in statement of profit and loss	219.74
As at March 31, 2025	2,850.54
Acquisition	166.18
Sold	(33.59)
Gains/(losses) recognised	
- in statement of profit and loss	(117.11)
As at March 31, 2026	2,866.02

36.3 Financial risk management objectives

The Company's senior management monitors and manages the financial risks relating to the operations of the Company. These risks include market risk (including currency risk, interest rate risk and other price risk), credit risk and liquidity risk.

The Company seeks to minimise the effects of these risks by using diversification of investments, credit limit to exposures, etc., to hedge risk exposures. The use of financial instruments is governed by the Company's policies on foreign exchange risk and the investment. The Company does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

Market risk

Market risk is the risk of any loss in future earnings, in realizable fair values or in future cash flows that may result from a change in the price of a financial instrument. The Company's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates risk/ liquidity which impact returns on investments. Future specific market movements cannot be normally predicted with reasonable accuracy. Market risk exposures are measured using sensitivity analysis.

Foreign currency risk management

The Company undertakes transactions denominated in foreign currencies and consequently, exposures to exchange rate fluctuations arise. Exchange rate exposures are managed within approved policy parameters utilising forward foreign exchange contracts. The counter party for these contracts is generally a bank, however there are no outstanding forward exchange contracts at year end.

The carrying amounts of the Company's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows.

Foreign currency exposure (Unhedged)*

(₹ in lakhs)

	As at March 31, 2026		As at March 31, 2025	
	In foreign Currency	In ₹	In foreign Currency	In ₹
Trade Receivables				
In USD	0.05	4.60	0.10	8.89
Trade Payables				
In USD	12.94	1,225.12	9.24	794.10
In JPY	340.44	201.71	586.01	338.40
In THB	0.30	0.89	35.97	92.58

* The Company does not have any hedged foreign currency instruments outstanding as at March 31, 2026/ March 31, 2025.

Foreign currency sensitivity

The following table details the Company's sensitivity to a 5% increase and decrease in the rupee against the relevant foreign currencies. (+)/(-)5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 5% change in foreign currency rates. A positive number below indicates an increase in profit or equity. For a 5% strengthening/weakening of the rupee against the relevant currency, there would be a comparable impact on the profit or equity, and the balances below would be positive or negative.

(₹ in lakhs)

Currency	As at March 31, 2026		As at March 31, 2025	
	5% increase	5% decrease	5% increase	5% decrease
Receivable				
In USD	0.23	(0.23)	0.44	(0.44)
Payable				
In USD	(61.26)	61.26	(39.71)	39.71
In JPY	(10.09)	10.09	(16.92)	16.92
In THB	(0.04)	0.04	(4.63)	4.63
Impact on profit or loss as at the end of the reporting period	(71.16)	71.16	(60.81)	60.81
Impact on total equity as at the end of the reporting period	(53.25)	53.25	(45.50)	45.50

Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company has adopted a policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. Trade receivables balance at the end of the year includes ₹ 19,297.74 Lakhs (March 31, 2025: ₹ 14,192.36 Lakhs) due from the Company's largest customer, which is creditworthy and Company doesn't have any past history of any losses on account of credit risk. The Company's exposure and wherever appropriate, the credit ratings of its counterparties are continuously monitored and spread amongst various counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by the management of the Company.

Financial instruments that are subject to concentrations of credit risk, principally consist of balance with banks, investments in debt instruments/ bonds, trade receivables and loans and advances. Other than trade receivables, none of the financial instruments of the Company result in material concentrations of credit risks.

Balances with banks were not past due or impaired as at the year end. In other financial assets that are not past dues and not impaired, there were no indication of default in repayment as at the year end.

The age analysis of trade receivables as of the balance sheet date have been considered from the due date and disclosed in the note no. 9 above.

The Company has used a practical expedient by computing the expected loss allowance for financial assets based on historical credit loss experience and adjustments for forward looking information.

Movement in the expected credit loss allowance of financial assets

(₹ in lakhs)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Balance at beginning of the year	837.29	54.95
Add: Provided during the year	-	782.34
Less: Reversals of provision	-	-
Less: Amounts written off	-	-
Balance at the end of the year	837.29	837.29

Other price risks including interest rate risk

The Company has deployed its surplus funds into various financial instruments including units of mutual funds, debentures, bonds, etc. The Company is exposed to NAV (net asset value) price risks arising from investments in these funds. The value of these investments is impacted by movements in interest rates, liquidity and credit quality of underlying securities.

NAV price sensitivity analysis

The sensitivity analyses below have been determined based on the exposure to NAV price risks at the end of the reporting period. If NAV prices had been 1% higher/lower:

- profit for the year ended March 31, 2026 would increase/decrease by ₹ 305.35 lakhs (for the year ended March 31, 2025: increase/decrease by ₹ 285.08 lakhs).

Liquidity risk

Liquidity risk represents the inability of the Company to meet its financial obligations within stipulated time. To mitigate this risk, the Company maintains sufficient liquidity by way of readily convertible instruments and working capital limits from banks. The company has a sanctioned Cash credit limits of ₹ 3,000 Lakhs (March 31, 2025 : ₹ 3,000 Lakhs) which remained unutilised as at March 31, 2026.

Maturity profile of financial liabilities:

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

			(₹ in lakhs)	
Particulars	As at March 31, 2026		As at March 31, 2025	
	Less than 1 year		Less than 1 year	
Current				
(i) Trade payables	15,538.38		12,023.72	
(ii) Other financial liabilities	193.64		304.54	
Total	15,732.02		12,328.26	

The surplus funds with the Company and operational cash flows will be sufficient to dispose the financial liabilities within the maturity period.

37. Financial Ratios

Sr. No.	Particulars		As at March 31, 2026		As at March 31, 2025		% Variance	Reason for variances above 25%
			Amount ₹ in lakhs	Ratio	Amount ₹ in lakhs	Ratio		
1	Current Ratio (in times)	Current Assets		3.72		4.25	-13%	-
		Current Liability						
		Current Assets	64,778.94		60,695.86			
		Current liability	17,428.13		14,275.71			

Sr. No.	Particulars		As at March 31, 2026		As at March 31, 2025		% Variance	Reason for variances above 25%
			Amount ₹ in lakhs	Ratio	Amount ₹ in lakhs	Ratio		
2	Return on Equity Ratio (in times)	Net income		0.03	0	0.04	-25%	-
		Average Shareholder's equity						
		Net Profits after taxes	2,187.17		2,886.98			
3	Inventory turnover Ratio (in times)	Average Shareholder's Equity	67,625.03		66,936.19			
		Revenue from operation		16.39		16.66	-2%	-
		Average Inventory						
4	Trade Receivables turnover Ratio (in times)	Revenue from operations	1,31,542.15		1,25,044.73			
		Average Trade Receivables						
		Revenue from operations	8,026.28		7,504.64			
5	Trade payables turnover Ratio (in times)	Average Trade Receivable						
		Net Credit Purchases		7.39		8.28	-11%	-
		Average Trade Payables						
6	Net capital turnover Ratio (in times)	Net credit purchases	1,01,898.16		97,528.84			
		Average Trade Payables	13,781.05		11,782.54			
		Revenue from operations		2.81		2.81	0%	
7	Net profit Ratio (in times)	Average Working Capital						
		Revenue from operations	1,31,542.15		1,25,044.73			
		Average Working capital (Current assets – Current liabilities)	46,885.48		44,450.22			
7	Net profit Ratio (in times)	Net Profit		0.017		0.023	-28%	Refer note (i) below
		Revenue from operations						
		Net Profits after taxes	2,187.17		2,886.98			
7	Net profit Ratio (in times)	Revenue from operations	1,31,542.15		1,25,044.73			
		Net Profit		0.017		0.023	-28%	Refer note (i) below
		Revenue from operations						

Sr. No.	Particulars		As at March 31, 2026		As at March 31, 2025		% Variance	Reason for variances above 25%
			Amount ₹ in lakhs	Ratio	Amount ₹ in lakhs	Ratio		
8	Return on capital employed (in percentage)	EBIT Average Capital Employed		4.73%		5.27%	-10%	-
		Earnings before interest and taxes	3,191.28		3,518.18			
		Average Capital Employed (Tangible Net Worth + Total Debt + Deferred Tax Liability)	67,425.51		66,756.26			
9	Return on investment (in percentage)	Income generated from investments Cost of Investments		4.83%		6.68%	-28%	Refer note (ii) below
		Income generated from investments	1,681.55		2,240.06			
		Cost of Investments(Average)	34,798.87		33,543.80			

Notes:

- (i) Net Profit Ratio recorded during the year is lower as compared to the previous year due to decrease in other income.
- (ii) The gain on investments recorded during the year is lower as compared to the previous year.
- (iii) Since the Company does not have any outstanding debt/borrowing as on March 31, 2026 and March 31, 2025, debt equity ratio and debt service coverage ratio are not applicable.

38. Corporate Social Responsibility

(₹ in lakhs)

S.No.	As at March 31, 2026	As at March 31, 2025
1. Amount required to be spent by the company during the year	72.43	41.35
2. Amount of expenditure incurred	74.12	45.84
3. Shortfall at the end of the year before adjusting from excess of previous year	Nil	Nil
4. Total of previous years shortfall	Nil	Nil
5. Reason for shortfall	Not applicable	Not applicable
6. Carried forward from previous year	5.90	1.41
7. Excess CSR spent carried forward to next year	7.59	5.90
8. Nature of CSR activities	Education, training and healthcare	Education, training and healthcare
9. Details of related party transactions, e.g., contribution to a trust controlled by the company in relation to CSR expenditure as per relevant Accounting Standard	N.A	N.A
10. Where a provision is made with respect to a liability incurred by entering into a contractual obligation, the movements in the provision during the year should be shown separately	N.A	N.A

Details of excess CSR expenditure under Section 135(5) of the Act

Balance as at March 31, 2026 (A)	Amount required to be spent during the year (B)	Amount spent during the year (C)	Balance as at March 31, 2026 [D=(A)-(B)+(C)]
5.90	72.43	74.12	7.59
Balance as at March 31, 2026 (A)	Amount required to be spent during the year (B)	Amount spent during the year (C)	Balance as at March 31, 2026 [D=(A)-(B)+(C)]
1.41	41.35	45.84	5.90

39. The Company neither had transactions with struck off Company during the year nor does it have any outstanding balance at reporting date.

40. Additional regulatory information

- Borrowings are made from banks/ FI on the basis of security of current asset. The returns or statements viz. Financial follow-up report/Financial report filed by the Company with such banks are in agreement with the unaudited books of account of the Company for the said period.
- The Company has complied with the number of layers of companies as prescribed under clause (87) of section 2 of the Act read with the Companies (Restriction on number of Layers) Rules, 2017.
- No proceedings have been initiated or pending against the Company under the Benami Transactions (Prohibition) Act, 1988.
- The Company has not been declared as a wilful defaulter by any bank or financial institution or any other lender.
- The Company has not advanced or loaned or invested funds to any other person or entity, including foreign entities (Intermediaries) with the understanding that the Intermediary shall: directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries); or provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
- The Company has not received any fund from any person or entity, including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall: directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries); or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- Proper books of account as required by law have been kept by the Company including the daily back-up of the books of account and other books and papers of the Company maintained in electronic mode are kept in servers physically located in India.

41. The Company has neither traded nor invested in crypto currency or virtual currency during the financial year.

42. Undisclosed Income

The Company does not have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

43. The Company has no cases of any charges or satisfaction yet to be registered with ROC beyond the statutory time limits.
44. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

45. As per the proviso to Rule 3(1) of Companies (Accounts) Rules, 2014, for the financial year commencing on or after the 1st day of April 2023, every company which uses accounting software for maintaining its books of account, shall use only such accounting software which has a feature of recording audit trail of each and every transaction, creating an edit log of each change made in the books of account along with the date when such changes were made and ensuring that the audit trail cannot be disabled.

The Company has used certain accounting software for maintaining its books of account for the year ended March 31, 2026 wherein in respect of an accounting software used by the Company for the period April 1, 2025 to December 31, 2025, audit trail (edit log) feature was enabled and operated throughout the period for all relevant transactions recorded in the software except that audit trail (edit log) feature was not enabled at database level. The Company has not noted any instances of tampering with the audit trail facility in respect of this accounting software where such audit trail feature was enabled and operating.

The Company migrated its accounting software w.e.f. January 1, 2026, wherein, audit trail (edit log) feature was enabled and operated from January 1, 2026 to March 31, 2026 for all relevant transactions recorded in the software at application level. Also, in respect of database which is maintained by third party service provider, the independent auditor's report does not cover whether the audit trail was enabled or not at database level, as per the requirements of rule 3(1) of the Companies (Accounts) Rules 2014.

In respect of another accounting software used for maintaining and processing certain transactions from January 1, 2026 to March 31, 2026 operated by third party software service providers, as per the independent auditor's report, audit trail (edit log) feature was enabled and operated throughout the aforesaid period, as per the requirements of the proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014. No instances of audit trail feature being tampered with has been reported in such independent auditor's report for the aforesaid period. The audit trail that was enabled and operated till March 31, 2025, has been preserved by the Company as per the statutory requirements for record retention.

46. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund. Unpaid dividend (refer note 16 (b)) does not include any amount outstanding as at March 31, 2026 which are required to be credited to Investor Education and Protection Fund.
47. The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post employment benefits received Presidential assent in September 2020. The Code has been published in the Gazette of India. However, the date on which the Code will come into effect has not been notified. Company will assess the impact of the Code when it comes into effect and will record any related impact in the period the Code becomes effective.
48. The financial statements were approved for issue by the board of directors on May 29, 2026.

For and on behalf of the Board of Directors

Sd/-
Yogesh Chander Munjal
Chairman & Managing Director
DIN- 00003491

Sd/-
Neetika Batra
Director
DIN- 10219725

Sd/-
Pankaj Gupta
Chief Financial Officer

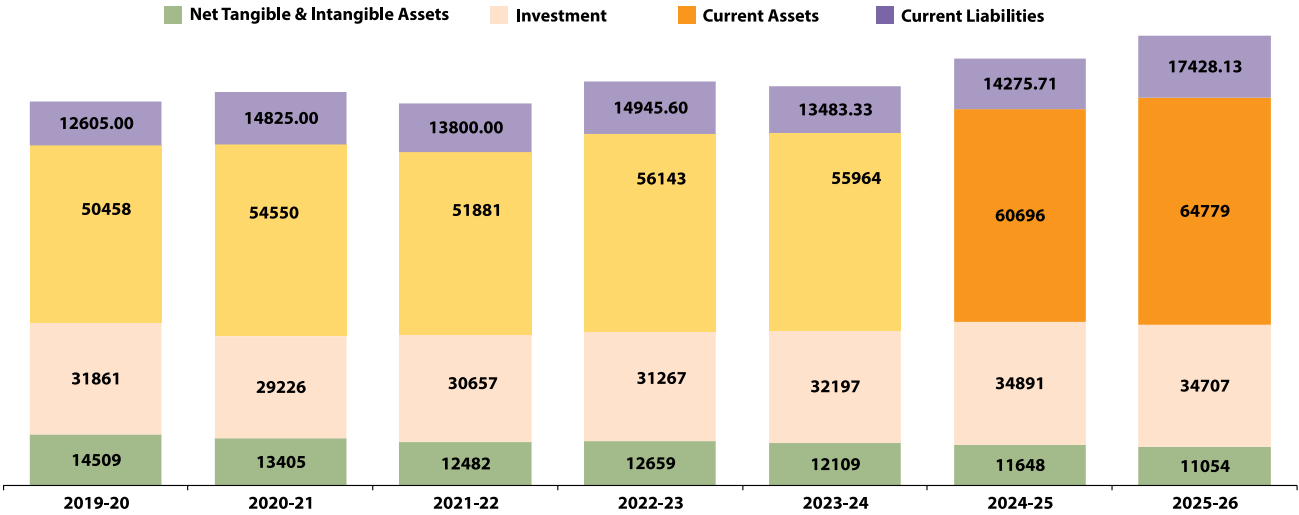
Sd/-
Ravinder Sharma
Company Secretary
Membership No. A72077

Place : Gurugram
Date : May 29, 2026

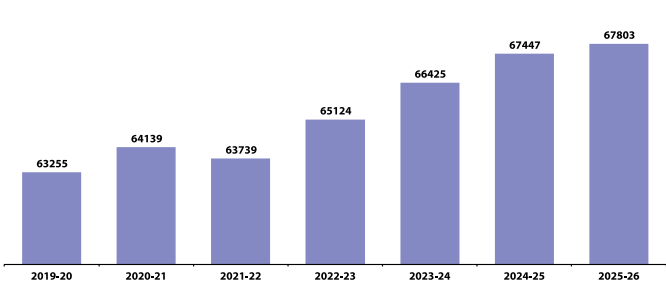
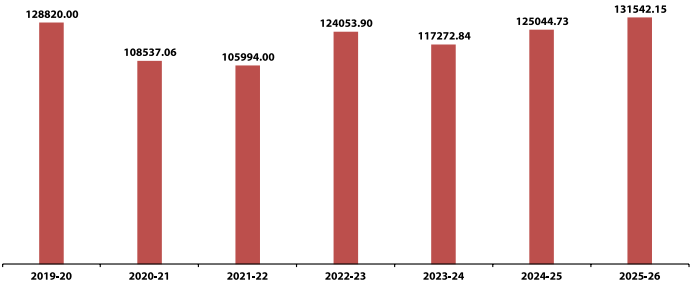
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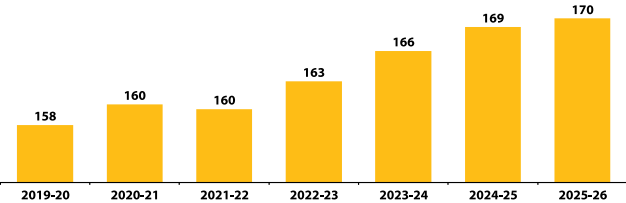
FINANCIAL PERFORMANCE



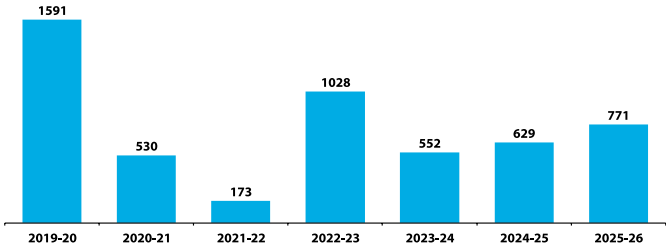
APPLICATION OF FUNDS (₹ in Lakhs)



NET SALES (₹ in Lakhs)

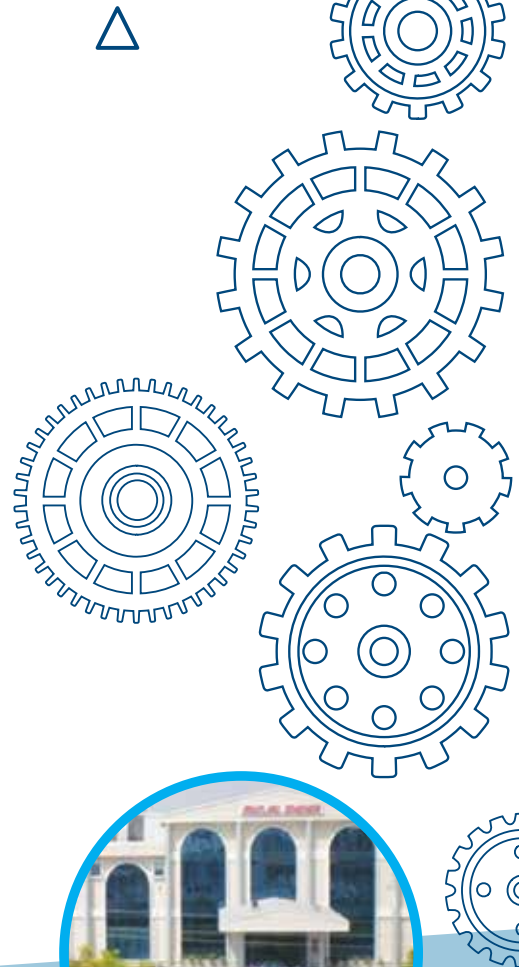


NET WORTH (₹ in Lakhs)



BOOK VALUE PER SHARE (In ₹)

INCOME TAX (₹ in Lakhs)



Gurugram Plant



Manesar Plant



Haridwar Plant

MUNJAL SHOWA LIMITED

CIN: L34101HR1985PLC020934

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Gurugram - 122015, Haryana | Phone: +91 124 478 3000/3100
Email: cs@munjalshowa.net

